

Kenyan Universities Contribution Towards

the President's "Big Four" Agenda:

The Case of Mount Kenya University's Graduate Enterprise Academy

Prof. M. Peter Wanderi

Mount Kenya University

email: pwanderi@mku.ac.ke

Lilian Makandi

Mount Kenya University

email: lmakandi@mku.ac.ke

Abstract

Kenya, like all other developing countries in the world, is faced with the task of working strategically towards the achievement of the Sustained Development Goals (SDGs) 2030. These goals whose due date of accomplishment coincides with those of the national development blueprint, namely, the Kenya Vision 2030, have become a major focus of attention in the country. Conferences, workshops, and seminars are organized throughout the country on regular bases by joint multiplicity of organizations to address modalities of ensuring a timely achievement of SDGs in the country. Universities either individually or jointly are working towards this same target. More specifically, there are great areas of concern or priority areas that the country is focusing on as a strategic focus towards the achievement of the Kenya Vision 2030 and SDGs 2030. These strategic areas of focus have been isolated and declared by the President of the Republic of Kenya, His Excellency Uhuru Kenyatta, as the country's "big four priority areas", namely, affordable housing, affordable health care, food security, and manufacturing as a grandiose effort towards achievement of the SDGs, Kenya Vision 2030 as well as job and wealth creation. Similarly, Mount Kenya University's top management established the Graduate Enterprise Academy (GEA) in 2013 under the direct Patronage of the university's Founder with the primary aim of assisting graduates to be job and wealth creators rather than being job seekers. So far, over twenty start-ups are running throughout the country under Graduate Enterprise Academy (GEA). Incidentally, although the Graduate Enterprise Academy's diverse areas of focus extend beyond the President of Kenya's "Big Four" to include ICT and creative arts, among others, there are justifiable cases to indicate that GEA's activities are also in support of the national "Big Four" agenda. This paper gives an exposition of different start-ups under MKU's Graduate Enterprise Academy and are show-cased as evidence of MKU's support towards the achievement of the national "Big Four" agenda. The paper covers a part of an ongoing program through desk-top analyses of reports, with an objective of show-casing MKU's contribution to the national agenda through the Graduate Enterprise Academy for possible scale - up.

Key Terms: Kenya Vision 2030, Sustainable Development Goals 2030, "Big Four" agenda, job and wealth creation.

Universities, Entrepreneurship and Enterprise Development in Africa – Conference Proceedings 2018

doi:[10.18418/978-3-96043-071-1_202](https://doi.org/10.18418/978-3-96043-071-1_202)

Introduction

The Republic of Kenya is a sovereign, commonwealth country that lies astride the equator with its southern part lying on the south of equator and its northern part to the north of the equator. Its south - eastern side borders the Indian Ocean and the whole country is in the eastern part of Africa and at the lower side of the horn of Africa (World Population Review, 2018). It has a total area of 580,000 square kilometers with a steadily growing population which totals to just about 50 million persons where almost three quarters of this population is under the age of 30 years of age. The country is considered as one of the most diverse lands in the world in terms of its geography and the culture of its people (World Population Review, 2018).

The Republic of Kenya launched a development blue print in the name of the Kenya Vision 2030 in 2008. The Kenya Vision 2030 pillars resonate very closely to the sustainable Goals 2030 which the country also aspire to achieve side by side with the Vision 2030. As the country moves on towards 2030, a score card is well observed by various stakeholders about the grandiose performance towards achievement of the said targets or non-achievement of the same. For instance, by 2018, ten years after the launch of the vision statement, the milestones achieved could very well be observed all over the country. These include construction of super highways and railway infrastructure, constitutional amendment, community empowerment, and educational reforms among many other development milestones (Kenya Vision 2030 Newsletter No. 001, - Undated). Unfortunately, at the same time, even as the country observed its tenth anniversary since the launch of the “magical” vision blueprint, there was still a lot more that remained to be done if a balanced score of a hundred per cent of this very ambitious, national development blue print will ever be achieved within the stipulated time. Needless to say, despite a number of handicaps at a national level that need to be cleared, the two successive governments of Mwai Kibaki who launched the blueprint in 2008, and the subsequent one headed by President Uhuru Kenyatta who succeeded Mwai Kibaki, have shown tremendous commitment to leave no stone unturned in ensuring a timely delivery of the national Vision 2030 and by extension or concurrently the Sustainable Development Goals to Kenyans (Voluntary National Review, 2017; Aminga, 2018).

