

2020/21 - 2023/24







We do not champion the cause of youth opportunity and hope as a favour, but as the necessary, undeniable, embrace of our collective future. ~H.E. President Uhuru Kenyatta.

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The high rate of unemployment among young people continues to be a pressing challenge for governments and policy makers across the globe. According to statistics released by the Kenya National Bureau of Statistics (KNBS) in 2019, the highest proportion of the unemployed has remained between ages 20 and 24 and 25 and 29 with respective unemployment rates of 22.8 and 21.7 per cent. Furthermore, the education system releases an approximated 800,000 youth to the labour market every year. These statistics call for enhanced government prioritization and intervention on youth, to allow for their meaningful social economic engagement.

This is the spirit in which the Youth Enterprise Development Fund has developed its 4-year strategic plan, that seeks to enhance its impact by focusing on 4 key result areas. These are affordable credit; business development services; resource mobilization and partnerships; and strengthening strategic operations. Through this revamped priorities, the Fund will benefit more youth in an efficient, effective and sustainable way.

The Plan is fully aligned with the overall mission of the Fund to ensure that our youth are economically empowered to run sustainable enterprises. It is also anchored on the Kenya National Youth Development Policy, 2019. Indeed, youth need strategic interventions that will support them to be owners of capital and also become job creators. The Plan identifies financial capital, human capital, ICT and physical infrastructure as the foundational and transformative drivers that will ensure its sustainability.

The success of this strategic plan will be measured by the impact it will have on improving the livelihoods through successful enterprises, and this will be monitored and evaluated against the key performance indicators outlined in the implementation matrix. Its success will elevate the profile of the Youth Enterprise Development Fund as a dependable partner in youth empowerment. Ultimately it is the Ministry's hope that the success will attract funding from other like-minded partners keen to secure the confidence and goodwill of all Kenyan Youth.

The Ministry of ICT, Innovation and Youth Affairs reaffirms its commitment to the Board and Management of the Youth Enterprise Development Fund, through continued policy guidance and oversight during the implementation of the 2020-2024 Strategic Plan.

Joe Mucheru, EGH
Cabinet Secretary for ICT, Innovation and Youth Affairs



Young people form two thirds of Kenya's population. They constitute a population that is highly energetic, aggressive, and innovative. They have a huge potential to contribute to the national economic development with the right support and motivation. Creating opportunities for their meaningful social economic engagement will guarantee a sustainable and prosperous future.

Economists have projected that if we take advantage of the potential of our young people then we are likely to reduce poverty significantly and establish Kenya as one of the key player in future global markets. To achieve this we need to embark on aggressive strategies, formulate policies and frameworks that will tap into their potential.

One of the roles of the Ministry of ICT, Innovation and Youth Affairs is to promote youth empowerment. This is attained through the formulation, administration and management of policies, strategies and programmes that address challenges facing young people, helping them to tap into their talents and spur economic growth.

The Youth Enterprise Development Fund Strategic Plan 2020-2024 feeds well into the realization of this role of the Ministry. The plan seeks to increase economic opportunities for, and participation of Kenyan youth in job creation through innovative affordable financing, enterprise development, and strategic partnerships.

In deed entrepreneurship is one of the most important inputs in the economic development of our country. Young people have warmed up and are now embracing entrepreneurship as a viable means to earning a living. Through entrepreneurship they are setting up businesses that create direct and indirect employment opportunities to themselves and many others. I am glad to note that this plan aims to enhance access to affordable credit and provide appropriate entrepreneurial knowledge and skills to enable youth actively participate in the economy.

The strategies outlined in this Plan will be achieved through strict adherence to the values; customer focus, creativity and innovation, equity and fairness, professionalism as well as integrity and accountability.

As a passionate advocate of the young people, I look forward to oversee its implementation and ensure that the fund delivers on the expected outcomes and realizes its vision of an economically empowered Kenyan youth running sustainable enterprises.

Ms. Nadia Abdallah Chief Administrative Secretary Ministry of ICT, Innovation and Youth Affairs





I take this opportunity to congratulate the Youth Enterprise Development Fund for developing its 3rd Cycle Strategic Plan covering the period 2020-2024. This document will serve as a guiding tool for the fund as it endeavors to deliver economic empowerment to the youth of Kenya.

An economically empowered youth is key to the nation's development agenda. They are diverse in realities and skillsets. They have the ability to provide solutions to economic challenges through their unwavering resilience, vibrancy, and creativity. Due to their ability to adapt, we continue to witness them take charge in developing innovative ideas for the challenges facing our country.

Equipping them with the necessary skills and providing access to opportunities that will positively impact their own lives and their communities remains a collective responsibility of all players in the youth space, within and outside of government.

I am happy that the Youth Fund has developed a Strategic Plan that clearly states the strategies it will undertake to increase economic opportunities for, and participation of Kenyan youth in job creation. However, to deliver on this Plan, the fund has to emphasize strengthening its institutional capacity and operations. The fund has to ensure a highly motivated and enhanced human resource capacity. Adequate facilitation of its field offices who are the first service touchpoints is also key. Ensuring full automation of all its processes will go a long way to improve the loan turnaround time.

As the state Department of Youth Affairs, we commit to supporting the full implementation of this Strategic Plan. We will undertake periodic reviews to track its execution and provide any other guidance as may be required from time to time.

Julius Korir, CBS
Principal Secretary
State Department for Youth Affairs



## REMARKS FROM THE CHAIRPERSON

Never before has there been a need for bold action to create, encourage and empower an enabling environment for the youth of this country than the environment that faces us today. With over 13.8 million youth in the country, a youth unemployment rate of 39% and a global pandemic that has negatively impacted the global, regional and local economies, the Youth Enterprise Development Fund faces its greatest challenge yet in achieving its core mandate of job creation through the support of youth owned and youth centered enterprises.

The Youth Enterprise Development Fund 3rd cycle Strategic Plan (2020-2024) has been created to address this specific challenge. It is a bold and clear plan that illuminates our target destination, the journey and how we shall walk it with all our stakeholders. This Strategic Plan has been informed by analysis of our achievements and challenges from the previous two cycles, and the lessons learned by them. It has been aligned to the Sustainable Development Goals, United Nations Agenda 2030, African Youth Charter, Africa's Agenda 2060, Kenya Vision 2030, the "Big Four" Agenda, and the Kenya Youth Development Policy 2019. It takes into account the provisions and expectations of the Constitution of Kenya 2010 and the promises of the Jubilee government to the people of Kenya upon attaining office in the year 2013.

In building this blueprint for the future, we strive to remain relevant and speak to the issues of all our stakeholders. Stakeholder participation forums have been used to provide feedback crucial to the reshaping of our vision to match the aspirants of our young people as they strive to attain their economic goals in life.

The Strategic Plan identifies four Key Result Areas that will keep us focused on our strategic objectives and guide our day to day operations. The strategic objectives will aid the fund not only achieve its mandate, but grow the Fund into a major affirmative entity that will help young people develop sustainable businesses with strong and measurable impact on the community around them.

This Strategic Plan places emphasis on increasing access to affordable credit and providing business development services to enhance sustainability of youth owned businesses as well as to promote youth owned business innovations. To deliver on these critical areas, our strategy ensures efficient and effective service delivery through strengthened institutional capacity and operations. The Strategic Plan seeks to expand and adopt diverse, cost effective revenue streams through collaborations and strategic partnerships. It is our aim that, by the end of the 3rd cycle strategic plan period, the fund will reduce dependency on the exchequer to ensure a sustainable and relevant Fund.

Development of this strategic plan would not be possible without the support of Mr. Joe Mucheru, the Cabinet Secretary for ICT, Innovation and Youth Affairs, Ms. Nadia Abdalla, Chief administrative Secretary for Youth Affairs, who is a passionate advocate for the youth, and Mr. Julius Korir, the Principal Secretary of the State Department of Youth Affairs, who played a very active role in its development.

On behalf of the Board of Directors, I would like to thank H.E. Uhuru Kenyatta, President of the Republic of Kenya, for supporting the Board and giving us the mandate to provide leadership to the fund.

I call upon all stakeholders to support the realization of the mandate of the Find as envisioned in this Strategic Plan. Together we shall make this dream a reality.

Dr. Victor Mwongera
YEDF BOARD CHAIRPERSON





The Youth Enterprise Development Fund acknowledges the contributions of her stakeholders in the actualization of this Strategic Plan. The Fund acknowledges the guidance and support provided by Mr. Joe Mucheru, Cabinet Secretary for ICT, Innovation and Youth Affairs, his Chief Administrative Secretary Ms. Nadia Abdalla and Mr. Julius Korir the Principal Secretary in the State Department for Youth.

The Fund also acknowledges the guidance of the Board through its Ad-Hoc as well as Operations and Strategy Committees comprising Dr. Susan Mambo, Dr. Grace Kibuku, Dir. Samwel Kumba, Dir. Raymond Ochieng and Dir. Amos Isoe, who provided oversight and fully participated in development of the Plan. The Strategic Plan Development Technical Committee, with the support of the management team, and the Research, Strategy and Compliance Department steered the process. We are grateful to them and all the staff for their input by way of ideas, encouragement and administrative support.

We cannot forget the guidance provided by Mr. Waweru Kamau, the Chief Economist at the Ministry of The National Treasury and Planning, and Dr. Anne Yegon of the State Department for Youth, who worked with our team to realize the plan. We salute all partners who gave their input during the strategic plan validation meeting.

We wish to thank all our stakeholders for their continued support and participation in setting out objectives to move the Fund to another level.

Benson Muthendi Acting Chief Executive Officer

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Mr. Benson Muthendi AG. CHIEF EXECUTIVE OFFICER (SECRETARY)



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### ACRONYMS AND ABBREVIATIONS

**AGPO** Access to Government Procurement Opportunities

**AIA** Appropriation in Aid

**BPR** Business Process Re-engineering

CEO Chief Executive Officer
CRB Credit Reference Bureau

**CRM** Customer Relationship Management

Dr DoctorDirDirector

GOK Government of Kenya GDP Gross Domestic Product

ERP Enterprise Resource PlanningHIV Human Immunodeficiency Virus

HR Human Resource

**HRM** Human Resource Management

ICT Information and Communication Technology

KYDP Kenya Youth Development Policy

MMEC Management Monitoring and Evaluation Committee

MolCTIYAMinistry of ICT, Innovation and Youth Affairs

MoU Memorandum of Understanding

MTP Medium Term Plan

**NEA** National Employment Authority

NYC National Youth Council

PESTEL Political, Economic, Social, Technological, Environmental and Legal

PWDs Persons with Disabilities

SDGs Sustainable Development GoalsSME Small and Medium-sized Enterprise

SP Strategic Plan

**SWOT** Strengths, Weaknesses, Opportunities and Threats

WPAY World Program of Action for YouthYEDF Youth Enterprise Development Fund

YEDFB Youth Enterprise Development Fund Board

YESA Youth Employment Scheme Abroad



### **EXECUTIVE SUMMARY**

This Strategic Plan identifies some of the current global, regional and national development challenges that impede youth empowerment in Kenya which include unemployment, underemployment, and underinvestment in youth programs. The World Bank and the Kenya Vision 2030 have identified lack of access to finance as a binding constraint for self-employment creation among the youth, and more pronounced among the youth from poor households. Given their demographic dividend, the youth bulge presents enormous potential for growth through new ideas and a sufficient workforce.

The Strategic Plan is aligned to the Sustainable Development Goals, United Nations Youth Strategy, African Youth Charter, Africa Agenda 2063, the Kenya Vision 2030, the third Medium Term Plan (2018-2022), the "Big Four" Agenda, and the Kenya Youth Development Policy, 2019. Further, it embraces progress realized during the implementation of the Strategic Plan for the period 2013 - 2017. Among the key achievements during that period were increase in loan disbursements and reach from Ksh6.5 billion in 2012 to Ksh13 billion in 2019 to over one million youth entrepreneurs, provision of business development services to 190,298 youths through entrepreneurship skills training, market support and linking youth entrepreneurs to large enterprises, and provision of trading space.

The period 2018 – 2019, the Fund operated without an SP due to the then impending merger of affirmative funds. During this period, YEDF strategic objectives were articulated through annual work plans and performance contracting process. Implementation of the previous Strategic Plan was fairly successful, although the process was hindered by various challenges which included the proposed merger of the affirmative funds, sustainability issues, inadequate loan repayment, low penetration, and inadequate staffing.

An analysis carried out, as part of this Strategic Plan process, identified the strengths and weaknesses of the Fund as well as opportunities and threats. An analysis of political, economic, social, technological, environmental, and legal factors was undertaken with a view to appreciate the operational environment of the Fund which needed to be considered in developing strategies towards youth empowerment. This Strategic Plan has also identified the Fund stakeholders, their expectations, and obligations.

The Fund envisions to have economically empowered Kenyan youth running sustainable enterprises with a mission to increase economic opportunities for, and participation of, Kenyan youth in job creation through innovative affordable financing, enterprise development, and strategic partnerships. To realize this, the Fund is committed to upholding the following core values to foster effective and efficient service delivery:

- i. Customer focus
- ii. Creativity and innovation
- iii. Equity and fairness
- iv. Professionalism
- v. Integrity and accountability

The Fund has adopted a Social Business Model with a focus on four Key Result Areas. These are affordable credit, business development services, resource mobilization, and strengthening strategic operations.

Implementation of this Plan will transform the Fund to an efficient, responsive and impactful entity that addresses current and future economic opportunities for the youth of Kenya. The main goal of this Plan is to grow the revolving fund reserve from Ksh4.5 billion to Ksh5.5 billion and increase the loan disbursements and reach to youth from the current Ksh13 billion to Ksh16.17 billion during the Plan period. The driving objective is to meet and exceed stakeholder and customer expectations. The Fund will, therefore, promote a culture of saving among the youth and enhance loan repayment. To this end, the main objective is to enhance sustainability of youth owned enterprises by providing targeted business development services. Such services include training and capacity building, mentorship, incubation, as well as market support and linkage with large enterprises. In support of this objective, the Fund will strengthen her institutional capacity, operational efficiency, and simultaneously expand and diversify the resource base.

The Fund requires a total of Ksh5.909 billion to implement this Strategic Plan. This poses a resource gap of Ksh1.568 billion. The Plan has, however, identified strategies to bridge this resource gap. Further, to enhance her service delivery through effective financial management, the Fund will develop and implement a cost management framework.



# CHAPTER



## INTRODUCTION



### 1.0 Overview

This Chapter covers an introduction to the Youth Enterprise Development Fund and provides background and mandate. Further, the chapter provides the global, regional and

national development challenges facing the Fund as well as the role of the Fund in national development agenda.

## 1.1 Background

#### 1.1.1 Historical Background

The Youth Enterprise Development Fund (YEDF) was established through the Public Financial Management Act (The Youth Enterprise Development Fund) Regulations (2006), Legal Notice No. 167/2006, to champion creation of employment for youth through enterprise development. In 2007, the Fund was transformed into a State Corporation under the then Ministry of State for Youth Affairs, vide Youth Enterprise Development Fund Legal order No. 63 of 2007. The Fund is currently domiciled at the State Department for Youth in the Ministry of Information and Communication Technology, Innovation and Youth Affairs (MolCTIYA).

The Fund is one of the measures that the government has put in place to promote employment creation for the youth. It is a flagship project of the Kenya Vision 2030 under the Social Pillar and is tasked with promoting enterprise development as a key strategy towards increasing economic opportunities, and participation of youth in nation-building.

Legal order No. 67 of 2007 outlines the objects and purpose of YEDF as follows:

- Provide funding and business development services to youth owned or youth focused enterprises;
- ii. Provide incentives to commercial banks through appropriate risk mitigation instruments to enable

- them increase lending and financial services to youth enterprises;
- Provide loans to existing micro-finance institutions, registered non-governmental organizations involved in micro financing, and savings and credit co-operative organizations for on-lending to youth enterprises;
- iv. Attract and facilitate investment in micro, small and medium enterprises, oriented commercial infrastructure such as business or industrial parks, stalls, markets or business incubators that will be beneficial to youth enterprises;
- Support youth-oriented micro, small and medium enterprises to develop linkages with large enterprises;
- vi. Facilitate marketing of products and services of youth owned enterprises in both domestic and international market;
- vii. Facilitate employment of youth in the international labour market; and
- viii. Carry out any other activities relevant to its principal mandate.

#### 1.1.2 Global, Regional and National Youth Development Issues

According to the World Economic Situation and Prospects: April 2019 Briefing, No. 125, the global labour force comprised 3.5 billion people, 3.3 billion of whom were employed. Participation in the global labour force has been steadily declining since the 1990s. In 2018, 21.2 per cent of young people were not in employment, education or training and the global youth unemployment rate was estimated at 11.8 per cent. Entrepreneurial activities are viewed differently across the world, in accordance with prevailing culture towards entrepreneurship. Many countries are currently promoting a positive attitude to entrepreneurship and developing policies whose objective is to generate more employment through enterprise creation. The Commonwealth Youth Program (CYP) was established in 1973 to champion engagement of young people in decision-making and development. Since its establishment, CYP focused on youth empowerment working with youth leaders, government ministries and youth workers to unleash the vast potential of young people in Commonwealth member states including Kenya. CYP has promoted youth entrepreneurship through the commonwealth youth credit initiative advocating for financial inclusion of young people as job creators and agents of economic growth.

