

# Deft in Action-Summary of Previous Assignments

## Advisory and Research on NPO Compliance, Governance and Risk

1. January 2022 - **Advice to the Board of Directors of Nuru International Kenya (NIK) on the establishment of the Nuru Regional Technical College (NRTC) as a Technical, Vocational Education and Training (TVET).** The objective of this consultancy was to produce a paper for the NIK board that showed options and implications for NIK for the establishment of the NRTC across the following parameters: governance, compliance, and risk.

Specifically, the paper:

- Advised the Board on the options for the legal establishment of the NRTC and state the factors to be considered, implications for governance as well as potential risks
- Provided various scenarios including case studies where possible, for the establishment of the NRTC
- Made recommendations on the best governance structure for the NRTC having considered the legal, compliance and risk implications

2. August to September 2021 - **Evaluation of the Board of Directors of Nuru International Kenya (NIK)-**

The evaluation:

- Assessed the balance of skills, knowledge, and experience of the Board.
- Assessed the performance of board members in board governance and compliance.
- Identified the areas of concern and areas of focus for improvement.
- Identified and created awareness about the role of directors individually and collectively as a Board.
- Determined what was needed to maintain or increase Board members level of commitment
- Made recommendations on specific steps to ensure more effective governance by the Board

3. August 2021- **Consultancy to conduct legal research and advice Send a Cow, a registered charity in the United Kingdom on the options for registration of Send a Cow Africa Hub as a Not-for-Profit Organisation in Kenya.** Deft conducted a detailed review of the policy, legal and regulatory framework of Not-for-Profit Organisations (NPOs) engaged in public benefit or charitable work in Kenya. Advised Send a Cow on the best option for registration given its context.

4. July to August 2021-**Support to integrate the Nuru Regional Training College (NRTC) and the requirements of the TVET Act in the governance processes and procedures of Nuru International Kenya (NIK).** The consultancy involved established the legal compliance requirements as per the TVET Act, reviewed current governance procedures at NIK, developed relevant policies, rendered advice on corporate governance and legal compliance, and developed a Memorandum of Understanding between the NRTC and the NIK.

5. June 2021 to August 2021: **Support to Protection International Africa on effective governance and legal compliance-**Deft supported the client to assemble, develop and file a complete set of documents notifying the NGOs Board of changes to its officials, second,

facilitated the establishment of the client as an African Regional Hub, third, reviewed the constitution of the NGO to reflect a self-perpetuating governance structure and to accord with the provisions of the law and good practice in the governance of Not for Profit Organisations(NPOs)

6. **2020-2021 Due diligence and advisory to Nuru Kenya International and Nuru International USA on the proposed acquisition of Nuru Enterprises Limited** viz. The consultancy was undertaken together with OPTIMATAX Consultants (Legal and Tax Due Diligence, KKCO East Africa (Financial Due Diligence.

Deft was responsible for governance and regulatory due diligence and:

- Advised NIK its legal powers to acquire a company limited by shares
  - Outlined the regulatory requirements and processes to facilitate the acquisition
  - Detailed the specific steps NIK needed to take in the acquisition process to comply with the law.
  - Identified conflict of interest and related party transaction issues that needed to be addressed to ensure the appropriate corporate structure and good governance practices.
7. **2021 Compliance and Governance support** to Self Help Africa in terms of a retainer agreement (Since 2020):
    - Advisory on governance and compliance matters on a need basis
    - Assistance in the preparation of Board minutes/resolutions
    - Filing of statutory documents arising from Board resolutions or any other changes that require filing with the NGOs Coordination Board regulator.
    - Updates on any changes to statutory or compliance requirements.
    - Development and updating of a compliance inventory
    - A quarterly for the support provided with recommendations.
  8. **2020-2021 Amendment of the Brooke East Africa (BEA) constitution** to align with the requirements of the NGOs Coordination Act and good practice in NGOs governance and to accord with the governance structure of BEA
  9. **2020-2021 Support to Palmhouse International to comply with a compliance notice issued by the NGOs Coordination Board leading to the following**
    - Established the legal compliance status of the Palmhouse Foundation.
    - Researched and advised Palmhouse on the ideal membership governance structure to adopt
    - Reviewed the Palmhouse constitution to align with the new governance structure and further filed the necessary documents with the NGOs Coordination Board.
    - Supported the Palmhouse Foundation to comply with the relevant laws and regulations
    - Assisted in the development of a compliance inventory for Palmhouse Foundation to guide future compliance.
  10. **2020 - Domestication of the Brooke Hospital for Animals/ Brooke United Kingdom (BUK) Brooke Governance Manual 2020 to align with Kenyan laws and regulations to facilitate adoption by its Kenyan affiliate Brooke East Africa (BEA).** Deft reviewed a Board governance manual prepared by the Brooke United Kingdom for use by its global affiliates and domesticated it for use by its Kenyan affiliate the Brooke East Africa by ensuring it

conformed to the relevant Kenyan laws and regulations.

