

LESSONS LEARNED
& FINAL REPORT
from the
STRYDE PROGRAM

2011 – 2019



Empowering Youth in East Africa

STRYDE Model Overview



The STRYDE Model

The STRYDE program reached more than 68,000 youth, bringing technical and soft skills training to rural areas at a critical time in Africa's growth.

Africa is now the youngest continent in the world with a population of 1.2 billion people projected to more than double by 2050. At the crux of these changing demographics is a demand for more income and employment opportunities, as many African countries are faced with challenges of both unemployment and underemployment.

Only 28% of Africa's labor force holds stable wage-paying jobs that are primarily concentrated in urban areas. Many youth migrate to cities to find better education and work opportunities, but 70% of African youth remain in rural areas where jobs are scarce and training opportunities are limited. Despite gains in education access over the past several decades, a technical and soft skills gap remains across the African continent, fueling a need for youth training opportunities. Training is especially critical for youth in rural areas whose livelihoods rely on managing a portfolio of earning activities that require both technical and soft skills.

In 2011, TechnoServe and the Mastercard Foundation partnered to help rural youth in East Africa transition to economic independence through the Strengthening Rural Youth Development through Enterprise (STRYDE) program. The first phase of STRYDE equipped 15,000 rural youth in Kenya, Rwanda, and Uganda with the skills and knowledge necessary to capitalize on new economic opportunities through skills training, aftercare, and mentoring. The second phase of the program, STRYDE 2.0, was based upon the successes and lessons from the first phase. An additional 53,000 youth took part in training, including new geographies in Tanzania and northern Uganda. A key component of STRYDE 2.0 was the program's focus on sustainability and engagement with local partners and training institutions. The program sought to align incentives of system actors, such as Vocational Training Institutions (VTIs), to build capacity and enable critical functions of the STRYDE model to continue indefinitely. 30% of STRYDE 2.0's participants were trained by partner institutions, many of which continue to offer the STRYDE program sustainably, even after TechnoServe's financial support and capacity building has concluded.



STRYDE's Reach and Impact



STRYDE has reached more than 68,000 youth across East Africa through two program models.



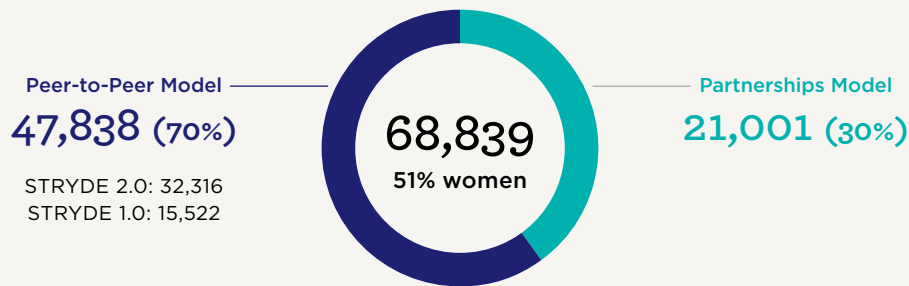
Peer-to-Peer

Youth trained directly by TechnoServe staff hired within the local communities



Partnerships

Youth trained through partnerships with system actors, such as Vocational Training Institutions



Uganda

- 20,001 trained
- 46% women

Rwanda

- 13,778 trained
- 51% women

Kenya

- 19,287 trained
- 46% women

Tanzania

- 15,773 trained
- 61% women



STRYDE Curriculum: Providing Youth with Technical and Soft skills Training

STRYDE equips youth with life skills and technical skills that allow them to start and grow new ventures.



Recruitment

Youth mobilization for each group took place in rural areas and was facilitated by community leaders. Youth were recruited in the month preceding the program through churches, STRYDE Business Counselors (BCs), training partners, and most effectively, by word-of-mouth from successful STRYDE graduates. This approach to recruitment resulted in equal participation by women and men, and in low attrition, with more than 90% of participants graduating the program and seeking new income-earning opportunities.