The world is currently grappling with the challenge of Coronavirus (COVID- 19) which has so far claimed a large number of lives and severely disrupted global social and economic life. On the 30th of January 2020, the World Health Organization (WHO) declared the outbreak a public health emergency of international concern (global pandemic). The global economy has since been on a free fall with millions of jobs lost after the collapse of many businesses. Most market systems, supply chains and SMEs



have been severely disrupted. This is likely to worsen the unemployment situation and push more youth into deeper economic vulnerability. The first COVID-19 infection case in Kenya was confirmed on the 12th of March 2020. According to a survey undertaken by the Kenya National Bureau of Statistics (KNBS) 2020), laying off and redundancy of workers, a majority being youth in informal and private sectors, is estimated at 1.72 million between March and June 2020 due to the adverse effects of the pandemic.

The African Union (AU) has initiated youth development policies and programs at continental level aimed at ensuring the continent benefits from the youth demographic dividend. The policies a include the African Youth Charter, Youth Decade Plan of Action, and the Malabo Decision on Youth Empowerment, all of which are implemented through various AU Agenda 2063 programs. One of the priority area of focus for the Youth Decade Plan of Action is youth employment and entrepreneurship.

A high rate of youth unemployment can subject countries to increased instability and prone to conflict. Inter Alia, research conducted by the African Development Bank in 2013, confirm that significant youth unemployment rates leads countries to be more prone to political instability. The cases of North Africa confirms the tendency of unemployment having an influence on political violence. The Algerian civil war, which broke out in the 1990s, can is an example for such a conflict. Yawning gaps between the expected and real economic conditions can also fuel tension and lead to instability and conflict. This has been observed during the movements of the Arab Spring, which were occasioned by protests, for example, in Tunisia, interestingly a country with the highest percentage of youth unemployment in the North African region. This phenomena resulted in political instability in Tunisia, Egypt, and Nigeria. A study on the impact of poverty, unemployment, inequality, corruption, and poor governance on Niger Delta militancy, Boko Haram terrorism, and Fulani herdsmen attacks in Nigeria, found that various deprivations in those countries led to the violence and conflicts. Lack of a job directly leads to a loss of social status, access to social networks, and as a consequence - oftentimes - to a sense of disempowerment.

Africa has the youngest population in the world with high fertility rates which has translated into a significant youth bulge across the continent. Estimates show that about 10 -12 million people in the continent are joining the labour force each year. However, African countries are facing difficulties in creating jobs for the Youth. Youth unemployment and underemployment rates, therefore,

remain high. As a result, a large share of youth end up self-employed in vulnerable occupations or in the informal sector. Analysts have attributed the increase in the number of youth joining organized militia to rising unemployment rates.

In the East African Community, member states report that about 45 per cent of the 150 million people in Burundi, Kenya, Rwanda, Tanzania, and Uganda combined are below 15 years and a further 28 per cent are between 15 and 24 years. This translates to a considerable proportion of a young population and the need to place special focus in addressing their issues.

Youth represent the most abundant resource Kenya is endowed with. Their creativity, innovativeness, and inventiveness, if tapped can contribute to social and economic development. However, youth face persistent risks and challenges that include unemployment, poverty, and marginalization, which exposes them to risky behaviour such as crime, substance abuse, prostitution, terrorist activities, and radicalization. The Kenya National Youth Policy, 2006 identifies unemployment as one of the issues impinging on youth empowerment. It is important to acknowledge that implementation of this Policy helped the country to achieve a number of key milestones in youth empowerment efforts. Notable among them being the establishment of the National Youth Council as a representative body advancing the voice of the youth, and the establishment the Youth Enterprise Development Fund (YEDF), through the Public Financial Management Act, to champion creation of employment for youth through enterprise development.

According to Kenya Population Census 2019, Kenya has a population of 13.8 million youth aged 18 to 35 years. The Constitution of Kenya (2010) defines youth as the collectivity of all individuals in the republic who have attained the age of 18 but have not attained the age of 35.

Leveraging on their demographic dividend, the youth bulge presents enormous potential for growth through new ideas, falling dependency ratio and a sufficient workforce. Harnessing this demographic dividend in Kenya will, therefore, hinge upon commitments by all stakeholders to create sufficient job opportunities to absorb the rising number of new entrants into the labour market. The Youth Enterprise Development Fund is one of the government initiatives geared towards harnessing this demographic divide.

# 1.2 YEDF Development Role in Relation to International, Regional and National Development Agenda and Obligations

Kenya is party to several international commitments and obligations. Through ratification and domestication of some of these commitments, Kenya seeks to create a

conducive environment for the socio-economic prosperity of vulnerable people such as the youth, women and children.

#### 1.2.1 YEDF and Sustainable Development Goals

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries - developed and developing - in a global partnership. They recognize that ending poverty and other deprivations must go hand-inhand with strategies that improve health and education, reduce inequality, and spur economic growth – all while

tackling climate change and working to preserve oceans and forests.

SDGs that seek to address the challenge of high unemployment and poverty among the youth in Kenya include SDG no. 1 which focuses on ending poverty, in all its forms, and SDG no.8 which hopes to promote inclusive and sustainable economic growth, full and productive employment, and decent work for all. Through this Strategic Plan, the Fund has designed specific strategies and activities aligned to these and many more SDGs.

#### 1.2.2 YEDF and UN Agenda 2030

The United Nations Youth Strategy is guided by the World Program of Action for Youth (WPAY). The WPAY was adopted by the UN General Assembly in 1995 to provide a policy framework and practical guidelines for national action and international support to improve the situation of young people around the world.

As a member of the United Nations, the Kenyan government, through its various initiatives, has adopted the United Nations Youth Strategy which aims at facilitating increased

impact and expanded global, regional, and country-level action to address the needs and advance the rights of youth in all their diversity around the world, and to ensure their engagement and participation in the implementation, review and follow-up of the 2030 Agenda for Sustainable Development as well as other relevant global agendas and frameworks. The YEDF objectives in this Strategy are aligned with the agenda and with proposed specific strategies aimed at creating impact and accelerating the business growth.

#### 1.2.3 YEDF and the African Youth Charter

The African Youth Charter is the first legal framework in Africa that supports national policies, programs, and actions in favour of youth development. The role of the Charter is to facilitate the institutionalization of youth participation on political debates, decision making, and development processes at various levels of government for positive and constructive contribution. The main action areas of the Charter are education, skills and competence development, employment and sustainable livelihoods, youth leadership and participation, health and welfare, peace and security, environment protection, and cultural and moral values. It

obliges member states to promote youth entrepreneurship by including entrepreneurship training in school curricula, providing access to credit, business development skills training, mentorship opportunities, and better information on market opportunities.

Kenya adopted the African Youth Charter in 2006. The YEDF functions, as outlined in the establishing legal instrument, are in line with the aspirations and obligation of the Charter and the strategies proposed in this Strategic Plan are geared towards achieving them.

#### 1.2.4 YEDF and Africa Agenda 2063

Africa Agenda 2063 is a strategic framework aimed at assisting the continent deliver on her goal for inclusive and sustainable development. It highlights how the continent intends to achieve this vision within a 50 year period from 2013 to 2063. The agenda identifies, among other things, that youth unemployment is a challenge that needs to be addressed. It proposes full access to education, training, skills and technology, health services, jobs and economic

opportunities, recreational and cultural activities as well as financial means and all necessary resources to African youth to allow them realize their full potential.

As a member of the African Union, Kenya endorsed and is party to Africa Agenda 2063. The Fund services are aligned with the aspirations of the Agenda and this Strategic Plan has proposed specific strategies aimed at building the skills and capacity of youth in entrepreneurship.



#### 1.2.5 YEDF and Regional Bodies on Youth Agenda

#### 1.2.5.1 Common Market for Eastern and Southern Africa (COMESA)

In the year 2015, the authority of COMESA Heads of State and Governments adopted a COMESA youth program. The goal of the Program is to promote creation of decent

and productive work opportunities for youth, and enhance youth political participation, civic engagement, and active involvement in the regional integration process.

#### 1.2.5.2 East Africa Community

East Africa Community (EAC) Youth Policy was adopted by East Africa Member states in August 2013 as a tool for providing a binding framework for effective implementation, monitoring and evaluation of youth programs and projects. The Fund has aligned the objective to EAC to empower the Youth so that they can fully participate and benefit from the regional economic, social and political integration.

#### 1.2.6. YEDF and the Constitution of Kenya 2010

The Constitution of Kenya (2010) provides for the rights of youth under article 55 that compels the State to provide opportunities for youth to participate in economic and other spheres of life, and access employment.

The Youth Enterprise Development Fund is one of the measures that the government has put in place to promote employment creation for the youth.

#### 1.2.7 YEDF and the Kenya Vision 2030

The Kenya Vision 2030 articulates the national development agenda for the country and outlines the process of transforming Kenya into a newly-industrialized, middle-income country providing a high quality of life to all its citizens by the year 2030 in a clean and secure environment. The Vision is anchored on three pillars; Economic, Social, and Political.

The third Medium Term Plan (2018-2022) of the Vision 2030 themed "Transforming Lives: Advancing Socio-

economic development through the Big Four," prioritizes implementation of the "Big Four" Agenda.

MTP III commits to disburse Ksh2.27 billion through the Youth Enterprise Development Fund by 2022 to create more job opportunities for the youth through entrepreneurship. Thus, the Fund, through this Strategic Plan, will support the realization of the GoK plan to create 6.5 million jobs within the target period.

#### 1.2.8 YEDF and Kenya Youth Development Policy 2019

The National Youth Development Policy 2019, which is an outcome of a broad based consultative process, is designed to scale up youth empowerment interventions as well as the youths value contribution to nation building. Among the many benchmark priorities set out in the new Policy

is alignment of the youth programs including the Youth Enterprise Development Fund to the Big Four Agenda of the government (2018-2022), Sustainable Development Goals (SDGs) and the Kenya Vision 2030.

#### 1.2.9 YEDF and the Big Four Agenda

The Big Four Agenda outlines the government development priorities in the MTP III period (2018-2022). These priorities include supporting value addition and raise the manufacturing sector share of Gross Domestic Product (GDP) to 15 per cent by 2022, focusing on initiatives that guarantee food security and nutrition to all Kenyans, providing universal health coverage thereby guaranteeing quality and affordable healthcare to all Kenyans, and provide affordable housing to all Kenyans by targeting construction of at least five hundred thousand affordable houses by 2022.

Through its diverse loan products, the Fund will disburse loans to youth undertaking economic activities in the four priority areas of manufacturing, food security and nutrition,

universal healthcare, and affordable housing. It will also incorporate sensitization and training to the youth on the Big Four Agenda in the enterprise development programs.

Through the commercial infrastructure program, the Fund will support and link the youth to contractors undertaking housing projects in the Big Four under the National Housing Project. To actualize this, the Fund will be well represented in the Nairobi Regeneration Committee on Housing and Settlement. The Fund will also support youth in accessing markets for products in the Big Four Agenda. The support will include linking the youth firms with well established businesses in the four sectors to leverage on economies of scale.

#### 1.2.10 YEDF and the State Department for Youth



The Fund is currently domiciled in the State Department for Youth in the Ministry of Information and Communication Technology, Innovation and Youth Affairs (MoICTIYA),

which facilitates youth empowerment by ensuring that sustainable policies and strategies are developed and implemented to address challenges facing the youth.

#### 1.2.11 YEDF and Buy Kenya, Build Kenya

The Buy Kenya Build Kenya initiative was introduced in 2017 with an aim to stimulate the growth of the domestic economy by encouraging the consumption of locally produced goods and services. The initiative seeks to support the growth of local businesses especially the Micro, Small and Medium Enterprises, create employment opportunities and increase the country's revenue. This was developed following a presidential directive to drive preference for Kenyan produced goods as a means of supporting local industries. It encourages public and

private sector expenditure that invests in goods and services produced locally. This Strategic Plan recognizes that this initiative is a key priority area of the Kenya Vision 2030 and has a huge potential of creating job opportunities for the youth of Kenya. The Fund will, therefore, comply with the directive to reserve a minimum of 40 per cent of her procurement budget for locally produced goods and services. YEDF will also undertake initiatives to create awareness and encourage all stakeholders to consume locally produced goods and services.



## CHAPTER





### 2.0 Overview

This Chapter outlines progress realized and implementation challenges faced during the implementation of the Strategic Plan for the period 2013 - 2017. It also highlights key situational issues arising from an internally conducted survey on performance of youth products, a survey on effects of Covid-19 Pandemic on youth-owned businesses (June, 2020) and an end-term evaluation of the previous Strategic Plan (September, 2018). Further, the Chapter

provides a SWOT and PESTEL analysis which outlines the strengths, weaknesses, opportunities and threats, as well as a scan on the environment. Stakeholder analysis is also provided herein. Finally, highlights of key recommendations that essentially inform development of the Strategic Model and direction of the Fund for the period of this Strategic Plan have been provided.

## 2.1 Methodology

This Chapter is informed by data collected through primary and secondary methods.

#### 2.1.1 Primary Data Management

The primary data was collected through the end-term evaluation of the second cycle Strategic Plan as well as surveys undertaken in June, 2020 to ascertain the impact of the Fund on youth and the effects of Covid-19 on youth-owned businesses. The survey was carried out in six regions with a sample of one county per region. The regions included; Nairobi, Coast, Central, South Rift, Western and Nyanza. The respondents sampled included youth beneficiaries and potential ones, key stakeholders at the national and county governments, and YEDF staff. This was conducted through:

 Administering questionnaires to the Fund staff at both the Headquarter and county offices.

- Conducting in-depth interviews with key informants/ Fund stakeholders.
- Holding Focus Group Discussions (FGDs) with youth beneficiaries and potential ones in the selected regions, and
- Administering questionnaires to individual youth entrepreneurs.

The total number of respondents sampled, who included the youth, staff and key stakeholders, stood at 505 against a target of 600. The response rate was 87.3 per cent.

#### 2.1.2 Secondary Data Management

Data on SWOT, PESTEL and stakeholder analysis was collected through secondary data collection methods; desk study, and review of documents.

The data collected through the two data collection methods was both qualitative and quantitative data and was also analyzed through quantitative and qualitative data analysis techniques.

## 2.2 Primary Data Analysis

This considers review of the second cycle Strategic Plan, 2013 – 2017, and highlights achieved milestones and challenges as well as lessons learnt during the

implementation period. Further, it takes into account, data analyzed from the situational issues arising from the internal survey undertaken.

## 2.2.1 Review of the Strategic Plan Implementation for the Period 2013-2017

The Fund realized several planned milestones during 2013 -2017 Plan period. However, the Fund did not immediately transit into a new Strategic Plan following the issuance of a circular Ref: OP.CAB/14/21A by the Head of Public Service. The circular, among other things, prohibited the affirmative funds earmarked for merger from launching strategic plans.

During the second cycle Strategic Plan period, the Fund increased loan disbursements and reach from Ksh6.5 billion to Ksh13 billion to over one million youth, out of

which Ksh5.5 billion was disbursed to youth directly and Ksh7.5 billion disbursed indirectly through leveraging with financial intermediaries.

In addition, the Fund provided business development services to 190,298 youth through entrepreneurship skills training, sensitization on Access to Government Procurement Opportunities (AGPO), market access and market linkages support, and provision of business trading spaces.