11. June -August 2021- **Review of the draft amended constitution of Practical Action East Africa.** Deft, identified areas of non-compliance with the NGOs Coordination Act and its regulations and good practice in NGO governance; made amendments to comply with relevant laws and regulations, made provisions for an independent Board, and ensured the constitution met internationally accepted good practice in NGO governance and finally, ensure registration of the constitution with the NGOs Coordination Board.
12. **April 2017- Conducted research and prepared a position paper to advise on the legal implications (requirements, risks, and opportunities) for transiting to the Public Benefits Organisations Act 2013(PBO Act) for Amnesty International Ltd (AIL) and Amnesty Kenya (AK) and provided expert opinion on which type of registration would best suit AIL and AK respectively.**
13. **July 2019- Researched and advised Mkomani Clinic Society (Bomu Hospital) a Kenyan NGO, on the legal requirements and procedures for registering a branch of the NGO in Zambia.** Specifically, Deft analysed the relevant laws, regulations and administrative practices in Zambia and advised on the potential advantages and disadvantages of incorporating Mkomani Clinic Society in Zambia either as a branch or a local organisation.
14. **May 2020- Developed a Board Governance Charter for International Aid Services (IAS)**
15. September 2016- Supported **Nuru international Kenya, to reconstitute its Board of directors by developing** a Board composition matrix, drafted an advertisement inviting application for Board members and participating in a panel to interview prospective Board members and conducting an orientation training for new Board members
16. August 2016- Reviewed the constitution of Nuru International Kenya to ensure compliance with relevant laws and regulations to provide powers for the organisation to engage in income-generating activities and to guide board composition.
17. 2015-Ongoing -**Provision of governance and compliance support** to Mkomani Clinic Society (Bomu Hospital) viz. advice on compliance and governance as well as filing of statutory documents with the regulator)
18. July 2017- **Provided governance and compliance support** to the Arusha Society for the Protection of Animals by reviewing its constitution to accord with the NGOs Coordination Act of 2002(Tanzania), developing a board charter
19. August 2016- Advisory to Action Aid International on the appeal process for work permits
20. May-August 2016- Supported **Handicap International to comply with the law by amending its constitution** to accord with the NGOs Coordination Act of 1990, address its governance requirements, and conform with international best practice standards. Second, facilitated the registration of the constitution with the regulator and third, registered the Handicap International board of directors with the NGOs Coordination Board.
21. **February- March 2016- Provided support to Action Help Africa International** by advising it on the ideal legal arrangement for governing, securing assets, and engaging in income generation based on its objective to develop a unitary governance structure for its branches and affiliates in the East and Central African Region specifically in Kenya, Tanzania, Uganda, Rwanda, South Sudan, Ethiopia, Somaliland, and Zambia.
22. 2015- Reviewed the Mkomani Clinic Society (Bomu Hospital) constitution to restructure its governance from a membership organisation to one with a self-perpetuating board, provided for good governance practices and ensured it complied with the requirements of

the NGOs Coordination Act 1990 and its Regulations.

23. **2010- As part of a consultancy team rendered advice to the African Peace Support Trainers Association (APSTA on the choice of the location of its secretariat between Nairobi, Kenya, and Addis Ababa Ethiopia.** The consultancy identified the best jurisdiction to locate the African Peace Support Trainers' Association (APSTA) office by comparing the relative suitability of Addis Ababa and Nairobi, in terms of relevance, effectiveness, efficiency, accessibility, and sustainability. The consultancy focused on eleven key parameters which provided the basis on which an assessment was made. These were the registration and regulatory regime for not-for-profit organizations; immigration law and regulations, Information Communication Technology (ICT); banking laws and the business environment; housing, education, health, and transport. Data were collected on each of these parameters in both countries and a comparative analysis was done to establish the relative suitability of either country. The consultant analysed secondary data/ literature on the two jurisdictions (Ethiopia and Kenya) and undertook field trips in Addis Ababa, Ethiopia and Nairobi, Kenya.

