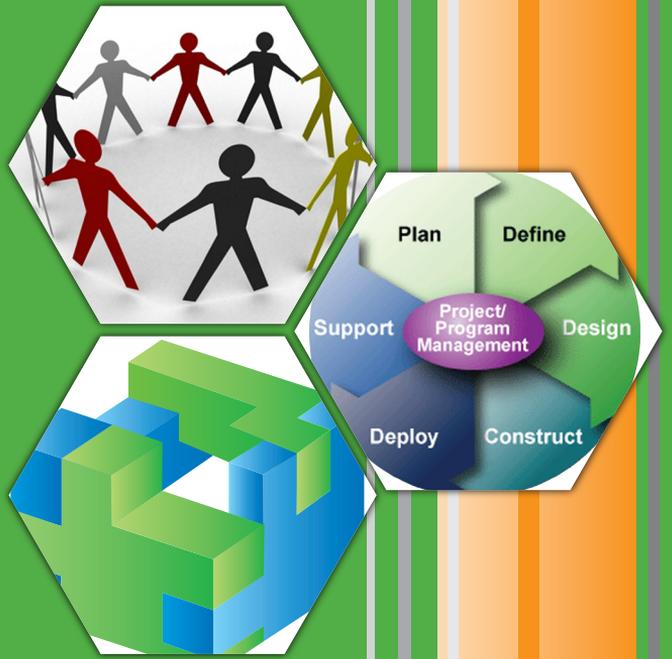


**Youth  
Employment  
Initiative of  
Nairobi  
Project (YEIN)**



# Medium Term Review **FINAL REPORT**



**City Council of Nairobi**



**Africa Youth  
Trust**

**Medium Term Review conducted by:  
Institute of Applied Studies and Research (IASR)**

Project funding provided by  
Danish International Development Agency (DANIDA)  
through Fagligt Internationalt Center (FIC)

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## Abbreviations

<b>AYT</b>	African Youth Trust
<b>BSED</b>	Business Skills and Entrepreneurship Development
<b>FIC</b>	Fagligt Internationalt Center
<b>IASR</b>	Institute of Applied Studies and Research
<b>IRT</b>	Independent Review Team
<b>KKV</b>	Kazi Kwa Vijana (“employment for youth” - programme)
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MTR</b>	Mid Term Review
<b>NCC</b>	Nairobi City Council
<b>OCA</b>	Organizational Capacity Assessment
<b>YEIN</b>	Youth Employment Initiative of Nairobi

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**Desmond Boi** – Lead Consultant

**Senior Monitoring and Evaluation Specialist**

**Institute of Applied Studies and Research**

## Executive summary

During its inception in August 2010 the YEIN project defined two immediate objectives to help it attain its overall goal of improving youth access to fair labour market in Nairobi, over the project period 2010-2013. These specific objectives involve encouraging and strengthening networks and cooperation between youth organizations and relevant stakeholders and increasing knowledge and skills of young people on entrepreneurship/ employment possibilities to support youth enter the labour market. In June 2012, the AYT contracted the Institute of Applied Studies and Research, based in Nairobi and acting as an independent research team to conduct a medium term review of the project activities and progress towards attainment of the project goals. The findings of this MTR are presented in the chapters of this document and are intended to provide a framework to enable the project to respond to the needs of Kenya's unemployed youth. This report was developed under the leadership of the Joint Project Advisory Committee (PAC) which provided useful comments on the initial draft of the report that were incorporated into subsequent drafts.

The methodology employed during this survey, conducted during a two week period in May 2012, involved mixed research methods incorporating both quantitative and qualitative approaches. Key informant interviews were conducted with seven representatives from the three implementing organizations: FIC (n=1), AYT (n=4) and NCC (n=2). Additional in-depth interviews were conducted with representatives of various stakeholder organizations within both the formal and informal networks in the YEIN project. To evaluate the project processes and systems including the M&E system, a half-day participatory workshop was held and attended by key persons involved in day-to-day project activities including collection, dissemination and use of M&E data. Data from ninety (90) project beneficiaries were collected using semi structured questionnaires. Finally, project records were reviewed to obtain additional information on project activities and desk reviews of recent Kenyan youth employability literature was conducted to help interpret the MTR findings and describe the project context. Throughout the data collection an interactive approaches premised on participant response and their fair constructive view of the project was emphasized.

Finally, the IRT undertook a SWOT study to establish recommendations and point on the way forward in the remaining life of the YEIN project.

### **Networks and cooperation between youth organizations and relevant stakeholders**

The project has made significant progress in this area through setting up both a formal and informal network of labour market stakeholders and youth organizations. The establishment of the networks was delayed by poor conceptualization of network roles, difficulties in recruiting stakeholders, and organizational bureaucracies. Current activities within the networks include development of implementation plans for youth employment, performing skills audit and audit of the stakeholders. Network meetings and workshops are held two to three times annually.

## **Advocacy activities towards youth employment**

The major youth advocacy activities have not been conducted yet. Plans are underway for a major advocacy activity in August 2012 with participation of both the formal and informal employment networks.

## **Knowledge and skills of young people on employment possibilities**

The project had developed curricula for two training courses: BSED and labour market. Out of the target of 1500 youths to be trained in each of the two areas, 534 youths had been trained in BSED and 544 in labour market at midterm. Constraints with implementing the training include inadequate resources, both human resources and training materials. Youths graduating from the BSED training also develop business plans but implementation of these plans is not routinely followed through.

## **Capacity building of youth organizations**

Each of the two networks has representation from a youth organization in each of the 8 constituencies in Nairobi. The organizations are currently participating in network activities including preparation for employment advocacy planning and developing network youth employment plans. These organizations also have TOTs trained by the YEIN project.

## **Summary of recommendations**

The recommendations of the MTR are organized according to the outputs outlined in the recent revision of the YEIN LFA indicators framework. Based on the findings of this survey the MTR makes the following recommendations:

### **Improving cooperation on youth employment**

YEIN should formulate strategies to prevent continued delays in network activities. Such interventions should be based on the lessons learnt from previous delays in network establishment. Possible action areas include: continuous development and communication of clear messages on network functions in form of regular policy briefs, promoting more open and regular communication between network partners and also within stakeholder organisations outside the workshop and seminar settings.

The IRT noted a need to strengthen and bring on board more partners in order to enrich the project, expand its scope, and ease the constraints noted during this review.

### **Strengthening plans for youth employment**

It is recommended that increased efforts be directed towards developing plans for improved youth access to formal and informal labour markets within both networks. To ensure network activities including developing employment plans, do not experience further delays it is recommended that partners develop a road map for major network activities covering the period between the completion of MTR and end of the project in July 2013.

The project can also facilitate the development of employment plans through: improving capacity of network members in designing plans through training, providing technical assistance in drafting of the plans or sourcing for such assistance.

## **Strengthening organization capacity on youth employment and advocacy**

Youth organization participating in the networks should be encouraged to actively participate in network activities by promoting innovativeness within networks and other approaches that maintain interest in continuous engagement in networks. Follow ups should be carried out regularly to reinforce the experiences gained from network activities.

## **Advocacy on youth employment**

The plans for upcoming advocacy activities should be made as inclusive as possible and strategies implemented to increase impact of advocacy activities like publicizing the events.

Providing information, guidance and counseling on youth employment

This recommendation is for YEIN to mitigate on the intrinsic weaknesses associated with human capital capacity at the implementation level. For instance counseling was a main indicator for the project but this task is currently undertaken by a single full time employee with the help of volunteers. Job evaluations for the main indicator tasks should be undertaken to determine suitable staffing levels for each of the main indicators.

## **BSED and labour market training**

This is the most sustainable component of the project. MTR recommendation is that beyond the training on business plan writing, YEIN project should focus on implementation of business plans. As suggested in the findings funding opportunities available in microfinance institutions should be explored. Immediate infrastructural and resource constraints slowing down training implementation including class sizes, inadequate numbers of trainers, and training facilities should be addressed.

## **Disseminating project results and experiences**

Strengthen systems and capacity for effective integrated support supervision and quality assurance programme within the YEIN project M&E system.

Accelerate the dissemination of results and experiences from the project implementation to labour market stakeholders and training institutions.

To the extent that YEIN is designed as a youth initiative, MTR recommendation is that a more structured approach be implemented to monitor impact of the program on Youth livelihoods. It is noted that the YEIN project planned to implement a livelihood survey to establish impact of the project on youth livelihood. This framework should be advanced in order to establish the long-term effects of the program on the youth.

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# 1. Introduction

## Background

The Youth Employment Initiative of Nairobi (YEIN) project was established in August 2010 using funds provided by DANIDA and administered by FIC. Two local partners were identified to implement the project namely: African Youth Trust (AYT) and Nairobi City Council (NCC). YEIN undertakes activities aimed at addressing the high levels of youth unemployment and inequities in the Kenyan job market. The initiative outlines two immediate objectives both aimed at improving access to a fair job market. YEIN's specific objectives include encouraging and strengthening networks and cooperation between youth organizations and relevant stakeholders, and increasing knowledge and skills of young people on entrepreneurship/ employment possibilities to support youth enter the labour market.

