

Final Evaluation Report

Year 2016- 2021

“Expanding and Sustaining the CAP
BEST Program and Model in Kenya”



**SUMMARY OF FINDINGS, LESSONS AND RECOMMENDATIONS FROM
THE FINAL EVALUATION OF
THE EXPANDING AND SUSTAINING THE CAP-BEST PROGRAM AND MODEL IN
KENYA**

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1. BACKGROUND

This Summary Report encapsulates the results of a summative evaluation of the second phase of a youth employment project implemented under a partnership of CAP Youth Empowerment Institute (CAP-YEI) and the Mastercard Foundation called “*Expanding and Sustaining the CAP-BEST Model in Kenya*”. The project has been implemented over the period September 2016 to August 2021. With technical support from CAP Workforce Development Institute (India), and financial support from the Mastercard Foundation, CAP YEI has been implementing this second phase of the project which was formulated to iterate on the first phase but build on the lessons and experiences of the BEST model that has not only seen tens of thousands of young men and women transition from education to meaningful livelihood activities, but has also influenced systemic transformations of skills development landscape in Kenya. The first phase was implemented in 2011-2016, and for both phases there has been phenomenal results.

The Mastercard Foundation is a global, private foundation based in Toronto, Canada. Programs supported by the Foundation aim to expand access to learning, employment, entrepreneurship, and financial services. For more information, please visit www.mastercardfdn.org

CAP YEI, is a registered Kenyan NGO that works to bridge the existing gap between learning and earning in the Kenyan youth, with a focus on vulnerable and marginalized young people.

The Basic Employability Skills Training (BEST) as a strategic model utilized by CAPYEI in the project, brings together various components that close employability gaps that Kenyan young men and women face,



particularly those from vulnerable backgrounds and predispositions, in their transition journeys to the world of work. The components include market scan as the start point for designing of courses, curriculum development, mobilization of youth, induction, classroom training, work readiness training, placement services and review of the program, and with this the youth will have training, mentorship, field and workplace exposures, internships, entrepreneurship, and job placement services, all of which are directly informed by market demand and opportunities.

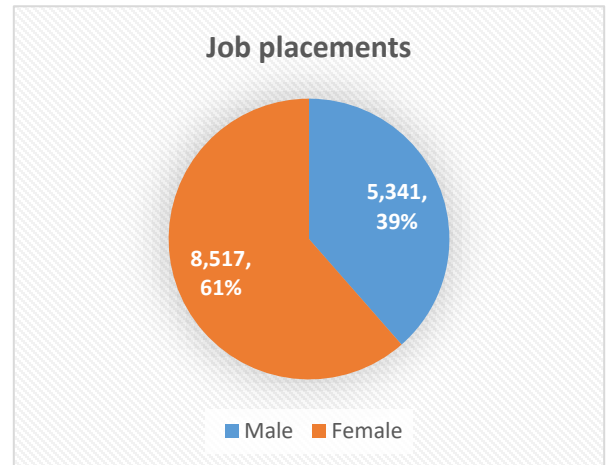
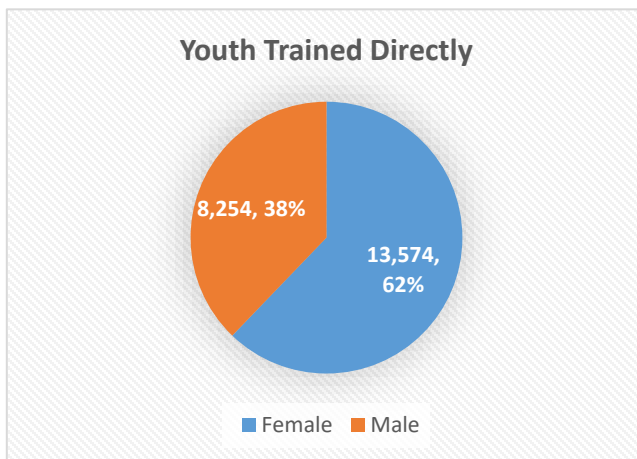
The abridged version summarizes the findings of project performance against set objectives, the key lessons, conclusions and recommendations which can be utilized in the spheres of skills development and in any iteration of similar projects. It also showcases one story of a CAP YEI beneficiary.