Training

STRYDE's interdisciplinary curriculum helped youth to develop marketable technical and soft skills. The curriculum was taught using TechnoServe's CREATE model (Connect, Reflect, Engage, Activate, Test, and Encourage), which engaged students using a participant-centered approach. Program participants were able to develop a deep understanding of the curriculum, including technical and soft skills that enabled them to grow financially and on a personal level.



TRAINING MODULES

- Agribusiness
- Entrepreneurship
- Gender
- Personal Finance
- Youth Savings & Business Groups
- Personal Effectiveness
- Professional Effectiveness



Aftercare

Youth participated in a nine-month follow-up program, known as aftercare, which provided critical, long-term support. Aftercare helped youth build upon gains achieved from training through exposure to new opportunities and a network of peer support. Participants were given agency over choosing aftercare activities that would best serve their continued learning, interests, and ambitions.

AFTERCARE OPPORTUNITIES

- Skills Training
- Business Plan Competitions
- Field Visits
- Mentorship
- Job Fairs
- Financial Clinics
- Youth Savings & Business Groups



STRYDE gave youth the confidence needed to launch into meaningful livelihoods

STRYDE modules such as Personal Effectiveness helped motivate participants by enabling them to answer “who am I?” and “what are my goals?”. This module promoted self-esteem, self-confidence, self-representation, and interpersonal communication. Through an exploration of differences in perspective between men and women, STRYDE youth also dismantled stereotypes and cultural stigmas, identified their strengths, overcame their weaknesses, and better related to their peers.

These experiences helped participants gain the confidence to start or grow new enterprises and pursue opportunities that many had felt were previously outside of their reach. STRYDE youth left the program empowered and self-aware, with the technical knowledge needed to launch into meaningful livelihoods.



Ndinagwe Mboya

CASE STUDY

When Ndinagwe Mboya decided to build her business skills, the 22-year-old never imagined herself standing in front of a room full of women, teaching them about profit and loss as a business counselor. Yet in late 2015, Ndinagwe joined STRYDE and spent three months building interpersonal and business management skills. “I learned how to believe in myself and my ability to succeed. What woke me up in STRYDE training was personal effectiveness. This made me discover the opportunity I had that I could use to start and grow a business,” she says. Ndinagwe decided to start with what she knew by reviving her ailing father’s egg incubation business. She borrowed some money from her friend to buy two trays of eggs, and was able to repay the loan 45 days later after tripling her returns.

Gaining more confidence from this early success, Ndinagwe wrote a business plan for an aftercare competition and used the prize money to buy her own chickens and eventually expand into raising pigs and rabbits. Ndinagwe went from having no income, to earning more than \$210 a month, which covers all family expenses and her continued education.

Aftercare: Targeted support to help entrepreneurs launch and grow their businesses

Aftercare training helped youth to build skills and launch new ventures through unique opportunities

1 Business Plan Competition (BPC)

BPCs gave youth the opportunity to pitch new business ideas to a panel of mentors and judges. Competitors were eligible to receive a financial reward which could be used to start or enhance a microbusiness. BPC's were one of the most popular aftercare activities and helped youth create structured plans that facilitated goal setting. Preparing a business plan required youth to practically apply all of the knowledge learned during the three-month training phase. The competitions were also important for helping women gain confidence to overcome stigmas around certain activities. On average, women who were part of BPC's were able to increase their microbusiness incomes by over 4 times that of their peers.



BPC WINNER SPOTLIGHT

Lordrick used the winnings from the STRYDE business plan competition to start a multi-activity farm, which now allows him to fully support his single mother.

2 Technical Assistance Funds

Experiential grants encouraged learning among youth business groups focused on business start-up activities and new innovations. The grants provided groups with a safety net to fail and pushed the boundaries of their business knowledge. Grants were provided for unique ideas, or those with higher startup capital costs, such as processing, motor bike spare part sales, and welding businesses.

3 Group Coaching

Business Counselors (BCs) assigned to youth business groups provided mentorship that helped overcome challenges and increase accountability. The group model for coaching was an effective way to expose youth to a broader range of business challenges and solutions as they grew their own enterprises alongside their peers.

