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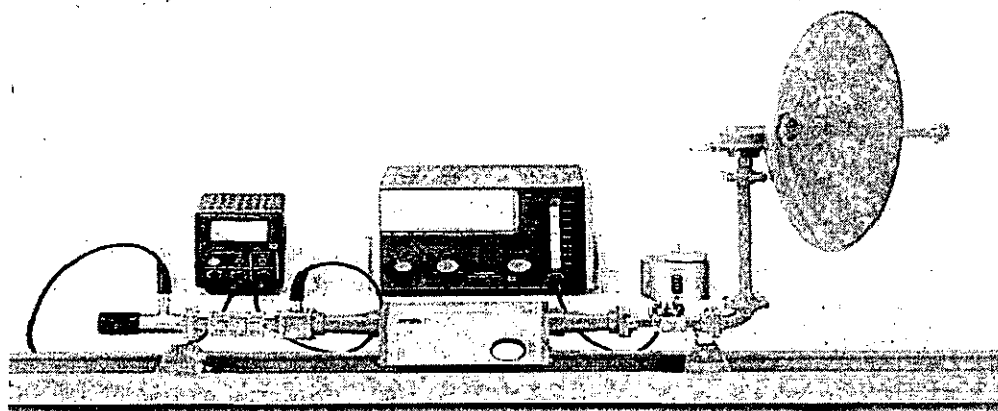


Republic of Kenya



United Nations
Industrial
Development
Organization

Empowering the Youth for Employment and Industrial Prosperity



**REVITALIZATION OF YOUTH POLYTECHNICS
PROGRAMMES IN KENYA.**

STRATEGIES/ACTION PLANS AND BUDGETS.

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UNIDO PROJECT.

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FINAL REPORT

TABLE OF CONTENTS	PAGE
Abbreviations.....	3
Acknowledgements.....	4
Executive Summary.....	5
Chapter 1: INTRODUCTION.....	7
<i>Preamble.....</i>	<i>7</i>
<i>Socio-economic Context.....</i>	<i>7</i>
<i>Youth Polytechnic Sector.....</i>	<i>8</i>
<i>National Youth Polytechnic Policy.....</i>	<i>8</i>
<i>Consultancy Agreement.....</i>	<i>10</i>
<i>Limitations.....</i>	<i>10</i>
<i>Consulting Team.....</i>	<i>11</i>
<i>Structure of the Report.....</i>	<i>11</i>
Chapter 2: IMPLEMENTATION STRATEGY.....	11
Chapter 3: STRATEGIC FOCUS AREAS.....	12
<i>Institutional Governance.....</i>	<i>13</i>
<i>Human Resource Development.....</i>	<i>14</i>
<i>Curriculum Implementation, Monitoring and Evaluation.....</i>	<i>16</i>
<i>Training Equipment and Materials.....</i>	<i>19</i>
<i>Infrastructure Development.....</i>	<i>20</i>
<i>Information and Communication Technology.....</i>	<i>21</i>
<i>Partnership with Industry/MSE.....</i>	<i>22</i>
<i>Managing Change</i>	<i>22</i>
Chapter 4: SUMMARY OF COSTS.....	23
Chapter 5: PLAN OF ACTION.....	25
Chapter 6: LOGICAL FRAMEWORK.....	27
Chapter 7 PLAN IMPLEMENTATION.....	34
Chapter 8: RESOURCE MOBILIZATION.....	38
Chapter 9: MEETING WITH DEVELOPMENT PARTNERS TO MOBILIZE RESOURCES FOR YOUTH DEVELOPMENT PROGRAMMES AND TRAINING.	38

ABBREVIATIONS

ADB	African Development Bank
AIDS	Acquired Immuno-Deficiency Syndrome
B.O.Gs	Board of Governors
CBS	Chief of Burning Spear
EGH	Elder of the Golden Heart
HIV	Human Immuno-Deficiency Virus
GDP	Gross Domestic Product
GTZ	German Technical Corporation
ICT	Information Communication Technology
ILO	International Labour Organization
JICA	Japan International Cooperation
KCPE	Kenya Certificate of Primary Education
KCSE	Kenya Certificate of Secondary Education
MOYA	Ministry of Youth Affairs
MSEs	Micro and small enterprises
MTEF	Medium Term Expenditure Framework
NFE	Non-Formal Education
NYS	National Youth Service.
PS	Permanent Secretary
TIVET	Technical, Industrial, Vocational, Entrepreneurship and Training.
UN	United Nations
NGOs	Non-Governmental Organization
UNICEF	United Nations Children's Fund.
UNDP	United Nations Development Programmes
UNFPA	United Nations Population Fund
UNIDO	United Nations Industrial Development Organization
USA	United States of America
USAID	United States Agency for International Development
VSO	Volunteer Services Overseas.
YPs	Youth Polytechnics.
YEDF	Youth Enterprise Development Fund

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- Mr. Fortunatus Okwiri - UNDP.
- Ms Najwa Gadaheldam - UNIDO.
- All the members of the Joint Task Force for the preparation of the meeting with development partners.
- All Strategic Stakeholders.

EXECUTIVE SUMMARY

Impact of revitalization of youth polytechnic and vocational training sector:-

The revitalization programme is expected to build capacity of youth polytechnics to create centres of excellence to provide quality skills and knowledge to primary school leavers, communities and MSE sector. This will enhance progression to higher education and training institutions; enhance industrial transformation; and contribute to the economic recovery through increased employment opportunities.

Implementation Strategy:

Strategic focus areas have been identified with strategies, action plans and budgets for the first phase targeting 16 youth polytechnics; then roll-out budget for 210 youth polytechnics countrywide as indicated below:-

Revitalization for 16 youth polytechnics into centres of excellence 2007/8

Strategic Focus Area	Strategies and Actions	Budget (Kshs. billion)
Institutional governance	<ul style="list-style-type: none">• Appropriate legal framework• Appointment of BOGs with qualified and competent members.• Develop strategic plans• Introduce performance contracts.	0.10
Human resource development	<ul style="list-style-type: none">• Structured recruitment of competent human resource• Capacity enhancement, skills upgrading, pedagogy.• Reward and motivation system.	0.085
Infrastructure development	<ul style="list-style-type: none">• Rehabilitate and develop general infrastructure - water, power etc.• Refurbish and construct new buildings• Maintain infrastructure.	4.0
Training equipment and materials	<ul style="list-style-type: none">• Procure, install and maintain state of the art equipment with assistance of experts• Adequate training materials.	3.20

Curriculum implementation, monitoring and evaluation	<ul style="list-style-type: none"> • New demand driven technology programme • Internal and external quality assurance • Assessment by recognized certifying agencies. 	0.3
Information Communication Technology	<ul style="list-style-type: none"> • Enhanced communication –MIS and e-learning. • Institutionalize ICT services. • Conduct ICT training programmes. • Disseminate ICT skills to community. 	0.09
Management of change	<ul style="list-style-type: none"> • Establish national steering committee. • Awareness and sensitization campaigns. • Promote culture of care and social responsibility. • Collaborate with industry/MSE. • Set up industry liaison offices. • Guidance and counseling units 	0.02
TOTAL COST		7.795

The cost of transforming 16 model youth polytechnics into centres of excellence is estimated at Kshs 8.0 billion (US\$130 million).