2. KEY FINDINGS

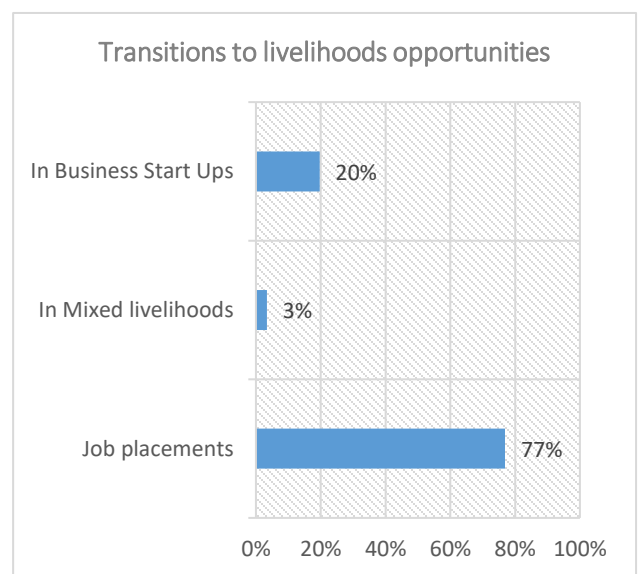
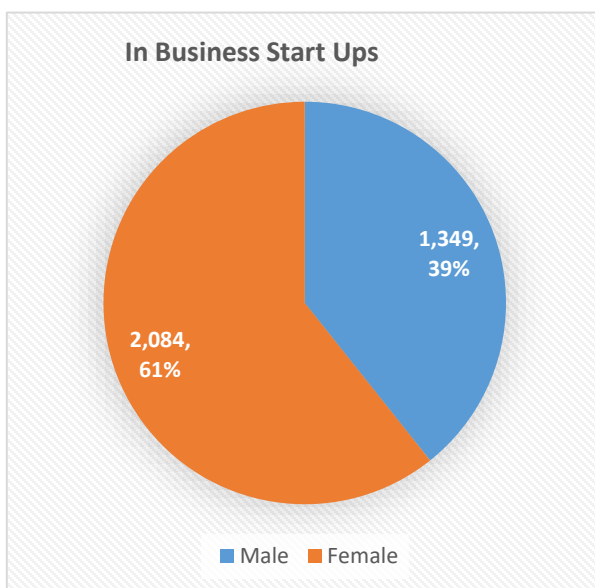
The second phase broadened the outreach to the youth, expanded entrepreneurial pathways and deepened the expertise to pilot new approaches, as well as scaled-up CAP YEI's BEST MODEL approach through capacity development of the TVET sector, which was a systemic change with sustainability engrained. This section summarizes the key findings of the evaluation

EXPANDED DIRECT REACH TO YOUNG PEOPLE – TRAINING, JOB PLACEMENTS AND ENTREPRENEURSHIP PATHWAYS

- Directly trained youth targets reached were 21,828 for indirectly trained (of whom 62% are young women) and 42, 244 indirectly via government VTCs
- High Job Transitions - 77% to job placements, 20% to business and 3 % to mixed livelihoods with more women securing livelihoods than men as indicated in the charts below



