Program Document

Decent Work and Labour Rights in East Africa
FIC, Fagligt Internationalt Center, October 2013
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<tr>
<td>AYT</td>
<td>Africa Youth Trust</td>
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<tr>
<td>BDS</td>
<td>Development Services</td>
</tr>
<tr>
<td>BSED</td>
<td>Business Skills Entrepreneur Development</td>
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<tr>
<td>CBA</td>
<td>Collective Bargaining Agreement</td>
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<tr>
<td>CBO</td>
<td>Community Based Organization</td>
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<td>CDF</td>
<td>Community Development Fund</td>
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<tr>
<td>CSO</td>
<td>Civil society Organization</td>
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<tr>
<td>COTU</td>
<td>Organisation of Trade Unions - Kenya</td>
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<tr>
<td>DWU:</td>
<td>Dock Workers Union</td>
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<tr>
<td>EAC</td>
<td>East Africa Community</td>
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<tr>
<td>HIV/AIDS</td>
<td>Human Immune Virus/Acquired Immune Deficient Syndrome</td>
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<tr>
<td>FIC</td>
<td>Forum for International Cooperation</td>
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<td>KPA</td>
<td>Kenya Port Authorities</td>
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<tr>
<td>KMA</td>
<td>Kenya Maritime Authorities</td>
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<tr>
<td>KCGWU</td>
<td>County Government Workers Union</td>
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<tr>
<td>KEBS</td>
<td>Kenya Bureau of Statistics</td>
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<tr>
<td>KEPSA</td>
<td>Kenya Private Sector Alliance</td>
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<td>ILO</td>
<td>International Labour Organization</td>
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<tr>
<td>ITF</td>
<td>International Transport Federation</td>
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<tr>
<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
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<td>MOYAS</td>
<td>Ministry of Youth Affairs and Sports</td>
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<tr>
<td>NGOs</td>
<td>Non-Governmental Organizations</td>
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<tr>
<td>NEC</td>
<td>National Executive Committee</td>
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<tr>
<td>NYC</td>
<td>National Youth Council</td>
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<td>OMT</td>
<td>Open Mind Tanzania</td>
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<tr>
<td>OSH</td>
<td>Occupational Safety and Health</td>
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<tr>
<td>OSYRIC</td>
<td>One Stop Youth Information Resource Centre</td>
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<tr>
<td>PAC</td>
<td>Project Administration Committee</td>
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<tr>
<td>SME</td>
<td>Small and Medium Enterprises</td>
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<td>STD</td>
<td>Sexual Transmitted Deceases</td>
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<tr>
<td>TAMICO</td>
<td>Tanzania Mines, Energy, Construction and Allied Workers Union</td>
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<tr>
<td>ToR</td>
<td>Terms of Reference</td>
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<td>ToTs</td>
<td>Training of Trainers</td>
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<tr>
<td>TYVA</td>
<td>Tanzania Youth Vision Association</td>
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<tr>
<td>TMLC</td>
<td>Tom Mboya Labour College</td>
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<tr>
<td>YEIN</td>
<td>Youth Empowerment Initiative Nairobi</td>
</tr>
<tr>
<td>YEDF</td>
<td>Youth Enterprise Development Fund</td>
</tr>
<tr>
<td>YEF</td>
<td>Stop Youth Information Resource Centre</td>
</tr>
<tr>
<td>YEIN</td>
<td>Youth Employment Initiative of Nairobi</td>
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<td>YOA</td>
<td>Youth of Africa</td>
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1. Introduction

1.1 The experience and capacity of FIC

FIC was founded in 1995. At that time FIC primarily focused on training, education and development directly linked with dockworkers in Denmark as well as internationally in Tanzania, Mozambique, Kenya, Georgia and Romania. Since 2006 the international development activities of FIC have been changed from primarily being focused on harbour labour to a more general focus on creating labour market inclusion for weak groups, including youth.

The overall vision of FIC’s work is to promote global equality and solidarity, as well as increase people’s social, economic and democratic rights and opportunities for a better life, regardless of their background or location on the earth.

Accordingly, the mission of FIC is to strengthen the social, democratic and economic rights and opportunities of people through integration at the labour market in Denmark, Europe and East Africa.

The core value of FIC’s work is the UN and Council of Europe’s Conventions on Human Rights, ILOs Conventions on Labour Rights, and the EU’s Social and Economic Rights and the Charter of Fundamental Rights.