4 Skills training

Some youth wanted to try entrepreneurship, but did not have a business idea that they were ready to pursue yet. For those youth, TechnoServe polled participant interests and conducted market scans to identify promising business opportunities with low barriers to entry and then gave short trainings to youth. Examples included making soap, artistic batiks and handcrafts, and certain agricultural inputs. These small businesses served as a platform where youth could practice entrepreneurship, save money, and look for more market opportunities, all without taking on much risk. Many of these youth went on to grow and evolve those businesses, or diversify in other directions.

5 Field Trips

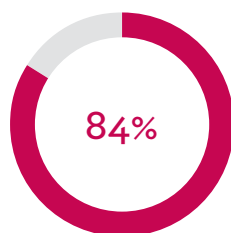
STRYDE participants were given the opportunity to visit and learn about operational businesses like farms, salons, and retail storefronts. Participants were polled on which types of businesses they were most interested in seeing so that connections could be made by the BCs. Those who attended field trips were able to see first-hand how successful small businesses operated in their local areas.

6 Formal Employment Opportunities

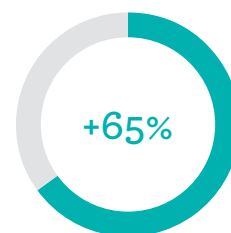
The program worked with partner firms to increase the number of internships and apprenticeships available to rural youth. Participants gained exposure to employers through learning trips and job fairs with companies who offered unique opportunities for professional development.

7 Financial Institution Opportunities

The program worked with financial institutions to run clinics and workshops that helped youth understand how to responsibly utilize financial products. These workshops and other partnerships with microfinance lenders, such as 4G Capital, demonstrate that youth represent an attractive target market for financial products and services.



Percentage of STRYDE respondents who have participated in at least one aftercare activity.



Income difference between youth taking part in aftercare vs. those who did not.

STRYDE's Partnership Model: Engaging the Youth Economic Ecosystem to achieve sustainability

STRYDE 2.0 centered around a “systems” approach to sustainability that involved transferring essential training functions to local partner organizations. Partners included government ministries, vocational training institutes, community-based organizations, and special partners such as prisons. This model, known as the partnership training model, ensured that the STRYDE program will be carried out by local stakeholders in the future and helped address the dual challenges of sustainability and scale in youth programs. TechnoServe worked with each institution to “embed” the STRYDE entrepreneurship curriculum and aftercare approach into each institution’s training syllabus, so that each student would learn entrepreneurship and other soft skills to complement their vocational training. In each country, at least 30% of STRYDE youth were trained by partner organizations, with many partners continuing to offer STRYDE training following TechnoServe support.

STRYDE's partnership model was a sustainable and cost effective approach to training youth at scale

Approach to Partnering with Local Institutions

TechnoServe's capacity building efforts helped to create the systems, tools, and incentives needed to identify local training partners who could map youth needs, develop standards, and carry the curriculum forward indefinitely.

1

Mapping & Onboarding

Potential partners were assessed based on infrastructure, enrollment, and human resource capability. Partners included Vocational Training Institutions, Agricultural Colleges, government agencies and other community based organizations.

2

Catalytic Support

TechnoServe trained partner instructors on the STRYDE model and created a “Master Trainer” certification to ensure that each institution can refresh their supply of qualified trainers. These trainers embedded the STRYDE curriculum into existing institution courses and trainings. TechnoServe paid partners a performance-based financial incentive to cover training costs while convincing partner leadership of the long-term value of funding entrepreneurship training.

3

Transition To Sustainability

Financial support was phased out for each partner, and TechnoServe assisted partners to find other sources for funding STRYDE's costs, especially by building the costs directly into tuition fees.

Partners were provided with a Sustainability Toolkit and additional training:

- Budgeting tools
- Marketing tools
- MIS system for tracking & reporting student progress

TechnoServe partnership staff monitored progress and helped partners address challenges in implementing STRYDE by themselves.