The Kenya Vision 2030 vis-a-vis President's Big Four Agenda

The Kenya Vision 2030 has 3 main pillars, namely, economic pillar, social pillar and political pillar. Since its launch in 2008, the achievement of the Kenya Vision 2030 has so far been strategically affected through a series of Mid-Term Plans (MTPs) distinguished as a MTP I (2008 to 2012), MTP II (2013 – 2017) and MTP III (2018 to 2022). It is of importance to note that, the formulation of Kenya Vision 2030 was informed and motivated by a collective desire by all stakeholders to have Kenya transformed into a middle-income country with a high quality of life for all Kenyans. The target development also includes a national-wide provision with a clean and secure environment for all Kenyans to live in (Kenya Vision 2030 Newsletter No. 001, - Undated).

In order to channel more national resources and efforts towards achievement of the Kenya Vision 2030, (and also the SDG 2030) the forth President of Kenya, His Excellency Uhuru Kenyatta, upon his ascent to power, for the second and supposedly last term in 2017, promised to deliver to Kenyans a results-driven governance. He promised to prioritize the achievement of four main development milestones derived from the Kenya Vision 2010 blue print and

found critically necessary for fast-tracking. More specifically, according to Aminga (2018) and various available reports and write ups, the President's Big Four Agenda aims at;

- a. Boosting the manufacturing industry in order to create jobs.
- b. Contributing towards food security,
- c. Provision of affordable housing to all, as well as,
- d. Provision of a universal healthcare.

These four targets are popularly referred to as the President's Big Four Agenda and are to be delivered to Kenyans by 2022. To a large extent, the President's Big Four Agenda is a kind of a mid-term plan that should directly contribute towards the achievement of the Kenya Vision 2030. The President's Big Four Agenda, as it is called, has attracted support from different parts of the world (Aminga, 2018). These include among many others, the USA as implied by a one-on-one meeting between President Uhuru and President Donald Trump at the White House, Washington DC, on 27th August, 2018. President Uhuru's visit to the US seemed to have attracted investors to Kenya on the Big Four Agenda's related investments.

Different organizations within the country are expected to align their development targets along the President's Big Four Agenda. For instance, the Kenya Commercial Bank, which is the largest bank in which the government has an extensive ownership of shares, has inclined its targets towards the President's Big Four Agenda by sponsoring youth empowering programmes in agribusiness. The efforts of achieving the Big Four agenda must also be aligned with the realities on the ground in Kenya. For instance, according to Mwangi Jane (2018), the food security target can also take advantage of the dynamism of the youth and lure them into agriculture. In order to motivate the youth into agriculture and other, innovative and concerted efforts from both the public and private sectors are needed. Expectedly, in a synergetic approach, the private and public sectors could repackage farming or agriculture in the best ways that are attractive to the youth. This may include addressing other related issues such as lack of access to finance, inaccessible technology and land ownership challenges. Quoting the words of Alberto (2018), if agribusiness is well promoted, it will be a sure way of employment and wealth creation especially among the youth. It is anticipated that, the Big Four Agenda will very positively affect all regions of Kenya including those that have been apparently disadvantaged such as the Arid and Semi-Arid Lands (ASALS) (Hassan, 2018). Land subdivisions and land ownership issues have also been identified as challenges in achievement of food security for the Big Four Agenda (Ikanda, 2018, Caritas 2018). According to Ikanda (2018), small farm sizes which have resulted after many sub-divisions over the years make it difficult for adoption of new farming technology. These include incapacity to produce adequate seeds as well as challenges in farm tilling methods.