The development of the YEIN project is based on a programme framework document covering the three-year project period from August 2010 to July 2013. Implementation has been ongoing for a twenty-two month period (August 2010 to May 2012). Contained within YEIN's project framework was the plan for both a continuous and regular M&E by YEIN staff and a Mid Term Review (MTR) to be conducted by an Independent Research Team (IRT), followed by a final evaluation of the programme at the end of the project in August 2013. The MTR was planned to be undertaken during the second year of the three-year project period. The aim of this report prepared by the Institute of Applied Studies and Research (IASR) on behalf of the YEIN project is to present findings of the MTR conducted during a two-week period in May 2012. Details of the review exercise including its objectives, implementation context and methodology used are presented in the remaining part of this chapter:

## Objectives of the midterm review

The broad objective of the YEIN MTR as stated in the terms of reference was:

To assess the overall progress of the project activities as well as the methods used, and accordingly capture good experiences and need for changes.

The following specific objectives guided the MTR:

- An assessment of the overall progress of the project against the project objectives, expected outputs and indicators and risks and assumptions as stated in the revised LFA of the project. Are we heading towards achieving our objectives?
- The assessment of the informal and formal youth networks. Are the two networks functioning as planned and has the cooperation with the youth organizations and labour market stakeholders been strengthened?
- An assessment of the monitoring system, including the methods used to gather the necessary data and the division of roles of project staff in the execution of the monitoring tasks. Is the monitoring system functional and does it help us assess the expected outputs properly?

## Links to other monitoring efforts

As part of the effort already being implemented internally by YEIN to monitor its activities, the midterm review aims to complement this work and is not intended to replace ongoing internal M&E efforts. In fact the IRT makes a deliberate effort to present the findings of its survey along with that from secondary sources (maintained by YEIN M&E team) for the following reasons:

- 1) To provide a basis for continuous and long-term tracking of progress towards targets on the YEIN indicators in the post MTR period
- 2) To serve as a control for the findings of the IRT survey, and evaluate validity of methods used by both the independent and internal teams

## Methodology

The MTR was conducted by ISAR contracted by YEIN during the period between April and May 2012. The work was guided by three overall topics, provided by the project secretariat, briefly: overall progress of the project, assessment of the informal and formal youth networks and an assessment of the monitoring system.

Data collection was conducted during a two week period in May 2012 and throughout the data collection interactive approaches premised on participant response and fair constructive view of the project were emphasized. The methodology employed during this survey involved mixed research methods incorporating both quantitative and qualitative approaches. These are listed below:

### a) Interviews and online surveys

Online surveys were completed by four representatives from the three implementing organizations: FIC (n=1), AYT (n=2) and NCC (n=1). During the survey the implementing partners were asked to respond to questions related to their experiences and roles in implementation of the YEIN project through logging into an online system and completing the survey.

Separately, Key informant interviews were conducted with four AYT staff and additional in-depth interviews were conducted with representatives of various stakeholder organizations within both the formal and informal networks in the YEIN project. Finally, data from a sample of ninety (90) project beneficiaries were collected using semi structured questionnaires. The aim obtaining beneficiary data was to allow for verification of findings from interviews with implementers and also to use the data for triangulation of data from different sources. The questionnaire (attached in Appendix) was largely adopted from previously developed YEIN data collection instruments. A web-based tool was designed and hosted to gather and collate field data for the purpose of ensuring accuracy, efficiency and timeliness in data delivery to the IRT.

### b) Activity Inventory and document reviews

Project records were reviewed to obtain additional information on project activities and desk reviews of recent Kenyan youth employability literature was conducted to help interpret the MTR findings and describe the project context. The IRT obtained already existing documents, including the project document, minutes of staff meetings, minutes of PAC meetings, training

course reports. We also reviewed the LFA, Project Monitoring Framework and Risk Analysis, the quarterly progress reports and other relevant data gathered during project implementation. Whilst the survey was in progress the IASR concurrently conducted desk reviews to identify relevant reports concerning youth unemployment both in Nairobi and countrywide developed by state authorities and other NGOs.

### c) Participatory workshops and group meetings

To evaluate the project processes and systems including the M&E system, a half-day participatory workshop was held and attended by four key persons involved in day-to-day project activities including collection, dissemination and use of M&E data. The workshop was facilitated by the lead member of the research team who has significant experience in approaches to M&E and has previously evaluated M&E systems. The agenda (attached in the appendix) included introduction of a tool for evaluating components of a functional M&E system, familiarization with YEIN's M&E system and finally a formal evaluation of each component, conducted in small group sessions.

To provide an overview of project implementation and contextual issues, the IRT undertook a SWOT study to identify potential strategic areas of improvement during the remaining life of the YEIN project.

## Outline of report

This report is intended to help YEIN implementers and funders assess the progress towards the stated programme objectives and also to prioritize actions to address the concerns of access to fair job markets in Nairobi during the post-MTR period. The data presented here are from both primary sources using a survey conducted by the IRT and secondary sources including registers maintained by YEIN. Information obtained from recent reports on youth unemployment in Kenya is presented in this preliminary chapter and referred to in the subsequent chapters.

**Chapter 2** reviews in detail performance on the main programme indicators against the pre-determined targets. This chapter summarizes information in simple ways that can be useful in planning the remaining phases of the project and future analysis. The MTR's most important findings are presented according to the project objectives and progress towards attainment of targets. The indicators are graded in three levels: satisfactory (target met); on course (on track towards meeting target); and priority (not on track towards target) indicators.

**Chapter 3** uses material obtained from a secondary review of documents and publications to outline the status of the project in relation to national issues in Kenya concerning youth and employment.

**Chapter 4** outlines the main constraints noted during the MTR and finally Chapter 5 makes recommendation on several actionable areas based on the findings of the MTR.

## 2. Review findings

The YEIN project aims to increase youth access to a fair labour market mainly through promoting cooperation between stakeholders and youth and increasing knowledge and skills of young people on employment possibilities. For the project to achieve its goal it must function effectively as a team and an organization. In common with all organizations the project can be described as a system in which overall functioning is only as good as that of its components or subsystems. Before describing YEIN activities and progress towards programme goals, we outline the effectiveness of the YEIN project team, and the various project components including the project's M&E system, and functionality of the employment networks and youth organizations in the initial part of this chapter.

### 2.1 Effectiveness of the project team

Increasingly, most projects implemented in developing country settings are organized around teams or groups of implementers and participants working in synergy to accomplish project goals. The YEIN project represents an interdependent work environment within which the funders (FIC), local partners (AYT and NCC), and project participants (labour market stakeholders and youth organizations) work to promote access to fair labour market. The responsibility for the project activities is with AYT, which has the responsibility to implement the project. The FIC project manager together with the local FIC coordinator in Kenya assists the project secretariat in the daily project coordination and management. The joint Project Advisory Committee (PAC) draws its membership from AYT, FIC, NCC, youth organisations and the formal and informal employment networks (described below) and is tasked with providing strategic and policy directions for the project. The PAC meets three to four times annually.

The project team functioning was assessed using a team- or organization-focused approach to performance assessment. The assessment of team performance was based on the evaluating the project team based on the hallmarks of an effective team documented in previous rigorous team effectiveness studies.

#### Overall team functioning:

Project team staging: Performing

The YEIN project management team is in the optimal stage in which the team works well and strives to be even better by concentrating on the development of the team, individuals and the task at hand.

#### 2.1.1 Goals

Activities of the YEIN project are focused around promoting youth access to a fair labour market and attainment of this goal is guided by two immediate objectives outlined at inception and contained in the project document. These objectives are:

- 1) Encourage and strengthen networks and cooperation between youth organisations and relevant stakeholders at the labour market, in the delivery of youth employment creation services. Advocacy activities towards youth employment opportunities and conditions are strengthened

- 2) Increase knowledge and skills of young people on employment possibilities/entrepreneurship and support the youth in entering the labour market, through capacity building of youth, youth organisations and development of training and networking models.

An effective team is characterized by clarity of, and commitment to team objectives. To establish the extent to which project goals were understood and gauge commitment to objectives group interviews were conducted with key project staff including the project officers in charge of implementation of the two immediate objectives of the YEIN project.

Team performance with regards to goals and objectives was judged to be well covered (table 1). Recognizing the purposeful nature of teams the evaluation began by asking participants to state the goals of the AYT-YEIN project team. Team members showed a high level of understanding of the project documents containing the objectives. There was general consensus among interviewees that the project team had clearly identifiable and actionable steps to achieve its goals. Clear performance objectives existing in the project document have been translated into the YEIN performance measurement framework. Indeed since some interviewees were actual staff charged with implementing immediate goals each participant displayed high level of familiarity not only with the objectives but also with the indicators for tracking progress (appendix I) for their specific the specific objectives they were charged with implementing.

