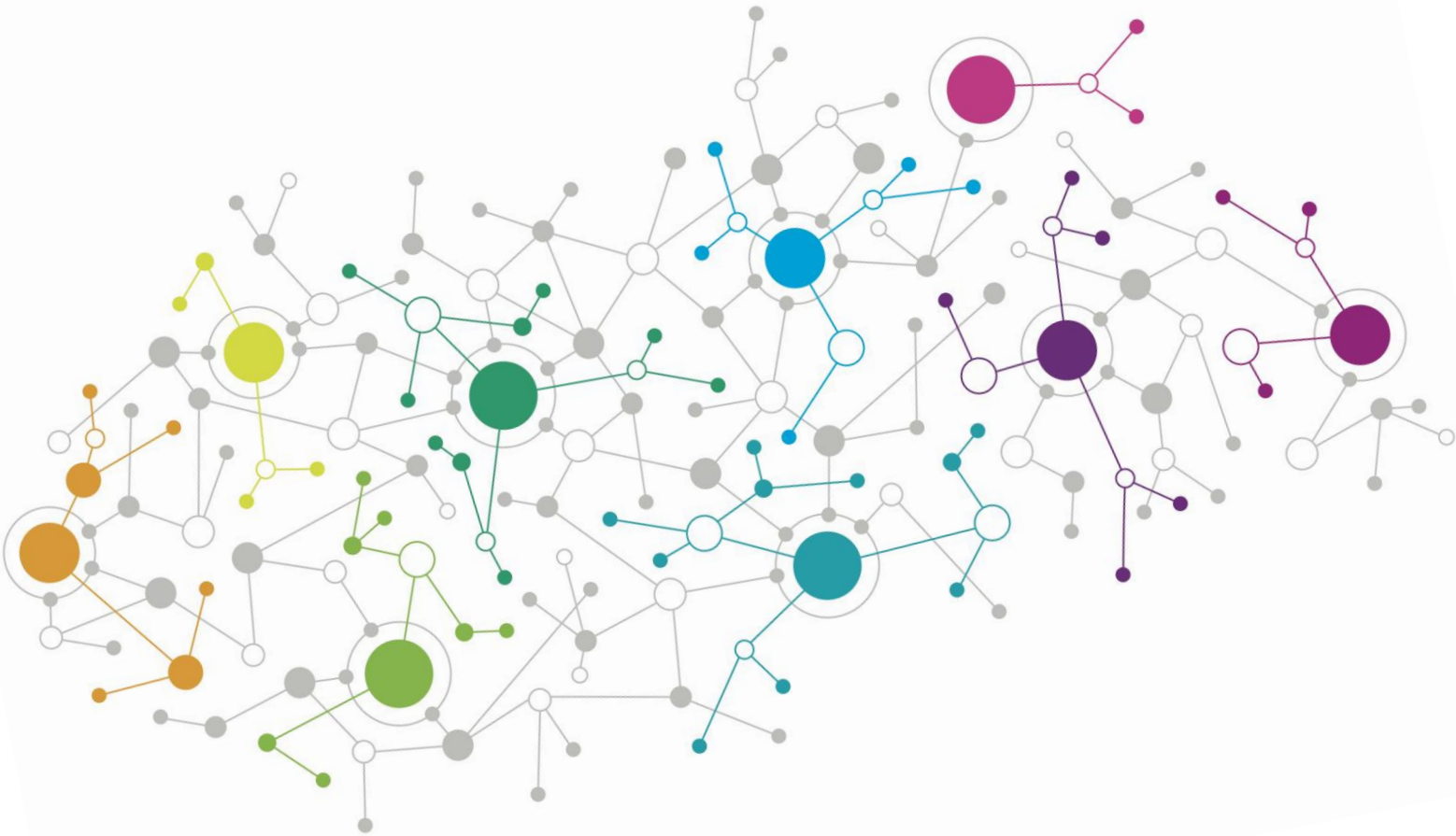
International Trade Centre

NORWEGIAN REFUGEE COUNCIL NRC

ENTREPRENEURSHIP ECOSYSTEM IN GARISSA

A network analysis of institutions supporting entrepreneurship



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EXECUTIVE SUMMARY

Entrepreneurial ecosystems are increasingly recognized as a way to stimulate economic growth, innovation, and social change across many countries around the world. Each of these entrepreneurship ecosystems are unique and emerge as the result of a multitude of institutions and actors interacting in highly complex and idiosyncratic ways. Implementing and accelerating entrepreneurship ecosystems is central to unleashing the potential of young entrepreneurs. While entrepreneurs can be of all ages, this report particularly focuses on youth, entrepreneurs from 18 to 35. Entrepreneurship is increasingly acknowledged as an important element in the broader efforts to tackle the global youth employment challenge. New strategies, which include an increased focus on entrepreneurship, are needed to better prepare youth for the transition from school to work.

In addition to promoting entrepreneurship within the broader policy context, it is critical to invest in the performance, interconnectedness and growth of the intermediate level of the economy.

This report responds to this urgent need by using ITC's methodology to understand the institutions active in the entrepreneurship ecosystem of Garissa County in Kenya. The analysis starts with an initial mapping of the overall ecosystem and attempts to gauge the types of support given by institutions to entrepreneurs and at which levels of the business lifecycle. Secondly, delving deeper, a network analysis is conducted to observe the types of linkages or collaborations that occur between various institutions in the entrepreneurship ecosystem. Such a network analysis does not only show the connections between actors but can also identify which institutions are highly connected. Finally, complementing the institutional perspective, entrepreneurs, or the "users" of the ecosystem, were asked to share their insights. Based on this comprehensive analysis, the objective of this report is to provide an accurate description of the entrepreneurship ecosystem of institutions, identify gaps and highlight recommendations.

Current ecosystem

The entrepreneurship ecosystem in Garissa County is at a nascent stage. Actors are beginning to emerge with entrepreneurship services and activities to support economic development and the number of institutions offering support to entrepreneurs in Garissa is growing. However, livelihoods, business development and entrepreneurship programming are often considered interchangeable. This report aims to specify the difference between the concepts. Entrepreneurship and business development are both components of developing livelihoods (or developing economic opportunities), but they are distinct concepts. While small business development looks at strengthening or building the capacities of an already existing business, most often in a traditional sector, entrepreneurship programming looks at taking a person with an innovative business idea or a start-up with growth potential and supporting them to start or further develop their business. Therefore, when looking at the current support ecosystem, entrepreneurship support is weak and not focused on idea creation.

The equal approach to business development and entrepreneurship is diverting the ecosystem in its efforts to boost innovation and create start-ups. Institutions in the ecosystem focus on supporting the formation of traditional businesses, through technical training and business group formation, and entrepreneurship as a channel for innovation is rarely considered.

This is evidenced by the study of gaps and overlaps presented in this report. Gaps have been detected in services that are specific to entrepreneurship. Looking at the different entrepreneurship development stages, services are missing at the very early stage, including awareness, sensitization and network creation. At later stages, services to develop entrepreneurship through soft skills, mentorship and support to innovation from idea to product launch are also missing. The existence of these gaps relates to the current overlaps. Training programmes are being replicated by several agencies with specific focus on vocational training, covering similar areas of support and sectors.

Collaboration between institutions, analysed through the Network Map, reveals that connections are few and at very early stages. With a very low network density, support institutions in Garissa are missing opportunities to connect and to strengthen their offering for their end beneficiaries. The report has identified several collaboration challenges, including the lack of strategic focus and positioning of the ecosystem actors, and disincentives for collaboration, such as competition for donor funding.

The entrepreneurship ecosystem in Garissa County is primarily comprised of humanitarian and development organizations. The nature of institutions in the network indicates the nascent stage of this ecosystem, highly relying on public initiatives and donor funding. Connections are mostly related to information sharing and working group dynamics and even if such initiatives demonstrate an intention to collaborate, stronger connections such as collaborations to deliver services or co-design initiatives are rarely observed.

When looking at the support offered to the refugee community, the network of institutions offering services is significantly smaller than the overall network. This highlights the recent uptake of entrepreneurship support initiatives for refugees and presents several opportunities for improvement. There is potential to look for innovative solutions, outside the traditional approach, such as TVET and traditional sectors like livestock and retailing, currently in place, and to leverage on the current offering for host community entrepreneurs and adapt it to refugee's needs.

This report has also considered the experience of entrepreneurs (from the host community and refugees) to access support services. The consultation revealed that programmes offer basic technical and business skill training, with limited follow-up support. While entrepreneurs might have the basic skills necessary, they do not know how to market their products, engage and retain clients, or access markets. The need to learn how to access new markets is common for all entrepreneurs, as well as the need to access services and alternative financing options. Community perceptions are also a challenge for entrepreneurs, especially when pursuing an entrepreneurial business idea beyond traditional activities. This report highlights some possible alternatives in the recommendations section.

Next steps for the ecosystem

Based on the analysis, this report provides recommendations to guide local ecosystem actors. Developing and strengthening an ecosystem can be a long process involving interventions from various actors, and therefore recommendations should be addressed as a roadmap for improvement.

Building a pipeline of aspiring entrepreneurs, is the first step towards entrepreneurship promotion and support. The report provides short-term and long-term recommendations for ecosystem actors to create awareness raising material, improve the connectedness to international entrepreneurs, showcase success and to build a local network for support and collective thinking.

Providing inspiration and support through networks and mentors is recommended as a key to change the mindset in the ecosystem, welcome innovative ideas and disrupt traditional sectors. In addition, this becomes particularly relevant to support women, facing additional challenges to become entrepreneurs.

To improve coordination among actors, the design of an ecosystem strategy is also presented as a priority. Agreeing on a common strategy and having a clear vision of what entrepreneurship means for Garissa, will clarify the unique value proposition of each ecosystem actor and will encourage the design of services specifically targeted to support entrepreneurship. In particular, services to foster innovation, testing, prototyping, building soft skills and providing access to international markets.

Learning, adapting and proving impact is part of the ecosystem building process. Therefore, recommendations address the need to design a results measurement framework for the ecosystem. It is important to understand how success looks like, what is the contribution of each ecosystem actor and what it will mean for youth and entrepreneurship in Garissa.

Limitations of the analysis

The analysis provided in this report reflects the findings of desk research and interviews. Some institutions, currently present in the ecosystem might not be represented in this analysis given the characteristics of their mandate (not including entrepreneurship support) or the sporadic character of their interactions in the network. In addition, this report has focused only on Garissa County support institutions, physically present in the county. Therefore, broader initiatives not based in the area, including cross-border initiatives, or digital initiatives based online have not been considered. The interview questions were based on ITC's Network Analysis methodology designed specifically to understand the interactions of support institutions. Therefore, questions were less focused on the particular situation of start-ups or entrepreneurs. The information gathered on the entrepreneur's perspective represents, via a focus group approach, a small subset of the ecosystem's entrepreneurs and therefore further analysis might be needed to provide a statistically

significant assessment of the entrepreneur's journey. This report is a snapshot of the situation in 2020 and therefore might not be representative of past or future interactions.

The COVID-19 pandemic and its outbreak in early 2020 caused unprecedented challenges that directly affected the ecosystem and its entrepreneurs. Added concerns for survival and getting through tough times increased and social isolation measures set conscious and unconscious limitations on productivity around the globe. In addition, dysfunction of supply chains and disrupted demand added to the challenge. This report has not been able to analyse COVID-19 effects on the ecosystem. While negative effects my outweigh positive ones, it is worth considering the effect of potentially stronger global communities and the step up in digital innovation and tech-based platforms worldwide.

INTRODUCTION

Entrepreneurship in fragile settings

There is a positive feedback loop among innovation, entrepreneurship, and economic development. According to Babson College, entrepreneurship can be understood to be "an approach that combines the ability to identify opportunities, organize resources and provide the leadership to create something of value". An entrepreneur is an innovator, a source of new ideas, goods, services, and business or procedures.

Entrepreneurship is increasingly being utilized as a means of promoting employment and self-reliance, in particular in contexts of forced displacement where formal employment opportunities are few with high barriers to entry and growing populations that require support. Indeed, at the end of 2018, there were 15.9 million refugees in protracted[1] situations, representing approximately 78% of the refugee population and an increase from 66% representation in 2017.[2]

Protracted conflict situations can strand people in displacement for years and negatively impact their social and economic development and well-being. With millions of people affected by long term displacement, flexible approaches are needed to develop economic opportunities that allow people to create a livelihood, both while staying in a host location, as well as if they return home.

As established in the Global Compact for Refugees, durable solutions are crucial to support displacement-affected communities. These solutions need to consider the humanitarian context in which they operate, while also factoring in long-term development considerations related to the market, sustainability, and conflict dynamics, operating within what is often referred to as the Humanitarian-Development-Peace nexus. Given this, a key part of durable solutions should consider how livelihoods development can be rooted in the market, as well as the role of entrepreneurship in these environments.

As UNCTAD outlines in the policy guide on entrepreneurship for refugees and migrants, entrepreneurship can serve as "a venue for income and employment for individuals with constrained access to the labour market".[3] Given that many refugees or displaced persons face uncertain legal and regulatory contexts, entrepreneurship offers a flexible and often transferrable channel through which they can access economic opportunities.

Further, entrepreneurship holds benefits for host communities as well, as it contributes to the local economy by providing unique or additional skills, resources and networks. Displacement-affected communities often bring linkages to diaspora communities, which allows them to access global networks, skills and knowledge transfer, especially in the increasingly digital world.[4]

Start-up ecosystems vary greatly in clarity, visibility, size, and their maturity level. This report aims to provide clarity and understanding of the maturity level of Garissa's ecosystem. This can be used as a baseline for entrepreneurship support initiatives, as well as set the direction for improvement.

This report aims to clarify the lines of mutual understanding between innovation, entrepreneurship, SMEs and start-ups, and how well the ecosystem is understood within the context of the start-up development phases. The report provides an evaluation of the maturity of the ecosystem, as well as delved deeper on how complete, vibrant, understandable, managed and measured the ecosystem is as a whole.