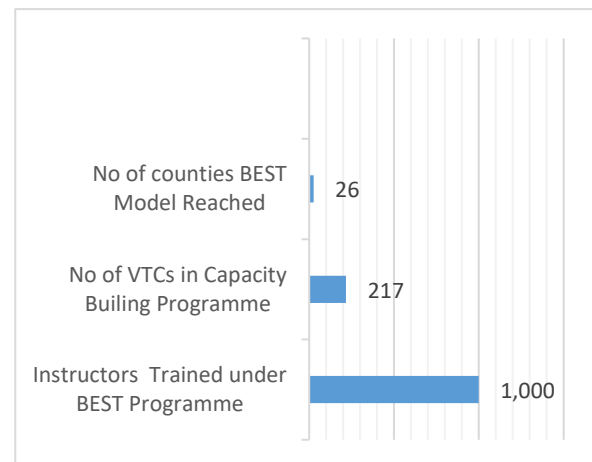
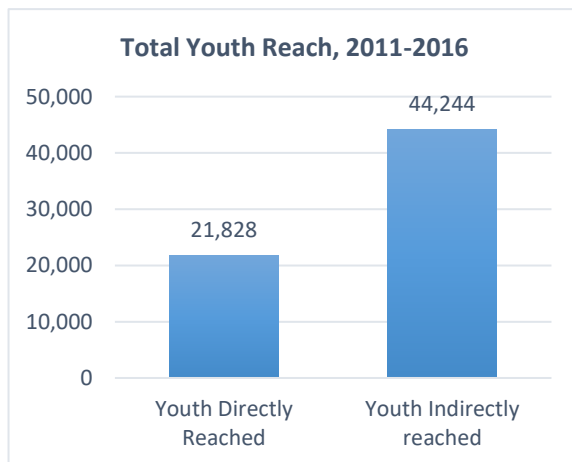
- 3,433 business started by young people against a target of 4,000.



□ SYTEMIC TRANSFORMATION IN THE TVET ECOSYSTEM

Evolution of the model to support TVET transformation and reforms through contribution to the implementation of the Kenya government CBET policy framework at National and County level with an aim to drive change. CAP YEI became a partner to government with the two levels of government (County and National) to build capacity of the VTCs to implement the BEST Model which is aligned to the CBET model. Some aspects the BEST Model has contributed to the CBET model include:

- ✚ The curriculum design of curriculum based on a response to a market need from market scans and employer engagement. The substantive content is focusing beyond just the use of basic entry level digitalization and use of ICTs
- ✚ Introduction and emphasis of “soft skills” courses and their role in preparation of the young people to fit in the world of work. BEST Curriculum was adopted in the CBET system.
- ✚ 1000 instructors trained against a target of 500 in 317 VTCs from 26 counties in Kenya. This led to an indirect reach of 44,244 youth against a target of 39,000 youth



□ SATISFACTION BY EMPLOYERS WITH “HANDS-ON” TRAINED YOUTH

Employers have subsequently increasingly embraced CAP YEI graduates as compared to those from other institutions since it gives them (the employers) the opportunity to access a “readymade” workforce. The transition rates to employers is one of the highest at over 77% for wage employment and 20% for self-employment. BEST Model which has 3-4 months’ cycle has demonstrated that it is an amenable solution for employers as compared to other models that take even longer time.

□ DOCUMENTING AND SHARING TOOLS, LESSONS AND EXPERIENCES FROM THE MODEL IMPLEMENTATION

CAP YEI went beyond the initial foreseen direct partners of the project to becoming a solution to government at national and county levels and other skills development institutions.

- ✚ 10 Curriculum reviews have been done so far and have passed compliance and adoption by CDACC under the CBET framework. These made available for use widely. Some of these curricular have been

used in other programs funded by GIZ, EU, CRS and USAID. It is expected more areas of training emerging such as digital gig economy can be areas for curriculum development.

- ✚ Conducted research on elements of TVET especially on the role of life skills and work readiness in ensuring success of training and transition of young people in transition to work
- ✚ Learning partner documented evidence based findings on the BEST Model adaptation over the implementation period and documented the pain points of TVET. The findings were shared in a way to demonstrate how the Model goes about resolving the pain points. These were shared with the TVET Ecosystem at National and County levels.
- ✚ Publication on BEST MODEL on how to ensure TVET reforms are successfully done which documents the secrets of success of the BEST MODEL e .g how do you solve the problem of enrollment, challenge of moving youth from training to internship to jobs among others
- ✚ Some of the published documents from the BEST model are listed below at the reference section