Evidence of active monitoring and updating of the measurement framework was noted through the revision of the original measurement framework to produce the YEIN revised LFA framework of March 2012.

Finally, consensus building methods were used to obtain a final rating for the performance of the team in objective setting, clarity and commitment presented in table 1.

#### 2.1.2 Team structure

This aspect was evaluated by directly interviewing project staff to obtain their opinion concerning organization of the YEIN project. The team members felt that there were adequate staff to cover the basic functions required to realize team objectives. However, participants' opinion varied as to whether the team was of the right size and contained the right mix of personnel. While recognizing existing provisions for sourcing specialized services for the project for example M&E and ICT aspects, the staff felt that certain project components were not performing optimally due to inadequacies related to the skill mix found within the project team. (Detailed discussions on M&E aspects are presented in the relevant section) The consensus rating of team structure is presented in Table 1 and shows that team size and skill mix within the team should be considered because they might be limiting factors. It was consistently reported that project teams met regularly and the PAC meeting quarterly during the initial project implementation year.

#### 2.1.3 Team operation

Team operation was evaluated using observation of team member interactions during three different on-site visits to the project site at the One Stop Youth Center. There was a common sense of purpose among team members and this was discerned during the evaluation by the open cooperation of both secretariat, and PAC members in addressing the various cross

cutting issues under review in the MTR. The use of participatory and small group approaches during data collection also presented an opportunity for the IRT to evaluate team synergy.

External leadership: FIC provides external support for project implementation and also has 2 representatives in the PAC. It was noted that FIC has provided opportunity for the local project team to learn from project implementation experiences in Denmark and also offered continuous mentorship and technical assistance during project implementation.

Internal leadership: The AYT team is the local implementing partner. The local Project Coordinator employed on full time by AYT is responsible for the day-to-day management of the project. The project coordinator refers to the Executive Director of AYT. Development and implementation of all project activities are done in close cooperation and agreement with the Executive Director of AYT. The project coordinator is assisted by the rest of the project secretariat.

#### 2.1.4 Team skills

Project documentation was the main method applied by ITR in assessing team skills within the group implementing the YEIN project. The diversity in the membership of project secretariat and PAC was noted have considerably enriched the perspectives of the project team. Progress within the project is carefully documented but it was noted that archiving is mainly done in physical records. This is a particular challenge because of the limited office space at the One Stop Youth Center. It was also noted that ICT skills required to develop electronic archiving mechanism is lacking. The project functions undertaken by the IT coordinator do not allow adequate time for development and updating databases for storage of the large amount of data generated by the project. Absence of an updated electronic archiving system also posed a significant challenge to the MTR exercise. Although these issues do not present a direct challenge to the attainment of project goals they could limit team performance because of delays in data gathering, presentation and feedback on task performance.

## 2.2 Effectiveness of the project monitoring and evaluation system

The main goal for operating an effective evaluation system is to provide information for decision-making, strategic planning, reporting or program modification. Closely linked to the information generation process is the dissemination and use of these data. Formative and process evaluations both of which can be performed by internal staff are continuous and focus on effectiveness and operational project aspects. The YEIN project monitoring and evaluation team are responsible for the ongoing project monitoring, producing quarterly progress reports on identified indicators. In addition one of the roles of the PAC involves conducting ongoing evaluation of the content of the project and the project structure. The overall monitoring of the project rests with FIC management.

The project monitoring and evaluation team at AYT and FIC are responsible for the ongoing project monitoring and evaluation producing quarterly progress reports on identified indicators.

Specified project Monitoring and Evaluation activities include:

- a) A comprehensive Project, Monitoring, Evaluation and Learning framework to evaluate implementation of activities under the work plan.
- b) Quarterly progress reports and financial reports, prepared by the project secretariat
- c) Yearly progress report, including also both technical and financial information, prepared by the project secretariat
- d) Final report including also both technical and financial information, prepared by the project secretariat

### 2.2.1 Evaluation workshop

The IRT conducted a half-day workshop for evaluating the YEIN project M&E system. The agenda for the workshop is provided in appendix III. The workshop was based on an adaptation of an organizing framework for a functional M&E system describing nine (9) main components of a multi-sectoral M&E system. (MERG) These components are organized around three main areas:

- Human resource, partnerships and planning required to support data collection and use
- Mechanisms through which data are collected verified and analyzed
- Using data for decision making

Participants invited to the workshop included the project coordinator, project officers and the AYT M&E officer. The participants were introduced to the framework and also asked to make a presentation on the YEIN M&E system to familiarize the IRT with the system. Participants were divided into small groups to focus on the assessment items that are relevant to their specific roles. The two main outputs of the workshop were: a) summary of the strengths and weaknesses of the M&E system, b) proposed actions for each of the 9 M&E components assessed

### 2.2.2 Findings of M&E assessment

Human resource, partnership and planning to support data collection and use: out of the 9 components assessed five were related to supporting data collection and use: These components were: organizational structures, human capacity, M&E partnerships and plans and M&E advocacy. Concerning organizational structures, participants report that there is no full-time M&E post but M&E functions are supported on a part-time basis by AYT M&E officer. M&E functions are however clearly defined for each of the project positions held by workshop participants. An M&E plan for the YEIN project exists which delineates partnerships in PAC, and FIC for the purposes of project M&E. Key action points related to human resources included establishing a full-time M&E post within the project, and capacity building for existing staff to ensure competency in project M&E.

Mechanisms of data collection, verification and analysis: Three specific components examined were routine programme monitoring, supervision and data auditing and M&E databases. Though routine programme monitoring has been ongoing both for formative evaluation and process evaluation and adequate supervision (both internal and external) and auditing exists there were no functional M&E databases. Participants recommended enhancement of

capacity in M&E data management. Possible short term suggestions included taking on more interns specialized in ICT and database management. In the long term, considerations for an IT post either full or part-time should be considered.

Data dissemination and use: Quarterly and yearly progress reports developed by the project secretariat were transmitted to the PAC during its quarterly meetings in the first and second years of the project. The areas of reporting are: a) fiscal and accounting reports b) progress reports including technical information on project functions, and c) inventory of major project activities including network meetings, trainings and business counseling.

Although to date the project secretariat has done its reporting in a timely manner it was noted that the progress reports do not report on the project results. This demonstrates significant deficiencies in the project M&E system. The reasons for this failure to report on results were explored and project staff identified the following: there are significant challenges in following up graduates of BSED and employment trainings, such data collection currently depends on TOTs, some data are available on success stories or project results but inadequate capacity within project both in terms personnel and skills required to analyze such data has limited the dissemination and use of project results.

## 2.4 Progress towards project objectives

The processes and outputs related to the two immediate objectives are presented in the initial part of section 2.4, namely in section 2.4.1 and 2.4.2. In the latter parts of section 2.4, the project activities related to objective 1 (section 2.4.3) and objective 2 (section 2.4.4) are outlined.

### 2.4.1 Progress with immediate objective 1: Processes and outputs

The first immediate objective outlined in the LFA framework (Appendix I) is based on two components: promoting networks and cooperation between youth organizations and relevant stakeholders and secondly, strengthening advocacy activities towards youth employment. The progress and the challenges of the initial project period towards attainment of this goal and the recommendations for improvement are presented below.

#### 2.4.1.1 Employment networks

Two networks, one on formal and the second on informal labour market have been established within the YEIN project. The networks are essential elements and pivot points in this project and are critical in attaining the goal of encouraging and strengthening cooperation among youth organisations and stakeholders in the labour market. The aim of the networks is to involve relevant stakeholders in common to prepare a plan for improving youth employment in their respective sector based on analyses and assessments.

The characteristics and achievement of milestones for each of the networks are shown in Table 1 below:

**Table 1: Formal and informal network characteristics**

	Formal Network	Informal network
<b>Network membership:</b>		
Stakeholders	FKE, KEPSA, COTU, Ministry of Labour, Ministry of Youth	KEPSA, Kenya National Federation of Jua Kali Associations, COTU, Ministry of Youth
Youth organisations	8 youth organisations (One organisation per constituency):  Reality testes, Elite Youth Empowerment, Mtaa Yetu youth group, Westlands Arising Generation, Kamukunji Youth Congress, KYDN, Livity Unity Group, CODI	8 youth organisations (One organisation per constituency):  Chillers Youth Organisation, Makadara Youth Network, Kasarani Youth Network, Young Generation, Kamukunji Youth Congress, KYDN, Dandora Arts Centre, CODI
<b>Milestones:</b>		
Prepare a plan for improving youth possibilities for entering the formal, or informal labour market  Timeline: First 12 months	The development of the network plan for youth possibilities of entering labour market has delayed	The development of the informal network plan has delayed
Perform minimum 2 common major advocacy activities in the field of youth and formal - /informal labour market.  Timeline: Year 2-3 of project	Plans are underway for a major advocacy activity in December 2012	Plans are underway for a major advocacy activity in August 2012

#### MTR findings on networks

It was established during interviews with project staff that significant delays occurred in setting up the formal and informal networks. These delays were attributed to poor understanding of the concept, roles and functions of the network and the bureaucracy within stakeholder organisations participating in the networks.