[1] UNHCR defines a protracted refugee situation as "one in which 25,000 or more refugees from the same nationality have been in exile for five consecutive years or more in a given host country".
[2] UNHCR, Global Trends 2018, available from https://www.unhcr.org/globaltrends2018/.
[3] UNCTAD, Policy Guide on Entrepreneurship for Migrants and Refugees, Page 4, 2018. Available from https://unctad.org/en/pages/PublicationWebflyer.aspx?publicationid=2274
[4] UNCTAD, Policy Guide on Entrepreneurship for Migrants and Refugees, Page 8-10, 2018. Available from https://unctad.org/en/pages/PublicationWebflyer.aspx?publicationid=2274

To get a sense of the maturity level of ecosystems, the platform StartupCommons has described the different ecosystem maturity levels as follows:

Figure 1: Ecosystem maturity levels

Ecosystem maturity levels			
A. Awakening & Manifesto	**B. Mapped & Vision**	**C. Aligned & Measured**	**D. Orchestration & Iteration**
✓ Starting to embrace startup culture, development and understanding. Early awareness of startup ecosystem mindset. ✓ Want to fully understand about global megatrends and changes taking place in innovation, entrepreneurship and startup ecosystem developments. ✓ Assessing proper view on how own position, activities and focus areas are aligned with compared to international peers, local targets and assumptions.	✓ Seeking strategies, policies and new support functions & services at economic development, to grow business creation via entrepreneurship and innovative SME's. ✓ Developing and embracing entrepreneurial culture, startup development and startup ecosystem knowledge among local key stakeholders for common understanding and alignment. ✓ Building a shared vision and development roadmap for local ecosystem(s).	✓ Mapped out, visualized and actively connecting ecosystem startups, activities, services and applications from research, events, innovation services, advisory networks, funding instruments and talent pools oriented with startup development phases. ✓ Good accessibility, transparency and active effort on reducing overlaps, removing bottlenecks in support functions & filling knowledge gaps. ✓ Increased focus on measuring and benchmarking ecosystem performance and development progress at all levels.	✓ Fully embracing entrepreneurial culture & entrepreneurship lead innovation to maintain and improve own position in locally important key areas in global ecosystem rankings. ✓ Following annually updated sustainable long term roadmap & milestones with growing resources available. ✓ Digitally connected locally and internationally for local real-time data driven development, benchmarking & to attract international investments. ✓ Improving in volume, quality, velocity & ROI.

Source: https://www.startupcommons.org/

Entrepreneurship in Garissa County

Kenya is home to two large refugee camps, both of which have existed for over 25 years, Kakuma and Dadaab. While the Kakuma camp is located in Turkana County to the north west of the country, Dadaab is located in Garissa County, less than 100 kilometres from the border with Somalia. The county has hosted primarily Somali refugees since 1991 and is located in the Arid/Semi- Arid lands (ASAL) of Kenya. Many host community members in Garissa County are engaged in pastoralist activities and traditional small business, but there is scope for growth. Garissa County presents a unique environment where entrepreneurship could play a significant role in offering economic opportunities for both the refugee and Kenyan population alike.

Figure 2: Map of Garissa County

Source: International Trade Centre (ITC)

Indeed, entrepreneurship is also taking on a more prominent role in County policy development, as evidenced by the draft Garissa Country Integrated Socio-Economic Development Plan (GISDEP), which

includes a section on promoting trade and entrepreneurship. The GISDEP indicates an increasing willingness to support both the local and refugee communities to engage in economic opportunities, with entrepreneurship seen as a key channel to achieve that. In light of this, the following report is timely as it can be utilized in conjunction with the strategic planning of the GISDEP to elevate entrepreneurship across the county.

This report provides an analysis of the Garissa County entrepreneurship ecosystem with a specific focus on the services provided to the youth and the refugee community based at the Dadaab refugee complex. This analysis is presented in three perspectives:

Perspective 1: Service mapping and gap analysis. Key findings regarding the services offered in the ecosystem based on the interviews conducted with relevant local institutions.

Perspective 2: Network analysis. Assessment of how the institutions within the entrepreneurship ecosystem in Garissa County interact using network analysis techniques.

Perspective 3: User experience analysis. Insights from entrepreneurs in terms of navigating the entrepreneurship ecosystem.

Finally, the report provides key recommendations for the improvement of the ecosystem.

1. ECOSYSTEM MAPPING

Defining entrepreneurship support ecosystems

In the context of this report, an entrepreneurship support ecosystem is a collaborative arrangement through which institutions that support entrepreneurs combine their resources, capabilities, and products to offer a coherent, entrepreneur-oriented solution.

When they work, ecosystems allow institutions to create value that no single one of them could have created alone. Well-managed ecosystems improve the management of critical interdependencies to increase benefits or reduce costs.

Garissa County's entrepreneurship ecosystem

Garissa County is home to the Dadaab refugee complex, which hosts over 200,000 refugees, primarily coming from Somalia. The Dadaab complex has been in Garissa County since 1991 and planning efforts by the Country Government and local humanitarian partners are increasingly moving towards channels of socio-economic integration.

At the time of this report, the Garissa County Integrated Socio-economic Development Plan (GISDEP) was being drafted, which included a component on Trade and Entrepreneurship Development. This entrepreneurship mapping aligns well to the anticipated objectives of the GISDEP and identifies the institutions and actors present in the current ecosystem, what services they provide, and what additional services need to be offered to enhance the entrepreneurship ecosystem.

Within this space, livelihoods development has become more prominent in recent years, with entrepreneurship being identified as a key means to develop livelihoods and improve self-reliance. However, the majority of entrepreneurship activities in Garissa County are relatively new, only beginning within the last five years. Indeed, many livelihoods activities are portrayed as entrepreneurship activities, when in reality they are not. Thus, a key component of this section will provide further detail on what differentiates entrepreneurship activities from other livelihoods activities.

Given this, the entrepreneurship ecosystem is at a nascent stage, with actors beginning to emerge with entrepreneurship services and activities. The number of institutions offering support to entrepreneurs in Garissa is growing, yet they tend to mix livelihoods and entrepreneurship programming and are often targeting similar services, such as the provision of TVET training, as opposed to offering a broader portfolio of services. Collaboration between institutions for the promotion of entrepreneurship is in very early stages as well, as reflected by the limited number of events that highlight or focus on entrepreneurship. Additionally, various providers in ecosystem are humanitarian or development organizations, with limited private sector actors. This could, arguably, have contributed to the aid dependency that is apparent within the county, and prevalent within the Dadaab refugee complex.

At the time of this report, the entrepreneurship ecosystem in Garissa County consists primarily of humanitarian organizations and government agencies and focuses on supporting the formation of traditional businesses, such as livestock, tailoring or electrical wiring, through technical training and business group formation. TVET trainings in traditional sectors are widely available, yet skills development for upcoming or creative skills is limited and the coordination of such activities could be strengthened.

Due to the context in Garissa County, most of the entrepreneurship components of existing livelihoods programmes in the county focus on traditional sectors, primarily livestock and agriculture. A typical approach is for programmes to reach pastoralist or farmer groups and support them to form a Self-Help Group (a business collective entity that is open to refugees and local Kenyans) and then to provide them with basic business skills and basic inputs for their business (seeds, wheelbarrows, etc.). There is little encouragement of research or innovation within the projects or institutions mapped, thus meaning that the majority of small businesses or start-ups available fall within the same categories – livestock, agriculture, small grocery shops, small tailoring shops, hairdressers or henna providers, restaurants and small mechanic garages. Sustainability beyond project lifecycles for such Self-Help Groups also varies.

Indeed, people who are interested in starting their own business that falls outside the scope of a traditional sector face various difficulties. They need to convince their families and communities of the value and

potential benefits of pursuing entrepreneurship and they also need to mobilize the resources relatively independently. If a refugee chooses the path of entrepreneurship, they may face additional challenges in terms of legal registration and delays in accessing documentation.

Some institutions offer basic business development training, but comprehensive incubation and acceleration programmes are missing, as are various services needed for start-ups or entrepreneurs to grow in small and medium-sized enterprises (SMEs). Business mentorship and entrepreneurship support networks are limited in their scope and availability and access to information to encourage entrepreneurship is also limited.

Access to services such as business incubation, acceleration and financing are significantly limited. The County Government offers a SME Revolving Fund, yet the use and results of this fund are not yet available. For businesses outside of Garissa Town, which is the seat of the County Government, access to finance is difficult. For refugees, access to finance is further limited due to legal restrictions and a lack of Sharia compliant financing tools.

Further, the entrepreneurship ecosystem in Garissa County lacks a strong private sector presence and the connections that do exist between public, private and humanitarian institutions are not concretely developed and do not translate into effective partnerships between the partners.

A key topic for clarification for the Garissa entrepreneurship ecosystem is to specify what is traditional livelihoods programming and what is more specifically entrepreneurship activities. While there is overlap between the two categories as entrepreneurship can be a channel for developing a livelihood, many institutions active in Garissa County label various activities as entrepreneurship activities, when in reality they are traditional livelihoods activities. In the section below, the differences between traditional livelihoods programming and entrepreneurship are highlighted, in particular from a market-based approach rather than the traditional humanitarian perspective.

Traditional Livelihoods Programming vs. Entrepreneurship Programming

Livelihoods programming can be understood to refer to programme or project designs that work to develop a 'means of making a living' and the various activities and resources that allow people to live. In humanitarian or conflict contexts, livelihoods programming often includes components relating to protection and adjusting programming given the broader approach to support people to meet their basic needs, for example, food distribution or water provision by humanitarian actors. Therefore, in a humanitarian context, the livelihoods programming necessarily differs than a typical development scenario due to the additional nuances present in a fragile setting. For example, in some cases, livelihood programming is protection oriented and may not focus on enabling capacities and skills for innovation or experimentation. In the case of Garissa County, basic business development in traditional sectors were common livelihoods activities.

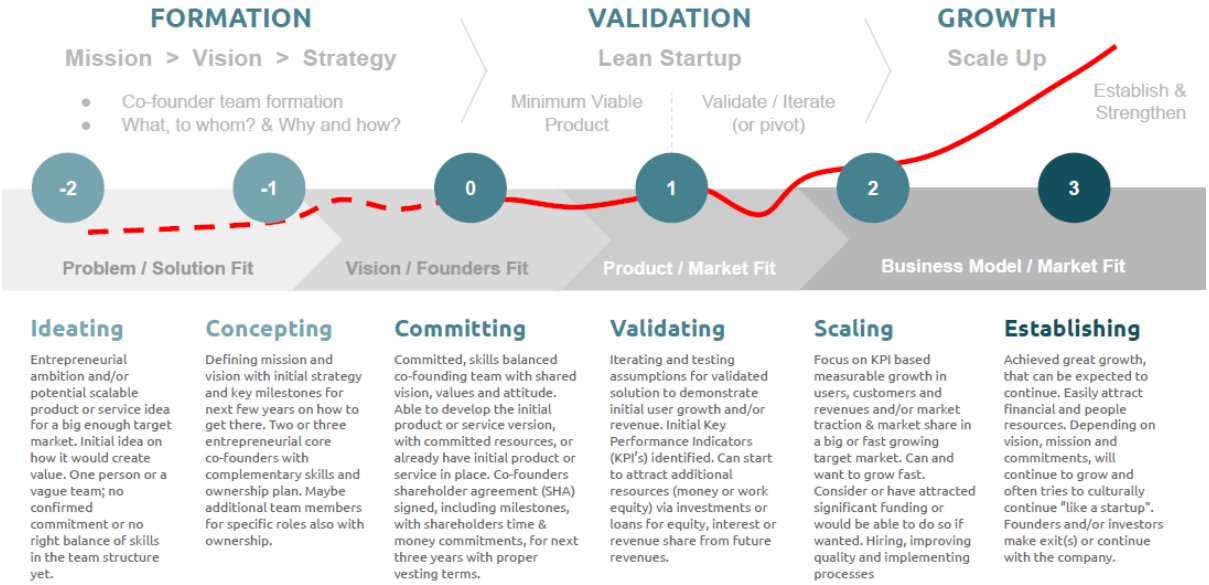
Entrepreneurship, on the other hand, is more specific than livelihoods programming and refers to the activity of setting up a business(es), taking on financial risks in hope of profit. An entrepreneur is someone who organizes and manages an enterprise, especially a business, usually with considerable initiative and risk. Entrepreneurs challenge the status quo, experimenting with different ideas to come up with unique solutions to a problem.

Entrepreneurship can be a channel through which someone can make a living (i.e. part of livelihoods programming), but it generally requires a specific approach that differs from traditional income generation activities and small business development. In particular, it is worthwhile to clarify what is traditional small business development and what is entrepreneurship programming. Small business development looks at strengthening or building the capacities of an already existing business, most often in a traditional sector. Entrepreneurship programming looks at taking a person with a business idea or a start-up with growth potential and supporting them to start or further develop their business.

For example, small business development would look at providing business support to any of the existing small retailers in Garissa County, while entrepreneurship programming would aim to support a new business that is trying to develop a new idea or offering. For example, if a new printing and photo shop just started in Garissa Town and is trying to access new markets, then that would be a start-up in need of entrepreneurship support. Is it key to note that start-ups often have a different business model than well-established businesses receiving development support. Further, the very nature of a start-up indicates increased risk-

taking by the entrepreneur or business founder, and service providers must consider the importance of supporting start-ups even through failure. The entrepreneurship process is explained in further detail in the image below.