Rolling out for 210 youth polytechnics.

The total cost of rolling out 210 youth polytechnics into centres of excellence is estimated at Ksh107 billion (US\$ 1.7 billion) as indicated below:-

Rolling out Revitalization of 210 YPs into centres of excellence between 2007/8-2011/12.

Strategic Focus Area	2007/8	2008/9	2009/10	2010/11	2011/12	Total in Kshs (billion)
Institutional governance	0.10	0.25	0.25	0.25	0.25	1.1
Human resource development	0.085	0.35	0.35	0.35	0.35	1.5
Infrastructure development	4.0	13.0	13.0	12.0	12.0	54.0
Training equipment and materials	3.20	10.0	10.0	9.5	9.5	42.2
Curriculum implementation, monitoring and evaluation	0.3	1.3	1.3	1.3	1.3	5.5
Information Communication Technology	0.09	0.6	0.6	0.5	0.5	2.3
Management of change	0.02	0.18	0.18	0.18	0.16	0.72
TOTAL COST	7.795	25.68	25.68	24.08	24.06	107.32

Resource Mobilization: Meeting with Development Partners.

The government in collaboration with UNDP and UNIDO organized a meeting with Development Partners to get their buy-in and funding support to bridge the budget deficit for the five year investment strategy of the ministry of Youth Affairs. The meeting was attended amongst them, Diplomatic missions, Development agencies, Private companies, Institutions, government officials and the media.

CHAPTER 1: INTRODUCTION

Preamble:

Youth in Kenya number about 9.1 million and account for about 32% of the population of which 57% are female. The youth form about 60% of the total active labour force, but they also encounter the highest incidence of unemployment. Youth unemployment is one of the major factors pushing young people into vicious cycles of poverty making them vulnerable to social exclusion and crisis. It is difficult for the youth to find decent and productive jobs due to lack of appropriate vocational skills and entrepreneurial culture, which leads not only to economic challenges but also to a security challenge of enormous proportions.

1.1 Socio-Economic Context.

Investing in the youth is a step towards achieving vision 2030 which aims at moving Kenya from a developing country to middle income country by 2030.

Industrialization calls for a human resource base comprising a sufficiently large workforce with relevant skills, attitudes and values. A sound skills promotion and development programme will enhance employment creation for the youth and also provide investors with an abundant qualified labour force

1.2 Youth Polytechnic Sector



The youth polytechnics are expected to offer primary school leavers opportunities to acquire quality skills and knowledge to enhance their employability and provide avenues/paths for attaining higher education and training. The existing infrastructure and equipment are inadequate; need renovation and modernizing to cater for the new curriculum.

1.3 National Youth Polytechnic Policy

The goal of the policy is to mainstream youth polytechnics into the national education and training framework and reposition them to play an effective role in the development of the youth for employment and life-long learning as indicated below:-

The main objectives of the policy are to :

- Establish institutional framework that ensures a coherent partnership amongst government, employers, professional associations, non-governmental organizations, community and industry to promote good governance, for the growth and prosperity of youth polytechnics.
- Facilitate resource mobilization and allocation for capacity and competency building of youth polytechnics.
- Ensure quality training in youth polytechnics that facilitate competitive participation in community, national, regional and global economy.
- Expand the scope of youth polytechnics to improve access and equity for the youth, women and persons with disabilities.
- Promote and popularize information and communication technology as a medium of learning, trade, management and development in youth polytechnics

The underlying core values of the policy are in line with the guiding principles of the Ministry of Youth Affairs as stated in the strategic plan and they include:-

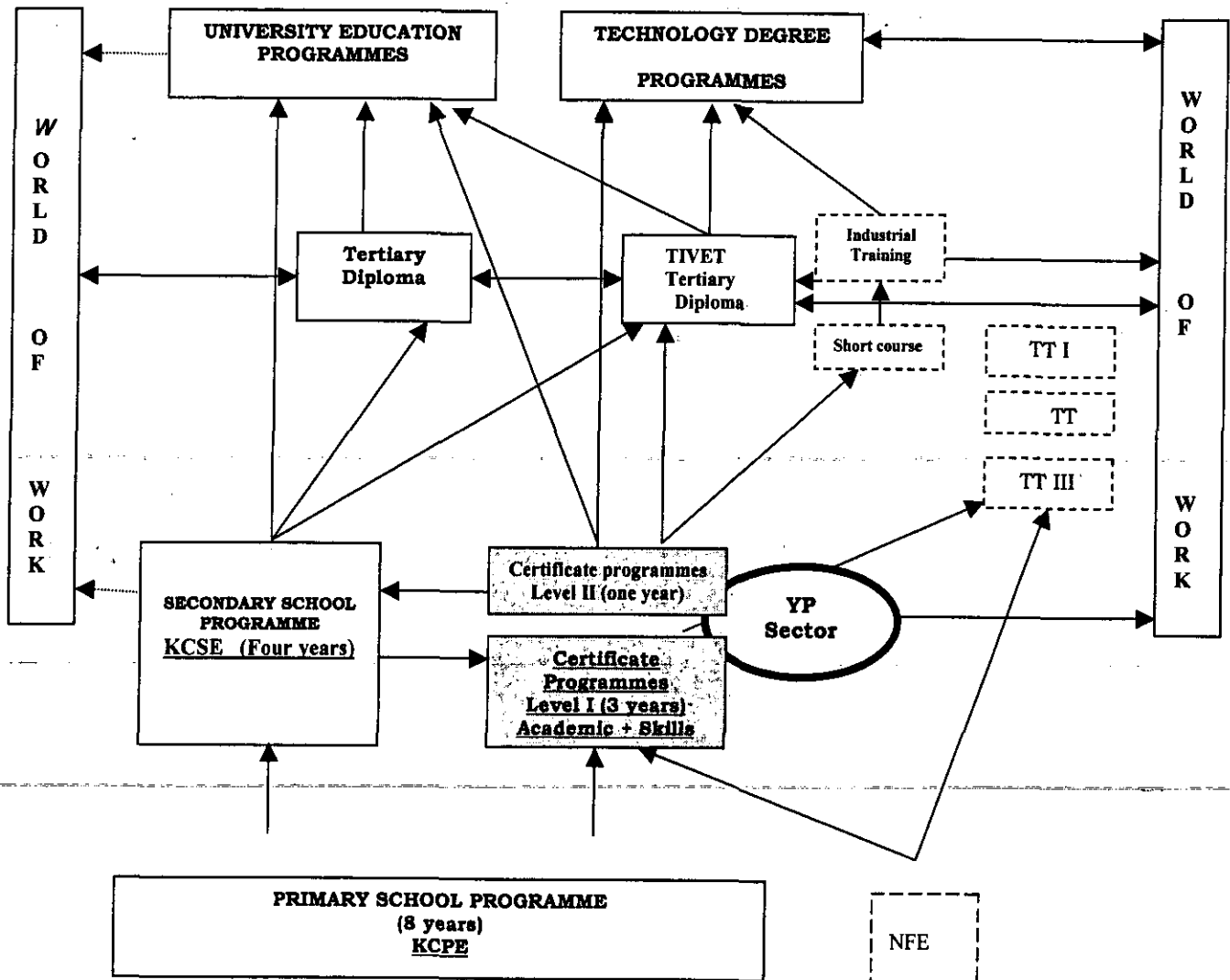
- Integrity and patriotism.
- Innovativeness and creativity.