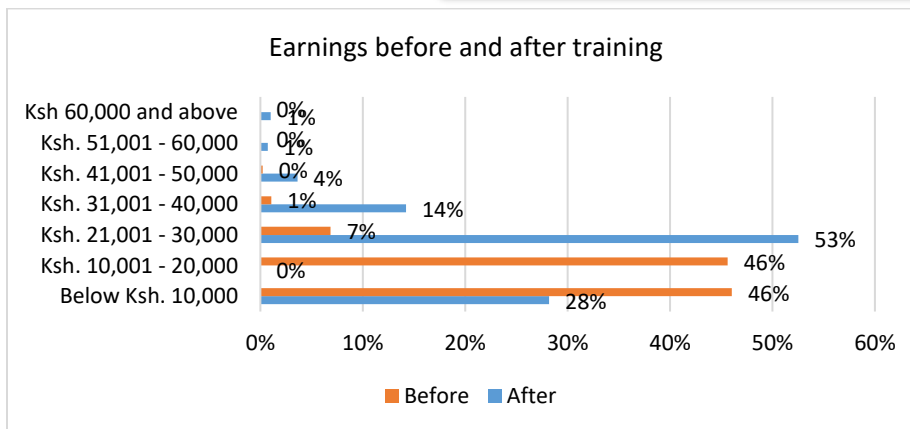
3. IMPACT INDICATIONS

- With more youth securing income opportunities (80%) there has also been **increase in incomes** -those earning between 21,001-30,000 went up by 46%, Earning below 10,000 reduced by 18%
- There is a larger proportion of the males in the higher income brackets than females- A larger proportion of the males have moved out of the lowest earnings cohort (from 44% to 24%), whereas a smaller proportion of females (48% to 32%) have managed to move upwards from this category. This gender gap is driven by many factors, both on the demand and supply sides. Social norms, childcare, and mobility may keep young women from accessing and successfully staying in employment or doing business.

Richard did casual jobs as child labor to raise some money for his high school education. In the year 2009 he joined Kakamega boys' high school up 2012 when he sat for Kenya Certificate of Secondary Education (KCSE).

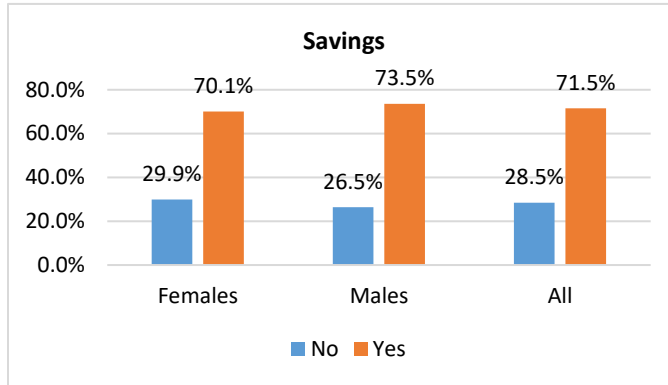
He later joined CAP YEI and enrolled for building and construction as the major course. In addition to this, he also trained in life skills, computer skills, and entrepreneurship.

"After graduating at CAP YEI, I went on attachment before I got a job with Devki Steel Mills as a lead technician in the masonry department. I was employed at a monthly salary of Kshs 25, 000 and after I worked for six months, I was promoted to full foreman position and my salary increased to Kshs 36,000. I can now provide for my family and pay school fees for my sister as well. I therefore thank CAPYEI very much for this far".



- Strong Savings culture for youth** with 71.5% reported to be saving thus setting themselves up for financial independence and self-reliance in their adult years. A larger proportion of the males (73.5%) save more than females (70.1%) which corroborates the UMN learning partner evaluation, during the first phase, which seemed to suggest that females find it harder to save