Likewise, concerted efforts are required from universities, private and public sector as well as from Non-Governmental Organizations (NGOs) and activists in ensuring the success of the Presidential Big Four Agenda. Through the popular quad-helix model of service delivery, the multiplicity of all these forces in action will potentially lead to a definite success in achieving the Big Four Agenda in Kenya. To confirm on the need for universities to join in the promotion of the Big Four Agenda, President Uhuru Kenyatta called upon the universities in Kenya to join other stake holders in promoting the Big Four Agenda. According to the President's Strategic Communications Unit - PSCU (2018), the President made this pronouncement in December 2018 during a graduation ceremony at one of the Kenyan Public

Universities in Siaya County, where he challenged academic and research institutions to play a leading role in the achievement of the Big Four Agenda through research, innovation and technology interventions. “I would like to see universities drive the national research agenda along our priority areas. I also expect universities to deliberately pursue linkages with industry, where research findings can be commercialized and offer practical solutions to our national needs,” the President said (President's Strategic Communications Unit – PSCU, 2018).

Given the aforementioned background and considering that Mount Kenya University (MKU) in 2013 founded the Graduate Enterprise Academy (GEA) as a facility through which the university would nurture the youth's owned businesses and develop them to the next level, this paper show cases how the President's Big Four Agenda has been advanced at MKU's Graduate Enterprise Academy. As the country's private and public sectors continue to work on the President's Big Four Agenda, it is vital to reflect on MKU's efforts and synergies in contributing towards the achievement of the said five year- long national agenda as presented in this paper.

About MKU's Graduate Enterprise Academy (GEA) as a pace setter

MKU's Graduate Enterprise Academy (GEA) was established by the Founder of the University, who is also the Chair of MKU's Board of Directors, Professor (Dr) Simon Gicharu in 2013 as a forum for assisting the Kenyan youthful graduates to have a mindset change from being job seekers to being job creators. So far, 24 young people are running their businesses in different parts of the country under the mentoring and continuous nurturing of the Graduate Enterprise Academy at MKU. The GEA's mission is: “To identify, nurture and mature youth entrepreneurs across Africa” (Gicharu, 2016).

The Graduate Enterprise Academy (GEA) was instituted by MKU in 2013 as a community outreach forum whose activities are primarily geared towards youth empowerment and edification through entrepreneurial and leadership-oriented training. The impact of GEA has been phenomenal. This is due to the carefully selected and highly potent training which is blended from various renowned programs derived from across the globe. It is offered by a well selected team of qualified and experienced practitioners and professors (Gicharu, 2016).

The GEA program at MKU has gone through progressive evolutionally changes since inception which have been informed by theories of entrepreneurial promotion (Gartner & Reynolds 2004), community dynamics as well as viability options (Wanderi, 2017). So far, two cohorts have been commissioned whose beneficiaries are running their businesses across the country. As a business accelerator, GEA embraces the Public – Private Partnerships strategy to ensure a quad-helix model. Exhibitions, face – to – face and digital mentoring, networking and monitoring and evaluations are key hallmarks of the GEA strategic operations.

Figure 15: Mentored by the best: A mentoring session of the Graduate Enterprise Academy (GEA) Cohort Two beneficiaries by the GEA Patron and Founder of Mount Kenya University, Prof. Simon Gicharu, at MKU, Thika Campus. Some trainers and MKU staff are also seen in attendance.



The Spread of GEA nurtured enterprises among the Big Four Agenda

A report submitted to the Mount Kenya University (MKU) Council in June 2018 on the impact of the Graduate Enterprise Academy to the local community shows the GEA's twenty-four enterprises, which are nurtured across the country (MKU Council Report, 2018). The said Council Report covered the same period and the year (2018) when this paper was presented at Bonn-Rhein-Sieg University of Applied Sciences (Germany). Additionally, the Graduate Enterprise Academy at MKU in the same year (2018) collaborated with the muData Analytics Institute of Germany in conducting data science training sessions to Small and Medium Enterprises (SMEs) at five counties in Kenya, namely, Nairobi, Nyeri, Nakuru, Eldoret and Mombasa. Some of the SMEs who were trained were within the coverage of the President's Big Four Agenda as shown here below (Wanderi & Mwangi, 2019). Therefore, from that MKU 2018 Council Report, ten (10) out of 24 (41.5%) of the GEA enterprises are seen to fall within the President's Big Four Agenda as shown in the following table. An additional analysis is made on the same table of the enterprises mentored through the 2018 data science for SMEs training project that were within the President's Big Four agenda.