Figure 3: Entrepreneurship start-up process

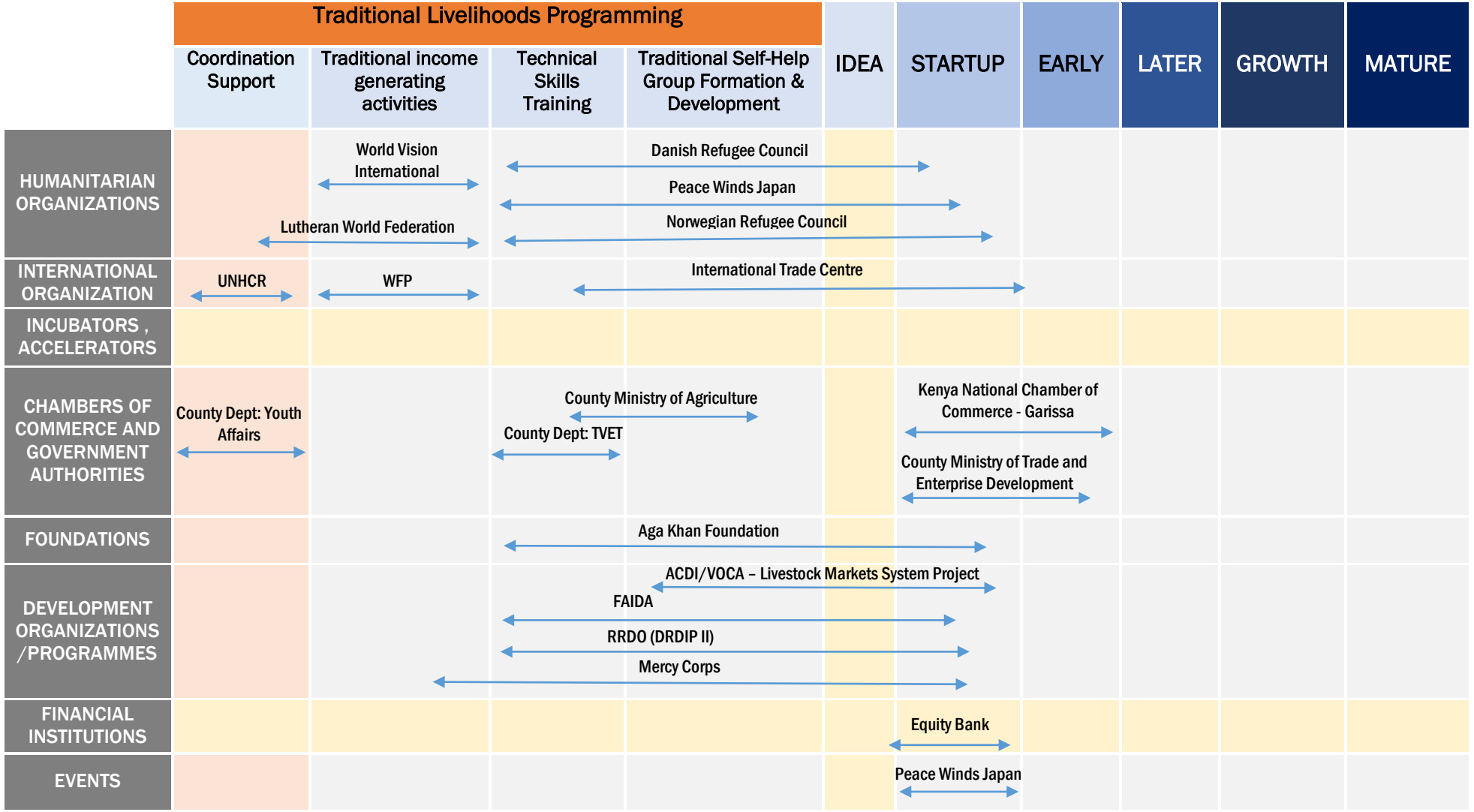


Source: Start-up Commons Ecosystem Development Academy (2019)

In a flourishing entrepreneurship ecosystem, institutions and actors need to support abroad spectrum of ideas, not just traditional sectors, such as livestock or small retail shops as the case may be in Garissa. In the programmes mapped that are or were implemented in Garissa consistently demonstrated a sectoral specific approach to business development. As a whole, programmes do not offer wide reaching entrepreneurship support and instead focus on a specific sector, with pre-set business development approaches. People can choose to get involved in a programme, but it has to be in one of the prescribed sectors and usually does not continue into the further levels of business growth. For this reason, the idea stage of support is relatively lacking from the Garissa entrepreneurship ecosystem, as are the growth stages.

Figure 4 below provides an overview of the range of institutions active in the Garissa County entrepreneurship support ecosystem at various stages of the lifecycle of a business. See the Technical Annex for a list of definitions of entrepreneurship support institutions.

Figure 4: Garissa County ecosystem actors by category and business or livelihood stage



Note: This figure has been developed based on desk research and therefore may entail omissions in the coverage of the active institutions. Two organizations that were reviewed, REACH and AVSI were not mapped as their services are research and educational, respectively.

IDENTIFIED GAPS

This section will cover the gaps in the entrepreneurship ecosystem identified during the mapping. These gaps relate to demographic coverage, such as programmes specifically working with women and youth, as well as service gaps, such as provision of mentorship, financial services, and more.

Soft skills training & mentorship

Training and coaching opportunities to build soft skills and knowledge such as pitching, getting commercial traction, managing a team, management reporting and planning and budgeting financial resources is limited in the current entrepreneurship support offer in Garissa County. Skills and knowledge on such areas is crucial, especially when approaching local and international investors. Additionally, follow-up support mechanisms are limited for the participants who complete the business formation programmes. In many cases, participants are formed into self-help groups and have the chance to access start-up inputs and then have limited access to follow-up beyond that.

Further, business and technical mentorship, along with access to networking opportunities, are also missing from the Garissa entrepreneurship ecosystem. Very few programmes included a mentorship component and, of those that do, fewer still were comprehensively formulated to provide soft skills, professional and business skills, as well as technical mentorship. To this point, there was no identified entrepreneurship network available in Garissa County, nor were there functioning sectoral support associations present in the county. Sectoral associations or networks allow entrepreneurs or business owners to share ideas and exchange best practices, as well as have access to role models or potential mentors. Mentorship and access to relevant networks are key for entrepreneurs to stay aware of market trends and identify potential business deals.

Pitching Competitions and events

Only one pitching event was identified and its participation was linked directly to participants in a specific programme. There are no county-wide entrepreneurship events or pitching competitions that are open to everyone, refugees and local community members alike. Events can be key activities in an entrepreneurship ecosystem as they focus on allowing entrepreneurs to pitch their ideas to potential funders, investigate investment opportunities and network with potential partners or clients. The Garissa entrepreneurship ecosystem is in a nascent phase where most institutions providing entrepreneurship support are not yet communicating or mobilizing people and participation for such events.

Access to Sharia-compliant financial services

Within the ecosystem, there are limited opportunities for entrepreneurs or small businesses to access finance, in particular Sharia compliant[5] financial services. The County Government does offer the SME Revolving Fund[6], which offers grant and loan opportunities to small businesses in Garissa County. However, this fund is not open to refugee entrepreneurs or businesses and business owners located in more rural parts of the county may struggle to utilize the SME Revolving Fund.

It should be noted that various interviews indicated that there is a thriving hawala system in the Dadaab refugee complex, which often provides financing for refugee businesses or businesses based in Dadaab town. However, hawala systems are not a formally recognized legal financial service by most international governments and should not be taken as a substitute for formal financial services.

Informal financing mechanisms do exist in the County, such as the hawala system and capital exchanges with families and friends. Village Savings and Loan Associations (VSLAs) also exist in Garissa County, allowing groups to carry out small scale savings and localized community lending. However, VSLAs and other informal forms of financial access are relatively small scale and there is still the need for larger scale formal investment and financial services in the County.[7]

[5] Sharia compliant financial services comply with Sharia (Islamic) law. For example, Sharia compliant services would not charge interest on loans.

[6] The SME Revolving Fund is operated by the Garissa County government through the Department of Trade, Enterprise Development and Industry. Launched in 2019, it is a KES 150 million fund, focusing on SMEs, women and youth.

[7] Table banking, similar to VSLAs in that it is a group-based saving and borrowing system, is also a common informal financial tool in the area. However, this mapping focused on services for entrepreneurs provided by formal financial institutions.

In general, investment linkages and the presence of venture capital is significantly restricted. This could be due to the fragile nature of the business environment in Garissa County. Many investors or private companies may see various risks to entering the Garissa County market given potential security concerns, the proximity to the border with Somalia, and the need to offer Sharia compliant investment.[8]

Support services for the idea stage or non-traditional sectors

There is a distinct gap in support services for entrepreneurs at the idea stage of the process, as well as for entrepreneurship opportunities in non-traditional sectors. Indeed, this may relate to the cultural norms that prefer more straightforward business activities as opposed to what may be perceived as more *out of the box* entrepreneurship. Indeed, various small businesses in the county are primarily related to a few key sectors: livestock, agriculture, and retail. Programmes and institutional support services for sectors beyond the traditional activities are limited. This is perhaps augmented by the fact that entrepreneurship (beyond traditional business activities such as buying and selling) is not always seen by the elders in the community as a viable means of livelihood. Despite being avid at business creation, the community focuses on business initiatives following traditional business models, those that have been established by older generations such as small shops, repairs, construction and pastoralist activities. Youth are therefore encouraged to perpetuate such business models, being challenged or discredited when trying to embark in more innovative ventures.

The gap in idea stage support is particularly evident in nomadic communities. During the mapping exercise, institutions in the ecosystem mentioned that such communities do not yet have a foundational knowledge in business development and entrepreneurship. Individuals, such as young divorcees or widows engaging in petite trade, are aware of only a few income generating activities, which leads them to duplicate existing activities oversaturating the market. This type of community business behaviour proves the existing gap and the need for support at idea stage.

Further, should an entrepreneur have an idea for a new business to meet a market need, there are very few institutions or locations that offer them basic incubation support if that idea does not align to an existing sectoral focus. Current support for the idea stage is primarily aligned to a specific sector or activity. Indeed, there is a lack of innovation within the ecosystem, with few opportunities for entrepreneurs, in particular young entrepreneurs, to create and develop new and innovative business ideas.

Low support for rural and refugee communities

A majority of services are provided for the host community in specific sectors such as livestock or agriculture. However, various services are not readily available in rural areas nor for the refugee communities. Humanitarian actors in Dadaab provide programmes for both refugees and local community members. However, outside of Dadaab sub-county, refugee inclusion in business support services is limited, in part likely due to the encampment policy that restricts them from leaving the camps. Rural communities not closely located to either Dadaab Town or Garissa Town also lack easily accessible entrepreneurship services.

Additionally, in order to operate a business, a business registration from the county government is necessary. For refugees to register a business, they need to form a Self-Help Group, which is permitted under national legislation to participate in income generating activities. The process for the Self-Help Group registration can be complex and time consuming, often requiring support from one of the Dadaab-based humanitarian organizations. Additionally, once a business is generating revenue above a certain threshold, their business is subject to taxation regulation. To pay taxes, people need to have a Kenya Revenue Authority (KRA) pin, which also requires documentation and may be difficult for refugees to access. Members of the host community located in rural areas far from Garissa Town may also struggle to access the appropriate documentation to register their business and subsequently apply for and receive a KRA pin.

Lack of comprehensive entrepreneurship training, incubation, and acceleration support

There are multiple TVET training programmes and basic business training courses, but there are very few services focus on triggering entrepreneurship mindset and innovation. There are very few available resources on customer engagement and retention and prototyping. Some TVET courses necessarily include product development (for example, tailoring courses make garments), but there is little product innovation support.

[8] Example of Sharia compliant financial services: In Somalia, people borrow capital in-kind. For example, if someone needs to buy a car. They wouldn't borrow money to buy the car, rather they would borrow the car which is then paid back.

Product development tends to focus on existing products, with limited guidance on developing a new or niche product.

There are very few resources for an early stage enterprise that has high growth potential. At the time of this report, no formal acceleration programmes were identified in the county and seed funding and investor linkages were weak.

Barriers for female entrepreneurship

Women entrepreneurs are not necessarily commonplace in Garissa County, especially outside of the traditional sectors, such as livestock, agriculture, or tailoring. Women face additional barriers due to societal norms and stereotypes, as well as the fact that many women are expected to carry out a variety of care duties in the home. Education levels, literacy, and language capacities may also restrict women's access. In Garissa, particularly in Dadaab, women may only speak Somali or basic Swahili, rather than fluent Swahili or English, which are important business languages in Kenya. Many communities or families may question the viability of entrepreneurship[9] in general, and even more so for a woman. Some programmes include specific components to encourage women entrepreneurs, yet the majority of programmes do not, nor do they offer flexible scheduling to allow women to participate in the programme while still meeting their familial duties.

There is the potential that entrepreneurship may be different for women, with innovation or entrepreneurial activities taking place at the household level, focusing on cottage industries or activities requiring low capital investment. Further research and exploration on the experience for women to engage in entrepreneurship in Garissa County is warranted.[10]

Lack of international linkages

Apart from the livestock trade that occurs across the Horn of Africa, connections to international markets are limited. There is an absence of foreign investors or accelerator programmes[11], whereas a city like Nairobi has various international players involved in the entrepreneurship ecosystem. Engagement with universities and academia beyond the institutions present in Garissa County is limited and could offer additional opportunities for exposure to international markets, as well as research and innovation. Engaging the Somali diaspora more strategically could also be of significant support for both the refugee and host community, given the similar linguistic, religious, and cultural backgrounds.

IDENTIFIED OVERLAPS

Training programmes

Many of the humanitarian and development organizations offer training programmes, in particular TVET training programmes. A vast majority of these programmes also offer the same courses: tailoring, henna and dress making, computer secretariat, journalism/photography or electrical wiring. Other training programmes that are sectoral specific include livestock and farming training programmes.

Notably, there is significant effort put into skills development, but this work often focuses on traditional sectors, as listed above, and there is not sufficient space for innovation, which is a key characteristic of an entrepreneurship ecosystem. Further, a majority of the content comes from either the county or national government. This means that the same content is always being taught. While this is good for certification, it would also be beneficial to have inputs from other actors in order to align training content to the needs of the market and the private sector, as well as to have fresh content available to encourage growth. Further,

[9] This report acknowledges that many people, women included, run small retail shops. Entrepreneurship here refers to engaging in new business activities beyond traditional sectors like buying and selling. For more discussion on the difference between entrepreneurship and traditional business development (i.e. taking over a family member's shop or engaging in the existing established business), please refer to the beginning section of this report.

[10] Understanding the experiences of people with disabilities with entrepreneurship in Garissa County also warrants further research. The topic did not come up in interviews with respondents or institutions and therefore was not a prominent feature of this mapping, requiring further tailored investigation,

[11] Startup accelerators support early-stage, growth-driven companies through education, mentorship, and financing. Startups enter accelerators for a fixed-period of time, and as part of a cohort of companies. The accelerator experience is a process of intense, rapid, and immersive education aimed at accelerating the life cycle of young innovative companies, compressing years' worth of learning-by-doing into just a few months. Source: www.hbr.org ; https://hbr.org/2016/03/what-startup-accelerators-really-do

even if the training offers a certificate, if there are no jobs available in the sector, then the certificate alone is not sufficient and feedback loops between the employers and the training institutions need to be strengthened.