Table 2.1: Milestones achieved against Strategic Objectives

SN.	Strategic Objective(s)	Achievement(s)
1	Growth of a revolving fund.	<ul> <li>i. The amount of loan disbursed and reach increased from Ksh6.5 billion to Ksh13 billion disbursed to over one million youth, out of which Ksh5.5 billion was disbursed to youth directly and Ksh7.5 billion was disbursed indirectly through leveraging with financial intermediaries.</li> <li>ii. Out of Ksh4.5 billion received from the exchequer, the revolving kitty increased to Ksh5.6 billion, all disbursed in form of loans.</li> </ul>
2	To reinforce the legal and policy framework of the Fund.	<ul> <li>i. A YESA sessional paper was developed.</li> <li>ii. Implementation of YEDF mandate is in compliance with the law.</li> <li>iii. YEDF policies and procedures reviewed and aligned to relevant laws.</li> </ul>
3	Restructure the Business Model of the Fund for cost- effectiveness and greater impact.	<ul> <li>iii. Re-engineering of existing products and new ones introduced coupled with sensitization of youth and Fund officers.</li> <li>iv. Interest rates reduced from 8% to 6% for individual loans and youth attitude towards the Fund products had become more positive.</li> <li>v. The Fund developed a tailor-made product dubbed <i>LPO loan</i> to support youth accessing tenders (AGPO program) and Ksh319,695,507 was disbursed to the youth.</li> <li>vi. The ICT strategy, 2013-2017, was implemented and a robust ERP system put in place to enhance efficiency in service delivery.</li> <li>vii. Customer satisfaction index increased from 82% to 84.5%.</li> <li>viii. The number of youth trained on entrepreneurship skills grew from 62,339 to 508,368 during the period.</li> <li>ix. The number of youth trained on accessing public procurement opportunities increased from 2,500 in 2013 to 40,000 during the period.</li> <li>x. The number of youth facilitated with market support services increased from 1,973 to 10,767.</li> <li>xi. 150 market stalls were established in partnership with county governments to enable youth access trading spaces.</li> <li>xii. Incubation services were provided to 1,653 youth enterprises through partnerships.</li> <li>xiii. Number of YESA beneficiaries increased from 9,639 end of 2012 to 26,015;</li> <li>xiv. The Fund, in partnership with National Employment Authority, developed a training curriculum for pre-departure and homecare trainings.</li> <li>xv. The Fund was accredited as a training agent in partnership with the National Training Industrial Authority (NITA).</li> </ul>
4	To develop efficient and effective service delivery systems for wider reach, increased product uptake, and greater impact.	<ul> <li>i. The Fund developed a Performance Management System and bi-annual performance appraisals instituted.</li> <li>ii. Devolution framework developed and led to county offices being opened and operationalized to enhance penetration at the grassroots.</li> <li>iii. Staff capacity was enhanced through staff training, on job training, and tailor-made courses.</li> <li>iv. Planning, monitoring, and evaluation Department was operationalized with clear roles and two technical officers brought on board.</li> <li>v. The 2<sup>nd</sup> cycle plan end-term report was shared and lessons learnt informed the development of the 3<sup>rd</sup> cycle plan.</li> <li>vi. Corporate branding was enhanced through social media and various fora held.</li> <li>vii. Continuous engagement of youth in the Fund programs was enhanced with over 5,000 youth participating in local and international fora.</li> </ul>
5	Assure long-term impact and sustainability of the Fund.	<ul> <li>i. Resource Mobilization Strategy developed and approved by the Board.</li> <li>ii. A total of 14 strategic partners were brought on board which enabled the Fund to leverage and save on program costs.</li> <li>iii. Loan recoveries efforts were enhanced to increase the revolving fund kitty.</li> <li>iv. Mentorship and business coaching undertaken to 2,000 youth to ensure business growth and continuity.</li> <li>v. Risk management framework was developed and internal controls put in place to mitigate risks.</li> </ul>

#### 2.1.2 Challenges and Lessons Learnt

Implementation of the previous Strategic Plan was fairly successful although the process was hindered by various challenges which included:

Table 2.2: Challenges and lessons learnt

S/N	Strategic Objective	Challenge	Lessons Learnt
1	To reinforce the legal and policy framework of the Fund.	Impending merger of affirmative action funds.	<ul> <li>i. Changes in government policies and regulations may affect operations of the Fund.</li> <li>ii. There is need to ensure legal backing as an important enforcement of the Fund mandate and sustainability in operations.</li> </ul>
		The Business Model pursued over the 2 <sup>nd</sup> planning cycle did not assure the Fund long-term sustainability.	<ul> <li>i. There is need to continually address business processes that are adequately and efficiently responding to beneficiary demands.</li> <li>ii. The Fund has learnt that not every Kenyan youth can make a good entrepreneur.</li> <li>iii. The Fund needs to embrace changes in the technical world by utilizing ICT innovations in conducting her business and provision of services.</li> </ul>
2	Restructure the Business Model of the Fund for cost-effectiveness and greater impact.	Poor loan repayment and limited collection: The combined effect of weak infrastructure, limited ground presence and political interference hampered the Fund ability to collect defaulted loans especially those disbursed in the initial years of operation.	<ul> <li>i. There is need to improve turnaround time on loan processing to three weeks as per the credit policy and operations manual</li> <li>ii. The Fund needs to implement close monitoring of loans.</li> <li>iii. In the long term, the Fund should develop a framework to create synergy among the set mandate.</li> </ul>
		Inadequate infrastructure:  The Fund did not have sufficient infrastructure at the counties and constituencies level. Transport allocation is not sufficient especially in expansive areas thereby affecting staff mobility.	There is need to enhance the level of engagement and involvement of stakeholders to leverage on resources.
3	To develop efficient and effective service delivery	High staff turnover due to low staff morale: Staff stagnation and lack of career growth.	<ul> <li>i. Teamwork among staff is key in ensuring the effective discharge of the Fund mandate.</li> <li>ii. The need to develop an organizational structure and career guidelines that addresses the needs of the employees.</li> </ul>
		Inadequate human resource capacity: A number of key management and technical positions were vacant for several years of the plan period hence inadequate staff establishment and competencies to implement the set objectives.	<ul> <li>i. Adequate and competent staff is imperative in facilitating effective implementation of the Strategic Plan.</li> <li>ii. There is need to develop an organizational structure and fully implement it to ensure there are no gaps in technical functions.</li> </ul>
	Assure long-term impact and sustainability of the Fund.	The resource mobilization effort and internally generated funds were insufficient to generate adequate return on investment to sustain the Fund.	The Fund should develop partnerships and collaborations with donors, public/private sector to enhance her sources of revenue.
4		Exposure due to weak internal controls.	<ul> <li>i. The Fund has a very high-risk exposure and there is need for an integrated and diversified approach to risk management to safeguard the Fund from both systemic and non-systemic risks.</li> <li>ii. A comprehensive Risk Management Strategy should be developed and fully implemented.</li> </ul>
		Lack of adequate awareness about the Fund among the youth: The level of awareness among the youth on the Fund products and how to access them was low. As a result, penetration of the Fund among target youth was limited.	Ground presence and corporate branding: The Fund needs a strong ground presence and accessibility at grass root level. The Fund brand name should be well linked with beneficiaries. This would enable the Fund to roll out better service delivery systems, create more awareness through branded offices and improve the reach among the youth with staff who are dedicated to the Fund mandate.

#### 2.2.2 Situational issues

This section presents issues arising from a survey conducted in June, 2020 to gather feedback from the stakeholders on the YEDF programs. The survey sought to gather information on any changes in view of the operating environment and propose strategies to be considered during development of the strategic direction

for the 3rd cycle strategic planning process. A mixed type of methodology was used to collect data within a sample of six counties agreed upon as a representation of the old YEDF regions and the country. The issues generated are as tabulated in table 2.3 below:



Table 2.3: Survey findings

SN	Key area	Emerging issues
1	Challenges facing Kenyan Youth	<ul> <li>i. Lack of capital to start or grow their businesses.</li> <li>ii. Unemployment despite being educated.</li> <li>iii. Inadequate capacity and necessary entrepreneurship skills to successfully run a business.</li> <li>iv. Prevalence of drug, substance and alcohol abuse amongst the youth which affects their productivity.</li> <li>v. Youth entrepreneurs lack market support and market information for their products.</li> <li>vi. Negative attitude and perception on credit financing.</li> <li>vii. Lack of financial discipline and management skills.</li> <li>viii. Multiple licensing requirements.</li> <li>ix. High costs related to running SMEs.</li> <li>x. High market competition for SME products.</li> <li>xi. Youth are easily influenced by negative politics.</li> <li>xii. Ignorance and lack of awareness on opportunities available.</li> <li>xiii. Inadequate ability and requirements to access loan financing.</li> </ul>

## 2.3 Secondary Data Analysis This takes into consideration an environmental scan of positively or negatively. Stakeholder analysis has also been

internal and external factors influencing the Fund either

undertaken and included in this section.

#### **Environmental Scan** 2.3.1

The section takes into consideration internal and external factors that will contribute to the successful implementation of the planned objectives during the Plan period.



#### 2.3.1.1 SWOT Analysis

SWOT analysis provides a summary of the Fund Strengths, Weaknesses, Opportunities and Threats (SWOT). The table

below provides a detailed analysis of the factors influencing the Fund operations either positively or negatively.

Table 2.4: SWOT Analysis



- i. Lengthy loan processing turnaround time
- ii. Inadequate complaint handling mechanisms
- iii. Inadequate human capital and financial resources
- iv. Weak succession planning
- v. Low staff morale
- vi. Negative public perceptions

- Inadequate/diminishing funding from the exchequer
- ii. Market competition due to the introduction of other affirmative funds and the prevalence of online lending applications
- iii. Poor loan repayments due to wrong perceptions towards government funds
- iv. Cyber security risk exposing the Fund to cyber-related crimes such as phishing, hacking, and data theft
- v. Dynamics of government re-organization



#### **STRENGTHS**



- . Clear legal mandate
- ii. Adherence and compliance with operational policies, procedures, guidelines, laws and regulations
- iii. Diverse products and services responsive to youth needs
- iv. Nationwide presence (ability to serve across delivery points)
- v. Competent and diverse skills mix
- vi. Transparent and improved internal financial and system controls
- vii. Ability to provide affordable credit and simplified loan requirements
- viii. Automated service delivery

- i. Political goodwill
- ii. Increasing demand for YEDF services, as a result of a growing youth population and high levels of unemployment
- iii. Availability of potential strategic partners in the youth empowerment space
- iv. Reservation of government procurement opportunities for youth
- v. Substantial youth population
- vi. Advancement in technology, providing opportunities for improved efficiency in service delivery and communication.

#### **OPPORTUNITIES**



#### 2.3.1.2 PESTEL Analysis

The section takes into consideration analysis of the Fund Political, Economic, Social, Technological, Environmental and Legal factors (PESTEL). An analysis of these factors is

undertaken with a view to appreciate the Fund operational environment which needs to be considered in developing strategies towards youth empowerment.



Table 2.5: PESTEL Analysis

	Category	Description	Key issues	
	Political Factors	Changes in government policies and regulations	i. ii. iii.	May lead to increased/decreased funding to the Fund Affect prominence given to youth matters Pro – youth policies and regulations will create an enabling environment for youth owned businesses to thrive thus increased loan uptake
		Political stability/instability	i. ii. iii.	Political stability will create an enabling business environment for youth owned enterprises to grow thus increased loan uptake and repayment Emergence of political groupings may affect the operations of the Fund The Fund may be politically misused especially during electioneering period
1		Reorganization of government due to regime change	i. ii.	May lead to development of new policies and regulations that are friendly/unfriendly to the Fund Determine prominence given to youth matters
		Political goodwill	i. ii. iii.	Increased resourcing to the Fund Political class may act as brand ambassadors thus increased awareness on the Fund mandate Create an enabling environment to implement the Fund mandate
		Inter-governmental relations	i. ii. iii.	Expand the reach of the Fund Leverage on resources and expertise Duplication of roles between YEDF and county governments
		Political awareness amongst Kenyans	i.	Increased demand for provision of high-quality services, transparency and accountability in the Fund operations
	Economic Factors	Interest rates	i. ii.	The removal of interest rate cap provides an opportunity for the Fund to make an adjustment on the cost of lending thus raising the revenue base An increase in borrowing rate provides an avenue for increase in the price of borrowing which is directly proportional to borrowing. This in effect opens a front for objection from youth, politicians and stakeholders
2		Unemployment	i. ii.	High rates of unemployment provide an avenue for conversion of youth seeking jobs to venture into entrepreneurship leading to growth in customer base  An increase in customer base shall lead to increase in borrowing creating pressure on available kitty, this shall be especially so if the government fails to increase allocation to the Fund or the set target for externally generated resources is not achieved
		Taxation	i. ii.	Reduction in taxation for Small and Medium Enterprises will provide an opportunity for growth and survival for businesses run by youth More businesses stand to benefit from increased revenue. This will have positive impact on the level of compliance to government policy thus making access to government services easy

Category	Description	Key issues	
		iii. Increased surveillance by government authorities and strict penalties for lack of adherence and compliance may have serious implications on defaulting businesses	
		<ul> <li>Youth entrepreneurs may find difficulty in transitioning after a tax exemption window and may either re-lapse, register new businesses, or engage in practices that may lead to tax avoidance or worse of tax evasion</li> </ul>	
	Economic trends	<ul> <li>i. Increased economic growth provides a conducive environment for business growth. More opportunities will become available for youth entrepreneurs leading to more borrowing from the Fund</li> <li>ii. A slump in economic growth on the other hand will have negative impact on most businesses thus affecting their growth and ability to repay back the loans taken</li> </ul>	
	Inflation	<ul> <li>i. Increased rate of inflation will give the Fund an opportunity to cut on operation cost especially employee costs. Typically, high rates of inflation will not be easily matched by the same rate of salary increment</li> <li>ii. The increase in the general prices of goods and services caused by high inflation will lead to an increase in borrowing costs. The Fund will need to cushion herself from rising prices that could lead to increasing the interest rates</li> </ul>	
	Population	i. The target population is well defined in the Fund mandate. Kenya has about 18 Million youth spread out nation-wide  ii. The Fund is facing resource constraints hindering her ability to serve the high youth population	
	30% Access to Government Procurement Opportunities	<ul> <li>i. Implementation of the directive offers opportunities for youth enterprises to sell goods and services to the public sector, which is the single largest consumer of goods and services in the country</li> <li>ii. The Presidential directive could create demand for funding by youth enterprises beyond the Fund capacity and overstretch available resources</li> </ul>	
	Social media	<ul> <li>i. Social media is a powerful tool for sensitization and public awareness campaigns about the Fund and the various loan products available for the youth</li> <li>ii. The world has become a global village and any negative reports gets to the public domain pretty fast which could destroy the Fund Public Image.</li> </ul>	
3 Social Factors	Integrity	<ul> <li>Transparency and integrity will enhance public confidence in YEDF thus increasing resource mobilization opportunities</li> </ul>	
	Health	<ul> <li>High prevalence of drug and substance abuse, HIV and AIDS prevalence and mental conditions among the youth may negatively impact on the success of YEDF programs.</li> </ul>	



Category	Description	Key issues
	Knowledge and attitude	<ul> <li>i. An opportunity to create awareness on the Fund and its products and also promote entrepreneurial culture amongst the youth</li> <li>ii. The Fund can use success stories for publicity, awareness and ambassadors of the Fund</li> <li>iii. Spread of negative reports from unsuccessful youth applicants can easily derail other youth into not accessing the Fund products and services</li> </ul>
	Affirmative action funds  Cultural beliefs	<ul> <li>i. Existence of other affirmative action funds like Women and Uwezo funds offer opportunity for collaboration and partnerships in reaching and accessing more youth given the constrained budgetary allocation</li> <li>ii. Duplication of roles and functions</li> <li>iii. High competition amongst the three funds</li> <li>i. Religious and traditional beliefs may inhibit access to</li> </ul>
Technological Factors	Change in technologies	i. YEDF should adopt modern technology to provide services efficiently for greater impact in service delivery  ii. Increased utilization of technical skills since most youth will engage in activities that require skilled and unskilled labour as enumerated in the Big Four Agwnda and the Kenya Vision 2030  iii. YEDF will need resources to keep up with the changing technology
	Increased use of mobile telephony	<ul> <li>i. Competitors are providing services through the convenience of mobile phones. YEDF must invest to tap on the same opportunity</li> <li>i. Implement security solutions to mitigate on cybercrime</li> </ul>
	Cybercrime High-level ICT knowledge (ICT- savvy youth)	<ul> <li>i. Implement security solutions to mitigate on cybercrime</li> <li>i. The youth are highly ICT savvy. This provides a potential business environment for youth employment</li> </ul>
Environmental	Weather and climate change	<ul> <li>i. The frequent change of weather and climate provides an opportunity for the Fund to partner with other private agencies in order to sensitize and educate the youth on how to ensure preparedness as well as leverage on climate change for business opportunities</li> <li>ii. Drastic climatic changes affect the availability of resources, the supply and demand for products and services, and the performance of physical assets. This is likely to hinder loan uptake and repayments</li> </ul>
5 Factors	Support for renewable energy	<ul> <li>i. Renewable energy offers the Fund an opportunity to fund youth engaged in renewable energy projects</li> <li>ii. Opportunity to develop a product in the sector thereby diversifying the products, services, and enhance the reach</li> <li>iii. The sector may require external technical experts which will come at a high cost to the Fund</li> </ul>
	Natural disasters	<ul> <li>This poses opportunities for collaborations and partnerships with line Agencies both in Public and Private in the sensitization and public awareness campaigns to reach more youth</li> </ul>

Category	Description	Key issues
		<ul> <li>ii. In case of property loss, in the case of occurrence of natural disasters, the Fund is likely to experience huge loan defaults</li> </ul>
	E-waste	<ul> <li>i. Huge potential for youth job creation in this area</li> </ul>
	Kenyan Constitution 2010	<ul> <li>The Constitution 2010 mainstreamed youth issues and gave the youth constitutional recognition which enhances the role of the Fund</li> </ul>
	Act of Parliament to anchor the Fund on	<ul> <li>i. This would give legal force to the existence and mandate of the Fund</li> <li>ii. Lack of an Act of Parliament to anchor the Fund on is a threat to the existence of the Fund</li> </ul>
6 Legal Factors	The Mwongozo Code of Conduct and Governance	<ul> <li>The Mwongozo Code of Conduct and Governance gives clear guidance and structures of Corporate Governance of State Agencies by Boards</li> </ul>
	Secured loans	<ul> <li>i. Secured lending could increase repayment and recovery rate and enhance the Fund growth and sustainability</li> <li>ii. Secured funding could create negative perception of the Fund as well as restrict access to youth who lack security</li> </ul>

## 2.4 Stakeholder Analysis This Strategic Plan takes cognizance of the Fund all key players in both areas. It is notable that the Fund has

This Strategic Plan takes cognizance of the Fund stakeholders and their varied expectations. The stakeholder identification involved brainstorming and analyzing the youth space alongside the YEDF mandate and

all key players in both areas. It is notable that the Fund has expectations that need to be addressed by stakeholders. The stakeholder analysis is summarized in the table below.