Table 1: A table showing the 10 of GEA Cohort I and II enterprises and the GEA - muData Institute's Collaboration which are oriented to the President's Big Four Agenda (Adapted from MKU Council Report, 2018 and GEA – muData Institute Collaboration Report, 2018).

Table 24: A table showing the 10 of GEA Cohort I and II enterprises and the GEA - muData Institute's Collaboration which are oriented to the President's Big Four Agenda (Adapted from MKU Council Report, 2018 and GEA – muData Institute Collaboration Report, 2018).

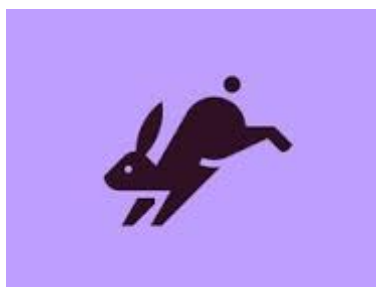
SN	Enterprise/Business Location	Type of business	Impact to the community along the Kenya's Big Four Agenda
1.	Friends of Farmers initiative located in Chuka County	Agrovet and small scale manufacturing of animal feeds	Helping livestock farmers to improve production for a better input towards food security
2.	Cruise International Limited Kericho County	Building & construction	Construction with affordable bricks. A vital input towards Presidents Agenda on provision of affordable housing
3.	Mars Property Developers Kitui County	Property agent	Solving the problem of housing in the community. A vital input towards Presidents big 4 Agenda.
4.	Benplast Investments Kitui	Water packaging	Clean and healthy water that is purified and hygienically packed for Food security
5.	Wynnestart Rabbit Hub Kirinyaga	Rabbit rearing	A rare type of business within the community that seeks to also encourage the community on the importance of rabbit rearing contributing to food security
6.	Umoja Stores Maua Meru	Distribution of cereals	Sales of cereals across boarders hence solving the problem of scarcity. A vital input towards Presidents big 4 Agenda on food security as a marketing outlet.
7.	Gibson's Grill and Caterers Nairobi	Catering services	Food and refreshment business for events allowing the hosts to enjoy their events serving as a vital marketing outlet on food security.
8.	TunaCare Health Clinic Kiambu County	Health service	Offers health services to the community with specialized attention to the patients
9.	Karibu Furniture Ltd Thika	Sale of furniture	Sale of modern furniture to the client. Involves online marketing of the items. Promotes small scale industries for timber products assemblage
10.	Umoja Medical Services Thika	Health service	Offering affordable health serves to a nearby slum where most of the people cannot afford specialized treatment
11.	GEA – muDAI Institute of Germany collaborative training on data science to Small and Medium	Out of 64 SMEs that were trained at 5 counties, 15 (23.5%) of them were within the	These included; ✓ Food security – 8 (12.5%) ✓ Manufacturing – 4 (6.3%) ✓ Health – 2 (3.12%)

	Enterprises (SMEs) held in 2018.	presidents big four agenda	✓ Housing – 1 (1.6%)
--	----------------------------------	----------------------------	----------------------

As a way of showing the above mentioned GEA enterprises; one of them is presented here below in greater details for possible replication as presented by Wynnstart Business Plan (2018).