- Professionalism, teamwork, and excellence.
- Competitiveness
- Life-long learning
- Equity and equality

Operationalization of the Policy.

The policy will be operationalized through establishment of governance and management structures in accordance to appropriate legal framework; recruitment and capacity building of competent staff; implementation of new flexible demand driven curriculum; internalizing ICT structures; upgrading of infrastructure and equipment; partnering with industry; mobilizing resources from development partners; and conducting awareness campaigns to win the confidence of stakeholders and create positive image.

1.4 Progression Path in Education and Training system.



1.5 Consultancy Agreement.

A consultancy agreement between UNIDO and Tharaga Consultancy and General Agencies Limited for the Preparation of Strategies/ Action Plans and Budgets for the Revitalization of the Youth Polytechnic Programmes in Kenya was made on 27th July 2007

Scope of Work and Terms of Reference

The revitalization programme will consolidate training resources for specific programmes within particular institutions so that training quality and relevance is enhanced in collaboration with stakeholders and avoid wasteful duplication of resources. The revitalization programme will involve capacity building of at least one youth polytechnic to become a centre of excellence in every constituency in the country. The initial focus will be on sixteen (16) youth polytechnics which have been identified for capacity building to become centres of excellence with the respective curriculum to be piloted.

The consultants have developed a framework for the revitalization of the youth polytechnics into centres of excellence as spelt out in the terms of reference.

Approach

Through consultative approaches with key stakeholder the consultants have made a detailed analysis of key intervention strategies and activities that will be carried out during the revitalization period.

A logical framework has been developed, showing the major actions, outputs, performance measures, time frame, costs, and responsible implementers. Plan implementation strategies to be put in place during the plan period have also been developed.

1.6 Limitations

The donor conference scheduled for 21st September 2007 was postponed by the Ministry of Finance to 5th of October 2007 and the Steering Committee is scheduled to meet on 7th November 2007 to discuss the document before submission. This has caused the delay in submitting the Final Report as scheduled.

1.7 Consulting Team

Name	Position	Task/Assignment
Charles Kasina	Lead Consultant	<ul style="list-style-type: none">• Overall project coordination• Policy implementation
Julius Mburugu	Model YPs Specialist	<ul style="list-style-type: none">• Model YPs implementation.
John Owigar	Curriculum Specialist	<ul style="list-style-type: none">• Curriculum implementation.

1.8 Structure Of The Report

The report consists of Executive Summary and nine chapters .

Chapter one which is the introduction highlights Socio-economic context, the goal of national policy on youth polytechnics and consultancy agreement .

Chapter two contains the implementation strategy.

Chapter three highlights the nine (9) strategic focus areas.

Chapter four is the summary of costs, chapter five is the Plan of Action , Chapter six is the logical framework , Chapter seven is the Plan implementation , Chapter eight is Resource mobilization and chapter nine is the Report of the Meeting with Development Partners.

CHAPTER 2: IMPLEMENTATION STRATEGY

The revitalization programme will be implemented through capacity building of at least one youth polytechnic to become a centre of excellence in every constituency in the country with a new curriculum to be implemented. The first phase will be implemented in sixteen youth polytechnics namely: Ukunda, Garissa, Mwanjila, Mandera, Nkubu, Mitaboni, Kangari, Nyaga, Waithaka, PCEA Eastleigh , Maseno , Matili, Ahero, Sero , Mogotio and Iten.

2.2 What is a centre of excellence?

A "centre of excellence" in this context is an exemplary training institution that has distinguished itself in the training system in the

promotion of best, creative and innovative training and learning practices which make it a leader in the region and beyond.

A centre of excellence has the following characteristics:-

- High quality facilities and technologies for training research and production.
- Qualified staff for facilities operation, project management and fiscal accountability
- Well balanced demand driven and flexible curriculum that encourages interdisciplinary learning and practical training.
- Creates innovative partnerships with industry, business, government entities and other institutions to advance knowledge and technology.
- Surveys the needs of its stakeholders by periodically evaluating and assessing programme effectiveness and responsiveness to the needs of the region, community and industry.

CHAPTER 3: STRATEGIC FOCUS AREAS

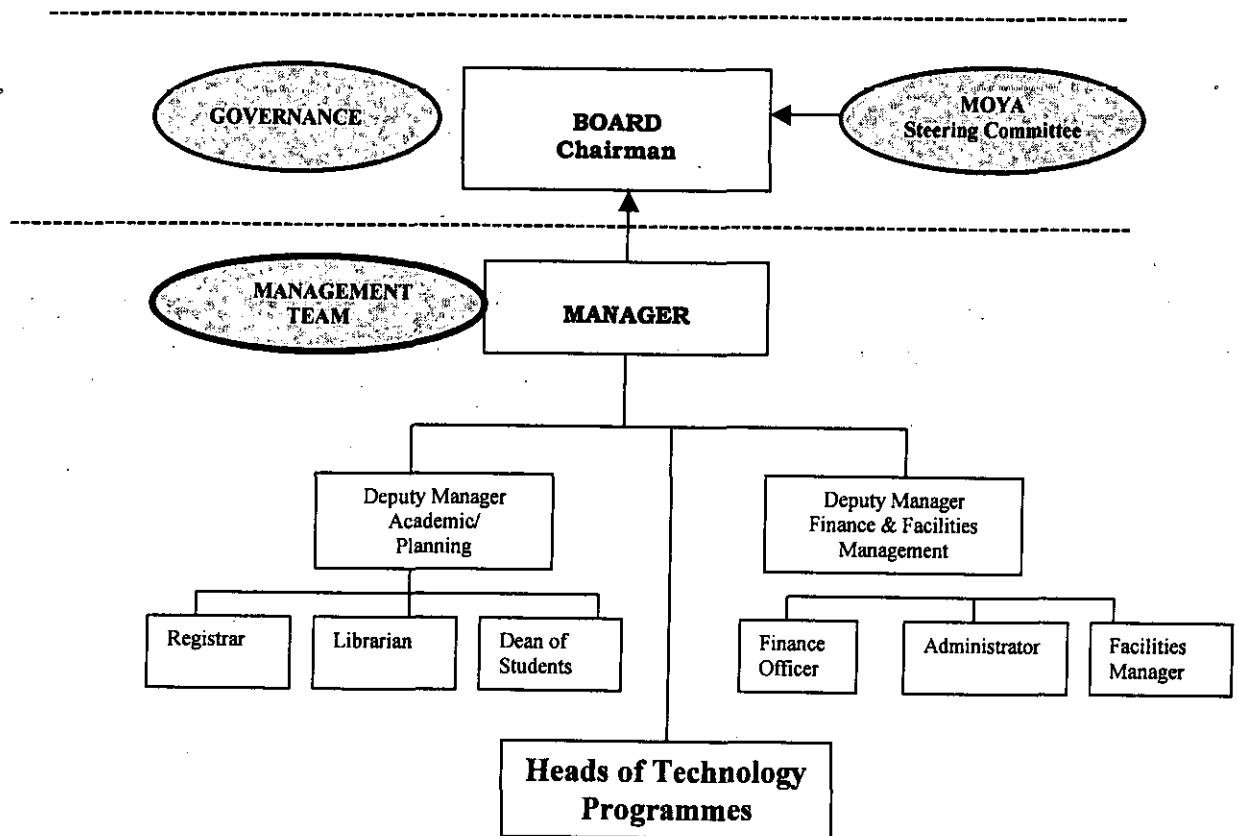
The following Strategic Focus Areas have been identified for capacity building in the revitalization to achieve the centre of excellence status:-

- Institutional governance
- Human resource development.
- Curriculum implementation monitoring and evaluation.
- Training equipment and materials
- Infrastructure development
- Information communication and technology.
- Partnership with industry
- Managing of change.