Table 2.6: Stakeholder Analysis

#### **Primary Stakeholders**

S/N Stakeholder Category		Stakeholder Expectations	Fund Expectations		
1	Youth	<ul> <li>i. Affordable, accessible and youth friendly loan products</li> <li>ii. Customized loan products to suit the different youth categories</li> <li>iii. Facilitate market access for youth products</li> <li>iv. Develop and implement proyouth policies</li> <li>v. Involvement</li> <li>vi. Provision of accurate and reliable information</li> <li>viii. Effective and efficient service delivery</li> <li>viiii. Partnerships and collaboration</li> <li>ix. Prompt feedback</li> </ul>	i. Loan uptake and repayment     ii. Active participation     iii. Innovation and creativity     iv. Feedback		
2	Ministry of ICT, Innovation and Youth Affairs	<ul> <li>i. Develop and implement pro-youth policies</li> <li>ii. Practice good governance</li> <li>iii. Alignment of the Fund strategies, policies, programs and activities to the Ministry mandate and values</li> <li>iv. Collaboration and partnerships in implementation of youth empowerment programs.</li> <li>v. Prompt feedback and reports</li> </ul>	<ul> <li>i. Timely release and disbursement of funds</li> <li>ii. Effective implementation of policies</li> <li>iii. Collaboration and partnerships in implementation of youth empowerment programs</li> <li>iv. Feedback</li> </ul>		
3	The National Treasury and Planning	<ul> <li>i. Budget proposals</li> <li>ii. Prudent resource management</li> <li>iii. Adherence to the annual budgeting process</li> <li>iv. Accounting for allocated funds</li> <li>v. Adherence to guidelines for Strategic Plan and Annual Work Plans development</li> <li>vi. Commitment to implement the strategic plans and annual work plans</li> <li>vii. Continuous monitoring and evaluation and provision of reports</li> <li>viii. Prompt reporting</li> </ul>	<ul> <li>i. Advise on resource availability and expenditure management</li> <li>ii. Rationalized budgets</li> <li>iii. Timely release and disbursement of funds</li> <li>iv. Feedback</li> </ul>		
4	YEDF employees	<ul> <li>i. Conducive work environment where individuals are trusted, respected, and appreciated</li> <li>ii. Adequate working tools and equipment</li> </ul>	<ul> <li>i. Achieve the Fund mandate</li> <li>ii. Professionalism in service</li> <li>delivery</li> <li>iii. Commitment, productivity,</li> <li>and high performance</li> </ul>		

	v. vi. vii. viii.	Favourable terms & conditions of service Commitment to staff welfare Regular and effective communica and provision of relevant informations Skills development and training Enhanced career progression Employee friendly performance appraisal Rewards/incentives system Equal treatment and gender equal at the work place	tion tion	<ul> <li>iv. Feedback on work environment</li> <li>v. Integrity</li> <li>vi. Portray positive image of the Fund to stakeholders and the public</li> <li>vii. Progressive skills development and self-learning</li> <li>viii. Adherence to policies, rules, and regulations of the Fund</li> <li>ix. Provision of effective and efficient services to partners, stakeholders, and customers</li> <li>x. Feedback and reports</li> </ul>	
Parliame Departm Parliame Committe	nt and ental iii. ntary ees	Response to parliamentary questic Consultation on issues that requirilegislation and submission of draft bills  Strong institutional capacity that enhances service delivery and achievement of development goal Adherence to rules and regulation of the government Development and tracking of policinal consultations.	re It Is	<ul> <li>i. Adequate involvement</li> <li>ii. Timely feedback on issues</li> <li>iii. Legislation and development of relevant policies</li> <li>iv. Provision of measures of good governance</li> <li>v. Promotion of good image and reputation</li> <li>vi. Advocate for adequate/additional funding by the National Treasury</li> <li>vii. Goodwill and commitment</li> </ul>	
County Governm 6 County A and local administ	ssemblies imp	llaboration and partnerships in plementation of youth empowerme ograms		<ul> <li>i. Collaboration and partnerships in implementation of the Fund programs</li> <li>ii. Provision of office space</li> </ul>	
Secondary Stakeholders					
1 Developr Partners	ii. iii. ment iv.	Timely reports and reviews Achievement of project goals and outcomes Involvement of stakeholders Adherence to project regulations and philosophies Continuous monitoring and evaluation and provision of reports	ii. Triii. Cyesiv. F	Collaboration and partnerships Fimely disbursement of committed esources Develop programs for promoting routh empowerment through entrepreneurship Provision of technical assistance and capacity building where necessary Feedback	
2 General	Public	Adherence to the Service Charter Practice of participatory management practices	i. / ii. l	Active participation in the Fund programs and activities Participate in program/project monitoring and evaluation	



		<ul> <li>iii. Understanding of services provided, expectations, and obligations</li> <li>iv. Good governance, ethical behaviour and zero tolerance to corruption</li> <li>v. Youth sensitive structures, policies, and processes</li> <li>vi. Accountability and transparency</li> <li>viii. Providing feedback on service delivery</li> <li>delivery</li> <li>delivery</li> <li>very</li> &lt;</ul>
3	Suppliers/Merchants	<ul> <li>i. Provision of relevant procurement policies and information</li> <li>ii. Transparent procurement and fair competition</li> <li>iii. Prompt payments for goods and services</li> <li>iiii. Prompt payments for goods and services supplied</li> <li>iv. Planned procurement</li> <li>i. Value for money in procurement of goods and services</li> <li>iii. Timely supply of procured goods and services</li> <li>iiii. Supply of high quality goods and services</li> <li>iv. Honoured contractual obligations</li> <li>v. Integrity</li> </ul>
4	Research/Learning Institutions	<ul> <li>i. Provision of internship/ attachment to the youth</li> <li>ii. Provision of data and information</li> <li>iii. Partnership/collaboration in research and policy formulation</li> <li>iv. Financial and technical support</li> <li>v. Feedback</li> <li>ii. Dissemination of market driven research for evidence-based planning</li> <li>iii. Involvement in research processes</li> <li>iii. Provision of necessary technical support</li> <li>iv. Provision of input to policy formulation</li> <li>v. Provision of relevant data and knowledge</li> <li>vi. Feedback and reports</li> </ul>
5	Media	<ul> <li>i. Provision of timely and accurate information</li> <li>ii. Appropriate briefings</li> <li>ii. Positive publicity, promotion, and articulation of the Fund issues</li> <li>iii. Accurate, balanced, and fair reporting</li> <li>iiii. Professionalism</li> <li>iv. Feedback</li> </ul>
6	Private Sector	<ul> <li>i. Partnerships in the implementation of development projects and programs including public private partnerships</li> <li>ii. Policy framework</li> <li>iii. Enabling environment</li> <li>iv. Provision of reliable information</li> <li>v. Effective and efficient service delivery</li> <li>vi. Public private partnerships</li> <li>ii. Partnerships in the implementation of development projects and programs including public private partnerships</li> <li>iii. Increased foreign investment into Kenya</li> <li>iiii. Improved governance and institutional capacity</li> <li>iv. Established mechanisms for ensuring gender and youth responsiveness of employment policies and practices</li> </ul>

			v. Member education
			vi. Feedback and reports
7 Regu		<ul> <li>i. Compliance with statutory obligations</li> </ul>	
	Dogulatory Podios	<ul><li>ii. Develop and implement mechanisms to ensure</li></ul>	<ul> <li>Fairness in handling and resolving issues affecting the Fund</li> </ul>
	Regulatory Bodies	compliance	ii. Capacity building
		<ul><li>iii. Provision of relevant information</li></ul>	iii. Feedback
		iv. Timely reporting	
8	Security Organs	<ul><li>i. Adherence to laws and regulations</li></ul>	i. Provision of security and public safety
		<ul><li>ii. Collaboration in programs foster peace and security</li></ul>	that ii. Maintenance of law and order

The involvement of stakeholders as well as review of strategic direction of the Fund. The recommendations are primary and secondary data provided suggestions for improvement as well as recommendations to inform the

as tabulated on the table below.

Table 2.7: Recommendations

S/N	Focus Area	Recommendations	
1	Sustainability	i.	Enhance resource mobilization
		ii.	Formation and promotion of Youth Saccos for income generation as
			well as inculcate a savings culture amongst the youth
		iii.	Grow the revolving fund kitty
		iv.	Offer mentorship and business support to ensure business growth and
			sustainability
		٧.	Ensure existence of legal remedy for defaulters
		vi.	Enhance business growth through savings and business proposition
		vii.	Strengthening partnerships and collaboration
		viii.	Seek re-categorization of the Fund and anchor it in the law
		ix.	Increase awareness and brand visibility
2	Internal	i.	Continually address business processes that are adequately and
	Processes and		efficiently responding to beneficiary demands
	Operational	ii.	Regular policies review
	Efficiency	iii.	Embrace changes in the technical world by utilizing ICT innovations in
			conducting business and provision of services
		iv.	Align products to enable youth take advantage of government
			initiatives such as AGPO, and the Big Four agenda
		٧.	Enhance collaboration and partnerships with the other affirmative
			funds to leverage on available opportunities
		vi.	Improve loan application process to offer timely service delivery by
			enhancing digital communication
		vii.	Improve infrastructure at the county offices

S/N	Focus Area	Reco	mmendations
		viii.	Strengthen monitoring and evaluation of the programs
		ix.	Enhance communication
		х.	Transparency and integrity to enhance public confidence in YEDF thus
			increasing resource mobilization opportunities
		xi.	Integrate contemporary issues into YEDF entrepreneurship training
			program
		xii.	Use of beneficiaries with success stories for publicity, awareness
			creation, and development of ambassadors of the Fund
		xiii.	Improve turnaround time on loan processing to three weeks as per the credit policy and operations manual
		xiv.	Ensure close monitoring of loans
		XV.	Develop a framework to create synergy around the Fund mandate
		xvi.	A comprehensive Risk Management Strategy should be developed and
			fully implemented
		xvii.	Build a strong ground presence and accessibility at grass root level.
			The Fund brand name should be well linked with her beneficiaries
		xviii.	Streamline complaint resolutions process
		xix.	Full automation of the loan application process to improve efficiency
		XX.	Products diversification that targets innovative and creative businesses
		xxi.	Enhance awareness on available business opportunities
3	Human Resource	i.	Enhance skills and competence development
	Management and	ii.	Strengthen human resource capacity
	Development	iii.	Recognize and reward performance
	Bevelopment	iv.	Enhance teamwork among staff to ensure effective discharge of the
			Funds mandate
		٧.	Develop an organizational structure and career guidelines that
			addresses the needs of the employees
		vi.	Enhance knowledge management and succession planning
		vii.	Develop mechanisms to motivate staff

#### OUTH ENTERPRISE ENTERPRISE ENTERPRISE

#### OUR MANDATE

- Provide loans to youth
- Attract and facilitate investment in commercial infrastructure for your enterprises
- Support youth enterp develop Enkages w enterprises

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## CHAPTER



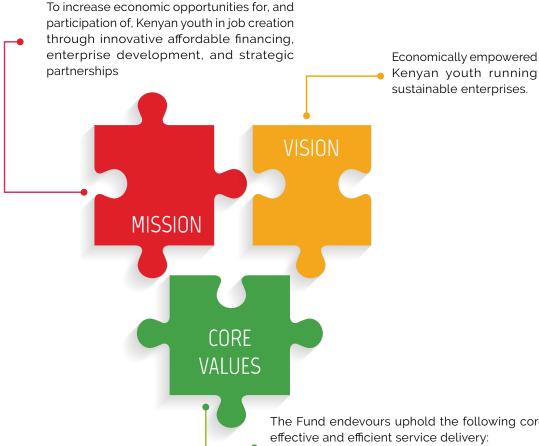
### STRATEGIC MODEL



#### Overview

This Chapter presents the Fund Vision, Mission and Core Values. It also highlights the Key Result Areas, the Strategic Objectives and the strategies that will be implemented during the period 2020/21 to 2023/24. The Key Result Areas were highly informed by recommendations arising from the primary and secondary data analysis. Further, the Fund in June 2020, undertook an internal survey on effects of the Covid-19 pandemic on YEDF funded enterprises which targeted individual entrepreneurs drawn from a sample of six counties. The Key Result Areas have also been aligned to the recommendations from the survey.

#### 3.1 Vision, Mission and Core Values



The Fund endevours uphold the following core values to ensure

- Customer focus: The Fund is committed to consultation and participation to ensure responsiveness to the needs and aspirations of the Kenyan youth.
- Creativity and innovation: The Fund endeavours to cultivate and promote a culture of adopting technological driven ideas and processes that create new value in the delivery of services to the Kenyan youth.
- iii. Equity and fairness: The Fund is driven by fairness and impartiality in service provision to all.
- iv. Professionalism: The Fund will adhere to a prescribed code of conduct and standards in the discharge of duties.
- Integrity and accountability: The Fund will observe high moral, and ethical standards as well as transparency in service provision.



#### 3.2 Strategic Direction

Implementation of this Plan will transform the Fund into an efficient, responsive and impactful entity that addresses current and future economic opportunities for the youth of Kenya.

To achieve this, the Fund will focus on four Key Results Areas (KRAs). These include:

- i. Affordable Credit
- ii. Business Development Services
- iii. Resource Mobilization and Partnerships
- iv. Strengthening Strategic Operations

The overall goal is to grow the revolving fund reserve from Ksh4.5 billion to Ksh5.5 billion and increase loan disbursements and reach to youth from the current Ksh13 billion to Ksh16.17 billion during the Plan period. The driving objective will be to meet and exceed customer and stakeholder expectations. The Fund will, therefore, promote and support youth to grow their businesses for sustainability and enhanced loan repayment. Provision of targeted business development services with the objective to enhance sustainability of youth owned enterprises shall be enhanced. Such services will include:

#### 3.2.1 Business Model

A Business Model describes the rationale of how an organization creates, delivers, and captures value in economic, social, cultural or other contexts. In a bid to offer efficiency, the Fund will adopt a Result Based Approach Business Model. This will focus on outcomes and impact and will ensure involvement of all key players. The ultimate goal of the model is to ensure thriving youth businesses and sustainable youth empowerment which can only be

- i. i.Entrepreneurship skills training: Training and capacity building which aim at enhancing skills to the youth on entrepreneurship.
- ii. Business mentorship: Aims at coaching youth entrepreneurs on business growth and sustainability.
- Business incubation: Aims at supporting youth to leverage on available business trading spaces in partnership with other players.
- iv. Market support, and linkage with large enterprises: Aims at enhancing market access and linkages for youth products.

In support of this objective, the Fund will strengthen her institutional capacity and operational efficiency and simultaneously expand and diversify the resource base. The key areas include:

- i. Sustainability
- ii. Internal processes and operational efficiency
- iii. Human resource management and development

realized through affordable credit, business development services, resource mobilization, and strengthening strategic operations.

The Business Model demonstrates the Fund strategic focus for the next four years. The Fund will implement action plans that supports operations of the Business Model in an attempt to reach out to all her customers. The Model looks at the Key Result Areas as illustrated below.



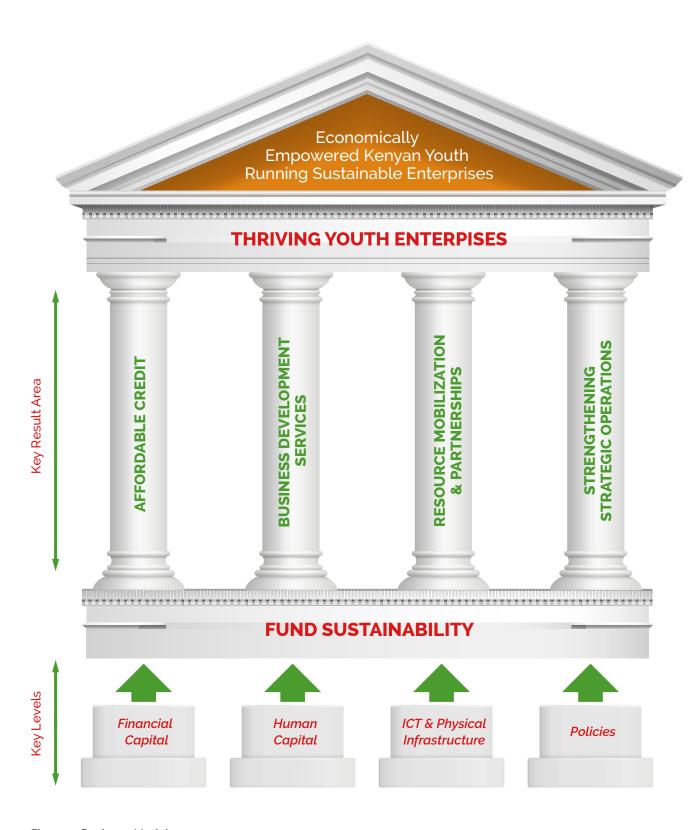


Figure 1. Business Model

#### 3.2.1.1 Affordable Credit

One of the Fund strategic functions is to provide subsidized credit to youth entrepreneurs for enterprise development. In the process of advancing loans to youth entrepreneurs, the Fund targets to maintain the portfolio at risk at optimal levels.