An Exhibition of the Wynnstart Rabbit Hub

Figure 16: Wynnstart's Rabbit Hub (Unregistered) Trade Mark



The illustration shown above is the Wynnstart Business Hub's trading impression. Wynnstart's other details are as follows;

Business Name: WYNNESTART RABBIT HUB.
 Address: P. O. Box 11,
 WANG'URU KIRINYAGA.
 Telephone: +254724120474
 Presenter: ESTHER WAINOI NDIGA (Proprietor)
 Email: estherwynnes@yahoo.com

Wynnstart's Founding and Competitive Advantage

The idea of starting Wynnstart Rabbit hub came in 2015 after realizing that there is a high demand for white meat within Kirinyaga County and surrounding areas as it is considered healthy than red meat. There was also a rising demand for bunnies by Rabbit World Company which buys grown-up rabbits and processes rabbit meat products for sale. The business is in the agro-business industry and it involves rabbit keeping. The owner of the business is Esther Wainoi Ndiga and the amount that was used to start the business is Ksh 300,000 (USD3,000). The main objective of this business is to maximize profits, create awareness on the benefits of consuming white meat from rabbit and create employment.

The business is owned by Esther Wainoi Ndiga who is the main sponsor under Wynnstart Enterprises and partly on a loan from a parent. The rabbit keeping business started in early January 2015 and was later on incorporated as a registered business in March 2016 as shown on Appendix A. In September 2015 the proprietor signed a contract with the Rabbit World Company (See Appendix B) who supplied the business with eight (8) does and one (1) buck

at a negotiated cost of ksh4500-5000 (USD 45 – 50) each. This was after extensive research about rabbits rearing and the market of rabbits in Kenya. From the research, the proprietor discovered that there is a high demand for bunnies and rabbit meat since many people are changing from consumption of red meat to white meat. This was a great opportunity for Wynnestart especially after acquiring the knowledge that the business is not yet saturated in the country. From the plan of events, Wynnestart started by putting up rabbit cages. It was after this that the proprietor signed a contract with the Rabbit World Company that supplies does and bucks to farmers and later harvest the bunnies for them after four to five months at an agreed price. The business has two employees who are paid weekly. The employees maintain the cleanliness of the cages, feed the rabbits and keep their records, which are very important chores in the venture. A doe can give birth to around 3-10 bunnies at a time. The gestation period of a rabbit is one month. Multiple births and less work in maintaining a rabbit makes this business a good venture. Additionally, the prospects of this business venture are increased by the low mortality rate of rabbits; they are easy to feed as they eat different foods like hay, rabbit pellets and greens that are affordable and readily available within the neighborhoods. Above it all, rabbits are not prone to diseases as long the cleanliness is maintained in their cages. Cleanliness is the secret to having healthy and disease-free rabbits.

At its highest point of operation, the venture had eight (8) does; one (1) buck and forty (40) bunnies and this number has been varying from time to time due to various reasons. The first lot of thirty (30) bunnies which were 4- 5 months old was harvested in March 2016. With that momentum of the births, Wynnestarts' biggest goal is to make this business a multimillion business with a population of 500- 1000 rabbits. This will make it possible to produce rabbit related products like samosas (a local delicacy), sausages, packed meat for both local market and export. With that dream of expansion, capital has been a major consideration in the business.

The business is expected to have a competitive edge over its competitors by offering consumers greater value for their money, high quality meat at affordable prices thus satisfying the customers' needs. The business mostly targets the residents of Kirinyaga County and the surrounding counties. These consumers are reached-out through vigorous strategic marketing and promotion / advertisement campaigns through radio, and posters within the town. However, the most effective promotion campaign undertaken is by offering quality products at a lower price. Compared to its potential competitors, this also includes conducting promotion campaigns in various places to introduce its products and also make awareness to potential customers about the existence of rabbits and rabbit products in the local market.

Wynnestart's Vision, Mission Statement and Core values

Vision: To make Wynnesstart Rabbit hub a multimillion enterprise in Kenya with a population of 500-1000 rabbits, supplying rabbit and rabbits-related products for both local and export markets.

Mission: To make rabbits, and rabbit products readily available in the Kenyan market by creating awareness on the benefits of consumption of white meat.

Core values

- Reliability
- Sustainability
- Innovation and excellence

The business objectives are as follows:

1. To make rabbit bunnies and rabbit products readily available in the market in Kirinyaga county and surrounding counties.
2. To create more job opportunities especially for the many jobless youths.
3. To promote the consumption of white meat in the country:
4. To expand the size of the business and open branches in the other towns in Kenya:
5. To produce rabbit products for export.