Appropriate Strategies, Action Plans and Budgets have been developed to address the revitalization challenges. The revitalization programme will run for five years from 2008-2012 as indicated in the plan of action and logical framework.

3.1 Institutional governance

A centre of excellence shall be incorporated as corporate bodies with power to own and dispose property and to sue in the corporate name.



Every centre of excellence shall be governed by a Board of Governors composed of suitably qualified and experienced persons of high integrity nominated by sponsors, industry parents, teaching staff together with district boards appointed by the Minister in charge of Youth Affairs in accordance with relevant sections of the appropriate legal framework.

No single gender shall constitute more than two thirds of the Board. The Board shall adhere to the requirements of the Public and Ethics Act and the Public Procurement Act. The Minister shall facilitate the Board to develop strategic plans for the plan period and performance contracts will be implemented. The board will be given induction training programmes to enable them provide responsive governance, visionary leadership, promote and adopt principles of good cooperate governance. The manager of the institution shall be the secretary to the board. The

appointment of manger shall be done competitively based on merit and competency to promote corporate image, integrity and accountability. Performance contracts shall be introduced to promote excellence in delivery of service. The board of governors shall perform the following functions:-

- Promote dialogue and participation of stakeholders to improve democratic governance.
 - Promote the best interests of the institutions and ensure its development.
 - Promote quality education and training for all learners in accordance with the standards set in the law.
 - Develop a strategic plan for the institution.
 - Supervise and oversee curriculum implementation and deliver and oversee all the conduct of examinations and assessment at the institution.
 - Encourage the community, parents, learners, teachers, other staff and stakeholders to render voluntary services to the institution.
 - Allow reasonable use of the facilities of the institution for community, social and other lawful purposes, subject to such reasonable and equitable conditions as it may be determined including the charging of a fee.
- The budget for the plan period is estimated to be Kshs 1.1 billion (US\$19 million).

3.2 Human resource development.

There is need to build the human resource capacities and enhance competencies to match the envisaged status of centres of excellence . Critical consideration will be placed on academic qualifications professional knowledge/competencies, practical experience and industrial exposure at the time of recruitment.

The staffing will integrated within the Public Service scheme framework.

Effective scheme of service, reward and motivation systems with performance contracting will be implemented to attract and retain competent human resource and enhance staff productivity.

Recruitment

The government has recruited 750 instructors with diploma qualifications in 2007/08 financial year to be deployed in the youth polytechnics. . More staff will be recruited according to the number of programmes being offered in each of the proposed 210 centres of excellence . There will be outsourcing of industry personnel as part-time lecturers to supplement and enhance human resource capacity for technology instructors.

The total staff required for the planned period will be 3780

Staffing Norms on staff /student ratio.

Practical programme 1:15 (one instructor per 15 trainees)

Theory programmes 1:30 (one instructor per 30 trainees)

A youth polytechnic offering 4 technology programmes, compulsory, general education and secondary based subjects will require 20 instructors as follows:-

Technology	-	13
Physical Science	-	5
Social Sciences	-	<u>2</u>
Total		20

Table 1: Projected instructor requirement and student enrolment for 4 programmes 2008-2012 for 210 YPs.

	2008	2009	2010	2011	2012
Student enrolment	960	13960	26560	39160	49440
Instructors required	192	2520	3780	3780	3780
Managers	16	116	210	210	210

Staff Training

The current instructors serving under the management committees will be given in-service training and skills upgrading to qualify for entry into approved scheme of service which requires a minimum qualification of a diploma in relevant vocational training field and a pedagogy certificate. The budget for the plan period is estimated at Kshs 1.5 billion (US\$ 24 million).

Table 2: Projected Staff Development 2008-2012

	2008	2009	2010	2011	2012
Management	16	100	94	-	-
Skills upgrading	20	100	120	120	100
Pedagogy	40	100	120	120	100
TOTAL	76	300	334	240	200

3.3 Curriculum implementation , monitoring and evaluation

Centres of excellence will provide demand driven , flexible training programmes tailored on the needs of the industry and community in which they operate, thus provide effective work, entrepreneurship and ICT skills to prepare the youth and adults for responsibility in the productive economy. The training programmes will be integrated into the main stream technical education and training system to allow for linkage with higher education programmes as a natural progression.

Training Programmes

The following technology programmes will be offered in the centres of excellence depending on regional conditions and demands.

- Refrigeration and air conditioning level I and.
- Building construction Technology
- Motor vehicle Technology
- Electrical engineering.
- Fashion design and garment making.
- Information Communication Technology.
- Food processing.
- Hairdressing and beauty therapy.
- Metal processing
- Leather work

The programmes will lay emphasis on technology know how with the following unique features:-

- Flexible delivery mechanisms (part-time, evening, holiday, weekends) in order to accommodate variety of learners and stakeholders.
- Competency based with appropriate ratios of core competence and generic skills.
- Modular based learning to facilitate access and flexibility of curriculum delivery.
- Hands-on practical training through innovative partnership with industry and on the job attachment.
- Greater involvement of private sector expertise and experience in training delivery.
- Income generating activities including production units.
- Merit awards for students and staff to promote creativity and innovation.

Structure of Training Programmes

The curriculum has two main options:-

i) Vocational Training Programmes Option I

In this option, curricula will be offered in modular form to the primary school leavers with KCPE certificates or Non-formal Education (NFE) or any other equivalent qualification. Trainees will choose the order and number of the modules to study and will be free to terminate their vocational training after obtaining the required course modules. They will be allowed to resume their studies at any time later on. The course outline will be as follows:-

- Vocational Trade Area
- Communication Skills
- Entrepreneurship Skills
- Life Skills
- ICT Studies
- Technical Drawing
- Industrial attachment (compulsory)

ii) Vocational Training Programmes Option II

In this option, the curriculum will also be offered in modular form to primary school leavers with KCPE certificate or its equivalent, for trainees aspiring to follow parallel secondary format with the aim to proceed for further studies at Diploma and Degree levels. The course outline will be as follows:-

- Vocational Trade Area
- Communication Skills
- Entrepreneurship Skills
- Life Skills
- ICT Studies
- Technical Drawing
- English
- Mathematics
- Physics
- Chemistry
- Biology.

Student Enrolment.

A single stream centre of excellence offering four programmes will have a full time student enrolment of 240.

This will be increased as the facilities are made available. The projected student enrolment for the programme will be **49,440**.

The Curriculum Piloting Phases

- Level I year I - phase I- 2008
- Level I year 2 - phase II - 2009
- Level II year 1 -phase III - 2010
- Level II year 2 - phase IV - 2011

For effective curriculum piloting process to take place, there will be a number of evaluation visits to the 16 youth polytechnics to: -

- Identify the teaching of the curriculum, highlighting various difficulties that the learners and instructors are encountering when implementing piloting phase
 - Identify the desirable remedial measures and directions in the light of weaknesses observed in the piloting process.
 - Identify issues, which were not taken into account during curriculum planning and developments
 - Identify all commissions and omissions of the curriculum planning and development process.
- Identify key stakeholders interests in the curriculum implementation process.