The Fund, therefore, seeks to widen her reach and penetration among the youth through diversified products

offering by having a variety of products for different youth segments. Credit products will be designed and marketed with a fair level of consciousness to risk and sustainability factors. The Fund will also leverage on Internet and mobile banking channels so as to reduce channel costs besides automating operating systems. In addition, the Fund will inculcate a culture of savings and investments to youth entrepreneurs.



#### 3.2.1.2 Business Development Services

The business development services aims at ensuring sustainable youth owned enterprises. The main services to be provided will include capacity building to youth entrepreneurs, business plans development support, market support and linkages with large organizations, support incubation and innovation of youth enterprises.

Interventions aimed at upgrading entrepreneurial skills among youth and improving business processes will be

pursued with the aim of enabling youth entrepreneurs achieve economic empowerment. In addition, strategies that will improve youth access to new markets as well as coming up with the necessary infrastructure will be executed. To ensure penetration at the grassroots and efficiency in service delivery, the Fund will operationalize the county offices and facilitate field staff to undertake their roles appropriately.

#### 3.2.1.3 Resource Mobilization and Partnerships

The need to adequately address the growing challenge of youth unemployment in Kenya necessitates the adoption of diverse strategies that support long-term sustainability of the Fund. These strategies will promote the expansion and adoption of diverse, and cost effective revenue streams. To this end, the Fund will review the resource mobilization, and revenue generation strategies as well as engage local and international strategic development partners. The Fund will also seek to grow the revolving kitty

and institute a cost management framework to effectively manage costs. Moreover, the Fund will establish a multipurpose youth resource centre to accommodate various functions and services to the youth. The Fund will work with various partners, both in the public and private sectors, in order to leverage on cost reduction as well as raise revenues. Partnerships will also expand the reach to the youth through expanded networks.

#### 3.2.1.4 Strengthening Strategic Operations

To effectively deliver on her mandate, the Fund will enhance institutional capacity by ensuring the following:

- i. Strengthen the human resource capacity through competency development
- ii. Implement a performance management system
- iii. Enhance corporate governance practices
- iv. Enhance Fund visibility and branding
- v. Strengthen field offices through capacity building and adequate facilitation
- vi. Intensify efforts in creating awareness on the Fund mandate
- vii. Increase collaboration and partnership with the public and private sectors in implementing programs that will enhance sustainability
- viii. Embrace technology by ensuring full automation of

service delivery

- ix. Establish nationwide service delivery points
- x. Widen market reach and penetration among the youth through diversified products offering by having a variety of products for different youth segments
- xi. Re-categorization of the Fund for greater efficiency
- xii. Building an effective monitoring and evaluation system and address the need for adequate human resources.

In order to realize the objectives, the Model is secured on a base and supported by key levers which include; financial capital, human capital, ICT and physical infrastructure, partnerships, and policies. In addition, the levers will support the Key Result Areas to ensure sustainability and ultimately, youth empowerment. These are further explicated below.

#### 3.2.1.5 Financial Capital

The Model will utilize funds from the GoK, internally generated funds, and donor funding to sustain operations. The funds will be used to offer products and services,

acquisition of assets, and support various operations at the Fund.

#### 3.2.1.6 Human Capital

The Fund human resource will be key in implementation of the Model. All staff will be required to understand the strategic focus of the Fund. They will also be required to understand their roles through proper communication

of the Strategy at all levels. Strategies to strengthen the human resource at the Fund have been included in the focus area on strengthening strategic operations.

#### 3.2.1.7 ICT and Physical Infrastructure

The Fund will strengthen her ICT infrastructure by reviewing and implementing the ICT Strategy with a bid to fully automate operations and improve on service/product delivery to the youth. In addition, the Fund will ensure availability of required working tools, safety, security and protection of staff, assets and stakeholders.

#### **3.2.1.8 Policies**

The Fund will adhere to policies to ensure uniformity in decision making and in implementation of strategies which are intended to meet the set objectives. The policies and procedures will guide on the processes in the functions, enhance internal controls, and ensure consistency in her operations. This, further, will allow coordination of activities leading to uniformity of action throughout the organization.

## 3.3 Key Result Areas During the Strategic Plan period the Fund will focus on the iv. Strengthening Strategic Operations

following key result areas:

- Affordable Credit
- **Business Development Services**
- Resource Mobilization and Partnerships

The Key Result Areas have further been broken down to strategic objectives and strategies to ensure achievements under each focus area. The table below illustrates strategic objectives and strategies to be implemented during the strategic plan period.

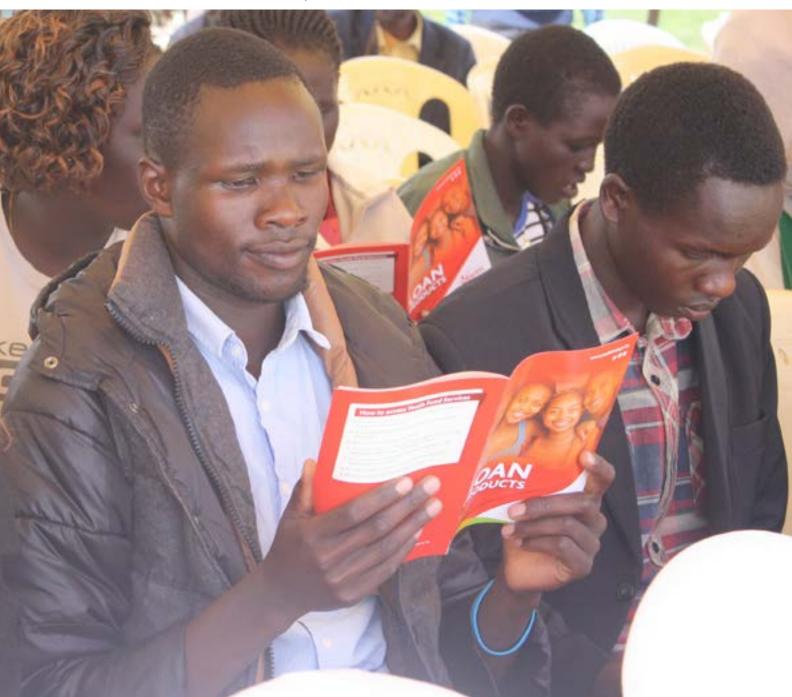


Table 3.1 Key Result Areas, Focus Areas, Strategic Objectives and Strategies

S/N	Key Result Areas/ Strategic Focus Areas	Focus Area	Strategic Objective(s)	Strategies			
	Affordable Credit	Revolving Fund	i. Grow the revolving fund kitty	i. Improve loan repayments/recoveries     ii. Lobby for resources from the ex-chequer     iii. Enhance resource mobilization			
1	Arrordable Credit	Loan uptake	i. Increase loan uptake	<ul> <li>i. Enhance youth awareness of the Fund programs and products.</li> <li>ii. Improve turnaround time in loan processing</li> <li>iii. Regular review of loan products</li> <li>iv. Enhance loan disbursements</li> </ul>			
2	Business Development Services	Sustainable youth owned enterprises	i. To facilitate establishment and sustainability of youth owned enterprises	<ul> <li>i. Leverage on partners to enhance training on entrepreneurial and life skills</li> <li>ii. Increase mentorship and coaching on business skills</li> <li>iii. Facilitate youth enterprises to market products</li> <li>iv. Facilitate linkages of youth owned enterprises with larger established enterprises</li> <li>v. Enhance research and development within Fund activities</li> <li>vi. Support monitoring and evaluation of implemented programs</li> <li>i. Provide technical assistance on patenting,</li> </ul>			
			ii. To promote youth- owned business innovations	trademarks, and intellectual properties  ii. Provide accelerator services to incubates, inventors, and innovators  iii. Support business incubation to youth entrepreneurs			
3	Resource Mobilization and	Partnerships and collaborations	Promote collaborations and strategic partnerships	<ul> <li>i. Initiate and build relationships with local are international strategic development partne</li> <li>ii. Source for concessional loans and matchin funds</li> <li>iii. Stakeholder mapping</li> <li>iv. Enhance Public Private Partnerships and collaborations</li> </ul>			
	Partnerships	Financial Sustainability	To expand and adopt diverse, cost effective revenue streams	Review resource mobilization strategy     Promote more interests to subsidize operating costs     Establish a multi-purpose youth resource centre			
4	Strengthening Strategic Operations	Institutional and operational capacity	To strengthen the Fund institutional capacity and operational efficiency in service delivery	<ul> <li>i. Improve process automation</li> <li>ii. Attract, develop, and retain competent staff</li> <li>iii. Enhance communication with stakeholders</li> <li>iv. Enhance institutional visibility</li> <li>v. Develop and implement a cost management framework</li> <li>vi. Improve customer experience</li> <li>vii. Compliance with statutory requirements</li> <li>viii. Re-categorization of the Fund for greater efficiency</li> <li>ix. Enhance controls and mitigate risks</li> <li>x. Prudent utilization of resources</li> <li>xi. Enhance compliance and quality assurance</li> <li>xii. Enhance corporate governance</li> </ul>			



## CHAPTER



### IMPLEMENTATION AND COORDINATION FRAMEWORK



#### 4.0 Overview

This Chapter provides the organization of the Fund, staff establishment, and financial resource allocations vis-à-vis resource requirements. Further, it presents the risks that the Fund anticipates during the implementation of the Strategic Plan and the respective mitigation measures.

#### 4.1 Organization Structure

The YEDF organizational structure seeks to maximize the efficiency and success of the Fund, facilitate working relationships with various sections of the organization and retain order and command whilst promoting flexibility and creativity. The current organogram has been provided. (Annex I)

#### 4.1.1 The Board of Directors

The YEDF Board is responsible for providing oversight to ensure efficient and effective management of the Fund and proper implementation of the Strategic Plan. The Board composition takes into consideration representatives from the parent Ministry, The National Treasury, and independent directors. The Inspector-General of State

Corporations is represented to provide guidance and advisory services to enhance efficiency in management of Board affairs. The execution of this Strategic Plan will be done by the Board. Tellingly, the Board regularly reviews reports from her committees during quarterly meetings and other scheduled sessions.

#### 4.1.2 YEDF Management

The Fund management comprises the Chief Executive Officer (CEO), Heads of Directorates and Departments as

outlined in the chart (Annex I). Functions of the various Directorates and Departments are as outlined below:

#### 4.1.2.1 Lending and Product Development Directorate

The mandate of the Lending and Product Development Directorate is derived from section 4 (a), (b), and (c) of YEDF Order Legal Notice No. 63 of 2007 which requires the Board to provide funding and business development

services to youth owned or youth focused enterprises as well as loans provision for on lending to youth enterprises. The Legal Order section 3 (2) (c) further requires the Fund to generate income through her proceeds.

#### 4.1.2.2 Business Development Directorate

The mandate of the Business Development Directorate is derived from Section 4 (a) (d) (e) and (f) of the Order which requires the Board to provide Business Development services to youth owned or youth focused enterprises,

facilitate employment of youth in international labour market and facilitate marketing besides creation of market linkages for products and services of youth owned enterprises in both domestic and international markets.

#### 4.1.2.3 Corporation Secretary and Legal Services Directorate

The mandate of this Directorate is to provide Secretarial and Legal Services to the Board in line with Mwongozo

Code of Governance for State Corporations.

#### 4.1.2.4 Partnerships and Resource Mobilization Department

Partnerships and Resource Mobilization Department is equally anchored in the YEDF Order. Section 3.2 (a), (b), (c) of the Order outlines the key resources for the Fund which include; Monies appropriated by Parliament, grants, donations, and income generated from proceeds of the Fund. Section 4 (e) provides for supporting youth oriented micro, small and medium enterprises to develop market and other linkages with large enterprises. Section 6(b) allows the Fund to enter into association with other persons, bodies and organizations within or outside Kenya as the Board may consider appropriate in furtherance of objects and purpose for which the Fund is established.

The Department underlines the understanding of socioeconomic needs for the youth and keenly focuses on the role played by material resources and the balanced apportionment of the same, adequacy in funding, as well as leadership and governance in the execution of the youth agenda within the scope of the Fund mandate.

Partnerships focus on establishing sustainable relationships through agreements and actions with other consenting organizations and individuals to share resources, including finances, knowledge, and people to accomplish the youth agenda as outlined in the Fund mandate.



#### 4.1.2.5 Corporate Services Directorate

The mandate of the Corporate Services Directorate is to provide leadership and coordination of Finance and

Accounts, as well as Information and Communications Technology departments.

#### 4.1.2.6 Corporate Communications Department

The mandate of this Department emanates from the need to effectively brand, market, and communicate the activities

of the Fund. It is also responsible for enhancing the Fund visibility, image and positioning.

#### 4.1.2.7 Human Resource and Administration Department

The need for effective Human Resource and Administration in the Fund is borne out of the professionalism required under the Human Resource Management Act, 2012 and the Labour Laws of Kenya. The Department is responsible

for planning, coordination, and implementation of Human Resource and Administration policies, procedures, and processes.

#### 4.1.2.8 Research, Strategy and Compliance Department

The Research, Strategy and Compliance Department ensures that the Fund adopts and implements effective strategies for planning, quality management system, performance management, risk management, and

compliance monitoring in addition to ensuring adherence to statutory and regulatory requirements. The Department also guides the Fund in risk based strategies and performance management.

#### 4.1.2.9 Supply Chain Management Department

The Department is created pursuant to the provisions of the Public Procurement and Asset Disposal Act, No 33 of 2015 and is responsible for procurement of goods, works, and services, inventory management, and disposal of obsolete assets.

#### 4.1.10 Internal Audit Department

The Department is responsible for providing assurance on the Fund internal control systems, risk management

framework and the governance structure.

#### 4.2 Staff establishment

The Fund has a total in-post of 212 members of staff against an authorized establishment of 241. A summary of

the same has been provided in the table 4.1 below.

Table 4.1: Staff establishment

Department	Approved Establishment	In-Post	Variance
Office of the Chief Executive Officer	6	5	-1
Lending and Product Development	172	164	-8
Business Development	10	7	-3
Corporation Secretary and Legal Services Directorate	3	1	-2
Partnerships and Resource Mobilization	2	2	0
Corporate Services Directorate	15	11	-5
Human Resource and Administration	13	10	-3
Corporate Communications	6	6	0
Research, Strategy and Compliance	6	2	-4
Supply Chain Management	4	2	-2
Internal Audit	3	2	-1
TOTAL	241	212	-29

#### Human resource development strategies 4.2.1

This Strategic Plan requires that the Fund establishes right systems and policies, appropriate processes and structures, and a human resource with appropriate skills, competencies, and appropriate work ethic culture. The Fund will develop a human resource development strategy to address these challenges by ensuring to:

- Develop and implement appropriate staff training and development interventions
- Deploy adequate human resource personnel by timely filling of vacant positions

- iii. Review and implement appropriate Human Resource succession plan and management
- Enhance staff morale by addressing fundamental human resource matters
- Review and implement knowledge management framework
- vi. Automate the Fund Performance Management System
- Develop and implement a rewards and sanctions policy

## 4.3 Financial Resources 4.3.1 Financial resource requirements

The Fund requires a total of **Ksh5.909 billion** to implement this Strategic Plan through the planned period. The resource requirement as per the implementation matrix

for each key result area is as summarized in the table 4.2 below

Table 4.2: Financial resource requirements

	Resource Requirements								
Key Result area	Baseline (Ksh. Million)	Projected Estimates (Ksh. Million)							
Financial Year		2020/21	2021/22	2022/23	2023/24	Total			
Affordable Credit	483	583	771	870	1017	3241			
Business Development Services	23	6	65	126	157	354			
Resource Mobilization	3	7	28	57	57	149			
Strengthening Strategic Operations	424	382	443	675	665	2165			
Total	933	978	1307	1728	1896	5909			

#### 4.3.2 Resource gaps

In order to implement this Strategic Plan successfully, the Fund has identified the resource gaps. The allocations for the 4-year period is based on the latest Medium Term Expenditure Framework 2020/2021-2022/2023 projections as tabulated in table 4.3 below. The Fund has further identified strategies to bridge the resource gaps amounting to Ksh1569 billion.

Table 4.3. Resource gaps

Expenditure	Requireme	ent estimate	ear period	Allocation	Variance	
	2019/20	2021/22	2022/23	2023/24		
Recurrent	398	559	858	922	1731	1006
Development	580	1000	1050	1103	3170	563
Total	978	1559	1908	2025	4901	1569

#### 4.3.3 Resource mobilization strategies

In order to effectively implement this Strategic Plan, ensure achievement of the strategic objectives, and attain long term sustainability, the Fund will adopt diverse, and cost effective revenue streams. The alternative revenue

streams will complement allocations from the exchequer. Some of the resource mobilization strategies envisaged are discussed below.