In East Africa the mission of FIC is to contribute to combating poverty and improving the living conditions in Kenya and Tanzania by strengthening the capacity of civil society organisations who can contribute towards creating improved employment conditions and employment opportunities for poor and vulnerable groups, including youth (see Annex 4: FIC’s international development strategy).

In May and June 2012 an analysis of FIC’s capacity in the international department was carried out by Dnet Consult, supported by CISU. The primary recommendation was to concentrate future development activities on core areas where the support base and members of FIC are involved and contribute with their specific competences. FIC has responded positively to the recommendations and as a consequence revised its international development strategy (see annex 4). FIC has thus sharpened its focus on labour market inclusion, which will strictly focus on creating improved employment conditions and employment opportunities, especially for youth, through cooperation with trade unions and youth organisations. Accordingly, FIC is now phasing out projects implemented in cooperation with community development organisations and these projects will not be part of the program. In line with the more strategic focus of FIC’s activities in East Africa, FIC sees the opportunity of applying for a program with CISU as a good way of cementing the strategic focus of creating better employment conditions and opportunities in Kenya and Tanzania. The program will enable a stronger synergy to occur between project activities and partners. Through the programme initiatives FIC will support the partners in developing and implementing ways of improved cooperation where mutual learning and stronger advocacy results are achieved.

The program initiatives focus on creating improved opportunities for employment and better conditions at the labour market, and thus contribute towards strengthening the position and voice of civil society in Kenya and Tanzania and contributing to the overall goal of poverty reduction. Developing and implementing a coherent program is the key priority for FIC’s work in East Africa for the period 2014-2016.

1.2 Development of the program with the partners

FIC submitted a concept note to CISU in June 2013, which was approved in July. At the same time FIC also submitted an application for a joint programme preparation workshop with the objective of involving the partners in the development of the program application. The joint program preparation was an important step in the development of the program as it ensured that all partners were involved in the development of the program, and the workshop ensured that ownership was created among the partners in Kenya and Tanzania.
Accordingly, the joint programme preparation was perceived by the partners as an opportunity to develop the contents of the program in depth, including the components, the activities, the division of roles and responsibilities of the partners in the program. In this regard, FIC was very conscious of the fact that the program concept note was a suggestion for the structure and contents of the program, which was discussed with the partners and based on these discussions the final application has been developed.

The workshop was conducted on the 29-31 of July in Nairobi and the two first days of the workshop were dedicated to discussion of the content of the programme. On the workshop, the partners identified the challenges to be addressed in the program by elaborating a problem tree and subsequently the solutions to be applied in order to solve the problems were suggested and discussed. A range of different activities and strategies were brought forward, discussed and tested in the groups. The third day was dedicated to the duty bearers as well as other key stakeholders to provide inputs on how they could play a role in the program based on the presentations from the partner organisations.

In order to ensure that the Monitoring and Evaluation (M&E) Strategy of the program builds on the experiences of previous projects and involves the partners, the development of the key principles for an M&E Strategy has been included in the joint programme preparation. This ensured a discussion of how to make the M&E become a learning process where relevant experiences are disseminated to various stakeholders. The M&E processes and the roles and responsibilities of the partners in the program were discussed. It was agreed that when new activity clusters start up a kick-off workshop will be held where the specific monitoring of the cluster will be discussed and panned thoroughly. Further, an M&E plan for each cluster will be elaborated based on a standard framework.

**Cooperation between partners**

As explained in the concept note, the program includes two different kinds of organisations with different approaches to working towards promoting rights of the civil society at the labour market; the trade unions and the youth organisations. This program creates a special opportunity for the two types of organisations to work together and to draw benefits from the experiences of one another. However, in general in East Africa there is quite a lot of competition among civil society organisations, even within the same working area. Thus, it poses an even greater challenge when two different types of organisations are to work together in the same program. The joint program preparation workshop enabled the trade unions and youth organisations to find common ground and identify ways of working and supporting each together. It was quite obvious that the two kinds of organisations had common interests and that partners realised that they can gain synergy from working together as described later.

**Overall results of the workshop**

The overall outcome of the workshop was a clear commitment and mandate to develop and submit the application for a program to CISU. The synergy between the youth organisations and the trade unions was positive and indicated that the perspectives for the cooperation are clear. There was a general agreement with regards to the objectives of the program, and substantial inputs were provided from the participants to the further development of the application.

**Assessments in Kenya**

As part of the preparation of the proposal FIC has commissioned two assessments of the two focus areas in Kenya for the program: youth employment and improvements of working conditions. The objectives of the assessments are to provide important context information and a solid foundation for the strategic initiatives to be addressed.