From the implementers' perspective the delay was attributable to difficulties in recruiting stakeholders into the networks. Additionally, the concept of networking on employment was not clear to the potential membership of the networks. The project coordinator and the stakeholders within the network agreed that despite the delay significant progress had been made through network establishment. Both stakeholders and youth organizations have a better appreciation of the network roles following project secretariat's efforts to explain the project aim through continuous engagement with network membership and also in network meetings and workshops held 2 to 3 times annually .

The membership of formal and informal networks is shown in Table 1 including stakeholders and at least one youth organization per constituency. Most current members are actively involved in project activities. The networks are currently engaged in performing skills audit and audit of the stakeholders. A more complete list of stakeholders is attached in Appendix II.

#### 2.4.1.2 Advocacy and capacity building

The advocacy and the capacity building activities in the project are based on the plans for the formal and informal labour market made by the networks. Table 1 shows the target indicator for advocacy activities. As a part of the project activities two major advocacy activities conducted by the youth in the networks in cooperation with the other labour market partners are supposed to take place during the 2nd and 3rd year of the project. At the point of the MTR these activities had not taken place but plans were ongoing for these advocacy activities scheduled for the beginning of year 3 (August 2012 to coincide with the national youth day) and mid-year 3 (December 2012) for the informal and formal network, respectively.

**Table 2: MTR findings on overall progress towards attainment of immediate objective 1 output**

Output	MTR evaluation	Comments
Output 1.1: Improved and ongoing cooperation on youth employment between youth organisations and labour market partners on formal as on informal labour market	Eight youth organizations are currently participating in informal network activities and eight in formal network activities.	Formal and informal employment networks have been established  Delays were documented in establishing networks  Causes of delays: poor conceptualization of network roles, difficulties in recruiting stakeholders, organizational bureaucracies
Output 1.2: Plans for strengthening formal and informal youth employment are being implemented by the networks.	The development of plans has been delayed for both networks	The delay in developing plans include delays related to establishing properly functioning networks listed above
Output 1.3: Min. 6 Youth organizations capacity on youth employment and advocacy is strengthened	On going	The youth organizations involved in network activities are currently building capacity in the areas of network activities namely advocacy and youth employment.
Output 1.4: Min. 6 Youth organizations are advocating for youth employment in cooperation with relevant partners	Activity not yet conducted	Each of the networks is currently organizing major advocacy activities (details of advocacy activities are provided below).

Planned advocacy activities during the upcoming major advocacy include general exhibitions or trade fairs during which:

- Open booths will be provided for youths to display their entrepreneurial activities
- Labour market stakeholders will share their activities and employment opportunities
- Information exchange sessions on employment opportunities will be held

#### 2.4.2 Progress with immediate objective 2: Processes and outputs

The second immediate objective states: Increase knowledge and skills of young people on employment possibilities/entrepreneurship and support the youth in entering the labour market, through capacity building of youth, youth organisations and development of training and networking models. Details of the immediate objective including outputs, indicators and activities related to immediate objective 2 are presented in the LFA attached in Appendix I. In brief, six relevant outputs are defined for this objective spanning the areas of organizational capacity, youth information, BSED training, employment training and counseling and dissemination of project results and experiences to labour market partners, training and education institutions.

#### Progress towards reaching outputs

The details of progress towards each of the outputs under immediate objective 2 are presented in Table 3 below.

**Table 3: MTR findings on overall progress towards attainment of immediate objective 2 outputs**

Output	MTR review	Comments
2.1) Min. 6 Youth organisations are capable of informing, guiding and counselling youth on employment	Not yet conducted	This role of building organizational capacity to inform guide and counsel youth is performed within networks. The networks are still evolving and have not embarked on this role
2.2) Training plans and curricula on introduction to employment and BSED is present end year 1.	Training plans and curricula on introduction to employment and BSED exist.	Implementation of curricular through training has been hampered by institutional, infrastructural, and systemic and partnership constraints outlined in section 4.0.
2.3) 1500 youth trained on introduction to employment and 1.500 youth trained in BSED	Number of youths trained is currently at 544 in labour market and 534 in BSED.	Training has been hampered by institutional, infrastructural, and systemic and partnership constraints outlined in section 4.0.

2.4) 50,000 youth have been informed on youth and employment.	Number of youth informed on employment is currently at 14271.	Information meeting are being conducted. Certain constituencies notably Langata, Westlands, Kamukunji and Dagoretti have been identified as having low performance.
2.5) 2,000 youth have been counselled on employment and 2,000 have been advised on contacting enterprises	Not yet conducted.	The delay in initiating counseling on youth employment resulted from the delay in establishing functional networks.
2.6) Labour market partners, authorities, training and educational institutions and other players are made aware of the results and experiences gained in this project.	Network meetings/ workshops	Systemic constraints noted and reported under the M&E assessment section have limited the reporting of results and experiences from the project.

### Project activities

A midterm target was calculated for each of the indicators. The reporting of project activities in this section is based on achievement of these midterm targets. To provide an indication of current activity levels in relation to end term targets (relevant for the summative evaluation) additional indicator analysis is attached at the end of this section.

#### 2.4.3 Progress with immediate objectives: Project activities

##### Information meetings

Imparting knowledge and skills on employment opportunities and access to job market has been chosen by YEIN as one of the main strategies in tackling youth unemployment. This is achieved through information meetings facilitated by the project. The target is to reach 50,000 youth with information on opportunities on youth employment, and how to access more information.

Figure 1 shows progress made towards increasing knowledge and skills of youths on employment opportunities. At present, the project has reached 14,271 youth through its information meetings. This represents 57.1% of the midterm target and 28.5% of the entire project target (Figure 1).

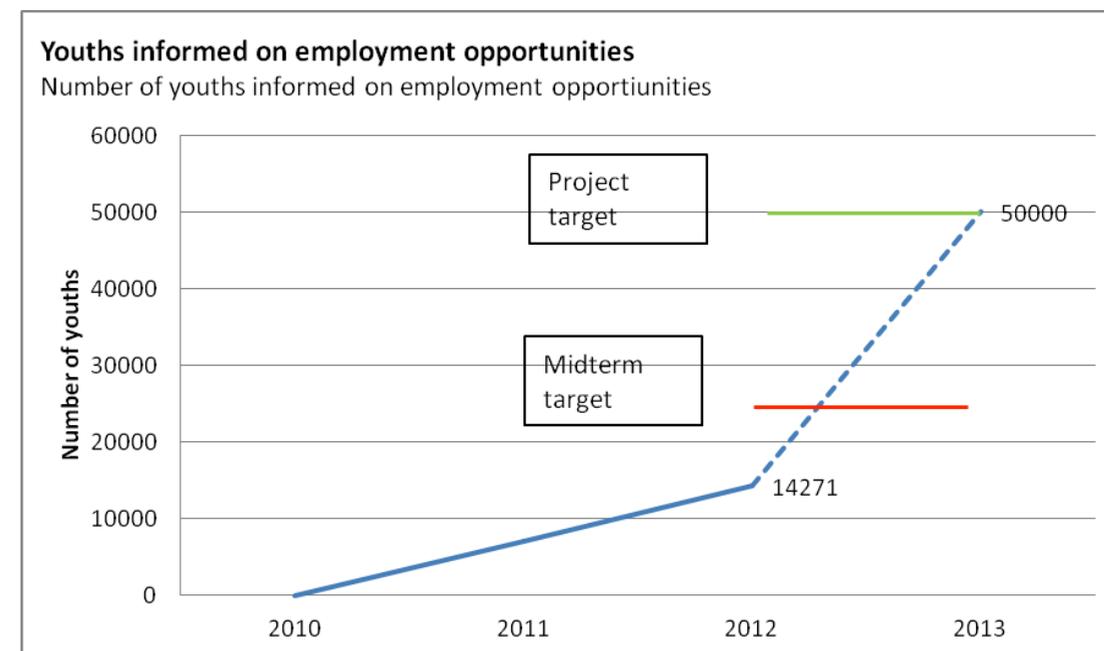


Figure 1: Current and projected performance on informing youth on employment opportunities

BSED and labour market training activities

YEIN has developed two training curricula on BSED and labour market (details of curricula content are presented in appendix IV). Participatory teaching and learning methodologies were used during the trainings. The instruction processes were interactive with the facilitators provoking the thinking of the participants thereby generating discussions and ideas based on experiences. Each session was integrated with energizers and brainteasers to keep the participants alert during the training.

The first phase of BSED and Employability/labour market trainings conducted between November and December 2011 reached about 422 young people. The labour market/Employability trainings reached a total of 251 trainees in the 10 trainings carried out while the Seven (7) BSED trainings conducted reached 171 participants.