Wynnestart's location

Wynnestart is located at Mwea constituency in Kirinyaga County along the Embu - Nairobi highway. The nearest town to the business is Kimbimbi town where one branches on the left from the highway on the way from Nairobi and travels for about 2km along the corrugated road. The village at which the business is located is called Kianganga at the late Mr. Ndiga's farm.

Wynnestart's Management Team, Operational Plan and Future Plan

The business is a sole proprietorship headed by Esther ndiga as the Executive Director. The business also has two employees who are at the ground, in charge of feeding the rabbits and maintaining cleanliness in the cages. The main objective of the management team is to maximize profit, wealth maximization, welfare of employees, interest of consumers, fair dealing with suppliers and welfare of society. Wynnestart rabbit hub will in future venture towards the increase in the number of bunnies; therefore the business will need more facilities to meet the projected growth as follows:

- a. 15-30 additional cages to reduce the congestion in the available cages
- b. 20 serving dishes
- c. Additional two employees
- d. More pellets from 50kg per month to 100kgs per month to cater for expanded rabbits population.
- e. More space
- f. More land to plant fodder and put up new cages
- g. Security guard
- h. A computer for easier record keeping.

Wynnestart's Uniqueness of product

Wynnestart rabbit hub particularly concentrates on bunnies as the product and also other rabbit products like the meat, urine and manure. A doe which is a female rabbit can give birth to around 3-10 bunnies at a time. The

gestation period a rabbit is one month. Multiple births and less work in maintaining rabbits will make the business a unique venture. With that momentum of the births, the goal is to make this business a multimillion business with a population of 500 - 1000 rabbits. This will make it possible to produce rabbit-related products like samosas, sausages, packed meat for both local market and export. Other rabbit products that are produced include manure, which is sold locally. Rabbit urine which is collected daily is sold to the local farmers as it is used as a pesticide.

Wynnestart's entry into the market and growth strategy

The businesses entered into the market after two months of advertising prior to its opening by pinning posters around the area. Since it is an agro business, more marketing was done after the first produce. It also considered competitive strategy for entry where it offers good quality products at affordable prices unlike the competitors who offer their products at very high prices therefore over-exploiting the customers. Wynnestart rabbit hub is working hard towards building its marketing strategy on a firm foundation of not only getting many customers for their products, but keeping loyal customers through production of high breed bunnies and high quality rabbit products. An informative advertising has been going on to create awareness of rabbit products within the county and the surroundings.

Wynnestart's Business competitive edge

For a business to thrive, the entrepreneur should first target potential customers. The customers can be classified according to their location, occupation, social status and age group. There are homogeneous groups of people who get Wynnestart's products regularly. They include:

i. Rabbit World Company

Rabbit World Company in Nyeri are Wynnestart's main customer for the bunnies. They started with a renewable one year contract with Wynnestart Rabbit Hub as described earlier on. The company buys bunnies at a price of ksh.1000 (USD10) each. (See an illustration on Appendix C).

ii. Individuals and others

This constitutes the largest number of people that the entrepreneur deals with. These are the clients who come to buy does and bucks direct from the farm. (See an illustration of the cages used on Appendix D). Apart from the bunnies, the entrepreneur also sells rabbit products like manure and urine to the local farmers. The future growth of the company visions its market to include supermarkets and hotels.

Wynnestart's SWOT Analysis

The overall strength, weakness, opportunities, and threat analysis i.e. SWOT-analysis is clearly shown in the following chart.

Table 2: Wynnestart's strength, weakness, opportunities, and threat (SWOT) analysis

COMPETITORS NAME	STRENGTH	WEAKNESS	OPPORTUNITIES	THREATS
Competing small scale rabbit farmers	Have the required technical and managerial skills.	Poor location and unmotivated workers.	May receive a tender from Rware primary	Auctioneers may storm the premises anytime due to unpaid loans.
Wynnestart Rabbit Hub	-Good location - Have the Required technical and managerial skills	-Unmotivated workers -Unknown public image	May receive tenders from some neighbouring schools and other outlets.	Trustworthiness of the customers.