#### 4.3.3.1 Review of the YEDF Resource Mobilization Strategy

The Fund will review the resource mobilization strategy and align it with this Strategic Plan. It will outline a broad spectrum of strategies and specific activities for mobilizing resources from the government, development partners, private sector, civil society organizations as well as savings through prudent management of available resources.

#### 4.3.3.2 Establish a multi-purpose Youth Resource Centre

The Fund will establish an integrated youth resource centre. Besides serving as YEDF offices, the facility will provide space for offering diverse youth-focused training. It will also house an ultra-modern incubation section for

youth business innovations. Besides saving costs on office space, the complex will generate rent revenue for YEDF from tenants.

#### 4.3.3.3. Seek funding from local and international development partners

Through concept notes and technical proposals, YEDF will seek additional funding from local and international development partners. Such funding will go into supporting programs and projects tailored around the youth socioeconomic empowerment focus of the Fund. Further,

YEDF will seek strategic collaborations with other youth serving organizations in the public and private sectors and leverage on synergies for greater impact in youth economic empowerment.

#### 4.3.3.4 Source for concessional loans and matching funds

The Fund will seek low and/zero interest loans and matching funds from accredited local and international funding agencies for on lending to the youth. This will enhance the funds available for lending to the youth entrepreneurs. The

necessary due diligence and process will be undertaken.

#### 4.3.3.5 Develop and implement a cost management framework

To enhance service delivery through effective financial management, the Fund will develop and implement a cost management framework. The framework will enable the Fund develop cost-saving mechanisms and reduce wastage in the development and recurrent budget lines.

### 4.4 Risk analysis and mitigation measures Risk management addresses issues that could endanger from such unforeseen disasters by ensuring development

Risk management addresses issues that could endanger achievement of the planned objectives. A continuous risk management approach will be applied to effectively anticipate and mitigate the risks that have potential impact during this Strategic Plan period. Based on lessons learnt from effects of Covid-19 pandemic to youth enterprises, the Board has proposed measures to cushion the youth

from such unforeseen disasters by ensuring development of business continuity plans. The Fund shall also develop a crisis management policy to cushion youth enterprises in the event they occur.

Table 4.4 below provides the Fund risk analysis and mitigation measures.



Table 4.4: Risk analysis and mitigation measures

SN	Risk factor	Magnitude /Category of Risk	Mitigation Measures
1.	Inadequate funding to implement the planned programs	Medium	<ul><li>i. Enhance resource mobilization efforts</li><li>ii. Lobby for additional resource allocation</li><li>iii. Enhance loan recovery efforts</li></ul>
2.	Financial systems and internal controls	High	<ul><li>i. Regular systems audits</li><li>ii. Full implementation of the ERP</li><li>iii. Adequate staffing in the IT function</li></ul>
3.	Information and security risk	High	<ul> <li>i. Verify social media accounts</li> <li>ii. Adoption of Information security management system (ISMS)</li> <li>iii. Regular sensitizations on cyber security</li> <li>iv. Involve responsible authorities to deter possible online fraud</li> </ul>
4.	Reputational risk	High	<ul><li>i. Regular media briefings</li><li>ii. Closure of historical audit queries</li><li>iii. Institutionalize a culture of good corporate governance</li></ul>
5.	Credit risk	High	<ol> <li>i. Adopt best practices especially in group lending</li> <li>ii. Pre and post disbursement training of beneficiaries</li> <li>iii. Establish of a debt recovery unit to enhance loan recoveries through mobile alerts and automatic installments deductions.</li> <li>iv. Comprehensive appraisal of loans</li> <li>v. Use of collateral for high value loans</li> <li>vi. Faster processing of loans</li> <li>vii. Regular training of credit staff</li> </ol>
6.	Economic risk	Medium	<ul> <li>i. Entrepreneurship training to the youth on areas such as diversification, insurance, and hedging to mitigate on losses</li> </ul>
7.	Investment risk	Medium	<ul> <li>ii. Enhanced monitoring and evaluation to Youth Fund beneficiaries</li> <li>iii. Post disbursement business advisory services and training</li> <li>iv. Linkages with established businesses</li> </ul>







## CHAPTER



### MONITORING, EVALUATION AND REPORTING



#### 5.0 Overview

The Chapter provides the Monitoring and Evaluation System that will be used during the implementation of this Strategic Plan. The Monitoring and Evaluation System is a management tool that is necessary for effective implementation of programs and projects.

#### 5.1 Monitoring, Evaluation, and Reporting

Monitoring and reporting are key to successful implementation of this Strategic Plan. Successful implementation of the Plan requires clear and timely decisions, improved information flow, established motivators, and strengthening the Fund operations. The Strategic Plan will inform development of annual work plans

for each directorate, departments, units, and performance targets of individual employees. Reporting will also ensure a repository of knowledge which is relevant in the growth and sustainability of programs as it provides a basis of problem solving and innovation

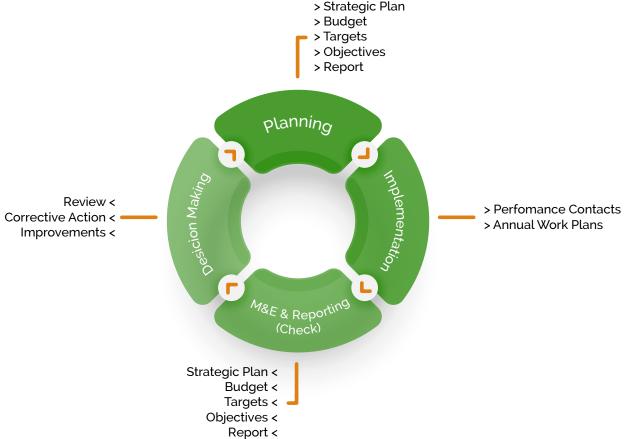


Figure 2. Monitoring and Evaluation Cycle

#### 5.1.2 Strategies for Monitoring and Evaluation

Monitoring and evaluation is a participatory process involving all employees at all levels and other stakeholders in collecting, collating, processing, and communicating information that will help in decision making.

Effective implementation of this Strategic Plan will involve a quarterly performance review wherein managers responsible for particular result areas will present progress reports in line with the Fund budgetary cycles. The Head of Sections will review internal progress at the end of every month and aggregate performance for the three months of each quarter. These cumulative quarterly reviews will translate into annual performance review.

The Board will track the progress, successes, and challenges of this Strategic Plan. Further, the Board, through management, will ensure that strategies are being implemented, performance measured, progress reports made and discussed, and corrective action taken appropriately.



#### 5.2 Performance Management Systems

To ensure sustainability, a culture of performance management will be applied to all staff, irrespective of their levels. This will enable all staff to appreciate their linkage and contributions to the implementation of this Strategic Plan and the attainment of the Fund objectives. The Fund will adopt and align to the existing performance management systems outlined below.

#### 5.2.1 Performance Contracting

To effectively implement the Plan, the M&E will be an integral part of the Fund Performance Contracting system and will be linked to staff appraisal and reward systems. Appropriate staff training and development may be recommended by the unit heads, in liaison with the

committee in charge of Human Resource matters so as to enhance efficient performance of the planned objectives. Positive and negative performance will be considered for rewards or sanctions as stipulated in the rewards and sanctions policy.

#### 5.2.2 Annual work plans

Detailed annual work plans with clear performance indicators and assigned responsibilities for their achievement will be developed and approved by the Board. The Plans will include key performance indicators that will inform management decision making and

quarterly implementation reports will be reviewed and corrective actions taken where necessary. The frequency of reporting on these indicators will form the foundation for the monitoring and evaluation system.

#### 5.2.3 Balance Score Card

The Fund existing balance score card will be adopted to cascade targets to individual employees. Bi-annual

performance appraisal will be undertaken to measure performance and staff productivity.

#### 5.3 Evaluation mechanisms

Continuous evaluation of results (outputs and outcomes) will be undertaken by the Research, Strategy and Compliance Department. The Department will continuously evaluate all strategies, activities and outputs or outcomes with a view to advising management and the Board on any performance gaps as well as offer feasible strategy alternatives. The evaluation will entail the following:

- i. Measure actual performance against target levels and establish size of gap or variance, if any
- ii. Conduct a root cause analysis to identify factors responsible for the variance

- iii. Identify and recommend appropriate remedial measures including a review of the objectives and/ or strategies or activities
- iv. Undertake service delivery efficiency and effectiveness surveys
- v. Coordinate or facilitate impact assessment for various interventions

Long-term evaluation of results (impact) will be conducted, particularly the mid-term review and end term impact assessment.

#### 5.3.1 Mid-term evaluation and reporting

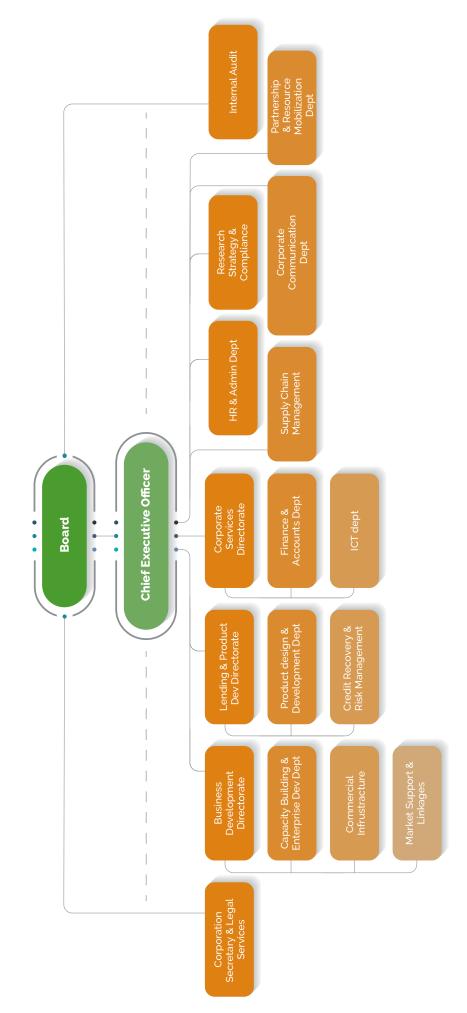
The Strategic Plan will be reviewed mid-term the Plan period. The midterm review will inform the necessary changes in the objectives, strategies, and activities to be incorporated for the remainder of the Plan period. Any emerging issues from the operating environment affecting the Fund will be addressed at this point.

#### 5.3.2 End-term evaluation and reporting

Six months prior to the end of the Plan period, the Board will initiate the process of end term review. The objective

will be to enumerate results and document lessons learnt as well as inform the next cycle Strategic Plan.

ANNEX I: YOUTH ENTERPRISE DEVELOPMENT FUND ORGANIZATIONAL STRUCTURE **ANNEXURES** 





## ANNEX II: IMPLEMENTATION MATRIX

	Key Actors	YEDFB, GoK	YEDFB	YEDFB	YEDFB, GoK	YEDFB, GoK	YEDFB, GoK	YEDFB	YEDFB	YEDFB	YEDFB, GoK	YEDFB, GoK	
de	Resources ga	1	5.5		9	1	2	1	2	ı	5.2		20.7
و	2023	1	10.5		4.8		5.2	1	2		9.6		
Annual Budget (Ksh Million)	2022 /23	1	4.1		10		2.5		0.5	ı	3.2		71.95
3udget (K	2021		8. 8.		е		1.5	1	1	1	2.8		
Annual E	2020/2 1	1	m	n 'c			0	ı	1	1	2		
	2023/24	335M	985M	%98	80,000	30,000	2	3 Weeks			700M	%68	
argets	2022/23	250M	850M	%68	70,000	25,000	2	3 Weeks	1	2	650M	81%	
Annual Performance Targets	2021/22	160M	М092	%9/	000'09	25,000	2	4 Weeks		1	М009	76%	
Annual Pe	2020/2 1	W09	575M	85%	50,000	20,000	0	6 Weeks	1	2	520M	%89	
years	7 + 101 ferst	805M	3.178	83.25%	260,000	100,000	9	3 Weeks	2	4	2.47B	78.5%	
	Expected Outcome	Increased disbursements	Increased loan portfolio		Increased awareness Increased loan uptake		Increase disbursements	Increased loan disbursement	Diversified products		Improved loan recovery rate		
tput	Expected Ou	Increased amount available for loan disbursement	Business loans disbursed to youth enterprises		Increased loan uptake		Increase loan uptake	Increased loan application and amounts disbursed	Research report with findings	Approved loan products	Increase in amount recovered	Improved loan recovery rate	
ance (PIs)	Key Perform Indicators (K	Amount of exchequer received	Amounts disbursed	Loan disbursement rate	Number of youth sensitized	Number of loans applied	No. of trainings	Average turn- around time for loan applications	Number of reports	No. of new loans developed	Amounts recovered	Average loan recovery rate	
	(səi) yiivity	Lobby for additional allocation	Loan disbursement		Public sensitization driven by field	staff	Field staff refresher trainings	Review loan processes procedures	Undertake research on emerging issues	Develop and approve proposed products changes	Enhance recovery efforts		
	Grow YEDF				Enhance youth awareness of the Fund's	programmes and products.		Improve turn- around time in loan processing. Regular review of loan products.	Regular review of loan products		Improve loan repayments/re coveries.		
	Strategic Objective(s)	i) Grow YEDF Revolving Fund	ii) To increase loans uptake										et KRA 1
rea	Key Result A	1. Affordable Credit											Sub-total Budget KRA 1

	Key Actors	YEDFB, Develop ment Partners , GoK	YEDFB, Develop ment Partners , GoK	YEDFB, Develop ment Partners , GoK	YEDFB, Develop ment Partners , GoK	YEDFB, Develop ment Partners , GoK	YEDFB, Develop ment Partners , GoK	YEDFB, Develop ment Partners , GoK			
	Resources g	1.8	11	3.5	4.2	r.	ω	v			
	2023 /24	2.8	24	9	2.7	rv	3.3	o			
Annual Budget (Ksh Million)	2022 /23	5	23	6.5	2.75	6	8:8	ഗ			
udget (K	2021 /22	m	κ	7	1.5	7	^	2.4			
Annual B	2020/2 1	0.10	1.4	0.8	0.2	09.0	0.3	4.0			
	2023/24		110,000	2,500	3,000	200	000'9	2,000			
argets	2022/23	П	100,000	2,000	3,000	100	4,000	1,800			
Annual Performance Targets	2021/22	1	000'06	1,500	2,000	80	3,000	1,200			
Annual P	2020/2 1	1	80,000	1,000	2,000	20	2,500	1,000			
l years	Target for 4	2	000′08€	2,000	10,000	430	15,500	6,000			
	Expected Outcome	Enhanced capacity building	Enhanced business growth	Enhanced business support	Increased employment opportunities	Viable businesses established	Enhanced business growth				
nçbnç	O betzed O	Revised training curriculum	Number of youth trained	No. of youth mentored	No. of youth accessing employment	No. of businesses established	No. of youth accessing markets for their products	Youth facilitated to access markets for their products			
(KPIs) nance	Key Perforn Indicators (	Revised training curriculum	Number of youth trained	No. of youth mentored	No. of youth accessing employment	No. of businesses established	No. of youth owned-enterprises accessing markets for their products	Reviewed Aggregator Model No. of youth facilitated to access markets through the model			
(5	Pctivity (ies	Bi-annual Review of entrepreneurshi p training curriculum	Train 380,000 youth on entrepreneurshi p skills and government priority areas	Provide mentorship to youth entrepreneurs	Prepare youth to access employment in the labour market	Develop and implement a framework to support business modelling	Support youth to access market for their products through trade fairs, market exhibitions among others	Review and Implement an aggregator model for market linkages			
	Vgəfraf2 (səi)	Train and build capacity of youth entrepreneurs				Support youth in business modelling	Facilitate youth enterprises to market products through trade fairs, market exhibitions among others	Facilitate linkages of youth owned enterprises with larger established enterprises			
(1	Strategic S)evitoejdO	i) To facilitate establishment and sustainability	i) To facilitate establishment and australiability of youth owned enterprises								
БЭТА	Key Result	2. Business Development Services									