## **Governance, Compliance, Risk and Due Diligence**

1. December 2021- January 2022 - **Governance, Compliance, Risk and Due Diligence Assessment of the Africa Network for Animal Welfare (ANAW); Support in Tropical Initiatives for Poverty Alleviation (STIPA), and VSF Germany.** The assessment was conducted on behalf of The Brooke East Africa (BEA) which is a donor to the three organisations and aimed. The aims were to:
  - establish the governance structure and decision-making processes and procedures in the three organisations
  - establish the level of compliance with existing legal requirements
  - identify and document any risks to the organisations and BEA.
  - prepare a report detailing key findings and recommendations
2. 2015-2018- Annual governance and **compliance health check (governance and compliance audits) of partner organisations of the Brooke EA(BEA) (2015- 2018).** Deft supported the Brooke EA to manage risk by assessing the governance and compliance status of its six (6) grantees in Kenya and Tanzania by reviewing their legal and public benefit status, legal compliance, corporate governance and internal control and risk management. Deft further made recommendations to BEA on risk mitigation measures and on steps necessary for the grantees to improve legal compliance and adherence to good practice in governance.
3. June 2015- **Due diligence on behalf of Self-Help Africa (SHA) on Keringet Community Social, Economic and Environmental Development Foundation (KCSEED a company limited by guarantee and as Keringet Community Socio-Economic Environmental Development registered under the NGOs Coordination Act 1990 and a grantee of SHA, as well as Keringet Foods a private company.** Deft advised SHA on the legal relationship between Keringet Foods and KCSEED specifically concerning shareholding by KCSEED in Keringet Foods as well as on the position of assets owned by KCSEED including legal and tax implications and made recommendations on the way forward
4. 2015- **Governance, compliance, and risk audit of Mkomani Clinic Society (Bomu Hospital) -** Deft reviewed and advised on the organisation's readiness to comply with relevant regulations and laws developed a compliance inventory to guide

Mkomani on its compliance and legal obligations and made recommendations to enable the NGO to comply with the relevant laws and regulations.

5. October 2013-**Research and advice** to the Forum for African Women Educationalists (FAWE) on the legal framework in Kenya for NPOs and implications for FAWE regarding its compliance. Deft specifically, advised FAWE on the implications of the Public Benefits Act 2013, the relevant aspects of the immigration law, and administrative requirements of NGOs Coordination Board for work permit recommendations and the management and disposal of assets by Public Benefits Organisation (PBOs/NGOs). Deft further advised FAWE on the tax regime in Kenya applicable to FAWE and the provisions for NGOs engaged in business or income-generating activities. Deft additionally, advised FAWE on the procedure, implications, and eligibility for obtaining a Host Country / Headquarters agreement.

### **Training of Board of Directors and Senior Management**

1. September 2-3, 2021- Induction training on governance, compliance, and risk for Board members of the International Aid Services (IAS).
2. February 18, 2021 - Induction training on governance, compliance, and risk for Board members of the Inades Formation Kenya.
3. December 16, 2020, and January 17, 2020- Training on governance and compliance for the Board of Directors of Impact Research and Development Organisation (two training sessions in 2020)
4. December 7, 2020- Orientation training on governance and compliance for the Board of Directors of Agency for Cross-Board Pastoralist Development (APAD).
5. July 10, 2019- Training for the board of directors and senior management of Farming Systems Kenya (FSK) on governance and compliance.
6. June 4-6, 2019- Governance, Compliance and accountability workshop for board members, chief executive officers and senior managers of Not-for-Profit Organisations engaged in Public Benefit Work in Kenya (The workshop was organised by Development Frontiers and had participants from six organisations from Kenya and Tanzania)
7. April 2-3, 2019 - Governance, Compliance, and accountability workshop for board members of International Aid Services (IAS).
8. December 18-19, 2018 - Training on governance and compliance for the Board of Directors of Anglican Development Services Mt. Kenya
9. April 3-6, 2018- Training for the Senior Management Team of Mkomani Clinic Society (Bomu Hospital) on providing effective support to the Board of Directors
10. May 6, 2017- Training on governance and compliance for the Arusha Society for the Protection of Animals (ASPA)
11. March 9-10, 2017- Training on governance, compliance and accountability for board members and senior staff of Nuru International Kenya
12. June 28, 2016- Training on compliance for board members and senior staff of grantees of the Brooke East Africa
13. May 9, 2016- Orientation workshop on registration and regulatory requirements for Not-for-Profit Organisations for the Board of Directors of Agency for Cross-Board Pastoralist Development (APAD)
14. September 2016- Training of Kenya Tea Development Agency (KTDA) board members and factory directors on governance on behalf of the Institute of Certified Public Accountants of Kenya (ICPAK).