As the ecosystem exists now, there is a limited cycle that restricts growth potential. There is the same training offered in the same sectors, which means that people end up having the same type of businesses. This saturates the market and limits growth in the sense that there are few opportunities for entrepreneurs to add technology, access new markets or bring new value. Various factors impact this: limited feedback loops (trainees – trainers – institutions – programme design), reduced institutional capacity to identify and develop new opportunities, economic development tied to donor priorities due to a reliance on donor funding, and a fragile environment that makes private sector access riskier.

Early stage support

Many programmes offer basic business skills training, such as the ILO SIYB entrepreneurship training. However, further early stage support, such as mentorship, soft skills development, prototyping, business support and investment linkages are missing. Whereas many institutions currently offer the same business skills training, it would be useful for the ecosystem if some institutions began to offer additional incubation and acceleration programmes. Actors continuing to offer business skills training could then link their participants with the next stage of support from the institution that provides the other services.

Collaboration challenges

Institutions are dependent on external funding as their source of financing, primarily relying on donor funding to maintain their operations. Most entrepreneurship programmes are free of charge and therefore not a sustainable revenue model for the institution. Further, since most of the institutions are competing for funding from the same donor, information sharing, and collaboration can be challenging and politically sensitive. To this point, many programmes adhere to donor priorities and needs rather than the specific needs of the market. This may lead to limited differentiation between institutions, making the collaboration more difficult since many available services are similar rather than complementary.

Figure 5: List of services by institutions in the ecosystem

	INCUBATION							ACCELERATION				
Institutions	**Business Training**	**Mentoring**	**Technical Training (STEM)**	**Soft Skills** (i.e.:communication, leadership)	**Co-working**	**Funding**	**Prototyping**	**Entrepreneurship Event/Talks**	**Market Information**	**Linkages to Investors**	**Business Support** (i.e.: Recruiting, Legal advice)	**Trade Fairs / B2B**
Norwegian Refugee Council	✓	✓	✓	✓	✓				✓		✓	
Danish Refugee Council	✓	✓	✓	✓								
Peace Winds Japan	✓	✓	✓	✓				✓				
RRDO	✓											
FAIDA	✓											
ACDI/VOCA Livestock Project	✓		✓									
Lutheran World Federation	✓											
World Vision International												
Chamber of Commerce	✓											
Dept. of Youth Affairs												
Aga Khan	✓	✓	✓			✓						
Mercy Corps	✓	✓		✓		✓						
County Ministry of Trade and Enterprise Development						✓		✓*				
Country Ministry of Agriculture	✓							✓	✓			
County Dept. of TVET	✓		✓	✓								

*To be implemented during 2020.

2. NETWORK ANALYSIS

The following section summarizes the findings of the network analysis, as well as the conclusions drawn about the community within the Garissa entrepreneurial ecosystem. The analysis provides insights on density, betweeness centrality and the types of connections in the network.

As mentioned in the previous section, Garissa does not yet have a fully developed entrepreneurship support ecosystem. Most programmes are considering entrepreneurship from a livelihoods or business development perspective. Therefore, the network analysis presented in this section reflects the nascent ecosystem currently focused on livelihoods but with the potential to increasingly consider entrepreneurship support.

ITC's Network Analysis methodology

ITC's Network Analysis methodology aims to capture interactions, trends and patterns in collaborations among institutions. The results presented in this section are based on three pillars of analysis:

Desk research

Preliminary research to understand the landscape of institutions in the country and their offerings. Research on specific studies and reports in the field of entrepreneurship support and start-ups development in the country. Research to validate findings.

Entrepreneurship support institutions

Personal interviews to understand the role of the institution in the ecosystem, its contributions, perspectives and specific collaborations within the network.

Entrepreneurs

Personal interviews to validate the institution's offering and to understand the entrepreneur's journey in the ecosystem.

In order to represent and visually capture the interactions and linkages among the interviewed institutions, this section of the report provides qualitative and quantitative insights supported by a network analysis software.

The following section provides answers to two key questions:

1. ***What are the main connections in the network?*** The analysis explores how the landscape of institutions interact with each other, which are the most connected institutions, with whom they are connecting and why they are connecting. The aim of this analysis is to understand what stimulates collaboration or what might be preventing it and, therefore, what can be done to continue strengthening the ecosystem.

2. ***What are the different types of connections?*** To respond to this question, ITC's network analysis focuses on key factors of collaboration: information, funding collaborations and service delivery. In the case of information exchanges, the analysis looks into aspects such as the sharing of a database of entrepreneurs, events information or market intelligence. Regarding financial exchanges, the analysis focuses on the exchanges of funds between institutions. This would be the case of institutions providing financial support for events to other institutions or logistics support. Finally, service delivery collaboration involves support for trainings, such as training material and training staff and collaboration for the organization of events and competitions.

ECOSYSTEM NETWORK ANALYSIS

Institutions connecting in the Network

Humanitarian and development agencies are the most predominant institution type in supporting entrepreneurs in Garissa county. Institutions are gradually transitioning from humanitarian support to economic development and entrepreneurship support. The actors represented in this network analysis are the ones with an offering that includes entrepreneurship support or an entrepreneurship component. In addition, the network represents key facilitating actors such as those directly providing financial support or a regulatory and legal framework for entrepreneurs to thrive.

This report acknowledges the fact that the network could be expanded to other facilitating actors in Garissa County and Kenya, such as other county authorities and agencies, humanitarian support and educational support. However, the focus of the analysis has been to consider actors strongly and directly connected to entrepreneurship development and support.

Connections in the Network

Connections on information sharing are most common among actors. Funding is, in most cases, provided by donors outside the network and there are only some sporadic collaborations to provide joint services. Most collaborations come from regular coordination meetings and working groups. Though such initiatives demonstrate the intention to collaborate, stronger connections such as service delivery collaborations or a consistent referral system would contribute to the growth and strength of the ecosystem.

NETWORK DENSITY

Measured using the ties between actors, which represent interactions within the ecosystem, the analysis establishes that connections within the ecosystem are far from their full potential. The density of the ecosystem support network in Garissa, which describes the portion of the potential connections in the network that are actual connections, is low.

Comparing the number of actual connections to the number of potential connections, Garissa remains at the lowest end, scoring 0.16 (‘1’ being the highest possible density number, and ‘0’ the lowest). Looking at ‘well’ connected actors (defined as accounting for more than five connections), the network remains very loose. This lack of interaction can be explained by two leading factors:

Limited specialization: Most actors in the ecosystem have only recently started their support to entrepreneurs and they are therefore testing different approaches and initiatives. This testing, researching and piloting stage of projects is perpetuating a lack of clarity on the positioning of each agency. Collaborations are less likely to occur at the design or nascent phase of initiatives. The more defined the offer and programmatic approach, the more institutions can identify synergies and areas for potential collaboration. Further, this leads to a generic approach to design interventions. Institutions are being particularly cautious with their programme design and therefore limiting their areas for collaboration with other agencies delivering the same services. Examples of this include focusing on the same subset of sectors, providing training on the same topics, and supporting entrepreneurs at the same stage of development.

Low incentives for collaboration: Despite some initiatives to share information and consult on new projects, institutions in the Garissa ecosystem have very low incentives for collaboration. Most institutions are competing for the same donor funds and are struggling to demonstrate results. Therefore, other actors in the ecosystem are perceived as competition.

Working on a common strategy, such as the GISDEP, is a powerful tool for collaboration. However, this needs to be refreshed and kept alive by all actors in the ecosystem. In some cases, providing funding conditional to collaboration with other entities might be a powerful incentive.

INSTITUTION CENTRALITY

Institution nodes are ranked according to betweenness centrality. This type of centrality measures how many times a node (institution) acts as a gateway in the network. The higher the betweenness centrality of an institution, the more paths run through that entity to connect two other actors. When an institution has a high betweenness centrality, and therefore a bigger node size in the map, it means that a node is a key bridge or facilitator between different actors. This mapping primarily focused on formal institutions or actors and informality with the Garissa economy could warrant further research as it is beyond the scope of this current report.

Overall, betweenness measures how often an institution appears on shortest paths between nodes in the network. Institutions with high betweenness may have considerable influence within the network by virtue of their control over information passed between others. They are also the ones whose removal from the network will most disrupt communications between other institutions because they lie on the largest number of paths taken by messages.

This report has also evaluated degree centrality, defined as the number of links upon a node (i.e., the number of ties that a node has). This indicates which institutions have built a bigger network for themselves but does not provide insights on their work as ecosystem builders.

Figure 6 shows the overall network of institutions supporting entrepreneurs in Garissa. The size of the nodes (institutions) correspond to their betweeness centrality score (the higher the node, the higher the betweeness centrality). When comparing the network to the maturity levels of Table 1, Garissa ecosystem has yet to reach maturity level A, Awakening & Manifesto.

In this case, NRC, LWF and DRC appear as the most connected institutions in the network. This can be explained by their ability to connect new institutions to the existing network. For example, ITC, WVI or NENAP, are institutions that have recently joined the livelihoods / entrepreneurship network and are connected to the ecosystem through the partnerships established with these actors.

The presence of NRC, LWF and DRC in the ecosystem might be particularly influential when engaging with entrepreneurs and setting up new initiatives. However, smaller institutions such as Womankind appear to be particularly well positioned in the ecosystem. Womankind has built a network with other NGOs (nodes in pink) and has collaborated with other agencies to deliver events and programmes targeting women.

This exemplifies the need of specialization, mentioned above, in order to strengthen the ecosystem and maximize connections. In this case, Womankind is the only organization fully specialized in women empowerment through entrepreneurship. A similar pattern can also be observed in the case of PWJ. The agencies' specialization in the manufacturing sector allows the organization to be more strategic in its partnerships and collaborations in the ecosystem.

It is important to mention the role of UNHCR in the ecosystem, especially within the Dadaab refugee complex. Despite not operating at a technical level to directly deliver projects supporting entrepreneurship, the agency acts as the coordination agency for funds allocation and management. This has a double role in the ecosystem. On one side, it ensures the ecosystem in Dadaab has one representative voice to donors and newcomers in the ecosystem. On the other side, it can trigger competition between agencies looking for additional funds. Therefore, UNHCR's size in the map is not particularly big since it connects to only a few key agencies that are already well connected and who then connect to other actors in the ecosystem.

A second key observation of the network is the limited presence of county authorities in delivering entrepreneurship-focused services. This can be explained by the focus on humanitarian and grassroots support of most government initiatives. However, the Department of Youth has rapidly increased its number of connections in the network and could potentially expand its presence by ensuring a broad reach of beneficiaries through the SME Revolving Fund initiative.

Figure 6: Garissa's Ecosystem Support Network

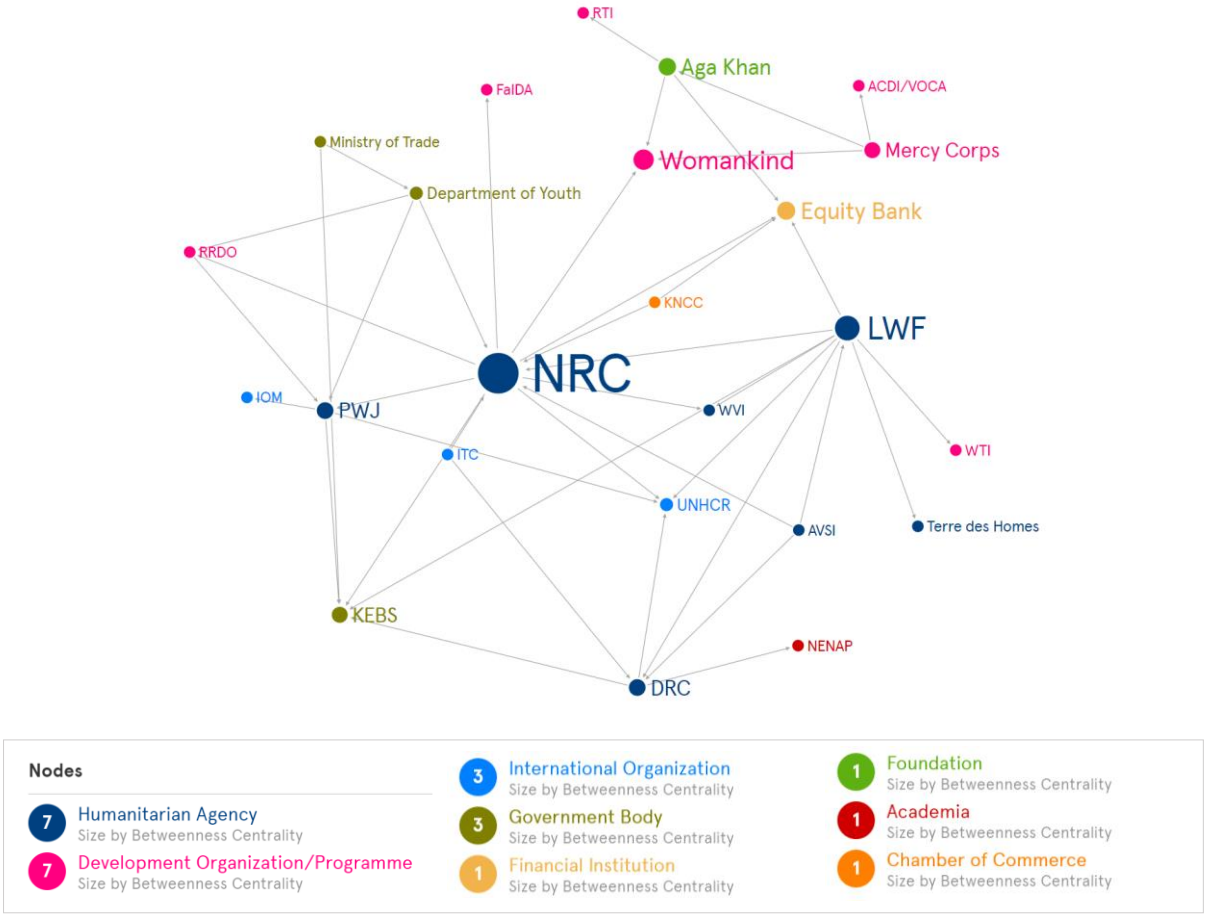
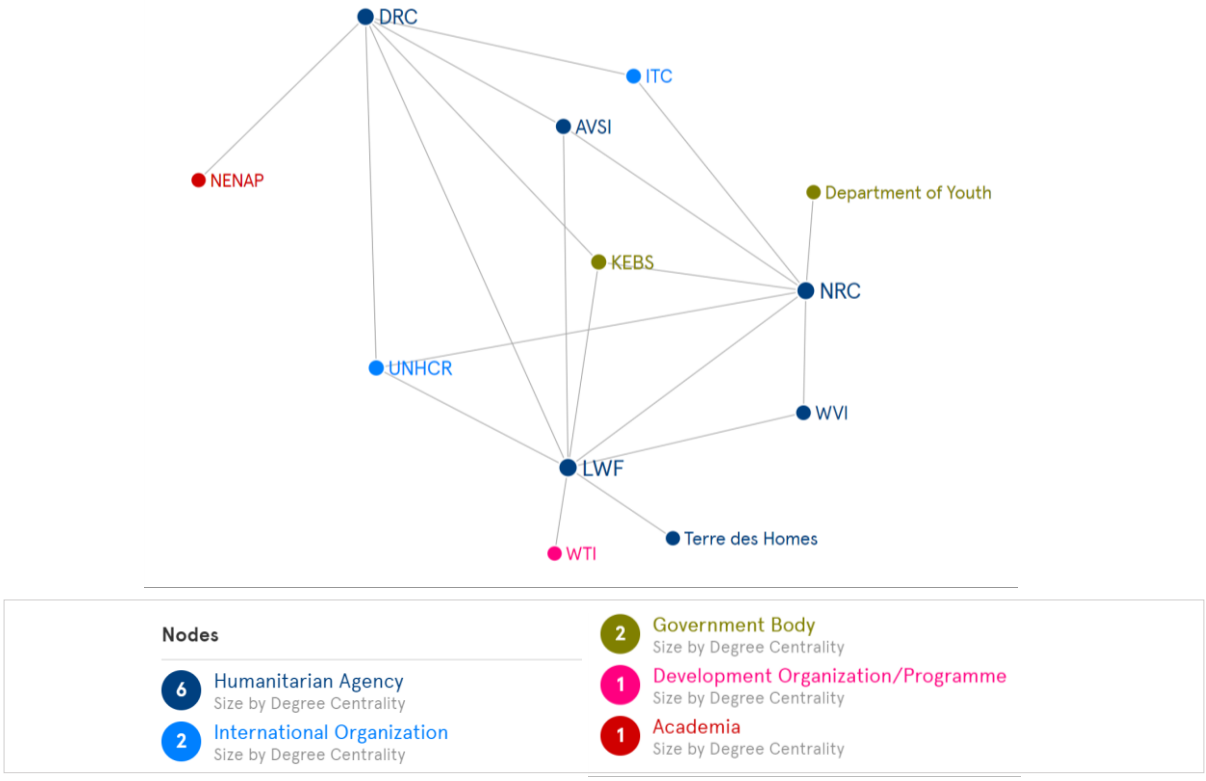


