The Ministry of Industry, Trade and Cooperatives & the World Bank Group

The Kenya Industry & Entrepreneurship Project

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$50M

Project Development Objective:
To increase productivity and innovation in select private sector firms

Ecosystem-level

Component 1	**Strengthening the innovation & entrepreneurship ecosystem**
1A	Supporting incubators, accelerators, & related hubs
1B	Addressing the entrepreneurship and technical skills gap

Firm-level

Component 2	**Increasing productivity & innovation at the firm-level**
2A	Building linkages between traditional industries and startups
2B	Supporting managerial and technical skills, and technology upgrading

Component 3	**Project Implementation Support and M&E**
2A	Analyses, impact evaluations, communications, and feedback loops
2B	Project Management Unit (PMU)

Component 1: Strengthening the innovation & entrepreneurship ecosystem

1A: Supporting Incubators, Accelerators, and Related Hubs ("intermediaries")

- The Project will fund "performance plans" for select incubators and accelerators with an emphasis on funding their identified priorities
- Incubators and accelerators will have an independent diagnostic and will then be selected through a pitching and business plan competition and funded over 2-3 years; funding will be disbursed against performance

Identified Funding Gaps

Limited Funding for Core Operations

Limited Funding for Growth Strategy

Limited Funding for Management Development

Program Goals

Support the Diverse Array of Incubation & Acceleration Models

Address Funding Gap for Core Operations

Incorporate Global Best Practices on Gov't-led Support

Component 1: Strengthening the innovation & entrepreneurship ecosystem

1B: Addressing the Technical Skills Gap

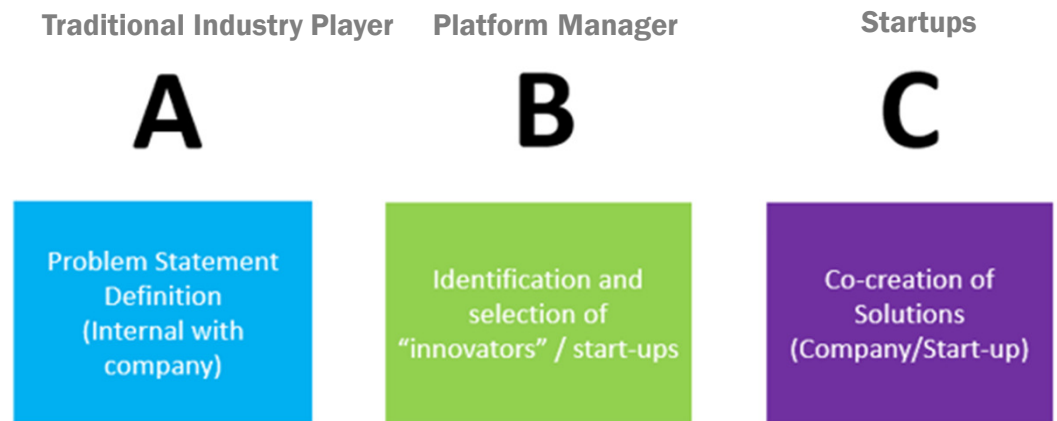| Activity	Gap	Beneficiaries	Probing questions
Data processing and analytic skills	Increase data analysis and data visualization skills	Entrepreneurs and university students	
Coding bootcamps	Improve and increase basic coding (digital) skills	High school and above, interested in working in the tech industry	*What is the absorptive capacity for these skills?*
Industrial technology bootcamps	Increase basic industrial technology skills	High school and above, interested in working in industry that requires industrial-technology skills	*Must this be very sector-specific, and if so, is the cost of provision prohibitive?*
Entrepreneurship/ business trainings	Improve business skills, entrepreneurship and soft skills	Entrepreneurs, focusing on those that were not admitted into incubator / accelerator programs.	*Is there an oversupply of these skills?*
Academia-industry platform	Foster academia - industry relationships	University students, traditional industry	*Is there sufficient interest from the private sector?*

Component 2: Increasing productivity & innovation at the firm-level

2A: Building Linkages between Traditional Industries and Startups

Create a platform that links established firms and young companies, leading to:
- New products, processes, and services,
- Increased technology adoption within traditional firms and/or more frequent use of open innovation processes
- A better understanding amongst young companies of the needs of traditional firms.