15. January 22, 2016 – Training on governance and compliance for the Board of Kenya Network for the Dissemination of Agricultural Technologies (KENDAT)
16. August 14-15, 2015, Training on governance and compliance for the Board of Directors of Animal Welfare and Public Health
17. October 31, 2014- Training of Board members and senior staff of The Brooke East Africa grantees on governance and compliance
18. October 2015- Facilitation of a brainstorming forum for the Board of Directors of the Action Africa Health International (AHHI) to assess the implication of the legal establishment of its affiliates in Kenya, Uganda, South Sudan, Zambia on the liabilities of the Board.
19. 2015- Training of the Board of Directors of Mkomani Clinic Society (Bomu Hospital) on governance and the legal duties and liabilities of the Board of Directors
20. May 2015- Training of the Board of Directors of Amref Health Africa on governance and the legal duties and liabilities of the Board of Directors
21. July 23-27, 2014- Training of Embassy of Finland partner organisations on compliance, governance, and integrity
22. February 2014- Training on governance and compliance for the Board of Directors of the Evangelical Alliance of Kenya (EAK)
23. December 4-6, 2013- Ethics, integrity, and compliance orientation workshop for Boards of Directors of Fanikisha partner organisations. Fanikisha was a USAID funded project being implemented by Management Sciences for Health (MSH) and PATH amongst other partners.
24. June 30 - July 4, 2013 - Training on Organisation Development (OD) for the board of directors of associations of health professionals and health institutions in Somaliland, on behalf of Tropical Health and Education Trust (THET) a UK charity and global health specialist organisation that educates, trains, and supports health workers through partnerships and strengthening health systems.

## Public Governance

1. **June 2018- January 2019- Support towards the establishment of Village Councils for public participation in the County of Kisumu.** The GIZ Good Governance Programme in Kenya, on behalf of the German Federal Ministry on Economic Cooperation and Development (BMZ), hired the consultant to support the Kisumu County Taskforce on Decentralisation and Establishment of Village Councils to establish Village Councils for public participation in governance in Kisumu County in terms of the Constitution of Kenya and the County Government Act.
2. **July 2017- 2018 Associate Consultants, Annual Capacity Assessment of County Governments in Kenya- subcontracted by Matengo Githae and Associates** under contract by the Ministry of Devolution and Planning, Kenya, and the World Bank Group. This was the first-ever Annual Capacity and Performance Assessment (ACPA) of County governments in Kenya. I was hired as Governance and M&E experts and was responsible for conducting the assessment in 7 Counties and re-conducting a quality check on reports for 12 Counties. The assessment broadly reviewed County Governance and specifically focused on Public Finance Management, Planning and M&E, Human Resource Management, Investments Implementation and Social and Environment Performance Civic Education and Public Participation.

## Research, Monitoring and Evaluation

1. December 2020-January 2021 December 2020-January 2021- **Develop an M&E System for the Kenya Horticultural Market Access Programme (KHMAP) programme which is implemented by the Fresh Produce Exporters Association of Kenya (FPEAK) in partnership with the Kenya Flower Council and Fresh Produce Consortium of Kenya** through a grant from Trademark East Africa. The consultancy involved first, reviewing the existing M&E system and other relevant literature for the Horticultural Market Access Programme being implemented by Fresh Produce Exporters Association of Kenya in partnership with the Kenya Flower Council and Fresh Produce Consortium of Kenya through a grant from Trademark East Africa. Second, training the staff of the three partner organisations on M&E and second, involving them in practical sessions in developing an M&E system and lastly refining the project M&E plan and developing tools for data collection.
2. December 2021- January 2022 - **Rapid Assessment of the Health Seeking Behaviours of Resident of Ongata Rongai for the Kilimani Children's Clinic.** The over-arching objective of the rapid assessment was to assist Kilimani Children's Clinic (KCC) to develop an appropriate business model and to identify the ideal services to offer at the hospital it is establishing in Ongata Rongai. The assessment specifically sought to describe the socio-economic profile of residents of Ongata Rongai as well as their current health-seeking behaviours.
3. August 2021- October 2021 - **Data Collection for the Kenya Horticulture Market Access Programme Portal.** The purpose of the consultancy was to collect data on horticulture from 28 Counties and three government institutions. The data is supposed to go into the horticultural portal being developed by the Horticultural Market Access Programme (KHMAP). The portal seeks to create a platform where buyers, growers, government, partners, and other supply chain actors can easily access relevant and timely information on Kenya's Horticulture industry. Fresh Produce Exporters Association of Kenya (FPEAK) is