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1 Refer to minutes from workshop, Annex O
2 Annex I
3 Annexes P and Q
The assessment of the working conditions focuses on working conditions and engagement of the union departments in Nairobi and Kisumu. Further, the issues related to discrimination at the work place in terms of gender, tribalism, and youth are examined. Finally, the key political issues to address for the unions in respectively Nairobi, Kisumu and Mombasa are identified.

The assessment on “youth and employment” focuses on the situation in Mombasa and Kisumu and challenges related to creation of employment opportunities. The assessment enables the program to consider how the youth economic empowerment model can be further developed and implemented in Mombasa and Kisumu. Field visits were made in Mombasa and Kisumu. The report provides new knowledge on the government structures responsible for youth after the latest elections at county and national levels, as well as an overview of youth employment possibilities in the counties. Further, relevant stakeholders to be involved in the program were also identified.

FIC has had its core of activities in Kenya both with regards to the trade unions as well as youth organisations, therefore the activities will build on the experiences gained over the past six years. Assessments will be conducted in Tanzania in the first phase of the program. Further in Tanzania, organisational capacity building according to the organisational capacity assessments that has been carried out during the previous work will be conducted, while preparations of the trainings and other activities are on-going.

**Final elaboration of program application**

The partners have provided comments to draft versions of the application and a dialogue on the content and of their future contribution to the program has been on-going after the seminar. Further, the partners have signed MoUs which states the commitment to take active part in the implementation of the program.

The duty bearers were involved in the preparation of the application; thus, representatives from the relevant ministries and entities responsible for youth in Kenya and Tanzania took part in the 3. day of the workshop in Nairobi, where they provided their inputs and comments to the challenges and solutions suggested by the partners over the two previous days.

Further, FIC and AYT have, as part of the program preparation, visited the youth representative at county levels in Mombasa and Kisumu to introduce the program and inform about the current project in Nairobi, where the one-stop centre is a key partner. Both county representatives from Youth, Sports and Gender expressed their commitment to the future program activities. When the application has been approved agreements will be signed on the implementation and commitment of the county office in the program.
2. Regional, national and sector context

2.1 Regional context

The global and regional situation of unemployed and working poor

At a global level the number of unemployed persons is estimated to be 200 million; five years of continuous crisis has contributed to an increase of 27 million since 2008. It is further estimated that more than 400 million new jobs will be needed over the next decade to avoid a further increase in unemployment. Hence, to generate sustainable growth while maintaining social cohesion, 600 million productive jobs over the next decade need to be created.\(^5\)

The second target under MDG1 is to “achieve full and productive employment and decent work for all, including women and young people”. The majority of people in poverty must work in order to survive and support their families in a context where no efficient social protection schemes or social safety nets exist. For these poor workers, the problem is typically one of poor employment quality, including low wages and low levels of labour productivity. Thus, reducing overall poverty rates in line with the MDG necessitates fostering an enabling environment in which the employment opportunities and incomes of the working poor are improved. To succeed in this there is a need for strong and active trade unions.

With regards to the youth, the situation is that in 2011, 74.8 million youth aged 15–24 were unemployed, an increase of more than 4 million since 2007. Globally, young people are nearly three times as likely as adults to be unemployed. Even those young people who are employed are increasingly likely to find themselves in part-time employment and often on temporary contracts. In developing countries, youth are disproportionately among the working poor.\(^6\)

In Africa, the majority of the labour force is in the informal economy. It is estimated that as many as nine in ten rural and urban workers have informal jobs. Most are women and young people who have no other choice than the informal economy for their survival and livelihood. Additionally the majority of people working in the informal sector have a lower level of education or no education at all. While some activities in the informal economy offer reasonable livelihoods and incomes, most people engaged in informal activities face a wide range of decent work deficits and often remain trapped in poverty and low productivity.

Unemployment of youth and problems with working conditions in Kenya and Tanzania

Youth is in Kenya and Tanzania defined as “individuals in the Republic who have attained the age of eighteen years; but have not attained the age of thirty-five years”.

The table below provides an overview of the employment situation in Kenya and Tanzania, it is based on the 2009 National Population and Housing Census and other reliable sources\(^7,\)\(^8\). It should however be noted that statistic information in both Kenya and Tanzania is not fully comparable, nor is it not always fully up to date, and some information is hard to find. The information available on unemployment in the rural areas is scarce, and those living from subsistence farming or minor informal income are not registered as unemployed.