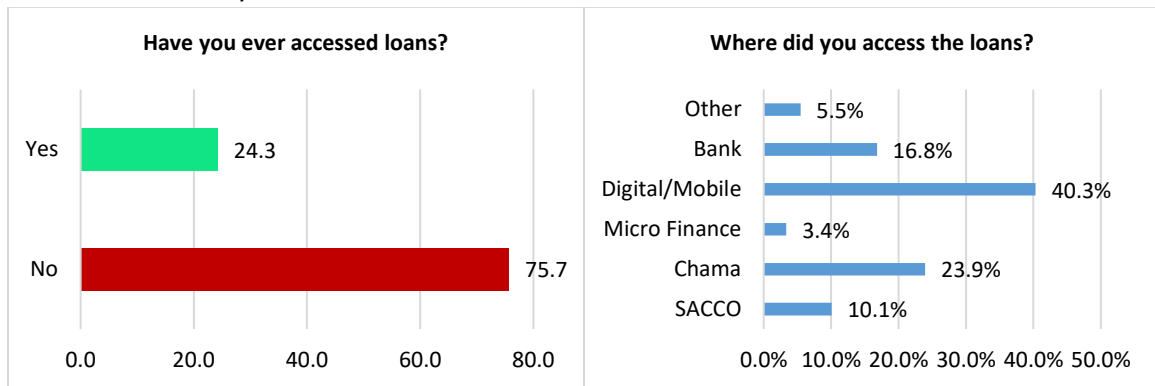
because they have more family obligations than males. This characteristic was observed also on training attendance attributed to care roles by women. Youth saving more in the bank where (58%) while Mobile banking is a popular method too with at least 22% reporting to save therein. Saving money in bank accounts has enabled the youth access to online banking besides allowing them to track their spending. Some are also earning monthly interest on their cash savings within the bank. Females save more in the Chamas (15% vs. 11%) and banks (61% vs. 54%) than males whereas the males save more in the SACCOs and mobile banking.



Compared to other investments, saving in a SACCO has ensured the youth more guaranteed returns. Youth saving in SACCOs get their money to work for them; they earn dividends from their money. The SACCOs also give them loans, depending on their savings. Saving money in bank accounts has enabled the youth access to online banking besides allowing

them to track their spending. Some are also earning monthly interest on their cash savings within the bank. Females save more in the Chamas (15% vs. 11%) and banks (61% vs. 54%) than males whereas the males save more in the SACCOs and mobile banking

- ✚ **Youths have been able to access loans** but to a lesser extent. Only 24.3% of the youth reported to have accessed loans and these are mostly (40.3%) from digital/mobile platforms. 10.1% of accessed the loans from SACCOs while some 3.4% accessed from Micro Finance lenders. Just some 16.8% of the youth access loans from bank.



- ✚ **Youth have acquired livelihood assets** - ranging from Smart Phones, TVs, Household furniture, Fridges, Houses, land with at least four cases of those that have acquired cars as shown below. However, some 11.6% have not acquired any assets

Number of cases	Percent

TV	319	20.5%
Fridge	95	6.1%
Car	4	0.3%
Motorbike	63	4.1%
House	38	2.4%
Land	21	1.4%
Others	145	9.3%
Haven't acquired any asset	180	11.6%
Smart Phone	375	24.1%
Household furniture	315	20.3%

4. EMERGING LESSONS

□ DEMAND DRIVEN TVET COURSE PROGRAMMES

The Shift from Supply to Demand Driven workforce development is a key driver of successful transitions of youth to employment. The key success factors in this regard demonstrated by the BEST Model are:

- ✚ Before any effective skills training course is developed, it should be based on the labor market needs assessment with a focus on the skills needs of employers and beyond. The importance of comprehensive market scan research is therefore extremely paramount.
- ✚ The program is more likely to be successful when the employers are involved in the formulation of the program curriculum and validation of course content, and program beneficiaries are involved in the choice of courses.
- ✚ CAP YEI's strength has been on demand-driven skills development based on current and emerging opportunities, work readiness, and placements for young people in wage employment but has also demonstrated success in preparation of youth for self-employment through entrepreneurship training and coaching on business startup. The latter presents a wide opportunity for CAP YEI and its partners and has scalability effects as those who go into self-employment and businesses create jobs for others.