During this reporting period, the second phase of the trainings for Labour Market/ Employability and Business Skills and Entrepreneurship Development was implemented between January and April 2012. 26 trainings were conducted in 8 constituencies where about 656 youth were trained. Employability and BSED courses take 3 hours a day 3 days a week for a period of 4- 5 weeks respectively.

In total, about 1078 (534 BSED and 544 Employability) young people have gone through the BSED and Labour market/ Employability trainings under the YEIN project. All courses are preceded by administration of a Training Need Assessment (TNA) that informs the most effective methodology for training. (Find attached the TNA tools). Where the entry knowledge of the participants is high discussion method is used almost exclusively.

The number of youth trained in BSED is currently 534 representing 76.3% of the midterm target and 38.2% of the end of project target (Figure 2). A similar number have been trained in the labour market course. The training indicator is on track towards achievement of project goal. However, action is indicated to ensure an accelerated rate of training in the remaining period compared to the pre-MTR period.

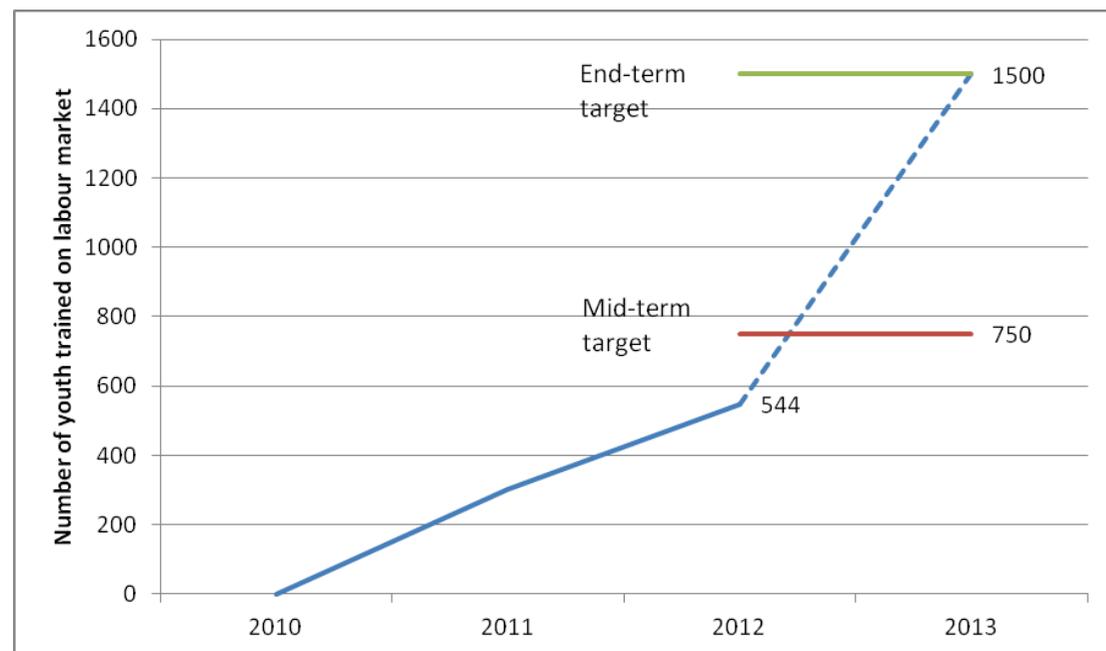


Figure 2: YEIN's current and projected performance on BSED training

#### BSED uptake by constituency

The uptake of BSED training is low in four of the eight constituencies namely: Dagoretti, Westlands, Kamukunji, and Langata as shown in figure 3.

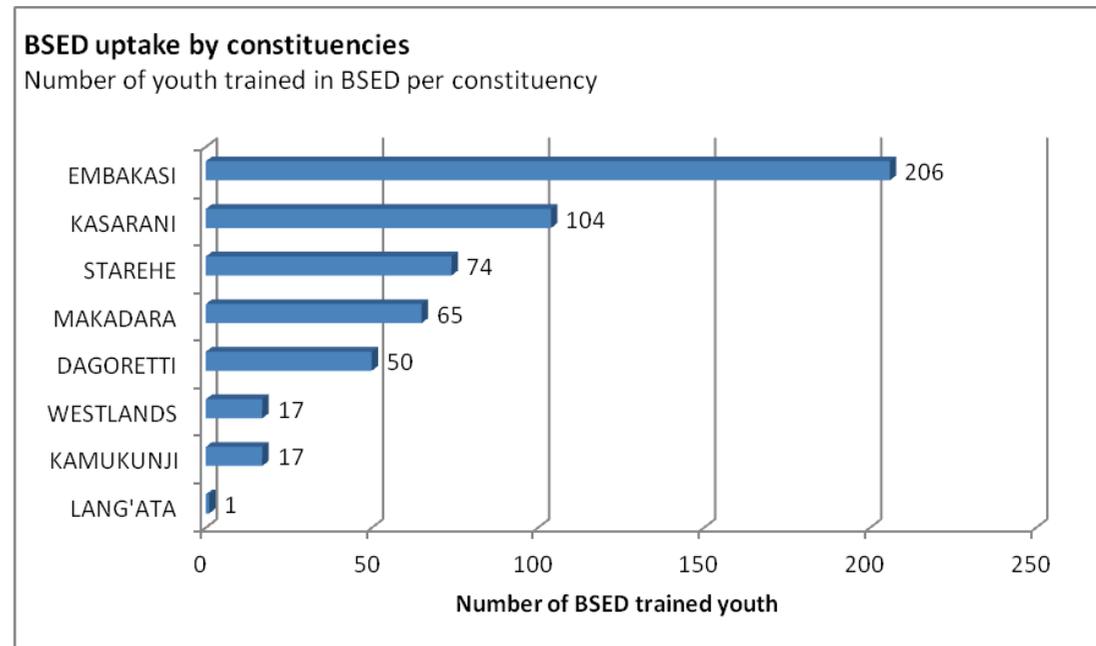


Figure 3: Number of BSED trained youth by constituency

The BSED training has a high completion rate with an average class enrolment of 30 students per training and completion rate above 90%. The high completion rate is attributed to the comprehensive training need assessment conducted for all students enrolling on the YEIN courses. A sample comprising 90 (16.8%) of the 534 trainees were interviewed during the MTR. As shown in the Table below all the 90 (100%) interviewees reported that they would recommend the training to a friend, 75 (83.3%) felt the training was sufficient.

#### Labour market training

YEIN commenced these trainings in November 2011 in the eight constituencies in Nairobi. At the time of the MTR a total of 544 participants had been trained on labour market representing 72.9% of mid-term target (750 participants) and 36.5% of 1500 participants targeted at the end of the project.

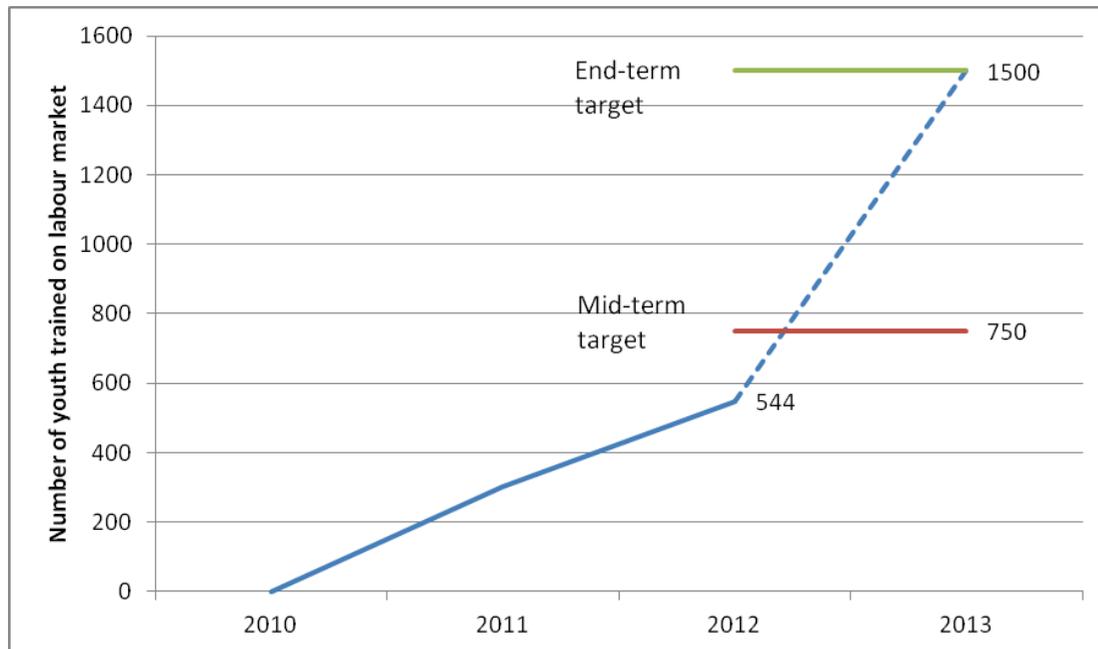


Figure 4: Number of youths trained on labour market at MTR and projected mid- and end-term targets

#### Business development plans

Copies of the business development plans for previous students of the BSED training were reviewed by the IRT at the YEIN premises. Five hundred and thirty four plans had been developed. This is 71.2% of midterm target and 35.6% of end term target.