4

Promoting Systems Change

STRYDE Sustainability Committees continue to support local ownership of the program. TechnoServe also engaged local and national governments to highlight the importance of entrepreneurship and soft skills training. TechnoServe supported governments to adopt, adapt, and scale the STRYDE model to other government-run vocational training institutions, with impressive results in Kenya and Uganda.

SPOTLIGHT

Kenyan County Governments Scale STRYDE

Partnerships with the local government have opened doors for the STRYDE program to reach thousands of youth each year in Kenya. Nyeri County adopted the STRYDE program as part of their required vocational training curriculum and funded the training of 56 Master Trainers. Now they train approximately 550 students per year. Leaders in Elgeiyi Marakwet County became convinced of STRYDE's value and incorporated STRYDE training into the county development plan and plan to build two "learning & incubation hubs" where youth will participate in STRYDE training.



The STRYDE Partnership Landscape



Uganda

- 13 Vocational Training Institutes & Agricultural Colleges
- 1 Local Non-governmental organization (NGO)
- Trained: 5,512 youth

Rwanda

- 6 Local Government Training Centers (including four districts)
- 2 Local NGOs
- 1 University Student Organization (five universities)
- Trained: 4,879 Youth

Kenya

- 75 Vocational Training Institutes (71 Public & 4 Private)
- 2 Prisons
- Trained: 6,018 youth

Tanzania

- 8 Vocational Training Centers
- 8 Local NGOs and Community-based organizations (CBO)
- 1 Prison
- 4 Community Development Colleges
- 1 Local Government District Council
- Trained: 4,592 youth





Methodology

TechnoServe and Mastercard Foundation pursued this study to better understand the branching pathways that youth take in search of fulfilling and dignified work. The report relied on quantitative and qualitative data, collected through STRYDE's daily operations and separate data collection specific to this study. For the Gender and Partnerships sections, the researchers executed customized surveys with beneficiaries and vocational institution partners. Indicators relating to youth income growth are drawn from Status Tracking Tool (STT) surveys completed across the course of the program. At baseline, STRYDE participants shared demographic and economic details when they enrolled in the program. Approximately two years later, TechnoServe conducted follow-up surveys with a sample of 10-15% of those youth. Where possible, additional surveys took place 3-4 years after baseline. This data was analyzed to produce most quantitative measures in this report. To validate quantitative findings, the research team also conducted key informant interviews and focus group discussions with STRYDE beneficiaries, partners and other stakeholders.

Partners

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Mastercard Foundation seeks a world where everyone has the opportunity to learn and prosper. Through its Young Africa Works strategy and Canadian EleV program, the Foundation works with partners to ensure that millions of young people, especially young women, access quality education, financial services, and dignified work.

Developed in consultation with young people, policymakers, educators, and entrepreneurs, Young Africa Works aims to enable 30 million young people in Africa over the next 10 years by:

- Improving the quality of education and vocational training so youth are equipped with the skills employers need;
- Leveraging technology to connect employers and job seekers and drive growth; and
- Enabling entrepreneurs and small businesses to expand through access to financial services

For more information and to sign up for the Foundation's newsletter, please visit <http://www.mastercardfdn.org/> Follow the Foundation on Twitter at @MastercardFdn



TechnoServe's approach to international development is based on systemic change rather than quick fixes to address the symptoms of poverty. It is an international nonprofit organization that promotes business solutions to poverty in the developing world. TechnoServe operates in 29 countries worldwide and works with enterprising people to build competitive farms, businesses, and industries by linking people to information, capital, and markets. Since 1968, the organization's work is rooted in the idea that given the opportunity, hard-working men and women from all backgrounds can generate income, jobs, and wealth for their families and communities.

TechnoServe has been a catalyst for youth enterprise in both rural and urban East African settings through its flagship programs: Young Women in Enterprise (YWE), Girls on the Move, Smart Dukas and Strengthening Rural Youth Development through Enterprise (STRYDE). These experiences have given TechnoServe deep expertise in designing and implementing youth empowerment training programs, in addition to an awareness of the need for facilitative models that work through long-term local actors to achieve significant scale and local system change.



For more information on the STRYDE program, please reach out to:
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