Monitoring and Evaluation

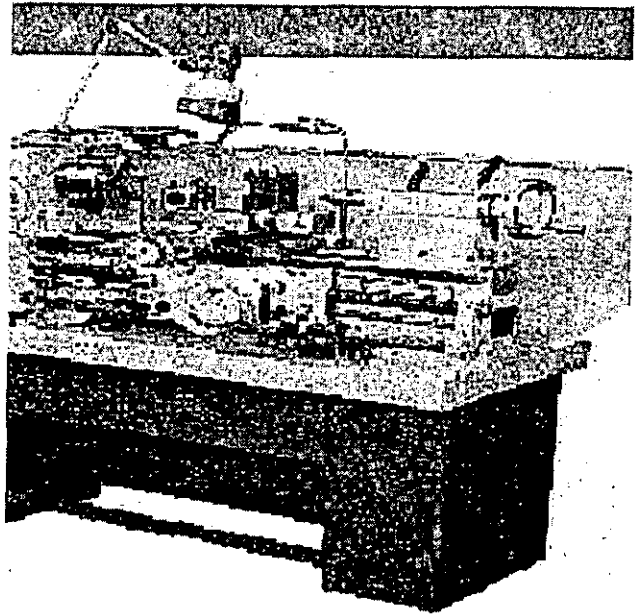
There will be continuous internal quality assurance by the BOGs of the centres of excellence and annual external monitoring and evaluation by quality assurance and standard officers to ensure that training quality is in accordance with the National Qualification Framework.

Assessment and certification will be carried out by Kenya National Examination Council and the National Industrial Training Council, in accordance with the National Qualification Framework.

The budget for the planned period is estimated at Kshs 5.5 billion (US\$90million).

3.4 Training equipment and materials

There will be need to procure, install and maintain state of the art equipment for the new curriculum with the assistance of experts . The ministry shall collaborate with Kenya Power and Lighting Company to ensure that the centres of excellence are provided with electricity.



It will be necessary for the Ministry of Youth Affairs to make annual budgetary provisions towards equipment modernization and maintenance to match the new status of centres of excellence and be responsive to technological changes in industry. There will also be need for provision of adequate teaching materials.

The cost of equipment in a typical centre of excellence with four programmes will be approximately Kshs. 200 million (US\$ 3 million).

The budget for the plan period is estimated to be Kshs 3.2 billion (US\$ 50 million). The government has contributed Kshs. 100 million (US\$1.6 million) towards upgrading of equipment in youth polytechnics in 210 constituencies countrywide.

Equipment Costs.

The approximate equipment costs for each training programme is as indicated below:-

	Cost- Millions
• Mechanical Engineering Courses	
Sheet metal work	30 "
Machining/turning	30 "
Welding	10 "
Motor vehicle	40 "
• Building Engineering Courses	
Masonry	20 "

	Carpentry	20	"
	Plumbing / Water engineering	20	"
•	Electrical and Electronics Courses		
	Electrical power	20	"
	Electronics	10	"
•	Fashion Design/ Dress Making	20	"
•	Food processing	20	"
•	Leather technology	20	"
•	Hair dressing and Beauty Therapy	15	"
•	Refrigeration	15	"
•	ICT	6	"

3.5 Infrastructure development

Every centres of excellence shall acquire title deeds for the land on which it stands; provide security and insurance for all the infrastructure facilities.

There will rehabilitation and development of general infrastructure/services, such as water, power, security, sports facilities; and refurbishment and

construction of new workshops, classrooms, laboratories, offices and hostels in the selected youth polytechnics to achieve the status of centres of excellence by 2012. A model youth polytechnic as a centre of excellence would require about 3.5 hectares of land for infrastructure facilities. The infrastructure facilities shall be developed in accordance with the building codes; Occupational Health and Safety Regulations; Environmental Management Act and be appropriate for students with special needs.

Centres of excellence will also invest in renewable and solar energy; water boreholes for their own use and surrounding community.

The budget for infrastructure development in the plan period is estimated at Kshs 54 billion (US\$ 96 billion). The government of Kenya has contributed Kshs 338 million (US\$ 5.5 million) towards refurbishment of infrastructure in 16 youth polytechnics.

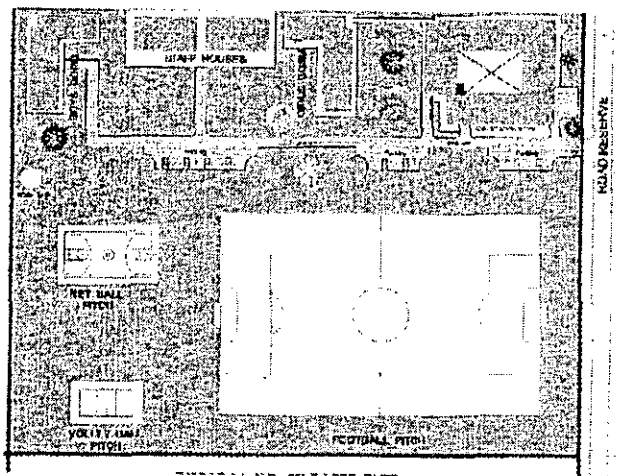


Table 3: Infrastructure facility requirement for one youth polytechnic and costs

Facility	No. of Units	Area M ²	Total Area M ²	Cost Kshs-millions
Workshops	8	250	2,000	40,000,000
Classrooms	5	60	300	6,000,000
Trade Laboratories	4	125	500	10,000,000
Technical Drawing Room	2	120	120	4,800,000
Science Laboratories	3	120	360	7,200,000
ICT Laboratories	2	120	240	4,800,000
Dormitories	4	375	1,500	30,000,000
Library	1	1,000	1,000	20,000,000
Administration block	1	250	250	5,000,000
Staff room	1	120	120	2,400,000
Multi-purpose Hall & Kitchen	1	500	500	10,000,000
Staff houses (senior)	5	60	300	6,000,000
Staff houses (junior)	4	40	160	3,200,000
Guidance & Counseling Unit	1	30	30	600,000
Health centre	1	30	30	600,000
Sports and recreation facilities (e.g. football pitch with running track)	Item			40,000,000
Security (perimeter wall)	Item			10,000,000
Safety (firefighting equipment, first aid kits)				2,000,000
Electric supply/standby generator	Item			5,000,000
Adequate water	Item			5,000,000
TOTAL				230,000,000

3.6 Information and Communication Technology

Successful introduction and use of information and communication technology in the centres of excellence will revolutionize the learning process and disseminate skills to the wider society in rural area. It will also enhance communication, management information system and e-learning.

In order to achieve the above, it will be necessary to acquire and install state of the art ICT equipment; set up computer laboratories, telecentres and integrate ICT in the training programmes. Special computers and other facilities for learners with special needs will be necessary. There will be capacity building for managers and instructors to use, manage and develop ICT structures. There will be need for controls to avoid abuse of ICT system.

The budget for the plan period is estimated at Kshs 2.3 billion (US\$ 38 million).