Figure7: Sub-network of institutions whose support is targeted to refugees



KEY FINDINGS SUPPORTED BY THE NETWORK ANALYSIS

Working groups lack entrepreneurship strategy

Coordination Groups are the centre of most collaborations identified in the Network. These groups bring together various development agencies to contribute their time, expertise, and experiences to support the development and implementation of strategies on livelihoods. These coordination groups primarily exist in the Dadaab sub-county, dealing with organizations that are involved in supporting the refugee communities. Coordination at the county level was limited and appeared to be through ad-hoc notifications to the county authorities.

Working groups can indeed have a key role to foster collective impact. However, the strategic focus of such working groups is key to determine the objectives and targets for collaboration and the role of each actor in the ecosystem. In this case, there are two main factors hindering the potential of working groups:

First, agencies have been through a transition period towards the implementation of the GISDEP. Therefore, the update of the livelihood's strategy had been paused for more than a year. This has potentially made synergies more difficult and has increased competition amongst agencies.

Second, entrepreneurship has not been defined or envisaged as a separate objective. The ongoing approach of working groups has been to consider entrepreneurship as a collateral result of current initiatives, without defining "what is the vision of the working group towards entrepreneurship" and "what would successful entrepreneurship support initiatives look like". For example, there is limited innovation in the ecosystem. Indeed, innovative ideas that do emerge are likely to be due to chance rather than a concrete entrepreneurship strategy.

Need for institutional strengthening

For institutions to become familiarized with entrepreneurship and build their expertise in the subject, ecosystem actors could benefit from institutional strengthening.

Having a clear positioning in the Network, communicating it, and using positioning to identify synergies could significantly increase the connections between actors. In addition, institutional strengthening for the ecosystem might reveal the need to create new actors in the ecosystem to build missing bridges. For example, the ecosystem might agree on the creation of a centre for innovation that could benefit from the pipeline of aspiring entrepreneurs created by TVET training. A stronger and structured ecosystem could also attract new private sector actors interested in collaborating in the region.

In addition, actors in the network could benefit from institutional strengthening to review their current service portfolio and training content. Assessing and setting minimum quality levels could support further connections and endorse the expertise of each Network actor.

Less connected network for refugee support

As identified in Figure 6, the network of support institutions offering services for refugees is significantly smaller and narrower than the overall network, particularly in terms of the services provided (i.e. no financial support) and inclusion (i.e. no female specific entity). This evidences the fact that support for refugee entrepreneurs is less mature compared to the support for host entrepreneurs.

There is potential to look for innovative solutions and leverage on current offerings for host community entrepreneurs. It is important to acknowledge that refugees have different needs and therefore require different programs to support them (see section on user experience).

This is an opportunity for actors in the refugee support Network (Figure 7) to take the lead showcasing what success looks like when supporting refugees. Ecosystem mapping studies have demonstrated that when a group of actors becomes influential in a network, their patterns become an implicit model of what success looks like in the ecosystem. In this case, it means that *if* the influential actors in Figure 7 are innovating and succeeding at supporting refugee entrepreneurs, other actors are likely to aspire to do the same and

therefore increase the support offered to the refugee community. In addition, innovations sparked by support programmes for refugee entrepreneurs could be transferable to the host community who might be able to benefit from more innovative support from institutions.

This has yet to happen. Several factors already mentioned have contributed to the slow evolution of the ecosystem (traditional focus on protection and humanitarian support, definition of entrepreneurship, etc.), In addition, Garissa is not a 'natural' ecosystem, since it has been very much influenced by funding availability and donor's priorities. Therefore, a bigger presence of private led initiatives could also shift the ecosystem dynamic to a more demand-oriented growth.

Access the interactive Network map here. Or scanning the following code:

3. USER EXPERIENCE ANALYSIS

Analysing the entrepreneurship ecosystem of a county requires not only the insights of its institutional actors but also those of the entrepreneurs or "users". Interviews were conducted with a selected group of young entrepreneurs in Garissa County, primarily from the Dadaab and Fafi sub-county, to complement the above network analysis. Repeated efforts were made to reach additional entrepreneurs from other parts of the County, but no response was received. This section provides an overview of the user experience in terms of support received, from which institutions, and what is next in their entrepreneurial journey.

The following box presents the profile of the young entrepreneurs interviewed.

Gender:

M: **55%** W: **45%**

Kenyan: 62%

Refugee Status: 38%

Sub-sectors:

18% IT

41 % Tailoring & Henna

32 % Construction

9%* Retail

*One respondent had small business activities in both retail and IT.

Based on the insights gathered from the entrepreneur interviews, the following key trends can be outlined regarding the user experience in the entrepreneurship ecosystem.

Building basic knowledge through training programmes

Many respondents indicated that they accessed training courses after seeing an advertisement for a specific programme. The majority of these programmes offered basic technical and business skill training, with limited follow-up support offered. Specific entrepreneurship development programmes were limited as most programmes offered primarily basic business skills, such as putting together a business plan or basic record keeping.

More advanced content related to business growth or deeper technical skills was not often available. Due to this, many respondents noted that, while they had the basic skills necessary, they did not know how to market their products, engage and retain clients, or access markets. Indeed, these responses echo the finding that most institutions provide basic training but lack a portfolio of acceleration services. Further, there was a noted gap in mentorship or advisory services. Indeed, many young entrepreneurs did not understand what those concepts were and struggled to identify if they had access to such a service. And while the young entrepreneurs interviewed noted that they had seen conflict resolution programmes, they reiterated that they had not seen broader business or leadership mentorship programmes available.

Access to markets, nationally and internationally, remains a key challenge

The need to learn how to access new markets was a common refrain during the interviews with entrepreneurs in Garissa County. Many entrepreneurs struggled to identify target segments of the market or client engagement strategies. Adapting to increased competition and the need for stronger quality control to access new markets was not a well understood theme for many entrepreneurs, reiterating the finding in the gap analysis that additional market access support is needed.

Indeed, most business is concentrated locally, with very few entrepreneurs looking beyond the County, and fewer still seeking regional or global markets. Access to market information and trends is limited, with most people relying on informal networks of friends or family to secure information. Indeed, of the few entrepreneurs who considered markets outside of Garissa County, one had studied at the University of Nairobi and one travelled frequently to Nairobi. Both credited the information and skills they gained from the Nairobi environment as key to their business.

However, even when relying on familial connections for support, most entrepreneurs lack the appropriate networks outside of Garissa County to conduct efficient business. They often end up relying on informal business intermediaries who, for example, can arrange the purchasing and transport of goods from Nairobi to Garissa. These arrangements can expose an entrepreneur to increased risk as they have little negotiating power over middlemen pricing since they cannot negotiate at the source and must rely on the middlemen to access the desired stock of products.

Limited support to explore innovative business ideas

Young entrepreneurs indicated that it was challenging to find wide ranging entrepreneurship support and, indeed, many were hard pressed to come up with a business idea outside of the traditional sectors or programmes offered. For some entrepreneurs who were pursuing non-traditional business ideas, they noted that they did not know of formal support programmes for a business idea and that, in general, access to support was challenging. Many of the entrepreneurs with a unique idea were teaching themselves through online tools or resources or tapping into their personal networks to identify people who could informally connect them to the right contacts or entry points.

Difficult to access institutional support services, if they exist

While young entrepreneurs noted that it was challenging to develop new business ideas, they also confirmed that, in general, it is challenging to access support services. Most service access is restricted to participants of a specific programme, and wide-reaching entrepreneurship or business services are not readily available.

Respondents indicated that there can be various layers of politics involved in accessing government or institutional services and that one would need to know the right people or entry points in order to successfully access the services. Additionally, it was noted that there was not a large portfolio of services available beyond those provided by humanitarian or development organizations, and these services were often restricted to specific programme participants. A few entrepreneurs reiterated that they had to go outside of Garissa County to access support and information.

Accessing finance remains a challenge

Young entrepreneurs identified access to finance as a key obstacle they face on the entrepreneurship path. They indicated that financing options and opportunities for entrepreneurs remain very limited, especially for refugee entrepreneurs who struggle with documentation and legislation that makes access to credit challenging. That being said, financial services are limited for both Kenyan and refugee entrepreneurs and there was no knowledge of investors or seed funding opportunities.

Equity Bank is one of the only banks available in Garissa County and it remains unclear whether the services are appropriately Sharia compliant, which is a key characteristic for a predominantly Muslim community. As expected in nascent entrepreneurship support ecosystems, the primary sources of funding for most entrepreneurs are still personal savings and funds from family and friends.

Beyond this, an additional characteristic of Garissa is the availability of start-up support from humanitarian or development organizations. Many organizations offer limited start-up support, such as a sewing machine for graduates of a tailoring class, but access to credit or financial capital is not a common offering. Among the Kenyan entrepreneurs interviewed, few had heard of the SME Revolving Fund offered by the County Government, but none knew how to access it or were planning to apply. One respondent who had accessed financial services had studied in Nairobi and applied to seed funding from a programme outside of Garissa County.

Community perceptions and norms are hesitant to embrace entrepreneurship

The entrepreneurs interviewed noted that community perceptions could be challenging for entrepreneurship, especially when pursuing a business idea beyond traditional activities. It was noted that many people inherit the businesses of their parents so, while they run a business, they likely do not consider it entrepreneurship and rather see it as standard business.

Responses indicated that most communities are open to business, such as buying and selling, but entrepreneurship activities beyond that are not as recognized or encouraged. Further, there is the perception among the youth that forming business collective groups (a common livelihood activity in Garissa County) is

for older people and that young people either search for formal employment or take over a business from a personal contact. Indeed, the general understanding around entrepreneurship often referred to the formation of business collectives or running a small shop, with very few responses or ideas pointing to business opportunities or interests beyond the usual economic activities.

One respondent noted that there is very little community-wide sensitization on the benefit and value of entrepreneurship and working to expand the general understanding of what entrepreneurship is and can offer could help to shift perceptions towards more innovative entrepreneurial activities.

A positive response from some young female entrepreneurs was that perceptions around female entrepreneurship were slowly changing, but that there was still work to be done. The women respondents noted that seeing the success of other entrepreneurs and women was helpful, along with the increasing access to education and internet, which was helping to shift ideas and stereotypes. It should be noted that, while these responses are encouraging, the women respondents were primarily engaged in traditionally female dominated sectors, such as henna or tailoring, or in a traditionally accepted business activity, such as buying and selling. This suggests that additional efforts need to be placed to support women entrepreneurs, in particular to access non-traditional sectors or business opportunities.

Based on the information gathered during the user experience analysis, the journey of entrepreneurs in Garissa can be represented in the table below. In addition, the table presents a summary of current and potential interventions of support for each journey point.

Figure 8: Support journey for entrepreneurs in Garissa County

	Attract Youth into entrepreneurship	**Interact** Create awareness and appetite	**Engage** Aspiring entrepreneurs	**Empower** New start-ups and entrepreneurs
Objectives of entrepreneur	Get access to job(s) Learn new skills	Explore alternatives for economic sustainability	Put skills into practice / learn Turn idea into reality	Monetise idea
Needs of entrepreneur	Information and access to support Skills and tools	Business Model Inspiration Creativity Innovation Examples of success	Product / service Empowerment Encouragement Networks: experts and Peer-support	Access to customers Recognition Funding
Barriers* facing entrepreneur	Lack of information Literacy constraints Financial constraints Language	Traditional view of business Unknown Unknowns	Lack of support from institutions and community	Markets and networks based on personal connections Poor negotiation skills Interaction with customers
Feelings of entrepreneur	Future uncertainty Unprepared	Confusion Fear of the unknown	Self-doubt Trust Community	Willingness Commitment Fear of failure
Current Support to entrepreneur	Information sharing Training (including TVET) and Start-up Kits	Business skills training Life Skills support Self-help group formation	Support to start business in traditional sectors Mentorship oriented towards monitoring	Ad-hoc initiatives on access to market Access to funding through groups, community or financial institution
Entrepreneur-ship support needed**	Expand reach Explore alternative solutions on delivery	Sensitization, Awareness on entrepreneurship Cultivate innovation and creativity	Support research, testing, prototyping of innovative concepts Facilitation of local networks Tailored mentorship programmes Soft skills training	Celebrate success, normalize failure Skills on customer engagement Provide access to networks and markets through digital channels Alternatives to access finance

*Female and Refugee entrepreneurs face additional barriers that are not detailed here.