□ LIFE SKILLS ARE CRITICAL TO YOUTH EMPOWERMENT AND EMPLOYABILITY

Life skills training in the BEST model seems to stand out as the most influential factor in the success of the youth trained. It is the **“grease that keeps the cogs of workplaces moving”**.

□ ADAPTIBILITY AND FLEXIBILITY OF PROGRAMMES IS A CRITICAL INGREDIENT TO SCALING THE SUCCESS OF JOB TRANSITION PROGRAMMES

One of the major barriers to TVET reform is likely to be the lack of adaptability and dynamism is often lacking. The inherent ability of CAP YEI as an institution as well as the BEST model to be adaptive to changing circumstances or in light of the needs and pre-dispositions of the target groups (adaptive curriculum and delivery of training) made the programme a winner in many ways.

- ✚ The modifications of the employability model to develop and support entrepreneurship pathways for young people from a recognition that the nature of the Kenyan economy was unlikely to yield

sufficient jobs even at entry-level, and also to suit the interests and capacities of the youth, resulted to more success in livelihood transitions for the youth came. The value of this creative adaptation of the **BEST-for Business** model was in actual sense amply demonstrated in 2020, when due to the COVID-19 pandemic many youths lost their jobs, leading to an increased preference for self-employment as a coping mechanism. The idea of working with SMEs as a practical module of entrepreneurship training, for instance, food processing and services was an extension of the adaptation and an addition to the original project theory of change. The creation of SME Labs as practical platforms for business training for CAP YEI youth and those that prove viable have been replicated with great success e.g. Agribusiness, food production, value addition have demonstrated innovation and flexibility.

- ✚ At the onset of COVID-19 when the government resolved to close all educational institutions countrywide, and with 400,000+ TVET students out of classrooms, CAP YEI assessed the need to adopt digital learning and launched the drive to develop a learning management system (LMS) that would be used in its centers and government VTCs in the TVET sector. The “**BEST LMS**” by CAP YEI was launched, which included web and mobile versions and which has led to the establishment of a Learning Management System (LMS) to deliver training. Ten of its curriculum have been digitized and Standard Operating Procedures (SOPs) for blended learning and safe operations developed. It is now working to digitize ten more from the TVET sector partners of CAP YEI. The organization has created a virtual learning business college to support its alumni on the entrepreneurship pathway, with content adapted from the ILO basic business training curriculum.
- ✚ The BEST project model not only responded to a wide ranging vulnerable youth in rural and peri-urban locations but also responded to special cases of youth vulnerability in an adaptable manner, reaching some groups such as youth in radicalization, youth who had gone through early pregnancies, and in so doing offered positive life changing transformation.

□ **SYNERGIES WITH COUNTY GOVERNMENTS FOR ECONOMIC TRANSFORMATIONS**

- ✚ Working with VTCs to provide principles of reforms to get better reforms in the TVET offerings.
- ✚ Encouraged public investments into demand driven TVET approach including investments into research on market-based opportunities, and now counties have begun to yield success.
- ✚ Providing tools and models that can be institutionalised on how-to drive-up transformation in the counties through reforming the county based TVET institutions
- ✚ Working with counties towards identification of development initiatives that can bring economic transformation and ensuring capacity to build a pipeline of talent is developed, which would always be tapped into supporting the initiatives. Examples of those are where demo farms have been set up to not only train on agribusiness skills, but also thriving in the whole agribusiness value chain, is an innovation showing potential towards impacting on new livelihood pathways for young people, and is arising from embracing the importance of entrepreneurship.

□ **LEVERAGING THE MASTERCARD RESOURCES TO BUILD MORE INVESTMENTS AND PARTNERSHIPS**

- ✚ Leveraged on the Phase II program to rope in new partners e.g. EU, GIZ, USAID, CRS, and Co-Impact, and with these resources have been made available to continue to roll out the new sectoral activities and innovations in Kenya. More needs to be done, for example, as the opportunity, Go Blue Economy project has in creating impact in youth livelihood transitions is immeasurable, that is why the yearnings from county governments of CAP YEI as a partner of choice in affording these capacities to young people and the local economies.