3.7 Partnership with Industry/MSE

There will be structured, effective and innovative collaboration in such areas as technology transfer, industrial attachment for students and staff, part-time lecturing, procurement of goods and services.

Industry liaison offices will be set up with data banks to foster and broaden collaboration. There will be industry and MSEs representatives appointed to BOGs and Steering Committees to increase participation of industry in institutional governance and training programmes.

3.8 Managing Change

For the centre of excellence concept to be understood and owned by the communities, awareness and sensitization campaigns will be carried out at national and institutional levels to win the confidence of the stakeholders.

- (i) **At national level**, a national steering committee will be established with the secretariat to carry out the following activities:-
 - Hold workshops and seminars at provincial, district and constituency levels to sensitize the communities and stakeholders.
 - Dialogue and lobby support with members of the Parliament Committee on Education and Training to pass the Draft National Policy on Youth Polytechnics through parliament.
 - Prepare brochures and career booklets on the initiatives.
 - Develop documentary, video, and cinema for broadcast on television and village cinema shows.
 - Organize television and radio talk shows.
 - Participate at national exhibition shows countrywide.
 - Organize competition and awards for centres of excellence.
 - Place supplements on the daily newspapers.
 - Establish financial mechanisms for bursaries and scholarships to poor disadvantaged and persons with special needs.

- (ii) **At the institutional level**, visionary and responsive boards of governors will be established composed of all inclusive stakeholders representatives, communities, sponsors, parents, faith based organizations, industry and local district boards to carry out the following activities .
 - Prepare strategic plans with vision, mission and core values.
 - Internalize Corporate Social Responsibility and affirmative action for vulnerable and disadvantaged groups.

- Organize social sports events, music and open days.
- Establish innovative collaboration and partnership with industry , local institution and professional bodies.
- Establish guidance and counseling services to the youth and communities.
- Install ICT and telecentre services to the communities.
- Encourage the use of the facilities by the community, church , women groups and the youth.
- Encourage strong alumni associations.
- Sensitize communities to discard socio-cultural practices that hinder participation of girls in technical programmes.

The budget during the plan period is estimated at Kshs. 720 million (US\$ 12 million)

CHAPTER 4: SUMMARY OF COSTS.

i) Revitalization for 16 YPs

Kshs.(billion)

Institutional governance	0.08
Human resource development	0.09
Infrastructure development	4.0
Training equipment and materials	3.2
Curriculum, Implementation, monitoring and evaluation	0.3
Information and Communication Technology	0.09
Managing change	0.02

Total Kshs.

7.80 billion

Cost of transforming 16 model YPs into centres of excellence is estimated at about Kshs. 8.0 billion.(US\$130 million).

ii) Rolling out for 210 YPs.

The total cost of rolling out 210 YPs into centres of excellence is approximately Kshs. 107 billion . (US\$ 1.7 billion) as indicated below:

Table 4: Rolling out Revitalization of 210 YPs into centres of excellence between 2007/8-2011/12.

Expenditure Item	2007/8	2008/9	2009/10	2010/11	2011/12	Total in Kshs (billion)
Institutional governance	0.10	0.25	0.25	0.25	0.25	1.1
Human resource development	0.085	0.35	0.35	0.35	0.35	1.5
Infrastructure development	4.0	13.0	13.0	12.0	12.0	54.0
Training equipment and materials	3.20	10.0	10.0	9.5	9.5	42.2
Curriculum implementation, monitoring and evaluation	0.3	1.3	1.3	1.3	1.3	5.5
Information Communication Technology	0.09	0.6	0.6	0.5	0.5	2.3
Management of change	0.02	0.18	0.18	0.18	0.16	0.72
TOTAL	7.795	25.68	25.68	24.08	24.06	107.32

CHAPTER 5: PLAN OF ACTION

YEAR	ACTIVITY
2007/8 16 youth polytechnics upgraded	<ul style="list-style-type: none"> • Establish National Steering Committee. • Appoint BOGs in according to Education Act. • Refurbish physical infrastructure • Construct new laboratories/workshops, dormitories. • Procure new equipment • Recruit human resource. • Implement new curriculum. • Recruit students • Build capacity of human resource • Sensitize stakeholders. <p>Consultancy Audit of the status of the 194 youth polytechnics for revitalization to centres of excellence.</p>
2008/9 100 youth polytechnics upgraded	<ul style="list-style-type: none"> • Appoint BOGs in according to Education Act. • Refurbish physical infrastructure • Construct new laboratories/workshops, dormitories. • Procure new equipment • Recruit human resource. • Implement new curriculum. • Recruit students • Build capacity of human resource • Sensitize stakeholders. • Monitoring and evaluation in the 16 centres of excellence. • External assessment.
2009/10 94 youth polytechnics upgraded	<ul style="list-style-type: none"> • Appoint BOGs in according to Education Act. • Refurbish physical infrastructure • Construct new laboratories/workshops, dormitories. • Procure new equipment • Recruit human resource. • Implement new curriculum. • Recruit students • Build capacity of human resource • Sensitize stakeholders. • Monitoring and evaluation in 116 youth polytechnics • External assessment.

Plan of Action

YEAR	ACTIVITY
2010/11	<ul style="list-style-type: none"> • Refurbish physical infrastructure • Construct new laboratories/workshops, dormitories. • Procure new equipment • Recruit human resource. • Implement new curriculum. • Recruit students • Build capacity of human resource • Sensitize stakeholders. • Monitoring and evaluation in 210 youth polytechnics • External assessment . <p>Consultancy Mid term evaluation for all activities.</p>
2011/12	<ul style="list-style-type: none"> • Refurbish physical infrastructure • Construct new laboratories/workshops, dormitories. • Procure new equipment • Recruit human resource. • Implement new curriculum. • Recruit students • Build capacity of human resource • Sensitize stakeholders. • Monitoring and evaluation in 210 youth polytechnics • External assessment . <p>Consultancy . • Final evaluation for all activities.</p>

The proposed plan of action is organized in a Log Framework with goal, objectives, outputs, activities, performance indicators, means of verifications , time frame, budgets and responsible person.

CHAPTER 6: LOGICAL FRAMEWORK

Narrative Summary	Performance indicator	Means of verification	Budget in Kshs (billion)	Time frame	Responsibility
OVERALL GOAL:					
<p>To mainstream youth polytechnics into the national education and training framework to play an effective role in the development of youth for employment and life-long learning.</p> <p>OBJECTIVE. Provide skills for industrialization and economic growth.</p>	<ul style="list-style-type: none"> • Multiskilled graduates. • Demand for YP graduates. • Accreditation according to new Education Act. 	<ul style="list-style-type: none"> • Tracking survey • Labour market data. • Registration certificates. 		5 years	Minister
GOVERNANCE AND LEGAL FRAMEWORK					
<p>Development objective: Promotion of good cooperate governance supported by legal framework.</p> <p>Output I: Responsive and visionary leadership.</p> <p>Output II: Internalization of cooperate values.</p> <p>Activities:</p> <ul style="list-style-type: none"> • Appoint BOG composed of qualified persons representing stakeholders in accordance with legal framework. • Carryout induction programmes for BOG members. • Develop strategic plans with vision, mission and core values.. • Implement performance contracts. • Implement public service integrity programmes 	<ul style="list-style-type: none"> • Appropriate Acts of Parliament • Philosophical foundation • Functional secretariat • BOG meetings • Performance contracts • Full integration of public service integrity programmes 	<ul style="list-style-type: none"> • Appointment letters • Gazette notice • Minutes of BOG • Quality service. • Zero tolerance to corruption • Compliance to cooperate core values • Positive public image 	1.1	5years	Minister BOG Chairman Manager