** See below section on recommendations.

4. RECOMMENDATIONS

Based on the service mapping, identified gaps and overlaps, network analysis and user experience analysis, this section summarizes the key high-level recommendations to support the growth and success of the entrepreneurship ecosystem. These recommendations are intended as guidance to the local ecosystem actors.

BUILD ENTREPRENEURSHIP MIND-SET AND ENCOURAGE BEHAVIOUR CHANGE

In the Short Term

To create a pipeline of aspiring entrepreneurs, agencies and other institutions can start small, aim for quick yet impactful interventions to build the entrepreneurship appetite and start raising awareness to encourage behaviour change:

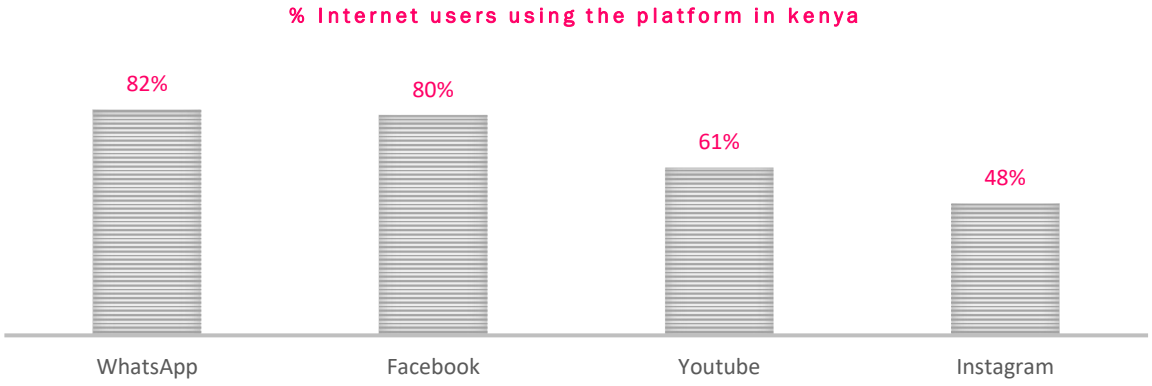
→ **Create shareable material:**

Identify key social media platforms to reach entrepreneurs. Create content about innovation and entrepreneurship that clarifies what being an entrepreneur is and what it takes to become one. Content should be easy to read and share, use inspirational messages, easy tips and, when possible, re-post from key entrepreneurship support platforms.

To start with, images and photos are the most-shared content on Facebook and Instagram. Quick wins might be to create a simple and informative infographic, posters or an image that makes a statement about entrepreneurship and innovation. Institutions should particularly stress the innovative component of entrepreneurship.

Creating short videos or clips can also boost awareness on the subject and can be a hook to engage aspiring entrepreneurs into online trainings and entrepreneurship support platforms.

Most active social media platforms in Kenya:



Note; There is no disaggregated data for Garissa county, therefore this is only used as a proxy estimation.

Source: Digital 4 Africa, https://digital4africa.com/data/#kenyadigital.

In addition, engaging and channelling messages through established communities of young people, such as the scouts in the Dadaab refugee complex, might allow a faster reach. Such formalised communities might also ensure trust and serve as a reliable channel to engage on future initiatives.

This recommendation focuses on social media to immediately target those entrepreneurs who might be ready for programmes requiring basic tech knowledge (use of mobile phones and computer). Therefore, these are people who might be ready to be engaged into incubator and accelerator programmes. However, this would not substitute other segments of the population to be supported, such as those without internet access, and low literacy rates.

→ **Connect entrepreneurs to international platforms:**

Building networks is essential to foster entrepreneurship as it supports all stages of their journey. In the case of Dadaab, international networks can be particularly important to showcase success and inspire youth to become entrepreneurs.

Good Practice: The Ye! Community is an online community for young entrepreneurs hosted by the International Trade Centre (ITC). Ye! connects young entrepreneurs around the world and links them to various tools, mentors, resources and opportunities to support the growth of their start-ups. Ye! Community is open to all young entrepreneurs, and anyone who is interested in entrepreneurship or would like to support young entrepreneurs.

Other platforms supporting entrepreneurs worldwide, showcasing good practices and providing mentorship and access to entrepreneurship education:

MosaicHub	Community of entrepreneurs and professionals, support network and knowledge sharing of business basics.
Spark	Training programmes, coaching, business plan competition, loan guarantee fund
Entrepreneurs' Organization	Global network for entrepreneurs. EO helps leading entrepreneurs learn and grow through peer-to-peer learning, once-in-a-lifetime experiences, and connections to experts
Empowerwomen	Platform offering tools and business advice to women to help bridge the gender gap.
Youth Business International	Offers an integrated package of support to young entrepreneurs.
UP Global	Connecting worldwide entrepreneur communities.

National networks can also play a role to connect refugee and host community and increase the linkages between Garissa county and Nairobi.

→ **Host Small Events:**

Events can support entrepreneurship in two ways: for young people to know more about entrepreneurship and institutions supporting entrepreneurs and for institutions to start building a database of youth interested in exploring this path.

It might take some time until young people in Garissa and their families feel comfortable around the concept of entrepreneurship and innovation. Therefore, it is important to keep these events short and regular.

Some of the topics for these events could be:

- Talks from successful entrepreneurs: Showcasing success from other entrepreneurs can be particularly effective to encourage other youth to follow their path. It is important that there is a connection to the entrepreneur, something they can relate to. For example, sharing experience within the same region, gender, age and from refugee entrepreneurs.

- Networking events: with other entrepreneurs and aspiring entrepreneurs. *See below recommendation to build a local network*.

- Presentations: Cover topics such as “What is entrepreneurship?” “What is innovation?” “How to be innovative?”

- Workshops: on business planning skills, design/creative thinking.

Events can be organized live, through online learning platforms or through social media (Facebook live, live Instagram (IG), IGTV, Youtube). In addition, video clips from the event can be shared after the event to reach a broader audience, and allow content sharing.

In order to select the most appropriate channel, institutions should define their audience. For example: school students, TVET students, entrepreneurs in traditional business (such as small shops and farming).

→ **Run a Social Media Contest:**

Having a contest via social media could be an efficient tool to raise awareness and start building a community of aspiring entrepreneurs. A contest can get young people engaged with entrepreneurship and excited to be a new community of young people.

At this stage the focus should be on idea sharing and encouragement. Institutions can call youth to showcase day to day examples of innovation, interview innovation champions in their community or in a particular field.

At a later stage, contests can call for ideas that aim to improve a problem through the development of new products, services and processes, and innovative business models.

Social media is suggested here as the main channel given the related low costs and logistics efforts. In addition, it constitutes a relatively safe environment to pilot (test) initiatives that can be later on replicated in other formats. Other formats may include existing available platforms such as radio Gargar or other communication channels.

In the Long Term

→ **Partner Up for events and competitions:**

Institutions in the ecosystem should partner to identify collaborative actions to promote entrepreneurship.

One main area for collaboration could be the co-organization of events and competitions at a larger scale. For example, bringing groups of youth to participate in pitch competitions, short on-site trainings and product showcasing. These events could also be done in partnership with foundations, philanthropic organizations and big corporations looking to expand their CSR initiatives in the region.

Good Practice: Organizing Events and competitions

Diversify the Judging Panel

Start-ups will likely pitch to diverse groups throughout their journey. That's why it is important to convene judges representing a variety of segments: funders seeking a well-aligned investment opportunity, potential business partners looking for a start-up to help them solve a problem, possible customers of the product or service, technical leads who can question and support the science. The multi-audience pitch model teaches teams to strategically explain their company's value proposition to a mix of critical players they will encounter throughout their start-up process.

Allocate Prizes with Clear Criteria

Cash prizes are valuable for start-ups. However, it is good practice to align awards with key start-up milestones, creating criteria for how the money and resources will be deployed - for example, paying rent for laboratory tests. Designing awards to offer multiple facets of support is beneficial for both the innovators and the award provider.

Provide Value for Everyone Involved

It is important to build in pre-competition networking events for key players involved with the event – and in the ecosystem. This allows the group to engage with different people who may not always have the opportunity to connect. This is positive for attendees who feel like they receive a value-add for their time commitment to the competition. In addition, pitch competitions can be used as a learning opportunity. For example, when inviting entrepreneurs who secured funding to share their "behind the scenes" experience.

Follow up

Many start-ups may leave a pitch competition thinking "Now what?". That question has more urgency among teams who did not win a prize. Organizers can help teams to develop a post pitch competition action plan. This includes coaching start-ups to put requests in their pitch that go beyond money and provide regular progress reports to be shared with the ecosystem. Success stories spark interest from a potential business partners or investors, even if the team does not make it to the podium.

ENCOURAGE A LOCAL NETWORK OF ENTREPRENEURS AND MENTORS

Even the most self-reliant entrepreneurs need a network for advice and support. Connections to strong networks of similar entrepreneurs can help them along.

Networks provide a source of inspiration and support

Entrepreneurs in the early days of running their businesses might not have guidance and support. This may particularly be the case given the cultural context in Garissa, where entrepreneurship is a relatively novel concept. Networks are vital to build a community with other entrepreneurs who have faced or are facing and overcoming similar business obstacles.

This is particularly important for women, who are less supported by family and peers to start a business or access on-line and social media information. Women face specific challenges that makes engaging and networking with other women incredibly valuable. Seeing other women who are thriving or are trying a new path can encourage, inspire and motivate others to pursue their journey.

Networks can be promoted through:

- Events and informal meetups
- Coworking space areas
- Support groups
- Mastermind groups
- Online communities
- Social platforms

Networks offer education and guidance

Experienced entrepreneurs and mentors can help educate and guide first-time business owners before they make financial decisions or meet with investors. Having a network of support and mentorship can empower entrepreneurs through pivotal moments and processes.

Mentoring programmes can offer guidance to entrepreneurs to make the smartest possible decisions and can provide them with hope and encouragement.

Good Practice: Mentoring in Entrepreneurship Ecosystems

Mentoring has become an essential factor in entrepreneurial success because mentors can help entrepreneurs overcome setbacks they commonly face in the early stages of their entrepreneurial ventures.

However, whether these one-to-one linkages are valuable for a young entrepreneur depends particularly on the mentor's experience and his or her capacity to coach and support the mentee. Therefore, well-designed formal mentoring programmes provide mentoring guidelines to assist the mentor and the mentee in their collaboration, monitor and evaluate the relationship and also provide mentor training.

Practical tips for implementation

- Place emphasis on a rigorous mentor recruitment process. Be sure to build a network of mentors with real-life business experience and/or industry knowledge.
- Set guidelines for both mentors and mentees to assure quality and ensure that expectations are clear.
- Provide training to mentors periodically to update their mentoring capacities.
- Deliberate matching of mentors and mentees is critical to have meaningful results.

- Show recognition to mentors through networking events and other activities of the institution to keep them motivated and engaged.
- Allocate appropriate human resources from the institution to manage the mentoring intervention.
- Capture information to understand the experience of the mentees and mentors to improve the programme. Understand the needs and be willing to re-design aspects of the programme. More information equals better service targeting.

In the context of Garissa, where there may be a shortage of quality local mentors, the following options can be considered:

- Engage local business leaders and communities in the mentoring initiative
- Facilitate peer mentoring for entrepreneurs to exchange and learn from each other's challenges
- Recruit successful mentees and alumni of other programmes as mentors
- Switch to a "cluster mentoring" approach, where a group of mentees have common business needs
- Use technology to supplement face-to-face time in harder-to-reach communities
- Collaborate with regional and international mentoring initiatives (*see table of international platforms above*)

Source: Youth Business International (2016) "Supporting Young Entrepreneurs: What Works? An Evidence and Learning Review from the YBI Network".

DEVELOP A STRATEGY ON ENTREPRENEURSHIP

In order to fully coordinate the initiatives created to support entrepreneurship there needs to be a clear strategy defined at the ecosystem and at the institutional level.

Institutions supporting entrepreneurs in Garissa County need to clarify their value proposition within the ecosystem. They need to identify their core expertise in regard to entrepreneurship support and design a clear offering for entrepreneurs.

Further, the ecosystem network needs to consider an overall strategy for the region to support entrepreneurship. Defining goals, objectives and targets is critical to design a roadmap towards building and supporting entrepreneurs.

It is important that during the design and co-development of the entrepreneurship strategy (individually and as an ecosystem), institutions differentiate between their livelihood's programmes and entrepreneurship development programmes (*see section on gaps and overlaps*). Agencies and institutions should be specific on their entrepreneurship initiatives and on what they want to achieve and should also address if their services will address refugee or Kenyan entrepreneurs, or both.

The ecosystem should respond to:

1. What's the ecosystem's vision for entrepreneurship?
2. What are the strategic objectives to support entrepreneurs?
3. What are the key measures that will indicate success for the ecosystem?
4. How will the ecosystem implement actions to achieve the strategy?

Good practice: Entrepreneurship Strategy of The University of Queensland.

PROMOTE INNOVATION

Innovating consists of creating value through something new, not in replicating something that already exists. Currently, most livelihoods programmes are focusing on replicating successful business models. While this is valuable to develop a business community, disruption has not been promoted or incentivised in the region.

There are many factors that can promote and enable innovation in a country or region: government, policies, institutions and individuals. However, when focusing on support services for entrepreneurs and innovative

business creation, there are several support points that can be covered by the ecosystem actors mapped in this report.

Innovation and creativity can be supported though the following stages and related services:

1. **Idea**: Support entrepreneurs to identify topics of their interest outside their main activity or domain. For example, for those participating in TVET trainings, encourage them to explore collaborations in other areas, i.e.: fashion and ICT. Support entrepreneurs to question assumptions, move from their conventional path and think of innovations in terms of: product innovation, process innovation, marketing innovation or organisational innovation. At this stage innovation can be triggered by individuals but also through the power of groups and collective thinking.