Having done the market research, the business is in an advantageous position to compete with the other similar local businesses because Wynnestart has a lot of strengths than the competitors.

Wynnestart's Risks Mitigation

These are proactive measures that are put in place to mitigate against the possible risks and problems. They include:

- Maintenance of clean environment in the cages to avoid infections.
- Correct use of antibiotics and powder pesticides coupled with regular checkups by veterinary specialists.
- Strategic marketing through sensitization of the local population on the benefits of rabbit meat to increase outlets.
- Continuous research on rabbit keeping.
- Proper training of the employees on the daily basics of handling rabbits and the drugs to administer.

Conclusion

Kenya as a developing country is faced with various challenges which need collective action to mitigate. These include a wide socio-economic gap, youth radicalization, frequent occurrence of droughts and famines within the arid and semi – arid areas, unemployment and underemployment especially among the youth, among others. These challenges justify the country’s commitment of resources towards the Kenya Vision 2030 strategy which aspires to transform the country to a middle-income country with a high quality of life. The Kenya Vision 2030 as a development blueprint is a structured plan of action that shall lead the county to a national-wide provision with better quality of life, and a clean, secure environment for all. The commitment towards achieving Kenya Vision 2030 milestones goes hand-in-hand with the national-wide activities that are geared towards achievement of the Sustainable Development Goals (SDGs) 2030. With a view to fast-track these achievements, the President of Kenya strategically declared the Big Four Agenda in 2017 as well informed for it sets a faster pace of working towards the Kenya Vision 2030 as well as the SDGs by various groups of people working individually or collectively. The president makes it clear that universities must join other stakeholders in working towards the achievement of the Big Four Agenda. Mount Kenya University as the largest private university in the country and in the region takes stock through this paper to confirm that it is working in tandem with the national priorities of the Big Four Agenda through training, research and community outreach. This is made possible in various ways including the works of the Graduate Enterprise Academy (GEA) whose sole mandate is youth empowerment as a community outreach. Through the analysis of this paper, GEA is seen to have committed itself to the execution of the president’s priority areas of the four development targets to be achieved by 2022. While there is still more room for additional up take of activities by GEA on the one hand, the GEA model on the other hand is seen to be a case that can be replicated at a wider scale to serve as a national catalyst in leading to youth edification as a necessity in Africa today and in the next few decades to come.

References

- Alberto, Leny (2018). On, Africa must use Agriculture as anti-poverty tool. People Daily Newspaper, 11th September, 2018., p.11.
- Aminga, Fred (2018). On, the Big Four Plan beckons Savvy US investors. The People Daily Newspaper, Business hub. Wednesday August 29 2018, p.15.
- Gartner, W. B., Carter, N & Reynolds, P.D. (2004). Business Start-up Activities. In Handbook of Entrepreneurial Dynamics: The Process of Business Creation, edited by W. Gartner, K. Shaver, N. Carter, & P. Reynolds (Eds.), 285–299. Newbury Park, CA: Sage.
- Gicharu, Simon Nyutu (2016). Entrepreneurship Development and Innovative Policies for Job and Wealth Creation in Africa. A Paper presented at Pride Inn Paradise Beach Resort, Mombasa, 7th June 2015, During the CAPA 2016 International Conference.
- Hassan, Mohamed (2018). On State’s Big Four Agenda will change ASAL areas. People Daily Newspaper, 11th September, 2018, p.13.
- Ikanda, Pauline (2018). On, Land sub-divisions big hurdle for food security. People Daily Newspaper, 11th September, 2018, p.13.
- Kenya Vision 2030 Newsletter No. 001(Undated). The Kenya Vision 2030 Newsletter Issue No. 001 (2008 –2012) <http://vision2030.go.ke/inc/uploads/2018/05/Kenya-Vision-2030-Newsletter.pdf>.