Narrative summary	Performance indicator	Means of verification	Budget in Kshs (billion)	Time frame	Responsibility
HUMAN RESOURCE					
<p>Development objective:</p> <ul style="list-style-type: none"> • Enhanced staff productivity and utilization. <p>Output I</p> <ul style="list-style-type: none"> • Competent and motivated staff recruited and retained. <p>Output II</p> <ul style="list-style-type: none"> • Capacity and capability of staff with Diploma and pedagogical qualifications raised to enable them interpret and implement new curriculum. <p>Activities:</p> <ul style="list-style-type: none"> • Undertake job evaluation. • Recruit new staff on merit and competitive basis. • Introduce performance and reward system. • Sensitize staff on performance contracts. • Review terms and conditions of service. • Undertake staff audit to determine competent gaps and training needs. • Implement training • Identify and form partnership with industry to offer attachment to staff 	<ul style="list-style-type: none"> • 3780 staff recruited. • 960 achieve pedagogy and Diploma qualification • High staff retention • Performance contracts. • Improved innovative training delivery mechanisms 	<ul style="list-style-type: none"> • Advertisement • Appointment letters • Appraisal reports • Competence training reports. • Attachment reports. • Monitoring and evaluation reports. 	1.5	5 years	MOYA BOG

Narrative summary	Performance indicator	Means of verification	Budget in Kshs (billion)	Time frame	Responsibility
CURRICULUM IMPLEMENTATION, MONITORING AND EVALUATION					
<p>Development objective:</p> <p>Provision of flexible demand driven programmes that provide competitive skills and knowledge to youth and communities.</p> <p>Output I:</p> <ul style="list-style-type: none"> • Minimum four programmes offered in each centre of excellence. <p>Output II</p> <ul style="list-style-type: none"> • Achievement of centre of excellence status <p>Activities:</p> <ul style="list-style-type: none"> • Hold syndicate meetings with stakeholders • Procure teaching materials . • Implement new curriculum beginning with 16 youth polytechnics and then rolling out to 210. • Develop admission criteria. • Develop internal quality assurance mechanisms. • Use external quality assurance agencies to monitor , evaluate, and assess the programmes in accordance with National Qualification Framework. 	<ul style="list-style-type: none"> • Stakeholder support to new curriculum. • Attraction of highly qualified students. • 49,440 students enrolled • 100% compliance to quality assurance procedures. • Competent graduates with competitive skills. 	<ul style="list-style-type: none"> • Roadmap to introducing of new curriculum. • Enrolment data • Examination results. • Monitoring and evaluation reports. 	5.5	5 years	MOYA BOG

Narrative summary	Performance indicator	Means of verification	Budget in Kshs(billion)	Time frame	Responsibility
INFRASTRUCTURE DEVELOPMENT					
<p>Development objective Upgrading of physical facilities to be used in the implementation of new curriculum.</p> <p>Output I: Refurbishment /renovation and construction of physical infrastructure.</p> <p>Activities:</p> <ul style="list-style-type: none"> • Refurbish / renovate identified buildings • Implement infrastructure modernization programmes. • Construct new infrastructure in accordance with building code and Health and Safety Regulations. .. • Implement infrastructure maintenance programmes 	<ul style="list-style-type: none"> • 210 YPs upgraded to centres of excellence. • New curriculum implemented in all identified youth polytechnics. • 100% usage of infrastructure. • Maintenance units. 	<ul style="list-style-type: none"> • Tender documents • Workshops, classrooms, Laboratories etc. • Monitoring and evaluation reports. 	54	5 years	MOYA Manager BOG

Narrative summary	Performance indicator	Means of verification	Budget in Kshs(billion)	Time frame	Responsibility
TRAINING EQUIPMENT AND MATERIALS					
<p>Development objective: Upgrading of equipment to be used in the implementation of new curriculum</p> <p>Output II: Installation and maintenance of state of the art equipment with assistance of experts.</p> <p>Activities Procure and install state of the art equipment with help of experts. Implement equipment modernization programmes</p>	<ul style="list-style-type: none"> • New curriculum implemented in all identified youth polytechnics. • 100% usage of equipment. • Multi skilled graduates 	<ul style="list-style-type: none"> • Tender documents • Procurement schedules. • List of equipment. • Monitoring and evaluation reports. • Equipment commissioning reports • Maintenance units. 	42.2	5 years	MOYA BOG Manager

Narrative summary	Performance indicator	Means of verification	Budget in Kshs(billion)	Time frame	Responsibility
INFORMATION AND COMMUNICATION TECHNOLOGY					
<p>Development objective: Development of ICT structures to enhance training communication and management information systems.</p> <p>Output I:</p> <ul style="list-style-type: none"> • ICT services institutionalized in the centres of excellence. <p>Activities:</p> <ul style="list-style-type: none"> • Establish ICT laboratories • Procure and install ICT equipment. • Train managers, instructors in ICT skills . • Offer ICT training programmes and packages to students, industry and communities. 	<ul style="list-style-type: none"> • 100% staff competency. in ICT training programmes and packages. • Management information system in place. • Community use of ICT services.. 	<ul style="list-style-type: none"> • Computer competency • Demand for ICT services. • Monitoring and evaluation reports. 	2.3	5 years	MOYA Managers BOG

Narrative summary	Performance indicator	Means of verification	Budget in Kshs (billion)	Time frame	Responsibility
MANAGEMENT CHANGE					
<p>Development objective: Articulation of change process to stakeholders.</p> <p>Output I Winning and sustaining the confidence of stakeholders during the change process.</p> <p>Activities:</p> <ul style="list-style-type: none"> • Appoint a national steering committee and a secretariat. • Establish communication channels. • Prepare promotional materials for awareness campaign and community sensitization. • Develop networking, lobbying and advocacy plan • Form partnership with industry. • Hold change management workshops and social events. 	<ul style="list-style-type: none"> • Functional secretariat • Committee meetings. • Website, news letters, suggestion boxes. • Television and radio programmes. • Stakeholder participation • Policy passed into bill • Corporate Social Responsibility programmes. • Reduced level of resistance. • Industry participation in training programmes. 	<ul style="list-style-type: none"> • Appointment letters. • Gazette Notice • Minutes of the committee • Workshop reports • List of stakeholders • Positive public image. 	0.72	5 years	MOYA National Steering Committee

CHAPTER 7: PLAN IMPLEMENTATION

The following implementation strategies will be put in place during the plan period:

i Project Coordinator.

- To facilitate and Marshall efforts towards timely execution of the activities and achievements.
- Reporting to the Director of training on plan implementation for proper resource allocation and utilization.
- Liaising with managers of the youth polytechnics for effective implementation of the plan.
- Preparing briefs for National Steering Committee on plan activities for decision making.
- Carrying out any other duties as may be assigned from time to time.