   Related services: Ideation workshops, brainstorming sessions, innovative and creative thinking trainings, TVET programme exchanges, knowledge exchange with peers.

2. **Test:** Provide support to take on innovation. Test ideas with mentors and experts but also in a provided physical space. Experiment and explore possibilities to co-create with other entrepreneurs or support group members. Evaluate the desirability, feasibility and viability of ideas and analyse constraints.

   Related services: Innovation Centre/Hub, mentorship, advisory for entrepreneurs on product design, business model and marketing.

3. **Scale:** Take ideas to reality with support for final testing, business launching, evaluation and learnings.

   Related services: Advisory, partnerships building, international networks, access to finance.

DESIGN ENTREPRENEURSHIP-FOCUSED SERVICE PORTFOLIO

Following the recommendation above and the gaps identified, institutions in the ecosystem need to design services specifically targeted to support entrepreneurship. In addition to the services mentioned in relation to innovation, the report identified other service lines that could support the entrepreneurship journey for entrepreneurs in Garissa and Dadaab.

Negotiation skills: Entrepreneurs struggle to benchmark their products and services and to set realistic prices to their offering. A potential service line could support entrepreneurs to build knowledge on particular sectors, research and to learn techniques and tactics to bring across ideas when negotiating with providers and clients.

Research and data collection skills: Train youth on research techniques and data collection as a possible source of income. Create linkages with corporate and development partners interested in data collection and field research. While this might not immediately translate into new ventures, these skills could build the pipeline for new ideas related to data and research findings.

Alternative financial services: A thriving entrepreneurial ecosystem requires easy and widespread access to financial support for entrepreneurs. For young entrepreneurs to realise the true potential of their business ideas and thrive, it is very important to set up financial institutions and mechanisms that can provide them with capital to support their project and activities. Alternative financing solutions can also play a key role in promoting and supporting entrepreneurship.

Crowdfunding portal platforms should be promoted to increase available funding amounts and thus improve support to entrepreneurs. Efforts should be made to identify new partnerships with big corporations and foundations already supporting refugee communities in other countries.

Services specifically targeted to Refugees:

Social media strategy design: Refugees operate in an isolated environment and, given their restrictions on movement, it is challenging for them to physically reach their clients. Having a strong social media strategy could increase their reach and visibility. This includes building knowledge on defining audiences, brand perception, content curation, channels selection and, goals and results setting.

Access to trusted partners: One of the main struggles for refugees trying to engage in business outside the camps is their lack of a trusted business partner. Most entrepreneurs trust connections in their immediate circle that might not necessarily commit to a fair deal with entrepreneurs. Setting up a support system or network for those refugees needing material from Nairobi could significantly change the current business dynamic.

Support to organize groups: Refugees are often required to present themselves as a group (self-help group) in order to access most business services, such as opening a bank account. Therefore, group management and coordination become particularly important in this context as these groups act essentially as a business association with a governance structure and an assignation of roles within the group. In order to facilitate the development and sustainability of such groups, additional support services could be put in place to strengthen the skills and managerial capacities of groups.

Support to tap into diaspora networks: Refugees have the opportunity to engage with relevant diaspora communities that are spread around the world. Such a network would provide access to business opportunities, knowledge of new markets or trends, mentorship or technical support. Institutions should work to create a network through which refugees can engage with diaspora organizations or individuals in order to take advantage of such opportunities.

SHARE INFORMATION AND MEASURE PERFORMANCE

Supporting and promoting entrepreneurship effectively requires a cohesive network of support institutions that provide complementary services to entrepreneurs. It requires institutions to structure and coordinate their exchanges, and for entrepreneurs to have a good knowledge of the institutions in the ecosystem and the specific services that each one provides. To achieve this, good access to information is crucial for both support institutions and entrepreneurs.

Agencies and institutions need to share information to inform the planning and implementing process. Having common data gathering processes and common data sets across the county could ease collaboration and allow better data analysis to re-design or refine interventions.

In the short term, the ecosystem could set an additional field on their current database of businesses to indicate the entrepreneurial or innovative component of a listed business. In the longer term, the ecosystem could extract a separate database of entrepreneurs to be managed as a particular sub-set of beneficiaries. For example, the entrepreneurs database could support the creation and sustainability of a community of Garissa entrepreneurs and could channel targeted communication related to innovation and idea creation.

In addition, when institutions measure and share their results, they provide critical information on their success, areas for improvement and on their strategic focus. Further, measurement can highlight opportunities for collaboration and partnerships.

Setting performance metrics and targets for specific objectives can facilitate their completion and the identification of bottlenecks and inefficiencies:

- Measuring Collaboration: This can be particularly powerful to strengthen an immature ecosystem. Considering collaboration as a key objective will lead to an ecosystem thinking. Institutions can set targets for collaboration and measure progress to ensure network actors are taking full advantage of potential synergies.

- Measuring Innovation: In order to incentivise new ideas, prototyping and testing, innovation outcomes should be measured and monitored both as an intermediate outcome indicator and as a long-term outcome measure.

Good practice: **Indicators for assessing the entrepreneurial ecosystem**

Entrepreneurship Support Services
Level of satisfaction with the quality and availability of business support services - legal, accounting, incubation, etc.*
Size of membership and budget of industry & network associations
Number of networking activities and events
Number of incubators, innovation centres, entrepreneurship hubs and accelerators in region
Average success rate for entrepreneurship programmes (% of graduates that are profitable or have received investment 3 years after program participation)
Number of research initiatives and related publications
Entrepreneurial Culture
Entrepreneurial motivation in society*
Proclivity for risk*
Cultural and social norms towards entrepreneurship
Media narratives of entrepreneurship
Entrepreneurial Performance
Enterprise birth rates
Enterprise death rates
Rate of high growth firms, based on employment growth
Rate of high growth firms, based on turnover growth
Survival rates at 3 and 5 years
Proportion of 3 and 5-year-old firms
Productivity contribution (young or small firms)
Innovation performance (young or small firms)
Export performance (young or small firms)
Impact
Net job creation
Average/Median wages & salaries
Job quality
Poverty rates

* Indicators that are likely to require primary data collection (through a survey).
Source: https://www.aspeninstitute.org

Indicators should be aligned to the ecosystem strategy and should be measured and reported by all ecosystem actors involved. When designing a measurement framework, it will be particularly important to consider short, medium- and long-term measures given the very nascent status of the Garissa and Dadaab ecosystem. In addition, other indicators related to refugee support and women support initiatives could be derived from the high-level measurement structure.

ANNEX I: INSTITUTIONS MAPPED

ACDI/VOCA

As a leading market systems practitioner, ACDI/VOCA addresses issues of food security, economic prosperity, and social inclusion through locally driven market solutions. ACDI/VOCA is a global development design and delivery partner based in Washington, D.C. The organization has implemented effective economic and social development projects around the world since 1963. Their areas of expertise include: Agriculture, Economic Growth, Resilience, Finance, and Equity & Inclusion. ACDI/VOCA engage governments, civil society groups, private companies, and financial institutions in their program design and execution. ACDI/VOCA employs some 1,000 people in the United States and overseas.

https://www.acdivoca.org/

Aga Khan Foundation (Aga Khan Development Network Kenya)

Over the last century, the Aga Khan Development Network (AKDN)'s many programs and diverse institutions have helped improve the quality of life for some of the country's most resource-poor communities. An Agreement of Cooperation for Development signed with the Government of Kenya in 1996 recognizes AKDN's contributions to national development and creates an enabling framework for its activities. By collaborating with Government and the private sector, AKDN has helped communities to develop their own educational standards, meet healthcare needs, and generate financial activity to enable resources to be accessed by those in greatest need.

https://www.akdn.org/our-agencies/aga-khan-foundation

AVSI Foundation

AVSI is a non-profit organization created in 1972. It carries out development cooperation and humanitarian aid projects throughout the world. AVSI implements cooperation projects in various sectors with a preferential focus on education, meaning that a person is accompanied towards self-discovery and recognition that the other person is a resource. Each project is conceived as an instrument to promote this awareness in everyone involved, has in itself a need for communicating and sharing, and creates an impact capable of generating a positive change. For over thirty years, AVSI has been working in Kenya to promote the development of local communities, working with the poorest sections of the population. To this end and in partnership with founding members, they focus on education and training in Kibera, one of Africa's largest slums, and in Dadaab, the most populated refugee camp on the planet.

https://www.avsi.org/en/

CARE

CARE International is a global confederation of 13 National Members and one Affiliate Member with the common goal of fighting global poverty. Each CARE Member is an autonomous non-governmental organization and implements program, advocacy, fundraising and communications activities in its own country and in developing countries where CARE has programs. The oldest members are CARE USA and CARE Canada (of which CARE Kenya is a part of), which were established in 1945 and 1946 respectively.

CARE international has various programmes which include: Food and Nutrition Security and Climate Change, Water, Sanitation and Hygiene (WASH), Women and Girls Economic Empowerment, Health (SRMH & HIV) and, Emergency and Humanitarian Assistance.

https://www.care.or.ke/

Danish Refugee Council (DRC)

The Danish Refugee Council was founded in Denmark in 1956 to assist refugees and internally displaced persons. They provide emergency aid, advocate for refugee rights and strengthen their opportunities for a brighter future. DRC works in conflict-affected areas, along the displacement routes and in countries where refugees settle. In cooperation with local communities, the organization strives for responsible and sustainable solutions in addition to successful integration and whenever possible, the fulfillment of the wish to return home. DRC has grown to become an international humanitarian organization with more than 9,000 staff and 7,500 volunteers. In Kenya, DRC began operations in 2005 and they assist refugees and displaced communities by implementing protection and livelihoods activities that improve their ability to be self-reliant and expand opportunities for a dignified life. DRC works in Dadaab and Kakuma refugee camps in Garissa and Turkana Counties respectively as well as in Nairobi and Mombasa to assist urban-based refugees.

https://drc.ngo/

Equity Bank

Equity Bank is licensed under the Kenya Banking Act (Chapter 488), and offers retail banking, microfinance and related services. The Bank has subsidiaries in Kenya, Uganda, South Sudan, Rwanda and Tanzania. Its shares are listed on the Nairobi Securities Exchange and Uganda Securities Exchange. Equity Bank was founded as Equity Building Society (EBS) in October 1984 and was originally a provider of mortgage financing for the majority of customers who fell into the low-income population. The society's logo, a modest house with a brown roof, resonates with its target market and their determination to make small but steady gains toward a better life, seeking security and advancement of their dreams. The vast majority of Africans have historically been excluded from access to financial resources. Having been declared technically insolvent in 1993, Equity's transformation into a rapidly growing microfinance and then a commercial bank is widely considered to be an inspirational success story. Currently, Equity Bank has more than 9 million customers making it the largest bank in terms of customer base in Africa and having nearly half of bank accounts in Kenya. The company's vision is "to be the champion of the socio-economic prosperity of the people of Africa". Equity Bank retains a passionate commitment to empowering its clients to transform their lives and livelihoods. Through a business model that is anchored in access, convenience and flexibility, the Bank has evolved to become an all-inclusive financial services provider with a growing pan-African footprint.

https://equitygroupholdings.com/ke/

Fafi Integrated Development Association (FaIDA)

Fafi Integrated Development Association (FaIDA) is a not for profit, non-partisan, non-sectarian and non-governmental organization registered in Kenya under the applicable laws. FaIDA Kenya has been working in Garissa County since 2009. Founded as a Community Based Organization (CBO) in 2009, FaIDA worked with established youth and women groups in Jarajilla division, Fafi district, in empowering the community on development issues, environmental protection and climate change mitigation. In 2010, FaIDA was upgraded to a non-governmental organization and duly registered as an international organization. Over the years FaIDA has rapidly grown and expanded to become a reputable organization and an implementing partner of several international organizations including UNHCR.

http://faidakenya.org/

Garissa County Ministry of Agriculture, Livestock & Co-operatives

The Garissa County Ministry of Agriculture, Livestock & Co-operatives mission is to improve livelihoods of Kenyans through promotion of competitive agriculture and innovative research, sustainable livestock and cooperatives development. The sector is the backbone of the county and has immense potential of 894,000 ha of arable land but only 2,781 ha is under cultivation. The county however relies on relief food since a substantial proportion of the land has not been exploited. Efforts are now being channeled towards

increasing utilization of this arable land. This will be achieved through promotion of water harvesting and soil conservation interventions. Emphasis will be on adoption of drought resistant crops, increased land cover under irrigation, soil and water conservation and promotion of orphan crops such as millet, cowpeas, green grams, cassava among others.

https://garissa.go.ke/agriculture/

Garissa County Ministry of Education, Public Relations & Information

The Garissa County Ministry of Education, Public Relations & Information mission is to ensure quality, accessible and inclusive educational services, foster competitive county human resource development through training, skills, allied services as well as provision of real time information to the residents of the County. The sector seeks to optimize the provision of services in fulfilment of its vision and mission while effectively utilizing existing resources such as land to improve school's infrastructure thereby improving enrolment, retention and transition rates in schools across the county. The sector is expanding the existing physical facilities, establishing functional model ECDE centers and improving service delivery in education, collaborating with other stakeholders and strengthening community participation to achieve gender parity and increase teacher-pupil ratio in the county.

https://garissa.go.ke/education-pr/

Garissa County Ministry of Trade, Enterprise Development and Tourism

The Garissa County Ministry of Trade, Enterprise Development and Tourism mission is to provide, promote, coordinate and implement integrated youth initiatives as well as socio-economic policies and programs for a rapidly industrializing economy. The sector envisions growth of a viable cooperatives sub sector, equitable distribution and sustainable management of land resources and sustainable management of forestry and wildlife resources. The sector endeavors to work closely with all stakeholders in identifying key investment opportunities with the aim of marketing the county to investors. Establishment of Small Medium Enterprises plays a key role in the provision of credit services.

https://garissa.go.ke/trade/

International Labour Organization (ILO)

ILO brings together governments, employers and workers of 187 member States, to set labour standards, develop policies and devise programmes promoting decent work for all women and men.

ILO, with financial support from the government of Japan launched in April 2014 the project "Youth Employment for Sustainable Development (YESD)" which aims at empowering young men and women in Garissa County through creation and development of Micro and Small Enterprises (MSEs).