Innovation challenges between select large companies from traditional industries and young companies would be implemented.
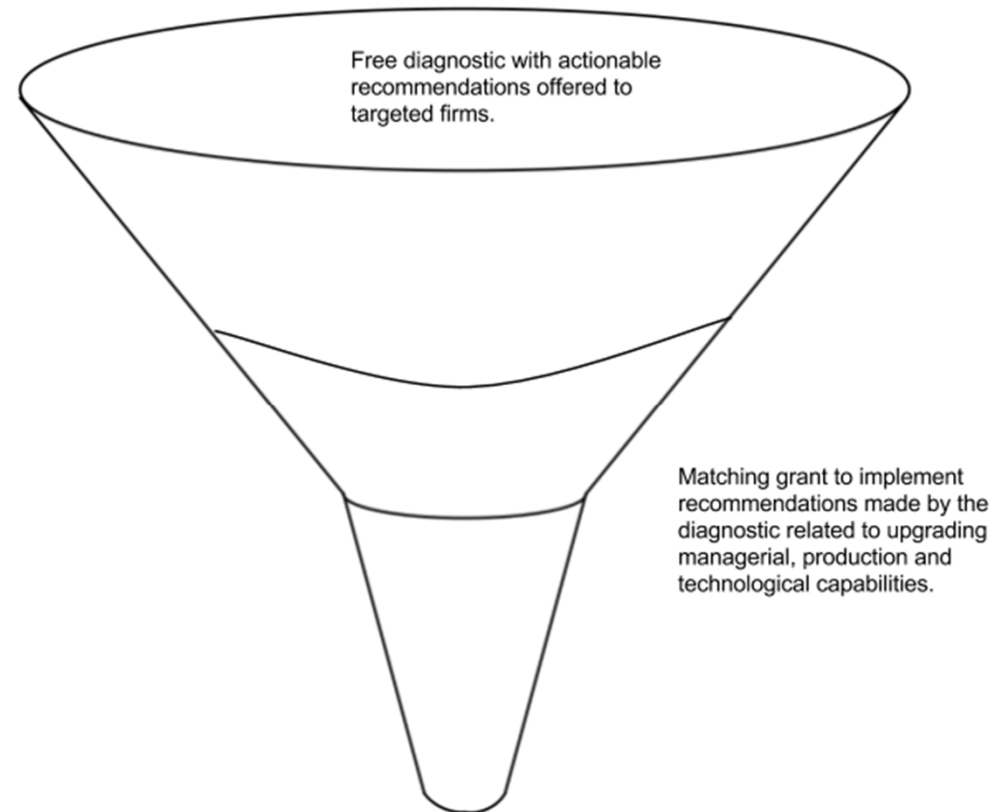
Traditional Industry Player | Platform Manager | Startups

A

B

C

Problem Statement Definition (Internal with company)

Identification and selection of "innovators" / start-ups

Co-creation of Solutions (Company/Start-up)

Component 2: Increasing productivity & innovation at the firm-level

2B: Supporting Managerial and Technical Skills, and Technology Upgrading

Increase productivity in small and medium-sized firms (SMEs) in Kenya, by:

- Identifying gaps and weaknesses in management, production, and technology using a comprehensive diagnostic tool

- Supporting the implementation of upgrading projects through matching grants and technical assistance to improve the managerial and technical skills of firms, and their use and access to technology

- Fostering the supply and demand of high-quality consulting services in Kenya

Free diagnostic with actionable recommendations offered to targeted firms.

Matching grant to implement recommendations made by the diagnostic related to upgrading managerial, production and technological capabilities.

Component 3: Project Implementation Support and M&E

Analyses, impact evaluations, communications, and feedback loops

- Impact evaluations on the skills (1B) and productivity upgrading (2B) subcomponents will be undertaken regularly. The team will look for Task Forces to support these.

- Communication and feedback is critical to success and will be a priority.

- Gender will be a cross-cutting theme.