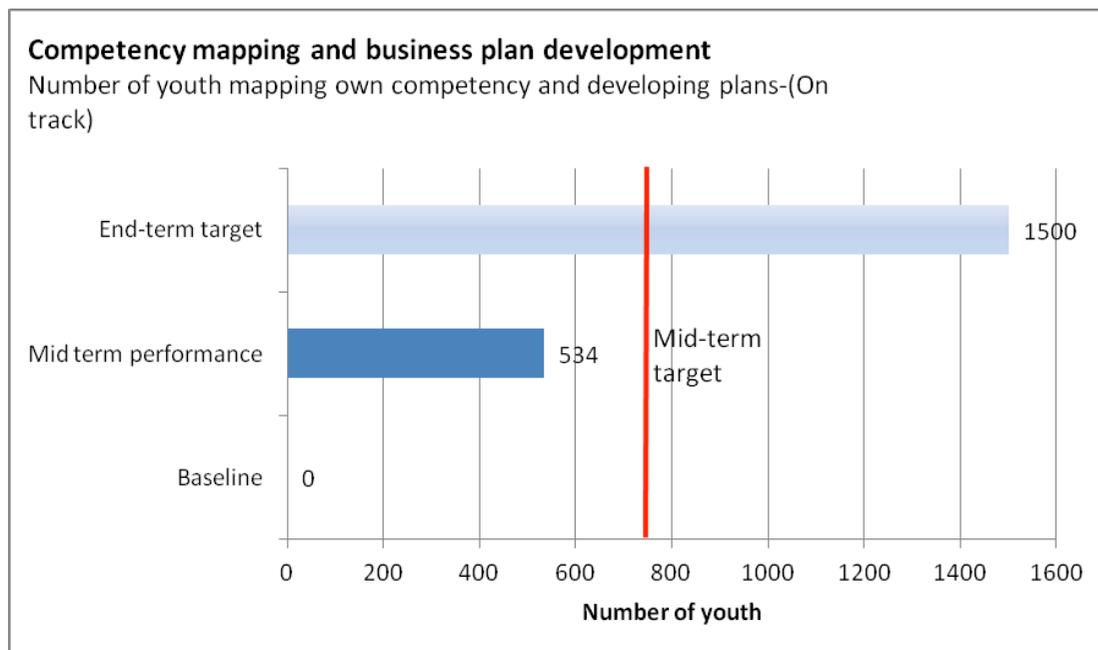


Figure 5: Performance on youth competency mapping during midterm review against YEIN set target

## 2.5 Influence of project activities on the participating youth

Livelihood survey planned to evaluate impact of the project on participating youth is yet to be conducted. From the project documentation the IRT concluded that significant challenges will be encountered evaluating project activities impact on because follow up of trainees is incomplete and updating these data relies on information from TOT rather than a specific M&E system.

However, the available data are summarized as follows:

Using skills and knowledge gained from the labour market training 140 youths have managed to apply for jobs and attended job interviews. We have witnessed success stories of young people who have gotten jobs in different sectors. They attest that after attending labour market training it has improved their skills significantly on areas that are key to job hunting hence improving their chances of employment.

## 2.6 Cooperation with youth organizations, other NGOs, international organizations, labour market partners and local authorities

Youth unemployment is an issue that concerns stakeholders including government departments, potential employers, youth organizations, and other actors in the labour market. Due to this wide involvement across sectors, it is important to build collaborations in any efforts to resolve unemployment. An inventory of the cooperation between YEIN and both existing and potential collaborators is shown below and a full listing provided in appendix II:

- Youth organizations
- Private sector players including KEPISA
- Governmental Organizations, including Ministry of Labor, Ministry of youth affairs and Sports
- Educational Institutions including KCA University
- NGOs
- Local authority including Nairobi City Council

### International organizations

Apart from the cooperation with FIC, YEIN has not so far developed other strong cooperation with other international or regional organizations. At the regional level the East African community has recently published its strategic plan for children and youth for implementation during 2009-2014. The identified economic priority areas for youth in the plan are entrepreneurship, skill development and youth unemployment with a stated strategic objective of empowering youth to fully participate and benefit from regional youth programmes and projects. YEIN should explore ways of tapping into such opportunities and possibly building strong collaborations with other international and regional initiatives. This can also serve as an additional approach to promoting sustainability of the project concept.

### *Governmental organizations*

YEIN was designed with government role in youth employment taken into consideration. The current status indicate that the project has worked closely with the Ministry of Youth affairs and Sports, which has the mandate to influence and implement policies designed for the youth. It is established in this MTR report that the initiative functions well with goodwill from government and should therefore be strengthened in the last half of the program. Formulating a public-private partnership policy framework, giving priority to addressing issues relating government entities can ensure more constructive engagement with publicly funded partners.

### *Labour market partners*

YEIN has developed partnership with labor market stakeholders through the formal and informal networks. Based on the project scope there has been no direct consideration so far concerning obtaining funding for youth to implement their business plans developed during BSED training.

The MTR finds that these partnerships could be further enhanced to allow for further assistance to the youth seeking employment and advance the course of advocating for change in policies which affect employment of the youth. Network members like the Kenya Private Sector Alliance collaborate widely with SME provide an opportunity that can be explored in assisting training graduates seek employment and enterprise opportunities.

### *Local authorities*

The Nairobi City Council partnered with AYT on the YEIN project through its One Stop Youth Information and Resource Center (OSYIRC). While AYT was the main local implementing partner the NCC had three particularly important roles: a) to provide the space for YEIN secretariat b) to provide venues for YEIN activities in the constituencies through its social services department c) to help in youth mobilization.

Key informant interviewees reported varying levels of success in NCC implementation of these roles. The YEIN secretariat is currently housed at the OSYIRC, a venue provided by the NCC department of social services. With regard to this aspect participants felt that the NCC had delivered on its role. There have, however, been significant challenges in the remaining functions. Mobilization of youth through the NCC has not been successful and there is unreliable access to venues for hosting YEIN activities at NCC social halls. Interviews with NCC representative attributed the unreliability in securing venues to the fact that while the department of social services within NCC was partnering with YEIN; the function of allocating social hall venues was under a separate department. Given that the critical role that NCC is to play in ensuring project sustainability corrective action should be implemented to improve its participation in the project activities.

## **2.8 Assistance from other donors in related fields**

Currently, YEIN activities are funded by DANIDA through FIC. There are no other financial sponsors. The project, however, receives significant contribution and facilitation of its activities from other collaborators including the Nairobi City Council, through its OSYIRC, The MOYAS, and ATY. Although DANIDA remains the main funder, the AYT remains the local partner charged with implementing project activities.

## **Summary of findings**

### **Networks and cooperation between youth organizations and relevant stakeholders**

The project has made significant progress in this area through setting up both a formal and informal network of labour market stakeholders and youth organizations. The establishment of the networks was delayed by poor conceptualization of network roles, difficulties in recruiting stakeholders, and organizational bureaucracies. Current activities within the networks include development of implementation plans for youth employment, performing skills audit and audit of the stakeholders. Network meetings and workshops are held two to three times annually.

### **Advocacy activities towards youth employment**

The major youth advocacy activities have not been conducted yet. Plans are underway for a major advocacy activity in August 2012 with participation of both the formal and informal employment networks.

### **Knowledge and skills of young people on employment possibilities**

The project had developed curricula for two training courses: BSED and labour market. Out of the target of 1500 youths to be trained in each of the two areas, 534 youths had been trained in BSED and 544 in labour market at midterm. Constraints with implementing the training include inadequate resources, both human resources and training materials. Youths graduating from the BSED training also develop business plans but implementation of these plans is not routinely followed through.

### **Capacity building of youth organizations**

Each of the two networks has representation from a youth organization in each of the 8 constituencies in Nairobi. The organizations are currently participating in network activities including preparation for employment advocacy planning and developing network youth employment plans. These organizations also have TOTs trained by the YEIN project.

### 3. Status of the project in relation to national issues in Kenya concerning youth and employment

This section presents recent publications on youth and employment in Kenya with the aim of aiding the interpretation of the current MTR findings. The desktop review was conducted by searching for official documents on youth employment published during the cycle of the YEIN project (August 2010 onwards). Similar searches were also conducted to identify publications from other stakeholders in both the formal and informal employment sectors.