	Key Actors	YEDFB, Develop ment Partners , GoK	YEDFB, Develop ment Partners , GoK	YEDFB, Develop ment Partners , GoK	YEDFB, Develop ment Partners , GoK	YEDFB, Develop ment Partners , GoK	YEDFB, Develop ment Partners , GoK	65
de9	Resources ( (Ksh Million		ω	2.5	10	м	7	
	2023 /24	9.9	5.00	90.00	3.00	1.24	1.2	
h Million	2022 /23	7	4.50	45.00	4.50	1.12	5.6	353.65
ıdget (Ks	2021 /22	1.3	3.00	32.5	3.30	1.70	0.3	35.
Annual Budget (Ksh Million)	2020/2 1	0.7	0.075	0.075	0.15	0.10	0.10	
	2023/24	2,000	160	70	009	2	2,800	
argets	2022/23	1,500	140	09	200	г	2,500	
Annual Performance Targets	2021/22	1,200	120	20	400	30	2,200	
Annual Pe	2020/2 1	008	09	40	300	20	1,700	
4 years	o 101 feyset for 4	5,500	330	220	1,800	55	9,200	
	Expected Outcome		Increased creativity and innovation among the youth	Increased business growth	Increased number of innovative business	Sustainable incubation program	Youth business growth and sustainability	
յոգ <b>ի</b> ոլ	O bected O	Reports and youth trained on value addition	No. of youth mobilized and supported	Youth entrepreneur s provided with accelerator services	No of youth supported through incubation	No. of MoUs signed and implemented	Increased youth acquiring space	
mance	Key Perfors Indicators	No. of youth trained on value addition	No. of youth mobilized and supported	No. of youth provided with accelerator services	No of youth supported through incubation	No. of MoUs signed and implemented	Youth facilitated to form groups Groups aggregated for mass production	
(s	ei) ytivityA	Train youth on value addition techniques in the market	Provide technical assistance and financing on patenting, trademarks and intellectual properties	Provide accelerator services to incubates, inventors and innovators	Establish mechanisms for identifying partners and support youth in incubation	Establish partnership to support the incubation programme	Facilitate, attract and provide assistance to youth to acquire and operate and operate decent, legal, clean and recognized recognized business/commercial space	
	Strategy (ies)		Support protection of youth owned innovations		Support business incubation of youth enterprises			
(5	Strategic Objective(s		To promote youth-owned business innovations and provide trading spaces					et
<b>Б</b> Э1 <b>А</b>	Key Result	•						Sub-total Budget

- 1	$\sim$
71	<b>_</b>
4	u

			I	1		ı		1	
	Key Actors	YEDFB	YEDFB	YEDFB	YEDFB, Develop ment Partners , GoK	YEDFB, Develop ment Partners , GoK	YEDFB, Develop ment Partners , GoK	YEDFB, GoK	YEDFB, Develop ment
	Resources g	1	4	1	20	10	4	1	1
-	2023 /24	1	4	ı	25	8.7	2.5	1	10
th Million	2022 /23	H		8.0	22	8.5	o		15
udget (Ks	2021		0.5	н	15.0	9	1.5	1.00	1.00
Annual Budget (Ksh Million)	2020/2 1	0.15	0.10	0.10	5.38	0.10	0.10	0.10	
	2023/24		100%		1,600M	2	m		М09
argets	2022/23		%08	1	1,300M	2	m		40M
Annual Performance Targets	2021/22		30%	1	1,000M	2	m		
Annual Pe	2020/2 1	н	10%	н	21M	2	m	100%	
4 years	o Target for <sup>2</sup>	2 r	100%	1	3,901M	Bi-annual	12	100%	100М
	Expected Outcome	Resource Mobilisation Strategy reviewed	Resource Mobilization Strategy Implemented	Enhanced financing for YEDF programs & Projects	Enhanced financing for YEDF programs & Projects	Enhanced YEDF impact through synergy from strategic Partnerships & Collaborations	Enhanced YEDF impact through leveraged synergy from strategic Partnerships & Collaborations	Enhanced Revenue for the Fund	Enhanced revenue to the Fund
դոdդո <sub>ն</sub>	O betzeqx3	Reviewed Resource Mobilisation Strategy/rep ort	Resource Mobilization Implementati on Status report	Updated directory of potential donors	Amount of Financial & in-kind resources received	Donor/stake holder engagement fora reports	Signed MoUs, MoUs, agreements, Collaboration frameworks	Relevant approvals obtained	Amount of revenue generated from
mance (KPIs)	Key Perfori Indicators	No. of reports of reviews for the Resource Mobilization Strategy	Percentage of Resource mobilization Strategy Implemented	Updated directory of potential donors	Amount of resources received/mobilize d from resource partners	No. of Donor/stakeholde r round table fora	No. of Signed MoUs, Partnership agreements, Collaboration frameworks	Percentage of relevant approvals obtained	Amount of revenue generated from Resource Centre
(s	ei) ytivityA	Bi-annual Review of Resource Mobilization Strategy	Implement Resource Mobilization Strategy	Develop and update a directory of potential donors	Develop concept notes and program/project proposals	Hold donor/stakehold er engagement fora	Establish Partnerships & collaborations for synergy	Obtain relevant approvals to set up Youth Resource Centre	Establish and operationalize a Youth Resource Centre
	Ygətsit2 (səi)	Review resource mobilization strategy		Initiate and build relationships with local and	international strategic development partners		Establish a multipurpose Youth Resource	Centre	
(\$	Strategic Objective(s	i) To expand and adopt diverse cost effective revenue streams							
<b>Б</b> 91 <b>A</b>	Key Result	3. Resource Mobilization and Partnerships							



	Key Actors	Partners , GoK	YEDFB, GoK	YEDFB, Develop ment Partners , GoK	YEDFB		YEDFB, Develop ment Partners , GoK	41	YEDFB	YEDPB, GoK	YEDFB, GoK	YEDFB, GoK
(ı de6	Resources of Ksh Millior			1		1	ന		,	10		4.00
_	2023 /24		0.5	0.5	-	2	rv		1	5.0	123.2	32.17
Annual Budget (Ksh Million)	2022 /23		0.5	0.5	1	0.8	1.4	108.03	2.0	36	123.2	34.37
udget (Ks	2021 /22			0.5	1	0.7	11	10	1	5.0	5.1	4.92
Annual B	2020/2 1			1	1	0.5	0.5		2.00	1.85	2.0	4.17
	2023/24			250M	1	1	9	=		100%	100%	100%
argets	2022/23		1	250M	1	1	N	-	100%	100%	100%	100%
Annual Performance Targets	2021/22		1		1	1	4	=		100%	100%	100%
Annual P	2020/2 1		100%		1	н	м		100%	100%	100%	100%
ersey 4 rof fersT			100%	S00M	4 Reports	4	18		5	5%	100%	100%
	Expected Outcome		Enhanced Fund revolving kitty	Enhanced Fund revolving kitty	Enhanced resources to implement	programs			Improved efficiency and effectiveness in service delivery			
ąndąn	O betzeqx3	Resource Centre	Relevant clearance and approvals obtained	Fund revolving kitty enhanced	Stakeholder Mapping Report	Stakeholder engagement reports	No. of MoUs signed and implemented		Revised ICT strategy	Improved service delivery	ISMS developed and implemented	Enhanced service delivery
nance (KPIs)	Key Perfors Indicators (		Percentage of relevant clearance & approvals obtained	Amount received	Stakeholder Mapping Report	Stakeholder engagement reports	No. of MoUs signed and implemented		Revised ICT strategy	Customer satisfaction increased by 5%	Percentage of system development	Percentage Deployed infrastructure vs requirements
(s	eei) yjivitɔA		Obtain relevant GoK clearance and approvals to apply	Source for concessional loans, matching Funds &/or grants	Stakeholder Mapping	Stakeholder engagement	Source, initiate and implement MoUs to bridge the resource gaps		Bi-annual Review and implement the Funds ICT Strategy	Deploy modern and emerging technology in service provision to the expectation of our customers	Implement security solutions to safeguard the Fund's ICT systems	Ensure the Fund has adequate ICT infrastructure
Vgəfərif (esi)			Source for concessional loans and matching funds		Enhance Public Private Partnerships	collaboration			Improve process automation			
Strategic Objective(s)					Promote collaborations and strategic	odine principal		Sub-total Budget		capacity and operational efficiency in service delivery		
Key Result Area									4. Strengthening Strategic Operations			

ERPRISE DEVELOPMENT FUND STRATEGIC PLAN 2020/21 - 2023/2	4	

		1	1		1		1	1	1		
	Key Actors	YEDFB, GoK	YEDFB, GoK	YEDFB, GoK	YEDFB	YEDFB	YEDFB, GoK	YEDFB	YEDFB, GoK	YEDFB, GoK	YEDFB
u) deb	Resources of (Ksh Million			10	1	,	1	1	1	1	,
-	2023 /24	36.80	1.8	9.2	1.2	7	1	1.8	233.1 0	1	,
sh Million	2022 /23	35.40	1.5	7.8	11	1.8	1.8		222.0 0	1	
Annual Budget (Ksh Million)	2021 /22	33.75	1.2	7.2	0.7	1.2	1.5	1.5	211.4		,
Annual B	2020/2 1	30.55	0.83	3.9	1				201.36	1	
	2023/24	100%	3.0	06	100%	100%	100%	100%	н		
rgets	2022/23	100%	3.0	80	100%	100%	100%	100%		1	1
Annual Performance Targets	2021/22	100%	2.7	70	100%	100%	100%	100%	1	%05	
Annual Pe	2020/2 1	100%	2.6	50	100%	100%	100%	100%	1	20%	1
t years	7arget for 4	100%	3.0	65	100%	100%	100%	4	4	100%	2
	Expected Outcome	Increased staff morale Reduced staff tumover and grievances	Improved work performance	Improved work efficiency	Improved work performance	Reduced staff tumover	Assured Business continuity	Reliable data repository	Enhanced staff motivation and work performance	Up-scaled/up- graded categorization of the Fund	Communicatio
րդերու	O betzeqx3	Work performance improved Staff grievances/t umover reduced	Improved performance contract index	Percentage increase in diversified skills set	Developed Reward and Sanctions Policy	Developed employee retention policy	Enhanced responsibility and accountabilit	Framework	Payroll and employee benefits reports	Approvals and documentati on	Developed
(KPIs) nance	Key Perfori Indicators	Reduced staff turnover and staff grievances	Improved performance contract index	Number of staff developed annually	Implementation reports	Strategy implementation reports	% of vacant positions filled/promotions	Knowledge Management Framework & Implementation reports	Payroll and employee benefits reports	Relevant approvals and documentation	Bi-Annual review
(s	ei) ytivity (ie:	Foster positive work environment	Review and improve performance management system	Enhance competence development	Develop and implement rewards and sanctions policy	Develop and implement employee retention policy	Develop and Implement a Succession Management Plan	Develop and Implement a Knowledge Management Framework	Administer employee compensation and benefits	Seek relevant approvals, prepare documentation for the process and implement recommendations	Develop
	ygəfsrf2 (səi)	Attract, develop and retain competent staff								Re- categorization of the Fund for greater efficiency	
(5	Strategic e)9vitɔə[dO	-									
БЭ1А	Key Result										

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	Key Actors		YEDFB	YEDF, GoK, Develop ment partners	YEDFB	YEDFB	YEDFB	YEDF, GoK, Develop ment partners	YEDPB	YEDFB
	Resources g (Ksh Million		15	7	1	1		ω		ı
	2023 /24		8.5	1.7			1.00	4	0.5	1.0
h Million	2022 /23		8.5	1.6		1.00	1.00	4	0.5	1
udget (Ks	2021 /22		8.0	0.5			1.00	0.5	0.5	
Annual Budget (Ksh Million)	2020/2 1		1	0.2	1	1.00		0.5	0.3	0.5
	2023/24		100%	100%	2		П		100	25,000
rgets	2022/23		100%	100%	7	1	-		100	25,000
Annual Performance Targets	2021/22		100%	100%	7	1	-		100	25,000
Annual Per	2020/2 1		100%	100%	5	11	Ħ	H	100	25,000
years	Target for 4		4	100%	ω	2	4	1	65	100,000
	Expected Outcome	strategy developed	Communicatio n and brand strategy implemented	Enhanced stakeholder engagement and community service	Enhanced communicatio n	Improved service delivery	Improved service delivery	Customer Call Centre established	Staff trained	Service charters reviewed
դndդւ	o betced Ou	on and brand strategy	implemented communicati on and brand strategy	CSR Policy and implementati on reports	Clear Internal communicati on channels	Indicators of service delivery	Implemented report	Established call centre	Trained staff	Reviewed service charters
KPIS)	Key Perform Indicators (	Communication and brand strategy	Strategy implementation reports	CSR Policy and implementation reports	Reports	Survey report	Report on implemented recommendations	Functional call centre	No. of staff trained	No. printed and distributed
(	Activity (ies	and brand strategy	Implement communication and brand strategy	Develop and implement and review a Corporate Social Responsibility (CSR) policy	Develop and implement internal communication channels	Carry out customer satisfaction survey	Implement recommendatio ns of customer satisfaction survey	Establish Customer call Centre	Retrain staff at customer service touch points and product processing	Review internal and external service charter
	Ygətsrt2 (səi)	Enhance communication with			Enhance institutional visibility	Improve customer experience				
(	Strategic Objective(s)	•								

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	Key Actors	YEDFB	YEDFB, GoK	YEDFB, GoK	YEDFB	YEDFB	YEDFB	YEDFB	YEDFB
deg	Resources ( Ksh Million	ιν			1	1			3.5
	2023 /24	1		25.0	3.8	1	48.26		3.5
h Million	2022 /23	е		20.0	3.6	1	50.23	1.00	4.5
udget (Ks	2021 /22	7	ı	8:0	3.2	,	35.47	1	3.5
Annual Budget (Ksh Million)	2020/2 1			4.0	2.89		42.57	1	2.00
	2023/24	H	100%		T .	1			100%
argets	2022/23	H	100%		1	1	1	1	100%
Annual Performance Targets	2021/22	н	100%	H	11	<b>+</b>	<b>→</b>		100%
Annual P	2020/2 1	1	100%	1	1	1	П	1	100%
f years	o 101 feyseT	4	100%	2	4	1	4		100%
	Expected Outcome	CRM integrated into customer service	Effective and Efficient service delivery	Compliance with statutory obligations	Enhanced controls	Vigilance and enhanced controls	Efficient inventory management	Prudent utilization of resources	Improved safety and security
htput	Expected O	Improved customer satisfaction	Effective and Efficient service delivery	Legal audit reports	Framework developed and implemented	Crisis management policy	Inventory Management Framework, Implementati on reports	Revised finance policy Implementati on reports	Safety and security measures undertaken
nance (KPIs)	Key Perfori Indicators	Annual CRM reports	Percentage implementation status of statutory requirements	Legal compliance audit	Annual implementation reports	Annual Crisis management policy	Annual reports on inventory	Revised finance policy Implementation reports	Percentage of implementation Report
(s	ei) ytivityA	Integrate CRM into customer service	Implement and Report on all statutory requirements	Comply with Mwongozo code of conduct	Review and implement YEDF risk mitigation framework	Develop and implement crisis management policy	Develop and implement an inventory management framework	Review and implement the Finance Policy	Ensure safety, security and protection of staff, assets and staff, assets and stakeholders
	Ytafegy (səi)	-	Compliance with all statutory requirements		Enhance controls and mitigate risks		Prudent utilization of resources		
(5	Strategic Objective(s								
БЭТА	Key Result	•							

	Key Actors	YEDFB	YEDFB	YEDFB	YEDFB	YEDFB	YEDFB, GoK	YEDFB, GoK	57.5	YEDFB	YEDFB	YEDFB	YEDFB
(del	Resources g (Ksh Million				1					,	1	1	1
	2023 /24	1		15.8	5.5	55.00	N	24.1		3.5	3.5		ı
h Million	2022 /23	1.5	1	15.0	5.3	50.00	9	22.3	2,104.57	е	м	ı	
ıdget (Ks	2021 /22		1	12.8	5.0	46.00	10	21.00	2,10	2.5	2.5		rv.
Annual Budget (Ksh Million)	2020/2			10.2	1	41.69		19.06		2	1.75	1	1
	2023/24		1	н	2	T.	100%	4		2	2		
argets	2022/23	'	П	н	2	П	100%	4	_	2	2	1	,
Annual Performance Targets	2021/22		1	H		Ħ	100%	4	-	2	2		1
Annual P	2020/2 1		1	н	9	1	1	4	_	2	7	1	1
years	Farget for 4	1	100%	4	10	4	100%	16		8	æ	1	1
	Expected Outcome	Developed Cost Management Framework	Enhanced Fund Cost Management	Efficient and effective management	and maintenance of physical	resources	Enhanced processes and procedure for efficient service delivery	Enhanced corporate governance		Enhanced business	growur Efficiency in service delivery	Improved communicatio n	Improved performance and service delivery
ırbnç	O besteed Or	Cost Management Framework Developed	Cost management framework implemented	Efficient and effective management	and maintenance of physical	resources	ISO 9001:2015 QMS Certification documents	Board resolutions and implementati on reports		Number of M&E reports	No. of reports with findings	Disseminatio n report	Mid-term review report
KPIs) Jauce	Key Perforn Indicators (	Cost Management framework	Annual implementation reports	Annual implementation reports	No of new vehicles and other assets	Annual implementation reports	Progress reports on ISO 9001:2015 QMS Certification process	Board meetings and resolutions		Number of M&E reports with	No. of reports with findings	Dissemination report	Mid-term review report
(	eei) ĶivityA	Develop a cost management framework	Implementation of Cost Management Framework	Fleet Management		Office Maintenance (HQ and County Offices)	Commence ISO 9001:2015 QMS Certification	Management of Board affairs		Monitor efficiency of the	Monitor compliance of implemented	Dissemination of the SP	Undertake the mid-term review of the plan
	Strategy (esi)	. —					Enhance compliance and quality assurance	Enhance corporate governance		-	Reporting of the Fund's Programmes and Projects		
(	Strategic Objective(s								Sub-total Budget Research, Monitoring & Evaluation	To track, assess, monitor	and evaluate the Fund's performance (programmes	/projects)	
Area	Key Result A								Sub-total Budget Research, Monito	Monitoring, Evaluation	and Reporting		