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\(^5\) ILO economic outlook, 2012  
\(^6\) ILO Global employment trends 2012  
\(^8\) Tanzania Demographic and Health Survey 2010  
Tanzania Demographic and Health Survey 2010
<table>
<thead>
<tr>
<th></th>
<th>Population</th>
<th>Youth of population</th>
<th>Youth unemployed</th>
<th>Total unemployed</th>
<th>Working within the Informal sector</th>
</tr>
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<tbody>
<tr>
<td>Kenya</td>
<td>38,6 mio</td>
<td>78%(^{10})</td>
<td>25%</td>
<td>2,3 mio</td>
<td>75%</td>
</tr>
<tr>
<td>Tanzania</td>
<td>46,2</td>
<td>66%(^{11})</td>
<td>24,4%</td>
<td>2,2 mio</td>
<td>77,1%(^{12})</td>
</tr>
</tbody>
</table>

The Kenya census further reveals that young people aged around 25 and 30 years old show an unemployment rate of 25% and as young people approach adulthood, rates get closer to 10%. According to the UNDP\(^{13}\) not only is Kenya’s employment challenge a youth issue, it is a more pronounced issue among those younger than 25 years of age.

According to statics from Tanzania, 2006, the youth unemployment rates amount to 3.6% in rural areas and 24.4% in urban areas.\(^{14}\) Accordingly youth unemployment in urban areas, and thus especially in Dar es Salaam, is a critical issue. This situation has deteriorated over the past 7 years; the increase in the migration to the larger towns compared to the low increase in the formal job-market suggests that the migrants earn a living from the informal sector.

**Issues related to the formal and informal sector,** The labour market in both Kenya and Tanzania as in other African countries comprises of the formal sector alongside the informal sector.\(^{15}\)

Even though the trends and dynamics of employment in Kenya shows that the majority of the jobs – as noted by the Institute of Economic Affairs (IEA) research paper - are created in the informal sector, many of these jobs are precarious in nature as characterised by job insecurity, poor wages and terms and conditions of employment, lack of social protection, weak safety and health standards and low job tenure.

In both Kenya and Tanzania the informal sector has been growing during the last decade compared to the formal sector which has only experienced a very limited growth. According to the IEA report the informal sector in Kenya has grown at an average rate of 17.2% per annum compared to the formal sector which has grown at an average of 2.23% per annum while the country’s working age population increased by 24.5% between 1999 and 2006 leading to swelling ranks of discouraged job seekers.

In Tanzania agriculture employs around 75% of all Tanzanians and females (78.9%) are more likely than males (70.2%) to be agriculture workers. Agriculture, however accounts for only 28 per cent of the total GDP, therefore it is predicted that the future of the economy is largely with manufacturing, mining and service industries (which already in 2011 accounted for 48 per cent of GDP). The growth is mainly in the urban areas, in particular Dar es Salaam. The economic growth and hope of employment opportunities have attracted a large rural population, especially the youth, to move to the urban areas, including Dar es Salaam.\(^{16}\)

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9 According to national statistics, Kenya and Tanzania
10 Below 34 years
11 Population below 22 years
12 2009 ILO report
13 Youth Employment Challenge Discussion Paper (2013),
14 African Economic Outlook, Tanzania 2012: 12-14
Working poor, The majority of young people in Kenya and Tanzania are underemployed or underpaid and are therefore working poor\textsuperscript{17}. Most of the youth working in the informal sector are those with a low level of education, in many cases only limited to standard 1 or without any education at all.

Casualization of work (no contract engagement), outsourcing of jobs, subcontracting and temporary employment constitutes a major challenge in both Kenya and Tanzania. In Kenya the proportion of casual workers in wage employment increased gradually from 17.9 per cent in 2000 to 30.1 per cent in 2010.\textsuperscript{18} The increase in formal sector employment between 2002 and 2003 was, for example, wholly attributed to the increase in the number of workers on casual contracts of service. Casualization of jobs and other contemporary forms of employment do not facilitate the workers to enjoy the fundamental rights at work\textsuperscript{19}. Such rights include freedom of association and collective bargaining, right to paid leave, and the right to social protection as provided under the National Social Security Fund (NSSF) and the National Hospital Insurance Fund (NHIF). Even though the NSSF and NHIF have expanded their membership base to include casuals and other workers, only a few of the workers have joined the schemes. Such forms of employment if not well checked, impair labour relations and erode worker protection.