The newly launched Prospects project is forthcoming. It was not mapped in current mapping because implementation has not yet started and the previous activities were research-based.

https://www.ilo.org/

International Organization for Migration (IOM)

Established in 1951, IOM is the leading inter-governmental organization in the field of migration and works closely with governmental, intergovernmental and non-governmental partners. With 173 member states, a further 8 states holding observer status and offices in over 100 countries, IOM is dedicated to promoting humane and orderly migration for the benefit of all. It does so by providing services and advice to governments and migrants. IOM works to help ensure the orderly and humane management of migration, to promote international cooperation on migration issues, to assist in the search for practical solutions to

migration problems and to provide humanitarian assistance to migrants in need, including refugees and internally displaced people. IOM works in the four broad areas of migration management: migration and development, facilitating migration, regulating migration and forced migration.

https://www.iom.int/

International Trade Centre (ITC)

The International Trade Centre (ITC) is the joint agency of the World Trade Organization and the United Nations that is fully dedicated to supporting the internationalization of small and medium-sized enterprises (SMEs). The agency enables SMEs in developing and transition economies to become more competitive and connect to international markets for trade and investment, thus raising incomes and creating job opportunities, especially for women, young people, and poor communities.

The International Trade Centre's (ITC) Refugee Employment and Skills Initiative (RESI) provides innovative, trade-led and market-based solutions to create jobs and generate income for refugees and their host community to build self-reliance and foster economic resilience.

RESI tailors its activities with targeted private and public partnerships, builds strong market connections, and brings capacity building to the next level through relevant network connections and mentorship. With this approach, RESI ensures newly acquired skillsets translate into actual income gains and job creation.

http://www.intracen.org/

Kenya Bureau of Standards (KEBS)

The Kenya Bureau of Standards (KEBS) has remained the premier government agency for the provision of Standards, Metrology and Conformity Assessment (SMCA) services since its inception in 1974. Over that period its main activities have grown from the development of standards and quality control for a limited number of locally made products in the 1970s to the provision of more comprehensive Standards development, Metrology, Conformity Assessment, Training and Certification services. With the re-establishment of the East African Community (EAC) and Common Market for Eastern and Southern Africa (COMESA), KEBS activities now include participation in the development and implementation of SMCA activities at the regional level where it participates in the harmonization of standards, measurements and conformity assessment regimes for regional integration. KEBS operates the National Enquiry Point in support of the WTO Agreement on Technical Barriers to Trade (TBT).

https://www.kebs.org/

Kenya National Chamber of Commerce and Industry (KNCCI)

The Kenya National Chamber of Commerce and Industry (KNCCI) was established in 1965 as the umbrella body of the private sector in Kenya. It was set up as an amalgamation of three Chambers of Commerce that existed at that time, namely; the Asian, the African and the European chambers of commerce. It created a unified and single voice for private sector, so as to influence public

policy, efficient service delivery, as well as facilitating monitoring and evaluation of public sector programs and projects. KNCCI brings together all members of the business community, including some private sector associations that are membership-based, and is multi-sectoral in its approach to issues. Membership is diverse and its national governing council representation is inclusive. It provides a forum to engage government on cross-cutting issues on private sector development.

The Chamber itself is an autonomous, non-profit, membership-based and private sector lobby institution. It has a countrywide outreach of 47 County Chambers, and over 10,000 members countrywide, through which the activities and services are extended to the entire business community, and to all sectors of the economy. The Chamber is not a political institution, but as economic activities are, often, affected by politics and

political decisions, there is, therefore, a necessity for the Chamber to be able to consider and respond to the effects of political events, particularly those which affect economic activities of the country.

https://www.kenyachamber.or.ke/

Lutheran World Federation (LWF)

The LWF is a global communion of 148 churches in the Lutheran tradition, representing over 75.5 million Christians in 99 countries. LWF strives to put faith into action within and beyond the communion, and seek God's Word and Spirit to guide its operations. This action takes a variety of forms from theological reflection and dialogue with other churches and faiths, to deepening relationships, sharing their faith, serving those in need and advocating for a more just, peaceful and reconciled world. LWF shares a vision, purpose and values. They work to strengthen their relationships and build an inclusive, respectful communion. The organization is on a common journey of renewal shaped and enriched by the different contexts within which they live. In response to decades-long displacement, LWF works with refugee and host communities to support their needs and to protect their human rights. In partnership with UNHCR, the UN Refugee Agency, LWF works in: Kakuma refugee camp and Kalobeyei refugee settlement, northwest Kenya, providing: primary education, early childhood development, child protection, peace and safety and sustainable livelihoods programs and Dadaab refugee camps, northeast Kenya, providing: primary education, early childhood development, and support to people with disabilities and elderly people.

https://www.lutheranworld.org/

Mercy Corps

Mercy Corps is a global team of humanitarians, working together on the front lines of today's biggest crises to create a future of possibility, where everyone can prosper. In more than 40 countries around the world, nearly 6,000 team members work side by side with people living through poverty, disaster, violent conflict and the acute impacts of climate change. Mercy Corps is committed to creating global change through local impact — 85 percent of team members are from the countries where they work.

The institution brings a comprehensive approach to every challenge, addressing problems from multiple angles. Thanks to support from an extended global community, they've provided $4 billion in lifesaving assistance to meet the urgent needs of more than 220 million people over nearly 40 years. They also go beyond emergency aid, partnering with local governments, forward-thinking corporations, social entrepreneurs and people living in fragile communities to develop bold solutions that make lasting change possible. Mercy Corp has been operating in Kenya since 2008 and their main programs include: children and youth, conflict and governance, disaster preparedness and agriculture and food.

https://www.mercycorps.org/

North Eastern National Polytechnic (NENAP)

North Eastern National Polytechnic, NENAP is the former North Eastern Province Technical Training Institute or NEPTTI. The institution became a National Polytechnic through the North Eastern National Polytechnic legal order of 30th May 2016, under legal Notice No 89 provided for in Technical and Vocational Education and Training (TVET) Act 2013. The pronouncement has elevated the institution to be the only better option in providing TVET programs in the larger North Eastern frontier Region. Situated only 3km from Garissa CBD, the institution started as a National Technical School in early 80's and subsequently became a Technical Training Institute in 1986, a status it has held for three decades before assuming its current status as a National Polytechnic. The institute has greatly contributed to the country's work force by producing many of business executives and entrepreneurs within the Country and more so within Garissa County.

https://www.northeasternpoly.ac.ke/

Norwegian Refugee Council (NRC)

NRC delivers high-quality aid where needs are greatest. The organization started relief efforts after World War II where humanitarian needs were critical. Till then, NRC has been protecting vulnerable groups that have been forced to flee and support them in building a new future. Today, NRC works in both new and protracted crises in more than 30 countries, where they provide camp management, food assistance, clean water, shelter, legal aid, and education. In Kenya, NRC has been assisting displaced people in refugee camps and the surrounding host communities in Garissa and Turkana Counties since its establishment in 2007. It's core programs in Kenya include; education, information, counselling & legal assistance (ICLA), livelihoods & food security & water, sanitation and hygiene (WASH) promotion.

https://www.nrc.no/countries/africa/kenya/

Peace Winds Japan (PWJ)

Peace Winds Japan (PWJ) is a non-governmental organization (NGO) dedicated in supporting people in distress, conflict, poverty, or other turmoil. With its headquarters in Japan, PWJ is operational in many parts of the world. The organization provides timely humanitarian relief in emergencies to help people whose lives have been threatened by conflicts and natural disasters, assists communities whose social foundations have been destroyed by providing rehabilitation and development cooperation for self-sustainability, pursue conflict prevention and resolution through field activities, raise public awareness by disseminating information on assistance needs and put forward proposals for improving the effectiveness of relief-providing mechanisms in society. In Kenya, PWJ embarked on a project to replace makeshift tents for refugees with shelters made of more durable materials such as bricks and tin-sheets.

https://peace-winds.org/en/

Relief Reconstruction and Development Organization (RRDO)

Relief Reconstruction and Development Organization (RRDO) is a local NGO registered in Kenya under the Non-Governmental Organization Coordination Act of 1990 in 2008. RRDO was formed to effectively respond to localized humanitarian cries from the refugee hosting communities, to mitigate the resource conflict between the host community and the refugees around Dadaab Refugee Complex and to contribute towards the millennium development goals in Northern Kenya. RRDO works in partnership with the community, government and other agencies to give a local perspective and long-term community-based approach to disaster risk reduction initiatives, minimize vulnerability to climate related hazards (e.g. floods, droughts, degradation etc.) and to reduce household poverty in the pastoral communities. RRDO is currently partnering with UNHCR (United Nations High Commissioner for Refugees), CRS (Catholic Relief Services), CIDA (Canadian International Agency), UUSC (Unitarian Universalist Service Committee), AFSC (American Service Committee) and Polish Centre for International Aid), to implement integrated environment and community based livelihood initiatives at Dadaab and in Ladgera District North Eastern Kenya.

https://rr-do.org/

Research Triangle Initiative (RTI)

RTI International is an independent, nonprofit research institute dedicated to improving the human condition. Their vision is to address the world's most critical problems with science-based solutions in pursuit of a better future. Clients rely on them to answer questions that demand an objective and multidisciplinary approach—one that integrates expertise across the social and laboratory sciences, engineering, and international development. Combining scientific rigor and technical proficiency, RTI delivers reliable data, thorough analysis, innovative methods, novel technologies, and sustainable programs that help clients inform public policy and ground practice in evidence. The organization scales its approach to fit the demands of each

project, delivering the power of a global leader and the passion of a local partner. It believes in the promise of science, and pushes to deliver on that promise for the good of people, communities, and businesses around the world.

https://www.rti.org/

State Department for Youth Affairs

The Ministry of Youth Affairs was first established in December 2005 to address youth concerns in the country on realization that the government may not achieve the Millennium Development Goals without dealing with the many socio-economic challenges facing the Kenyan youth. In 2018, it was merged with other State Departments within the Ministry of Public Service, Youth and Gender vide Executive Order no.1 of 2018. The mandate of the State Department for Youth Affairs as derived from the Executive Order No.1 of June 2018 (Revised) include: management of youth policy, overseeing the management of National Youth Service (NYS), youth empowerment, harnessing and developing youth talents for national development, mainstreaming youth in national development, managing and promoting engagement with youth for national development, and collaborating and overseeing stakeholders engaged in youth promoting activities.

www.psyg.go.ke

Terre des hommes (Tdh)

Terre des hommes (Tdh) is the leading Swiss organization for children's aid. Through their health, protection and emergency relief programs, they provide assistance to over four million children and their families in more than 40 countries each year. Tdh main objectives include: improving the health of children under the age of five and of children in need of specialized medical care, protecting migrant children, preventing child exploitation, promoting restorative justice for children in conflict with the law and providing humanitarian aid to children and their families in times of emergency and crisis. In Kenya Terre des hommes protects children from exploitation, violence and abuse. Teams also work alongside government health staff in Garissa district to alleviate the effects of malnutrition in children.

https://www.tdh.ch/en/our-interventions/kenya

UNHCR- The UN Refugee Agency

The office of the United Nations High Commissioner for Refugees (UNHCR) was created in 1950, during the aftermath of the Second World War, to help millions of Europeans who had fled or lost their homes. Today, over 68 years later, the organization is still hard at work, protecting and assisting refugees around the world. The primary purpose at UNHCR is to safeguard the rights and well-being of people who have been forced to flee. Together with partners and communities, UNHCR works to ensure that everybody has the right to seek asylum and find safe refuge in another country. They also strive to secure lasting solutions. For over half a century, UNHCR has helped millions of people to restart their lives. They include refugees, returnees, stateless people, the internally displaced and asylum-seekers. Their protection, shelter, health and education has been crucial, healing broken pasts and building brighter futures.

https://www.unhcr.org/

Windle Trust International

Windle Trust International works with people affected by conflict in East, and the Horn of, Africa including Sudan, South Sudan, Kenya and Uganda. The organization works with communities affected by or recovering from protracted internal conflict, such as Northern Uganda, internally displaced people and refugees from neighboring countries such as Eritrea, Ethiopia, Somalia, and central African countries such as the Democratic Republic of Congo. Windle Trust focus exclusively on education and focus on the twin objectives of increasing access for those who have been denied the opportunity of education because of discrimination or marginalization, particularly due to conflict and improving the quality of teaching and learning so as to

make a difference to educational outcomes. Education is not just about expanding knowledge and understanding; it's also about stimulating independent thought and critical analysis. High quality education brings personal benefits but it is also a means by which a nation's economy can grow, businesses can be developed and the public good advanced through active citizenship.

https://windle.org.uk/

Womankind Worldwide

Womankind Worldwide is a global women's rights organization working in solidarity and equal partnership with women's rights organizations and movements to transform the lives of women. Their vision is of a just world where the rights of all women are respected, valued and realized. Womankind Worldwide works to support and strengthen women's movements to change the world for women. A small team is based in the UK however, they work in partnership with women's rights organizations and movements primarily in Africa and Asia. Current focus countries are Ethiopia, Kenya, Nepal, Uganda and Zimbabwe.

https://www.womankind.org.uk/index.html

World Food Programme

WFP provides refugees living in Kenyan camps with unconditional food and nutrition assistance through cash and food transfers, while investing in solutions that increase refugees' self-reliance including supporting livelihoods diversification. WFP only undertakes relief assistance in the country in exceptional circumstances in the event of a shock that exceeds national capacities. In addition, WFP supports resilient food system by providing conditional food or cash assistance in food insecure communities to fill their immediate food gaps as they create climate-resilient assets for increasing production and diversifying livelihoods. WFP also supports smallholder farmers in accessing markets, agricultural inputs, credit and technologies, and works with traders and retailers to address inefficiencies in food supply chains.

https://www.wfp.org/countries/kenya

World Vision International

World Vision is an international Christian humanitarian organization, dedicated to working with children, families and communities worldwide to reach their full potential by addressing the causes of poverty and injustice. They partner with communities, the Government, sponsors, donors and corporates to realize their global strategy: Promise 2030: Building Brighter Futures for Vulnerable Children. Through their strategy, World Vision envisions children living and enjoying life in all its fullness. To this end they work with partners to improve livelihoods and resilience, education & child protection, health, nutrition and HIV/Aids, humanitarian emergency affairs and access to water, sanitation and hygiene (WASH) for children and their families. Through advocacy, World Vision enables the voices of children and their communities to reach decision-makers, who have power to change unjust policies and practices.

https://www.wvi.org/kenya