currently implementing the **Kenya Horticulture Market Access Programme (KHMAP)** running from February 2020 and February 2022 with financial support from Trade Mark East Africa (TMEA). The KHMAP is being implemented jointly with the Kenya Flower Council (KFC) and Fresh Produce Consortium of Kenya (FPC Kenya).

4. June 2021 -- **Develop a Monitoring and Evaluation Training Manual for the Kenya Horticultural Market Access Programme which is being implemented by** the Fresh Produce Exporters Association of Kenya in partnership with the Kenya Flower Council and Fresh Produce Consortium of Kenya through a grant from Trademark East Africa. The consultancy aimed to develop a manual as a training and reference guide to equip staff with knowledge and skills to apprehend M&E in their day-to-day activities and to effectively manage their organisations' M&E portfolio.
  
5. June 2020 and September 2020 - **Baseline study of the Horticultural Market Access Programme** The consultancy involved the collection of baseline data for the Kenya Horticulture Market Access Programme a partnership of the Fresh Produce Exporters Association of Kenya (FPEAK) in partnership with the Kenya Flower Council and Fresh Produce Consortium of Kenya through a grant from Trademark East Africa The programme aims to improve competitiveness and enhance market access for Kenya's horticultural produce. The purpose of the assignment was to conduct a study to establish baseline positions/figures against each indicator given in the project monitoring plan attached. The consultancy also involved a review of the M&E plan to suggest additional/alternative outcomes and indicators in strategic programme areas
  
6. December 2019- April 2020 - **Midterm evaluation of the Food Security Programme (FOSEK) targeting 70,000 and 50,000 farmers coffee in Kenya and Ethiopia and implemented by Soldiered and Eastern & Central Africa Expertise** Centre. The midterm evaluation sought to:
  - Assess performance towards the program's outcome and output indicators so far and identify gaps towards achieving full results (accountability).
  - Capture lessons learnt and provided information on the project approaches identifying what has worked and what has not worked for learning and as a guide for future planning and potential upscaling (learning)
  
7. May 2018- July 2018 - **Customer exit survey of the Enabling Sustainable Health Equity (ESHE) programme implemented by Palladium Group (formerly Futures Group) and funded by the Department for International Development (DFID)**. This study aimed to determine whether the service providers working in Integrated Health Kiosks (IHKs) and private facilities were reaching clients with quality FP services. Specifically, the study sought to:
  - Examine individual service providers' performance on quality.
  - Determine whether individual service providers use job aides during counselling and whether they provide FP related information comprehensively.
  - Determine whether clients receive a service that they want from individual service providers.
  - Determine reasons why some clients do not get a service that they want to identify gaps in quality of services and provide recommendations on the same.



8. December 2017- February 2018- **End of project evaluation of the Concern Worldwide, Enhancing Citizens Participation in County Governance project funded by the European Union (EU)**, which sought to assess the relevance, effectiveness, efficiency, impact, and sustainability of the project. The evaluation was intended to contribute to an improvement of policies, processes and methods and make recommendations on whether the project approach should be replicated and continued.
9. May 2018- **Training for the staff of the County Government of Murang'a on the County Integrated Monitoring and Evaluation Systems (CIMES)**- The overall objective of the training was to improve the delivery of devolved services. Specifically, the training sought to
  - Introduce the county planners and leadership to the fundamental concepts, principles, and practical models for an effective county planning process for higher results.
  - Increase County staff appreciation of the concepts and principles in the design and implementation of M&E plans for the policies, projects, and programmes in the County Integrated Development Plan (CIDP).
10. May 2018- **Training for the staff of the County Government of Tana River on the County Integrated Monitoring and Evaluation Systems (CIMES)**- The overall objective of the training was to improve the delivery of devolved services. Specifically, the training sought to
  - Introduce the county planners and leadership to the fundamental concepts, principles, and practical models for an effective county planning process for higher results.
  - Increase County staff appreciation of the concepts and principles in the design and implementation of M&E plans for the policies, projects, and programmes in the County Integrated Development Plan (CIDP).
11. November 2017- **Client exit survey for the Enabling Sustainable Health Equity (ESHE) programme implemented by the Palladium Group, funded by the Department for International Development (DFID)**. This study aimed to determine whether the service providers working in Integrated Health Kiosks (IHKs) and private facilities are reaching clients with quality FP services. Specifically, the study aimed to:
  - Examine the individual service provider's performance on quality.
  - Determine whether individual service providers used job aides during counselling and whether they provide FP related information comprehensively.
  - Determine whether clients receive a service that they want from individual service providers.
  - Determine the reasons why some clients do not get a service that they want  
Identify gaps in quality of services and provide recommendations on the same
12. March 2017-April 2017- **A rapid survey to determine the determinants and socio-economic effect of the involuntary loss of donkeys in Kenya. The assignment was conducted on behalf of The Brooke East Africa**. The rapid assessment sought to explore the push and pull factors influencing involuntary loss of donkeys in Bomet, Nakuru and Narok Counties, specifically:

- What are the reported proportions of involuntary loss of donkeys in four Counties in Kenya?
  - What are the socio-economic effects of the involuntary loss of donkeys?
  - What are the drivers and determinants of involuntary donkey loss in the four counties?
  - What are the factors that determine the voluntary sale and purchase of donkeys in the four counties under assessment?
  - What are the current/existing interventions (formal and non-formal) on donkey welfare and their impact on the wellbeing and safety of donkeys and their owners?
  - What is the potential for reduction/elimination of involuntary donkey loss?
13. December 2015- March 2016- **End of phase programme evaluation of the Mutonguni ADP Integrated Livelihoods Interventions for World Vision Kenya.** This was an end phase programme evaluation aimed at finding out what had been achieved over the 4 years programme and suggesting how the design and implementation of future programming can be improved. Specifically, it studied the impact of Mutonguni ADP integrated livelihoods interventions on the lives of the Mutonguni community and set benchmarks for additional relevant indicators for program redesign. This was done by assessing programme progress towards programme goal, project goals and outcomes as outlined in the PDD.
14. January 2016- April 2016- **End of phase programme evaluation of the Osiligi ADP Integrated Livelihoods Interventions for World Vision Kenya.** This was an end phase programme evaluation aimed at finding to assess and determining progress made towards respective programme objectives and their impacts as well as programme effectiveness and sustainability to inform future programming and promote learning within World Vision. Specifically, the evaluation sought to assess and determine progress made towards respective program objectives, program effectiveness and sustainability to inform future programming and promote learning within WV. The evaluation assessed child well-being, access to quality education, improved health status and a conducive community environment for children
15. December 2015- January 2016, **Development of a Social Protection Policy for the County Government of Kisumu.** The main output of the assignment was a social protection policy for the county. It involved conducting a scoping study that entailed rapid assessment methodologies combining desk reviews, meetings with county officials, key informant interviews and analysis of existing data sets. The consultants were to deliver the following:
- Provide strategies for identifying individuals who are entitled to social protection  
Identify existing systems and structures with the potential to be incorporated into social protection mechanisms.
  - Explore the potential for effective reporting and feedback to the County Government.
  - Identify mechanisms for effective management of complaints and redress.  
Develop a policy framework for the provision of social protection in Kisumu County

## Business Development and Agricultural Value Chains

1. July 2019- October 2019 - **Consultancy to build the capacity of 61 SMEs in Kwale in Agripreneurship, financial services, NHIF and other health insurance plans, tax compliance support and general enterprise development- The consultancy was undertaken on behalf of GIZ for the Employment and Skills for Eastern Africa (E4D/ SOGA) - Kenya initiative co-funded by UK's Department for International Development (DFID) and the Ministry for Economic**

Cooperation and Development (BMZ), Nora and other private sector partners. Specifically, the project addressed the following:

- Conducted a capacity and training need assessment by performing a "gap" analysis to identify capacity gaps and training and support needs of SMEs, farmer enterprises and Biashara centres in Kwale.
- Facilitated access to health, financial services, and other Business Development Services (BDS) for SMEs and Farmer entrepreneurs in Kwale and support the engagement of the county government in business registration, establishing tax support structures, legal services, and continuous capacity building services in the areas of formation, compliance, and business opportunities in Kwale County.
- Conducted the training of one hundred farmers on Agri-preneurship to be engaged by Africa Eco Safaris as suppliers in line to increase local content procurement