FIC’s previous work with the overall issue

In East Africa FIC works towards ensuring that labour rights in Kenya and Tanzania are upheld, that especially the vulnerable and poor groups with low income and few opportunities in society are empowered and that their conditions and opportunities at the labour market are improved. The legislation concerning labour rights is not practiced sufficiently in Kenya and Tanzania, and as a consequence many suffer from poor working conditions and have difficulties in accessing proper jobs under reasonable conditions.

Since 1998 in Tanzania and since 2005 in Kenya, FIC has collaborated with civil society organisations towards ensuring that these rights are upheld and in this way contributed towards improving the living conditions for poor and vulnerable groups. Currently, the projects supported by FIC are divided into two types of projects, that is:

- Projects that aim at developing improved employment conditions for workers with little or no education working under bad conditions for a low salary through partnerships with trade unions in Kenya and Tanzania

- Projects that aim at developing improved employment opportunities for youth through partnerships with youth organisations in Kenya and Tanzania

The program builds on the experiences gained by FIC and the partners in the projects implemented up to date. FIC and the partners believe that the program will create a stronger synergy between project activities and partners. The existing partners of FIC believe that a more integrated and longer term focused effort building on mutual learning and joint cooperation will lead to a strengthened effort towards creating improved working conditions and improved employment possibilities for youth.

The on-going project with partners in Mombasa aiming at creating better working conditions for youth, has been developed upon request from Dock Workers Union, Seafarers Union and Kenya Shipping, Clearing and Warehousing Union who has a big interest in further development of the potentials within securing youth empowerment in Kenya. Also the partners, Africa Youth Trust (AYT) and Kenya County Government Workers Union (KCGWU), and the FIC partners in Tanzania see the potential of reaching out to other types of organisations in order to be “able to speak with a stronger voice”.

\textsuperscript{17} Kenya and Tanzania Youth Fact Books
\textsuperscript{18} IEA, 2011
\textsuperscript{19} Omolo, 2010
Seen from a general national perspective there are some challenges involved in cooperation between youth organisations and trade unions: Many youth organizations are not well organized in networks or coalitions and many trade unions are reluctant to engage with other parts of civil society, in particular with youth.

It is, however, the opinion and the experience of FIC and their partners that trade unions’ strong knowledge about the labour market is useful for young people and youth organisations in ensuring better working conditions for youth. Moreover, the youth organisations represent a critical mass of youth and can facilitate that trade unions reach the youth and thus gain more members. By creating opportunities for cooperation a synergy will be developed in a longer perspective. This kind of collaboration will be tested in the program and the results and methods developed will be disseminated to other trade unions and youth organizations in Mombasa, Kisumu, Nairobi and Dar es Salaam. Furthermore, FIC has started to establish closer contact to other stakeholders to ensure cooperation and coordination where possible to avoid overlap of activities. This will contribute to synergy and a stronger voice in advocacy. Along this line meetings has been held recently with the coordinator from LO/FTF in Arusha, the ILO coordinator of youth employment in Nairobi and the Action Aid global platform coordinators from Kenya and Tanzania.

2.2. Geographical focus
Geographically the program will focus on Kenya and Tanzania. The program activities will be implemented in Nairobi, Kisumu and Mombasa counties and Dar Es Salam city. It is envisioned that the activities of both components in the same areas will create a synergy which will ensure better results with regards to decent employment and better job opportunities in the 4 geographical areas.

The geographical focus of the program will mainly be in and around bigger cities which is the scope of work where both FIC and its partners are most experienced in creating better working possibilities and decent working conditions. FIC has over the past years focused on working in Kenya, thus the majority of the partners and activities are in Kenya. It is envisioned that during this program period FIC will aim at sustaining parts of the work of the in Kenya, so it will be “self-sustaining”; FIC intends to start up more activities in Tanzania, which also means that in a longer perspective other locations in Tanzania will be included.

In Kenya the program will include the counties of Nairobi, Kisumu and Mombasa and in Tanzania Dar Es Salaam will be included. The program will involve 8 constituencies in Nairobi, 4 constituencies in and round Kisumu City, 3 constituencies in and around Mombasa as well as 3 constituencies in Dar Es Salaam. The Constitution of Kenya 2010 protects Nairobi’s city status alongside the city status of Mombasa and Kisumu. This means that Nairobi as well as Mombasa and Kisumu are all both a city and a county. In the following a brief background to the locations as well as an overview of the main working sectors are presented.