He will be expected to be result-oriented , be in possession of outstanding personality attribute and human relation skills.

ii National Steering Committee

This committee be drawn from various stakeholders participating in the project. The committee key task will be to ensure that activities , outputs and performance indicators are realized and recommend remedial action when required.

iii Institutional Work Plans.

Each proposed centre of excellence will prepare operational action programme (Annual work plan) . The action programmes will be presented and discussed with the Steering Committee for approval and financial allocation.

It is expected that these action programmes will commit the managers and Board of Governors to entering into performance contracts upon which annual appraisal will be based.

iv Awareness Creation Programmes.

(a) Stakeholders.

The Steering Committee will aim at winning and sustaining the confidence of stakeholders during the plan period. This will be done by establishing effective communication channels; lobby and dialogue; focused meetings and workshops.

(b) **Staff**

All ministry staff, managers, Board of governors must have adequate information on the activities and work plans since they will have a role in achieving the objectives focused meetings and workshops will be organized.

v **Monitoring and Evaluation**

(a) Effective plan for monitoring and evaluation will promote commitment from those charged with various responsibilities in the implementation. It will also help in self-evaluation towards the attainment of stated goals, objectives and review of performance indicators.

Plan evaluation will enable the ministry to take stock on what has been achieved and thereby providing information for corrective actions.

(b) **Monthly Reports.**

This will provide feedback on what has been achieved during the period. The activities will be extracted from the institutional work plans. The feedback will be in form of brief presentations with emphasis on key achievements as per set targets, major constraints and remedial strategies. A monthly monitoring instrument is shown in fig below.

Plan implementation, monitoring and evaluation framework.

Month			Monitoring			
			Performance level			
Activities	Time frame	Output	Planned to date	Actual to date	Variance in	Impending/impelling

(d) Plan Evaluation

Plan evaluation will be undertaken at the expiry of a financial year when projected operational results and budgets are audited and financial statements prepared. The main inputs required for an evaluation are.

- Plan review reports (at most 4 during the plan period)
- Plan evaluation log frame.

(e) Summative Evaluation.

Participants to this evaluation will be managers, chairman of BOGs, National Steering Committee and the Ministry Directorate of Training with selected technical backup team. An external facilitator (consultant) will be invited to provide focus for the deliberations. see figure below.

Plan Evaluation Log frame.

Objective status	Variance and why	Responsible	Improvement programme

CHAPTER 8: RESOURCE MOBILIZATION.

The Ministry of Youth Affairs faces a number of challenges as it begins to implement its strategic plan. The challenges arise out of the high expectations placed on it by stakeholders compared to the limited resources at the ministry's disposal.

The ministry will require approximately Kshs. 110 billion (US\$1.8 billion) to implement the Strategic Plan. Funding from the exchequer is however projected at Kshs 25.7 billion (US\$ 0.4 billion) over five year period. This gives rise to a deficit of approximately Kshs 85.7 billion (US\$ 1.4 billion) that will have to be raised through other sources including development partners and other well wishers.

CHAPTER 9: MEETING WITH DEVELOPMENT PARTNERS TO MOBILIZE RESOURCES FOR YOUTH DEVELOPMENT PROGRAMMES AND TRAINING.

Preamble

The government in collaboration with UNDP and UNIDO organized the meeting with development partners to get their buy-in and funding support to bridge the budget deficit for the five year investment strategy of the Ministry of Youth Affairs.

9.1 Preparation for the meeting.

A joint taskforce comprising officials from UNDP, Ministry of Youth Affairs was formed to work with the consultants in the preparation of the Conference.

The consultants prepared all the documents required for the conference such as:

- List of participants - development partners, government officials and private sector stakeholders.
- Sample of Invitation letters and conference programmes.
- Brochure , Banners and Folders
- Conference presentation papers for the Ministry of Youth Affairs.
- Concept papers on topical themes:
 - Draft National Youth Polytechnics Policy.
 - Model Centres of Excellence.
 - Curriculum piloting and testing
 - Awareness campaigns and sensitization

- Press briefing for the Permanent Secretary , Ministry of Youth Affairs prior to the conference on 4th October 2007.
- Quotations were invited by UNDP from some of the companies they had been dealing with to prepare the conference materials such as:-
 - Street banners
 - Drop down / Vertical banner.
 - Brochures and conference folders
- Hilton Hotel was booked for the conference and the media breakfast briefing .

9.2 Media Breakfast Press Briefing.

The Permanent Secretary Ministry of Youth Affairs held a Media Breakfast Press Briefing about the meeting with development partners on 4th October 2007 at the Hilton Hotel.

9.3 Report of the meeting with the development partners.

The meeting took place as scheduled on 5th October 2007 at the Hilton Hotel .

9.3.1 Observations and Recommendations.

The meeting made the following major observations and recommendations:-

- MOYA in collaboration with industry should carryout Needs Assessment of the local industry and communities in the regions where centres of excellence are being established.
- Income generating activities be established in centres of excellence to meet the demands of the local communities.
- Renewable energy centres be established in each youth polytechnic to generate energy for its own requirements and sell to the immediate community.
- UNIDO is willing to partner with youth polytechnics in establishing "1000 energy kiosks" under "Lighting up Kenya" programme to produce Light Emitting Diode (LED) lamps to reduce the use of kerosene in rural areas.
- All programme development should be done through consultative process involving all stakeholders including government ministries, industry, community, civil society and youth groups.
- Labour intensive employment programmes in infrastructure projects , trade and industry services should be developed to create more jobs for the youth.
- Financial management of youth training be strengthened by incorporating the lessons learnt in YES-EA programmes.
- Business Solution Centres be established in each youth polytechnics to train the youth in writing good business plans, developing business

strategies and market segmentation, approaching financial institutions to access credits.

- Private sector should contribute 0.1% of their profits towards rehabilitation of youth polytechnics and skills development for the youth.
- Programmes in youth polytechnics should be demand driven to cater for needs and requirements of the local communities, industry and the region to stem the rural-urban migration of youth polytechnic graduates.
- Youth polytechnics graduates with Building Construction Skills should form youth brigades to participate in slum upgrading projects supported by UN-HABITAT.
- It is necessary to build the capacity of the Ministry of Foreign Affairs to protect thousands of immigrants workers from exploitation by contracting countries.
- MOYA should participate in the National Steering Committee on human trafficking.
- In addition to vocational skills, the youth should be equipped with financial management skills to enable youth polytechnics graduates venture into self employment.
- Export labour should be done in a structured legal manner where government to government protocols will be made.
- Youth polytechnics should be gender sensitive in the programmes offered so as to address the needs of the female trainees.
- The government of Kenya will give 10% to any funds given by development partners.
- Set a sector wide approach where there will be a basket in which development partners can pool resources in support of the Kenyan youth.

9.3.2 Costs of the meeting

The cost of the meeting with development partners was Kshs. 458,000/= (US\$7628). Made up as follows:-

Hilton Hotel	Kshs. 194,838/=
Avant Garde (For banners, brochures and folders).	Kshs. 262,890/=

9.3.3 Post Meeting Activities

The Permanent Secretary Ministry of Youth Affairs has written letters to thank all the development partners who attended the meeting on 5th October 2007.

He also wrote letters to development partners who did not attend the meeting enclosing conference documents and requesting their comments and inputs. sample letters attached.

More follow up consultations are expected to continue with development agencies in the country to get their buy-in and funding support.