- Mount Kenya University Council Report (2018). On, Graduate Enterprise Academy's Impact to the Society, Submitted to the University Council in June 2018.
- Mwangi, Jane (2018). On, Make Agriculture Attractive to the youth. People Daily Newspaper. Wednesday 29th August, 2018 (p.11).
- Ndiga, Esther Wainoi (2018): Wynnstart Rabbit Hub Business Plan.
- One World - Nations Online (2019). The Political Map of Kenya: 1998-2019.
https://www.nationsonline.org/oneworld/map/kenya_map2.htm (Accessed on 26th January 2019).
- President's Strategic Communications Unit – PSCU (2018). On, Uhuru Challenges Varsities to Play Leading Role in Achievement of Big 4 Agenda. Capital News, Dec 15 2018.
<https://www.capitalfm.co.ke/news/2018/12/uhuru-challenges-varsities-to-play-leading-role-in-achievement-of-big-4-agenda/>. Accessed on 26th January 2019.
- Voluntary National Review (2017). High Level Political Forum (HLPF) on Sustainable Development.
<https://sustainabledevelopment.un.org/memberstates/kenya> (Accessed on 29th January 2019).
- Wanderi, M. Peter (2017): The Graduate Enterprise Academy Entrepreneurship Promotion Program: Kipacha Technologies and Stejo Tours and Travel Limited. In, Universities, Entrepreneurship and Development in Africa – (International) Conference Proceedings of German – African University Partnership Platform for Development of Entrepreneurs and Small / Medium Enterprises (2017); Edited by Justus Munywoki and Bode Jurgen (pp. 230-254. Hochschule Bonn-Rhein-Sieg University of Applied Sciences GAUP_Conference_Proceedings_2017.pdf (2017).
- Wanderi, M. Peter and Mwangi, Linda (2019). MKU's Graduate Enterprise Academy and muData Institute of Germany Collaborative Training of Small and Medium Enterprises (SMEs) on Data Science in 2018. A Report Submitted to the University Management Board (UMB) on February 5th 2019.
- World Population Review (2019). <http://worldpopulationreview.com/countries/kenya-population/> (Accessed on 26th January 2019).

Appendix A: WYNNESTART'S CERTIFICATE OF INCORPORATION

Form BN/3
(358626)

(r,5)

REPUBLIC OF KENYA



THE REGISTRATION OF BUSINESS NAMES ACT
(Cap. 499, Section 14)

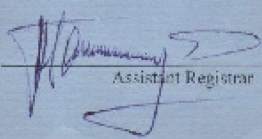
CERTIFICATE OF REGISTRATION

I hereby **CERTIFY** that ESTHER WAINOI NDIGA carrying on business under the business name of


WYNNESTART ENTERPRISES

at PLOT NO 54 KIRINYAGA ROAD KIRINYAGA, P.O. BOX 11-10303 WANGURU have/has been duly registered under Number BN/2016/414870 pursuant to and in accordance with the provisions of the Registration of Business Names Act and Rule made thereunder.

Given under my hand at **NAIROBI** on 14TH MARCH 2016


Assistant Registrar

Appendix B: WYNNESTARTS' COPY OF A SALE RECEIPT FROM RABBIT WORLD CO.



RABBIT WORLD
Economic Empowerment Program, Yes To Rabbit Journey
Tel: 0701 562 556 / 0722179119 / 0772827503 / 0721944959 / 0722 148 252

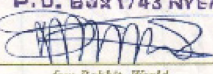
No. **676** Date: 12/09/2015

RECEIVED from ESTHER WAINOI NDIGA
the sum of Shillings Forty Three Thousand only

being payment of Purchase of Rabbits

43,000/-
Kshs. Cash/Cheque No.

With thanks
RABBIT WORLD LTD.
P.O. Box 1743 NYERI


for: Rabbit World

Appendix C: WYNNESTART'S PROPRIETOR DISPLAYING SAMPLES OF HER PRODUCTS FOR SALE



Appendix D: A PHOTO OF WYNNESTART'S RABBIT CAGES