A policy brief prepared by the National Economic and Social Council (NESC) in 2010 reported that youth unemployment was common among Kenyan youth with rates of 45.5 per cent among 15-19 year olds, 35.8 per cent among the 20-24 years olds and 22.8 per cent for 25-29 years olds. The rate of growth in employment opportunities does not match the demand for such jobs especially in the formal sector. During the five-year period from 2003-08, informal employment rose by 1,763,500 persons while wage employment rose by only 178,800 persons. The issues contained in YEIN's objectives namely: weak information systems in labour markets and poor dissemination of labour market information have recently been identified among the important causes of unemployment in several official government documents. Other causes of unemployment outside YEIN's remit include but are not limited to low economic growth rate; rapid population growth relative to economic growth; and structural adjustment programmes.

#### 3.1 National Youth Policy and Youth Employment Master Plan

Several gaps have been identified in the existing policy frameworks and initiatives. These identified gaps if corrected can ensure success of the YEIN project. Among weaknesses of relevance to YEIN contained in the NESC policy brief is: ignoring complementarities between initiatives, weak M&E frameworks, lack of mechanisms to phase out training subsidies. It is important for projects with training components like YEIN to consider the feasibility of their training programmes during the post-donor funding periods. Possible sustainability of such training consists of building up a pool of trainers within its networks to offer training.

A recent inventory reported fairly slow implementation of government funded youth employment programmes outlined in Kenya Vision 2030. The report released in 2011 exploring the impact of youth employment and policy programmes in Kenya documented some progress towards implementing youth employment policies. The following achievements were noted:

- (i) A total of 105 youth polytechnics have been equipped with a set of tools for various trades
- (ii) Approximately 18,000 youths with sports talents have been identified and nurtured
- (iii) An estimated 8,000 youths have been trained on entrepreneurship
- (iv) About 24,000 youths have been engaged through the Trees for Jobs programme under the Kazi Kwa Vijana initiative

- (v) Six youth empowerment centres have been constructed
- (vi) 16,222 students have been equipped with industrial skills
- (vii) 28,902 trainees have been placed on industrial attachment since 2008

Achievements of interest for the YEIN project from among those listed above include training on entrepreneurship which currently stood at 8000 nationwide since 2008 to 2011.

Overall, the programmes were noted to have had little impact on the youth.

#### The informal sector

One of YEIN's networks was established to include the informal sector, estimated to employ 8.3 million people in 2011 with youth aged between 15-35 years comprising 60 per cent of its workforce. To address challenges related to precarious nature of the jobs in the sector and negative attitudes and perceptions about the sector several recommendations were made during a recent conference on the National Youth Policy and Youth Employment Master Plan. Those of relevance to the YEIN project include improving policy dialogue platform and engagement of the youth and informal sector associations in policy making processes and promoting linkages with training institutions for skills upgrading. Although promoting linkages with educational institutions and encouraging adoption of the BSED curriculum by these institutions was stated as a method of promoting YEIN's courses sustainability the project has only developed such collaborations with a few institutions including KCA University. Further, recommendations include promoting mentoring programmes, and entrepreneurial exchange initiatives. This could be conducted between different youth organisations within YEIN networks to encourage learning from best practices in other organisations.

## 4.0 Major constraints to the project

The MTR observed and identified five main constraints that the YEIN project faces and which must be mitigated in the remaining life of the project. These constraints have been run through an evaluation matrix tabulated below in order to establish the level of threat and propose mitigation.

**Table 4: Major project constraints established during MTR**

Constraint	Description	Effects on Project	Threat Level	Recommended Mitigation
1. Systemic Constraint	The IRT noted that the project faces inherent M&E systems constraints. Data collection, reporting of project experiences and disseminating results is constrained by the lack of an effective, integrated M&E information system which can be used in holistic project management.	-Difficulty in tracking and reporting on project results -Incomplete project records -Disconnect between activities and plan -Difficulty in carrying out M&E tasks -Delays in decision making	Medium	Can be dealt with by installing an Integrated Project Management system built specifically for YEIN end-to-end scenarios.
2. Infrastructural Constraint	-The classes and venues where activities take place have been strained.  -Computer labs and other training facilities have experienced heavy usage which impact on training delivery	-Delays in training -Crowded classes -Quality of the training delivery	Medium	-The project leverages on partnerships with key stakeholders, challenges associated with training infrastructure and strained facilities can be mitigated by creating new program sites. Other centers can be equipped to provide trainings.

Constraint	Description	Effects on Project	Threat Level	Recommended Mitigation
3. Institutional Capacity constraint	-The program requires more trainers and Trainers of Trainers. The high target set calls for an enhanced project delivery team.  Currently there are less than 5 trainers in AYT and therefore the need to have more especially in the high uptake sites	-Slow training schedule -Strained working force -Unmet targets	Medium	-Increase staffing needs of the program  -Train more ToTs especially in the high uptake sites.
4. Partnerships Constraint	-The project faces extrinsic need for stronger partners.  The current partnership with private sector, universities and government ministries is not working in a synergy and coherence.	-Slow delivery -Lack of stronger networks among partners in pursuit of youth employment	Medium	-Develop synergy with like-minded organizations whose core mandate is youth employment  -Enhance existing collaboration with NCC

## 5.0 Recommendations for changes and adjustments to be established in the remaining period of the project

### Recommendations

The recommendations of the MTR are organized according to the outputs outlined in the recent revision of the YEIN LFA indicators framework. Based on the findings of this survey the MTR makes the following recommendations:

#### 1. Improving cooperation on youth employment

YEIN should formulate strategies to mitigate against continued delays in network activities. Such interventions should be based on the lessons learnt from previous delays in network establishment. Possible action areas include: continuous development and communication of clear messages on network functions in form of regular policy briefs, promoting more open and regular communication between network partners and also within stakeholder organisations outside the workshop and seminar settings.

The IRT noted a need to strengthen and bring on board more partners in order to enrich the project, expand its scope, and ease the constraints noted in section 4.0 of this report.

#### 2. Strengthening plans for youth employment

It is recommended that increased efforts be directed towards developing plans for improved youth access to formal and informal labour markets within both networks. To ensure network activities including developing employment plans, do not experience further delays it is recommended that partners develop a road map for major network activities covering the period between the completion of MTR and end of the project in July 2013.

The project can also facilitate the development of employment plans through: improving capacity of network members in designing plans through training, providing technical assistance in drafting of the plans or sourcing for such assistance.

#### 3. Strengthening organization capacity on youth employment and advocacy

Youth organization participating in the networks should be encouraged to actively participate in network activities by promoting innovativeness within networks and other approaches that maintain interest in continuous engagement in networks. Follow ups should be carried out regularly to reinforce the experiences gained from network activities.

#### 4. Advocacy on youth employment

The plans for upcoming advocacy activities should be made as inclusive as possible and strategies implemented to increase impact of advocacy activities like publicising the events.

#### 5. Providing information, guidance and counseling on youth employment

This recommendation is for YEIN to mitigate on the intrinsic weaknesses associated with human capital capacity at the implementation level. For instance counseling was a main indicator for the project but this task is currently undertaken by a single full time employee with the help of volunteers. Job evaluations for the main indicator tasks should be undertaken to determine suitable staffing levels for each of the main indicators.

#### 6. BSED and labour market training

This is the most sustainable component of the project. MTR recommendation is that beyond the training on business plan writing, YEIN project should focus on implementation of business plans. As suggested in the findings funding opportunities available in microfinance institutions should be explored. Immediate infrastructural and resource constraints slowing down training implementation including class sizes, inadequate numbers of trainers, and training facilities should be addressed.

#### 7. Disseminating project results and experiences

Strengthen systems and capacity for effective integrated support supervision and quality assurance programme within the YEIN project M&E system.

Accelerate the dissemination of results and experiences from the project implementation to labour market stakeholders and training institutions.

To the extent that YEIN is designed as a youth initiative, MTR recommendation is that a more structured approach be implemented to monitor impact of the program on Youth livelihoods. It is noted that the YEIN project planned to implement a livelihood survey to establish impact of the project on youth livelihood. This framework should be advanced in order to establish the long-term effects of the program on the youth.

#### Project sustainability:

- It is noted in this MTR report that as a recommendation, sustainability in YEIN initiative, must be designed and executed through broad consultations with experts who can design and guide the initiative on the road to a sustainable end.
- The MTR recommend that sustainability of the project can be enhanced in the following fundamental ways:
  - o Project roles - To prepare for eventual uptake of YEIN roles within the formal and informal networks by network participants, YEIN should gradually assume a supervisory role within networks. Increasing responsibilities in terms of network management should be delegated to network participants but YEIN should be prepared to reclaim any roles that are not easily taken up to ensure network functionality is maintained.
  - o Trainings - To promote sustainability of YEIN training the collaborating institutions should be encouraged to adopt the BSED and entrepreneurship curriculums as envisioned in the project document. This is a priority area because it was noted that educational institutions have not been actively involved in adopting the BSED and entrepreneurship curriculums.