Chicago   Chic	Area	(		(4	KPIs)	1nd1r		years	Annual Pe	Annual Performance Targets	argets		Annual E	Annual Budget (Ksh Million)	sh Million)		(dei	
Enhance and create a data bank on post frequent states of findings from the strategic part of findings from the strategic part of	Key Result .	Strategic S)evitoejdO		Pctivity (ies	Key Perforn Indicators (	Expected O	Expected Outcome	P rof f9g1sT	2020/2 1	2021/22	2022/23	2023/24	2020/2		2022   7	2023	Resources g (Ksh Million	Key Actors
Enhance and Create a data   Data Bank on Short and on Short and on Short and North on Data Bank on Short and On Short an	-	-		Undertake end- term review of the strategic plan	End-term report findings	End-term report findings	Sustainable Fund and lessons learnt	11	,							2		YEDFB
Undertake   Stakeholder   The products   Confidence   C	Research and Development		Enhance and embrace research and	Create a data bank on youth enterprises	Data Bank on youth in various business sectors	$\prec$	Enhanced market support and market	Updated data bank of youth businesses		11			0.5	11	1.5	1.7		YEDFB
Distriction			for effective service	Undertake stakeholder mapping	Stakeholder mapping report		linkages of youth products	4	1	П	н	1		1.2	1.5	2		YEDFB
Undertake			delivery	Undertake feasibility studies	No. of feasibility studies conducted	Feasibility study reports	Enhanced revenue for the Fund	1				,	1	1.5	1	1		YEDFB
Undertake				Undertake tailor-made research to support programmes initiatives	No. of research reports	Report with findings	Products diversity addressing the emerging needs	4	1		H		1	7	2.5	m		YEDFB
Undertake Bi- Bi-annual survey				Undertake research on emerging issues	Number of reports	Research report with findings	Diversified products	2	1	1					0.5			YEDFB
Duamicasca   Commission   Commi				Undertake Bi- amual (baseline and end of year) surveys on short and long-term effects and impact of Covid- 19 Pandemic on youth	Ri-annual survey	Bi-annual survey reports	Interventions to address the address the address the long-term effects and impact of Covid-19 Pandemic on youth businesses	∞	2	7	7	7		1	2	m		YEDFB
	Sub-total Budget													2.	7.65			
2,736.31	TOTAL BUDGET 0	PERATIONAL												2,7.	36.31		11	184.20

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Key Actors		YEDFB, GoK	YEDFB, GoK
deg s	Resource: (Ksh Milli		
	2023 /24	985	
: (Ksh	2022 /23	850	3.170
Annual Budget (Ksh Million.)	2020 2021 2022 /21 /22 /23	092	
Annua Million	2020 /21	575	
gets	2023 /24	588	
ance Tal	2022 /23	850	
Annual Performance Targets (Ksh Million.)	2021/ 2022 22 /23	092	
Annual Perfori (Ksh Million.)	2020/ 21	575	
<b>b</b> .	Target for years	3.178	
	Expected Outcome	Increased disbursements	
	Expected Output	Increased amount available for loan disbursements	
	Key Performa Indicator (KPIs)	Amount of Ioan disbursed	
(sə	i) yżivity (i	Loan disbursement	
	Strategy (ies)	Grow YEDF Revolving Fund	URSEMENTS
(s)	Strategic Objective	To increase Ioan uptake	TOTAL BUDGET LOAN DISBURSEMENTS
jį.	Key Resul Area	Affordable Credit	TOTAL BUD



# ANNEX III: MONITORING AND EVALUATION FRAMEWORK

		MONITO	ORING AND EVALUATION MATRIX			
Key Result	Expected Outcome	Expected Output	Key Performance Indicators	Baseline	Target	ət
Area				(2019/2020)	Mid-Term Period Target	End-Term Target
Affordable Credit	Increased disbursements	Increased amount available for loan disbursements	Amount of exchequer received (Development budget)	Ksh335 Million	Ksh402.5 Million	Ksh805 Million
	Increased revolving fund kitty for disbursements	Increase in amount recovered	Amounts recovered	Ksh247.2 Million	Ksh1.12 Billion	Ksh2.47 Billion
		Improved loan recovery rate	Average loan repayment rate	%29	72%	78.5%
	Increased loan portfolio	Business loans disbursed to youth enterprises	Amount of loans disbursed	Ksh473.3 Million	Ksh1.59 Billion	Ksh3.17 Billion
			Loan disbursement rate	81.3%	%62	%37.28
	Increased disbursements	Increased loan uptake	Number of trainings conducted to the field staff	•	2	9
	Increased awareness		Number of youth sensitized and trained Number of loans applied	70,000	110,000	260,000
	Increased loan disbursement	Increased loan application and amounts disbursed	Turn-around time	6 Weeks	3 Weeks	3 Weeks
	Diversified products	Survey reports on emerging issues affecting youth with findings and recommendations	Number of survey reports	·	1	2
		Report on re-engineered loan products	No. of new loan products developed		2	4
Business Development	Enhanced capacity building	Revised training curriculum	Revised training curriculum	1	1	1
Services	Enhanced business growth	380,000 youth trained in entrepreneurship skills	Number of youth trained	63,618	170,000	380,000
	Enhanced business support	7,000 youth mentored in entrepreneurship	No. of youth mentored	008	2,500	000′2
	Increased employment opportunities	10,000 youth facilitated to access employment opportunities	No. of youth accessing employment	ı	4,000	10,000
	Viable businesses established	430 businesses established	No. of businesses established	1	130	430
	Enhanced business growth	15,500 youth supported to access markets for their products	No. of youth accessing market for their products	773	2,500	15,500
		6,000 youth supported to access markets through the aggregator model	No. of youth supported to access markets through the aggregator model		2,200	000′9

## MONITORING AND EVALUATION MATRIX

Kev Result	Expected Outcome	Expected Output	Kev Performance Indicators	Baseline	Target	et
Area				(0000/0100/		
5				(0707 (0707)	Mid-Term Period Target	End-Term Target
		5,500 youth entrepreneurs trained on value addition	No. of youth entrepreneurs trained on value addition		2,000	2,500
	Enhanced service delivery	BDS walk-in framework developed	BDS walk-in framework developed		-	1
	Increased creativity and innovation among the youth	330 youth supported to patent, trademark their businesses	No. of youth supported to patent, trademark their businesses		180	330
	Increased business growth	220 youth entrepreneurs provided with accelerator services	No. of youth entrepreneurs provided with accelerator services		06	220
	Increased number of innovative businesses	1,800 youth provided with business incubation services	No. of youth provided with business incubation services	1,184	200	1,800
	Sustainable incubation program	55 MoUs signed and implementation reports	No. of MoUs signed and implementation reports	ı	50	55
	Youth business growth and sustainability	9,200 youth provided/facilitated with trading spaces	No. of youth provided/facilitated with trading spaces		3,900	9,200
Resource Mobilization	Resource Mobilization Strategy reviewed	Resource Mobilization Strategy reviewed twice	No. of reviews undertaken on the Resource Mobilization Strategy	-	1	1
	Resource Mobilization Strategy Implemented	Annual implementation reports	Number of implementation reports	1	2	4
	Enhanced resource mobilization initiatives	Updated directory of potential donors	Updated directory of potential donors		Updated directory of potential donors	Updated directory of potential donors
	Enhanced financing for YEDF programs & Projects	Ksh.3,901Million received/mobilized from resource partners	Amount of resources received/mobilized from resource partners	Ksh21 Million	Ksh1,950Million	Ksh3,901 Million
	Enhanced YEDF impact through synergy from	4 Annual stakeholder mapping exerdises	Number of Annual stakeholder mapping reports	ı	2	4
	strategic Partnerships &	8 Donor/stakeholder round table fora	No. of Donor/stakeholder round table fora	-	4	8
	Collaborations	12 Signed MoUs, partnership agreements, collaboration frameworks and implementation reports	No. of signed MoUs, partnership agreements, collaboration frameworks and implementation reports		9	12
	Enhanced revenue base for the Fund	Ksh100 Million generated through the Youth Resource Centre	Amount of revenue generated from the Youth Resource Centre	ı	1	Ksh100 Million
	Enhanced fund revolving kitty	Relevant clearances & approvals obtained to source for concessional loans and matching funds	Percentage of relevant clearance & approvals obtained to source for concessional loans and matching funds		100%	100%
		Ksh500 Million concessional loans and matching funds received	Amount of concessional loans and matching funds received		1	Ksh500 Million



		MONITO	RING AND EVALUATION MATRIX			
Key Result	Expected Outcome	Expected Output	Key Performance Indicators	Baseline	Target	et
Area				(2019/2020)	Mid-Term Period Target	End-Term Target
Strengthening Strategic Operations	Improved efficiency and effectiveness in service delivery	Reviewed ICT Strategy and annual implementation reports	Reviewed ICT Strategy and annual implementation reports	ICT Strategy	Reviewed ICT Strategy and annual implementation reports	Reviewed ICT Strategy and annual implementation reports
	•	Increased Customer Satisfaction Index by 5%	Percentage increase in Customer Satisfaction Index	ı	2%	5%
		Annual ISMS Implementation Reports	Number of annual ISMS Implementation Reports	1	2	4
		100% deployment of ICT Infrastructure	Percentage in the number of deployed infrastructure vs requirements	%05	100%	100%
	Increased staff morale, and reduced staff turnover, and grievances	Improved work performance, reduced staff turnover and grievances	Improved performance evaluation composite score	3.3	3.0	3.0
	Improved work performance	Enhanced/improved Performance Management System				
	Competent work force	65 staff capacity built annually	Number of staff capacity built annually	30	45	65
	Improved work performance	Reward and sanction policy developed, reviewed and implemented	Number of Reward and Sanction Policy implementation reports	1	2	4
	Reduced staff turnover	Develop review and implement employee retention policy	Number of Employee Retention Policy Annual implementation reports		2	4
	Assured Business continuity	Developed, reviewed and implemented succession management plan	Number of Succession Management Plan Annual implementation reports	1	2	4
	Reliable data repository	Developed, reviewed and implemented knowledge management framework	Number of knowledge management framework, annual implementation reports		2	4

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, t	End-Term Target	4		Communication and Brand Strategy	4	16	4	200	Updated stakeholders database	4	48	4	16
Target	Mid-Term Period Target	2	Up-scaled/up-graded categorization of YEDFB	Communication and Brand Strategy	2	8	2	100	Updated stakeholders database	2	24	2	8
Baseline	(2019/2020)	Annual payroll and employee benefits reports		1	1	1		1	1	1	2 meetings/forums held quarterly	1	1
Key Performance Indicators		Number of payroll and employee benefits reports	Re-categorization of YEDFB	Communication and Brand Strategy	Number of Communication and Brand Strategy annual implementation reports	Number of quarterly briefs sent to stakeholders	Number of distribution reports	No. of success stories on portal	Updated stakeholders database	Number reports from stakeholder meetings r	No. of reports of meetings held	Number of Annual media campaign reports	No. of reports from exhibitions and open days participated in
Expected Output		Payroll and employee benefits reports	Up-scaled/up-graded categorization of YEDFB	Communication and Brand Strategy	Communication and Brand Strategy annual implementation reports	Quarterly briefs sent to stakeholders	4 Reports of IEC materials developed and distributed	Portal created and updated with 200 success stories	Developed and updated stakeholders database	4 Stakeholder meetings held	Communication outreach and sensitization forums held monthly	4 Annual media campaign mounted	16 exhibitions and open days participation reports
Expected Outcome		Enhanced staff motivation and work performance	Enhanced organizational visibility, performance and efficiency	Communication and brand strategy developed	Communication and brand strategy implemented	Briefs sent to stakeholders	IEC materials developed and distributed	Portal created and updated	Developed and updated stakeholders database	Annual stakeholder meetings held	Communication outreach and sensitization forums held	Annual media campaigns	Increased visibility
Key Result	Area												



## MONITORING AND EVALUATION MATRIX

	Expected Outcome	Expected Output	Key Performance Indicators	Baseline	Target	et
Area				(2019/2020)	Mid-Term Period Target	End-Term Target
	CSR policy developed and implemented	CSR policy developed and implemented	No. of report of CSR activities implemented		8	16
	Internal communication channels developed and implemented	Internal communication channels developed and implemented	Established internal communication channels	,	Established internal communication channels	Established internal communication channels
	Enhanced customer satisfaction	Annual customer satisfaction surveys carried out	Number of Customer satisfaction survey reports		2	4
	Recommendations implemented	Implementation of recommendations of the survey report	Report on implemented recommendations		Implementation reports	Implementation reports
	Customer Call Centre established	Customer Call Centre established and operationalized	Functional call centre		Customer Call Centre established	Customer Call Centre established
	Service charters reviewed	100,000 copies of service charters printed and distributed	No. of reviewed service charters printed and distributed		20,000	100,000
	CRM integrated into customer service	Annual CRM reports	Number of annual CRM reports		2	4
	Effective and efficient service delivery and compliance with all	Quarterly implementation reports on compliance of all statutory requirements	Percentage on quarterly implementation reports on compliance of all statutory requirements	100%	100%	100%
	statuto) y requirents	Legal compliance audit reports	Number of legal compliance audit reports		1	2
	Enhanced controls	Reviewed risk mitigation framework, annual implementation reports	Reviewed risk mitigation framework, annual implementation reports	Risk Mitigation Framework	Reviewed risk mitigation framework, annual implementation reports	Reviewed risk mitigation framework, annual implementation reports
	Efficient and effective inventory management	Inventory management framework, annual implementation reports	Inventory management framework, annual implementation reports		Inventory management framework, annual implementation reports	Reviewed inventory management

## MONITORING AND EVALUATION MATRIX

Key Result	Expected Outcome	Expected Output	Key Performance Indicators	Baseline	Target	it.
Area				(2019/2020)	Mid-Term Period Target	End-Term Target
						framework, annual implementation reports
	Prudent utilization of resources	Revised finance policy and implementation reports	Revised finance policy and implementation reports	Finance policy		Revised finance policy and implementation reports
	Improved safety and security of staff, assets and stakeholders	Quarterly implementation reports	Number of quarterly implementation reports	Quarterly implementation reports	œ	16
	Cost reduction and prudent utilization of resources	Cost Management framework developed	Cost management framework	1	Cost management framework	Reviewed cost management framework
		Quarterly implementation reports	Number of quarterly implementation reports	1	8	16
	Efficient and effective management/maintenance of physical resources	Annual implementation reports of fleet management	Number of annual implementation reports of fleet management	1	2	4
		Annual implementation reports of office maintenance (HQ and County Offices)	Number of annual implementation reports of office maintenance (HQ and County Offices)		2	4
	Enhanced efficiency, quality and effectiveness in the Fund operations and service delivery	ISO 9001:2015 QMS Certification	ISO 9001:2015 QMS certificate QMS Surveillance Audit Reports QMS Internal Audit Reports	1	Certificate QMS Surveillance Audit Reports QMS Internal Audit Reports	Certificate QMS Surveillance Audit Reports QMS Internal Audit Reports
	Enhanced corporate governance	Management of Board affairs; trainings, meetings and implementation of directives/resolutions	Board resolutions and management implementation reports	Quarterly Meetings Board resolutions and implementation by management	Quarterly Meetings Board resolutions/directives and implementation by management	Quarterly Meetings Board resolutions/directives and implementation by management



		OLINOM	ORING AND EVALUATION MATRIX			
Key Result	Expected Outcome	Expected Output	Key Performance Indicators	Baseline	Target	
Area				(0707/6107)	Mid-Term Period Target	End-Term Target
Monitoring, Evaluation and Reporting	Improved performance of programs, loan products and service delivery	Bi-annual M&E reports with recommendations presented to Management and YEDF Board	Number of Bi-annual M&E reports with recommendations presented to Management and YEDF Board for adoption and implementation	Bi annual M&E reports	4	<sub>∞</sub>
	Achievement of set Strategic Objectives	Tracked implementation of the SP for compliance and performance improvement	Mid-term review report with recommendations shared with Management and YEDF Board		Mid-term review report (SP Implementation)	1
	Informed planning and development of 4th cycle YEDF Strategic Plan	End-term review report with recommendations and implementation gaps shared with Management and YEDF Board	End-term review report with recommendations shared with Management and YEDF Board		1	End-term review report (SP Implementation)
Research & Development	Easy access of youth entrepreneurs in need of Market Support through the data bank	Data Bank of youth enterprises/products	Data Bank of youth enterprises/products		Data Bank of youth enterprises/products	Updated Data Bank of youth enterprises/products
	Interventions to address the short and long-term effects and impact of Covid-19 Pandemic on youth businesses	Bi annual survey reports on the short and long-term effects and impact of Covid-19 Pandemic on youth businesses presented to YEDF Management and Board	Number of Bi annual survey reports on the short and long-term effects and impact of Covid-19 Pandemic on youth businesses	1 survey report	4	œ
	Diversified products	Annual survey reports with emerging youth issues	Number of annual survey reports with emerging youth issues		2	4











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