5. KEY RECOMMENDATIONS

CAP YEI has demonstrated the impact of the BEST MODEL in youth transitions livelihoods and further learning. Based on the experiences, successes and challenges of phase II the following are recommended with a view to deepen impact, build the capacities to scale the innovations and approaches including new work in new sectors that have emerged:

- **CAP YEI should continue to work closely with the Government as it implements the new Competency-Based Curriculum (CBC) approach** since the BEST model is already ahead of the game. There is need to expand and scale the transfer of this model to more counties and ensure greater adoption and capacities to implement it.
- **The new innovations and adaptations such as the LMS – virtual learning modules that have been developed and tested, need to be further accelerated** to primarily the government institutions being the custodian of TVET and to other skills providing centers and programs. This will entail building capacities of other institutions to use the system within the BEST Model approach that ensures demand driven offer of courses and transition to the market.
- **CAP YEI should build and scale up the new emerging sectors such as in the Blue Economy, Agribusiness sector and Digital Economy** which is are whole new opportunity areas which stands excellent chance of creating more livelihood pathways for young people. It is still unexploited and further targeted investments in this sectors and in more counties would potentially yield scaled up opportunities for livelihoods and empowerment of young people and growth of the local economies. In line with this, a greater focus should be on digital economy approaches.
- **CAP YEI needs to develop a community of practice with counties, other NGOs & CBOs to share learnings across youth employment initiatives** - this is in the context that much of the TVET institutions and functions are with the devolved government which offer some kind of autonomy to decide things on their own, including their own TVET curriculum that is suited to county needs which are very specific in nature. Some of the publications with great lessons to learn from that CAP YEI can share widely with other community of practice are references below.
- **In any new iteration the programme should ensure enhanced gender-sensitive approaches**, which would include gender-sensitive outreach, creating female-friendly spaces during training, minimizing the distance to training facilities, flexible timing of classes, and close mentoring by local women to serve as role models. Promoting safe, flexible, female-friendly employment and

workplaces for women may include maternity protection and a more harmonized work-life balance to help in increasing female labor market participation upon graduation.

Case studies -

Adam Lewa a resident of Maweni slum in Nyali Mombasa, was a beach boy and later joined a radical group after completing secondary school. Maweni slum, like all other slums in Kenya, has over the years suffered among other concerns, poor education levels. He was dedicated to violent actions, accepted and internalized violent and extremist views. Unemployment, poverty, and political marginalization are contributing to Lewa's radicalization, a state of affairs that can only be addressed through economic empowerment, including employment creation.



"I learned of CAP YEI through friends and was able to enroll in a Hospitality course which besides the technical skills, also furnished me with life skills on how to deal with life issues. CAP YEI linked me with a job at Lido hotel and after an interview, I qualified and was employed as a housekeeper. Today I am a reformed person and thanking CAP YEI for the opportunity".

Adam Lewa is a classic example of how CAP YEI has improved the skills of youth and provided access to employment opportunities, particularly the marginalized youth

Faith Ong'ele is a security guard at Chakra Security agency in Kisumu. Her home is in Seme sub-county of



Kisumu County, a county characterized by a rapidly growing population, high population density, water scarcity, falling food production, and low resilience to climate change.

Faith's case demonstrates that investing in youth pays off and affects participants' outcomes in a positive way, particularly through increased chances of getting a job or higher earnings.

"Before CAP YEI, I lived a life full of challenges, being dependent on her mother, a single parent. All I did before joining the training was to help my mother in her small farm in the village. I was referred by a close relative to register and join the program. I registered for a course in Security Systems and Guarding. Besides receiving theoretical training in the trade, I was exposed to the field at Chakra Security agency where I learnt different aspects of security and guarding. I completed the intensive training, with mentoring and coaching, to improve her professional skills before going on to the internship with the security company. The training also increased my confidence and employability through life skills training and the work experience. Upon completion of the three months' training, I secured employment at Chakra security agency as a security guard and was deployed at Kibos special school for the blind manning the gate on a daily basis. From the salary I earn, I am now independent, and able to support my mother".

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