**Appendix I: LFA Matrix**

*Youth Employment Initiative of Nairobi*

Main objective		Indicators			
Improved youth access to a fair labour market	Cooperation between the stakeholders on youth and employment has been improved, networks operate. Youth organisations are active towards youth and labour market stakeholders (organisations, enterprises, authorities etc) in supporting and promoting youth employment. Youth has become more conscious and knowing on their possibilities at the labour market and in affecting decision makers at the labour market.				
Immediate objectives	Outputs	Indicators	Source of verification	Activities	Assumptions
1) Encourage and strengthen networks and cooperation between youth organisations and relevant stakeholders at the labour market, in the delivery of youth employment creation services. Advocacy activities towards youth employment opportunities and conditions are strengthened	1.1) Improved and ongoing cooperation on youth employment between youth organisations and labour market partners on formal as well as on informal labour market	Improved co-operation and coordination between labour market partners, authorities etc. in order to achieve improved coherence among different interventions.	Baseline Report Progress reports Network meetings minutes Correspondence between the networks and stakeholders.	Establish YEIN network for formal employment 2 seminars/workshops 4-6 Networking Meetings annually Advocacy Activities on formal employment Establish YEIN network for informal employment 2 seminars/workshops 4-6 Networking Meetings annually Advocacy Activities on informal employment	a) If the macroeconomic and political conditions should deteriorate, the project outputs will be affected. Should this happen and government policy and the macroeconomic factors change for the worse there is very little that the project can do to reverse this. Mitigating this risk lies with the project continuously engaging policy makers to ensure that the dreams of a safer Kenya are realized and the macroeconomic framework continues to favor small enterprises.

1.2) Plans for strengthening formal and informal youth employment are being implemented by the networks.	Plans for improved youth access to formal and informal labour market are implemented	Progress reports Documented Plans	Formal and informal Networks prepare plans for improving youth possibilities for entering the formal and informal labour market	b) A central point for the project is the positive and active involvement of a wide range of stakeholders. It is essential that all stakeholders take an interest and engage in the project. To avoid lack of interest, especially from the private sector entities, the project has and will identify suitable partners and target these with a professional approach.
1.3) Min. 6 Youth organisations capacity on youth employment and advocacy is strengthened	Cooperation between youth organisations and labour market partners is improved.	Baseline report OCA report on 6 youth Organizations Progress reports Correspondence with stakeholders	Conduct training/workshops on youth employment and advocacy targeting at least 6 youth organizations. (3 from formal and 3 from informal network)	c) The different social ethnic backgrounds, believes/values/norms, generation gap/age difference, varied social economic academic backgrounds of youth may affect proper implementation of project activities to the different groups of young people. To mitigate this, the project will seek to define moral and operational values with these variations in mind, develop programs that are all-inclusive and offer equal opportunities and promote inter-generational values sharing.

Immediate objectives	Outputs	Indicators	Source of verification	Activities	Assumptions
	1.4) Min. 6 Youth organisations are advocating for youth employment in co-operation with relevant partners	Labour market stakeholders' perception of youth is improved	Baseline reports OCA report on 6 youth organizations Progress reports Correspondence with relevant partners	Yr 2 and 3 each network perform minimum 2 common major advocacy activities in the field of youth and formal -/informal labour market.	
2) Increase knowledge and skills of young people on employment possibilities/entrepreneurship and support the youth in entering the labour market, through capacity building of youth, youth organisations and development of training and networking models	2.1) Min. 6 Youth organisations are capable of informing, guiding and counselling youth on employment 2.4) 50.000 youth have been informed on youth and employment.	Involved 6 youth organisations perform frequent information activities on youth employment 50.000 youth is informed on opportunities on youth employment, and how to access more information. 50% of youth beneficiaries of the information meetings are more confident of their ability to access information on youth and employment	Progress reports OCA report on 6 youth organizations Participant registers/registration lists Employment information confidence survey report	Development of the Website TOT on youth information and counselling Conduct 500 Information Meetings	

OCA report on 6 youth organizations	2.2) Training plans and curricula on introduction to employment and BSED is present end year 1. 2.3) 1500 youth trained on introduction to employment and 1.500 youth trained in BSED	1.500 youth have mapped their own competencies and developed plans for getting a job or becoming self employed (those who develop plans for self employment can graduate into the BSED class) 1.500 youth have been trained in BSED (Business Skills and Entrepreneurship Development) and developed business plans for self employment 30% of the 3000 youth have improved their livelihood.	Curricular on introduction to employment Curricular on BSED Registration lists Progress reports Improved livelihood survey report. (How many youth have out of 3000 have accessed employment or started businesses)	Development of Content and Curriculum on labour market Conduct a TOT on labour markets Conduct 60 introduction training courses on labour market Development of Content and Curriculum for BSED courses Conduct a TOT on BSED Conduct 60 introduction training courses on BSED	
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<p>Establish counseling desk          Planning and training of counselors          Conduct counseling on Youth Employment and Entrepreneurship          Establish Networks with enterprises          Establish Network with mentors</p>	<p>Hold 2 conferences and trainings on dissemination models for training          Development of Promotional Material          Posting on Website</p>
<p>Progress reports          Database on youth placement status</p>	<p>Developed Models          Progress reports          Correspondence with stakeholders in Education (for adoption of YEIN training models)          Articles/promotional materials on the website</p>
<p>2.000 youth have received counseling in how to get and maintain a job/livelihood. 2.000 youth have been supported in taking up opportunities within the enterprises.</p>	<p>Models for improved qualification of youth have inspired min 5 schools or training institutions to adopt their training/education to the YEIN model</p>
<p>2.5) 2.000 youth have been counselled on employment and 2.000 have been advised on contacting enterprises</p>	<p>2.6) Labour market partners, authorities, training and educational institutions and other players are made aware of the results and experiences gained in this project.</p>

## Appendix II: List of network Stakeholders/ partners

Name	Organisation
Kimotho Maruru	Inorero University
Professor H.M Bwisa	JKUAT/MUKMIK
Nimu Waweru	Nairobi institute of Technology
Caleb Okelo	Min. of labour
Nathan Makau	Youth for Christ
Glory Kanana/Mary Kamore	EPTF
Joseph Muriithi Njeru	Min. of Industrialization
Ephraim Mwaura	Kenya association of Young entrepreneurs
Ehud Gachugu	KEPSA
Muindi	KNJKTA
Roggers O. Abongo	KCA University
Joshua Nyagidi	KCA University
Rosemary Kantai	Ultimate
Joseph Muriithi Njeru	Min. of Industrialization
Pauline Mwangi	Technoserve
Salome Wanjiku Ndungu	True North College
Caleb Okelo	Min. of Labour
Hesborn Odhiambo	Kenya Youth for Christ
Daniel Ndungu	KEPSA
Mary Kamore	EPTF
Winnie Mbogori	Super Broom services LTD
Josh Odhiambo	World-wide sires
Damaris Kamau	MOYAS
Peter Churchill Ogutu (Chief Executive Officer)	National Informal Sector Coalition
Kevin Osido	Youth Agenda
Raymond Ochieng	Office of the Prime Minister
Salima Kiriago	Kenyatta University
Rev Ngare	St. Paul University
Dorcas Mutemi	Kenya Polytechnic University College
Julie Korir	Nairobi Chapel

### Appendix III: Agenda for M&E system evaluation workshop

Agenda for YEIN project M&E assessment workshop	
Area	Facilitator
Participant introduction	Project M&E coordinator
Introduction to the assessment process	Lead consultant IASR
Presentation on the existing M&E system	YEIN Project team
Introduction to the 9 components of M&E systems	IASR
Assess: human capacity, organisational structure, partnerships, M&E plans, M&E advocacy	Small Group Rapporteurs
Feedback on 5 initial components	Small Group Rapporteurs
Assess: M&E databases, supervision, routine programme monitoring, data dissemination and use	Small Group Rapporteurs
Feedback on 4 final components	Small Group Rapporteurs
Workshop evaluation and closing	Facilitator

### Appendix IV: Contents of BSED and employability training courses

#### 1) BSED training

The modules taught during the BSED training include the following topics:

- **Introduction to Entrepreneurship,**
- **Forms of Business & Legal requirements in Kenya,**
  
- **Developing Your Business Idea**
- Scanning the environment
- Generating the business idea
- Evaluating business ideas (feasibility testing)
- Factors of Business Success/failure
  
- **Business Management Skills**
- Personal Management Skills
- Customer Care
- Business Negotiation Skills
- Personnel Management
- Conflict Handling & Motivation
- Record Keeping
  
- **Marketing plan**
- Carrying out marketing research
- Understanding the 4P's of marketing
  
- **Financial Planning**
- Costing
- Cash flow projection
- Sources of Business Financing

- 
- The Business Plan Template
  - Business Planning

## **2) Labour market Training**

### **Among of the topics covered in the training include:**

- Writing of winning CVs,
- Keeping the Job
- How to package themselves during interviews.
- Presentability in the job interview
- How to write a career development plan as well as a personal development plan



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