Nairobi is the capital and the largest city in Kenya. With its current population estimated at 3,138,369, (of which 11% is youth) Nairobi has experienced one of the highest growth rates of any city in Africa and it is now the largest city in East Africa. It is expected that Nairobi’s population will reach 5 million in 2025.

Nairobi comprises the most robust and diverse economy in the Eastern Africa sub region. According to the UN Habitat, Nairobi contributes 45 % of Kenya’s GDP and employs 25 % of the labour force and 43 % of the country’s urban workers. The largest economic sector in Nairobi is related to commerce as Nairobi is the epicentre of local and international commerce. Over one hundred multinational firms have set up their operational base in the City and hundreds of thousand large, medium, small and micro industrial and commercials enterprises are established all over the city and its environs. Nairobi has a thriving industrial base that produces consumer and industrial goods for the entire sub region. Nairobi has a well advanced service industry. Nairobi is also the main hub for professional services and information and communication technology.
Despite its advanced economy, Nairobi suffers from a number of challenges. Absolute poverty levels stand at 22% and 60% of the population lives in slums settlements which are poorly supplied with basic services.

The Kisumu County sits in the western part of the country. The county headquarters is the Kisumu City. The Victoria Lake is located in the county and it provides the most important resource around which the Kisumu County economy is revolved. Kisumu City is the biggest urban area in western Kenya. The 2009 census reports that the Kisumu County had a population of 968,909 and is a relatively densely populated County compared with the rest of Kenya. 52.4% of the Kisumu County population is urbanized. Those most affected by unemployment are youth between 20-24 years (70,000). The Kisumu City Government headquarters are located in the Kisumu City. Fishing and related activities are the major economic activity and employer. However, the industry is hampered by the use of old technologies and the existence of the water hyacinth menace. Agriculture is also an important economic sector with rice being grown under irrigation in the Kano Plains. Kisumu city and the surrounding areas have several light industries. These include textiles, molasses, fish processing plants and agricultural produce processors. There are three medium size sugar factories in Kisumu and several cottage industries that deal with tailoring, handicrafts and boat-building.

Kisumu City is the major commercial centre in Western Kenya. Service industries like wholesale and retail trade, bicycle repair, car repair, entertainment centres and emerging ICT services abound within and outside the city. Several banks have their regional offices in the city, servicing the entire western Kenya region. Kisumu County is fast developing into a major tourist destination. There are several tourist attraction sites and a number of modern facilities that supports the industry. These are complemented by the recently upgraded Kisumu International Airport.

Mombasa County is one of the 47 Counties of Kenya. Like Nairobi and Kisumu it is both a city and a county. It is the smallest county in Kenya. The population is 939,370 in Mombasa County, of which the unemployed youth constitute approximately 220,000 young people. Mombasa is the only seaport in Kenya serving both Kenya and its landlocked neighbours. Mombasa is the artery of the Northern transport Corridor linking the Great Lakes countries of Burundi, D. R. Congo, Rwanda and Uganda, Northern Tanzania, Southern Sudan and Ethiopia. The area which is popularly known as the Northern corridor is said to be the busiest transport corridor in Eastern Africa (The transit Transport Coordination Authority of Northern Corridor) and the port of Mombasa, the second busiest in East and Southern Africa after the port of Durban. The port business is said to be growing at an annual average rate of 8 per cent for the last 8 years. The transport system of Mombasa features an international airport, a train system, a ferry system and a highway system making it well suited for its role as an import and export hub in the region. Mombasa is also a major industrial hub after Nairobi with various industries such as mining, manufacturing, Energy (Oil Refining) set up at the county. It is well known for its beautiful beaches that make it a popular tourist magnet. Further, the tourist sector attracts many youth from the rural areas.

Dar Es Salaam, Even though considered among the most politically stable countries in Africa, Tanzania, like most developing countries, encounters myriad of development challenges. The millennium Development Goals Progress Report from 2006 estimated that the poverty level covered 33.6 per cent of its population of approximately 36 million. Even though this is seen as an improvement from the previous years and even though the economy of Tanzania is growing at an average of 6.7 per cent per year for the last ten years, the country still suffers from severe poverty and its GDP at USD 540 is still ranked below the Sub-Saharan average.

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20 Midway Report, 2000-2008
21 Rabobank: Tanzania Country Report, Feb 2011
The official capital of Tanzania is Dodoma, while Dar es Salaam remains the principal commercial city of Tanzania and the de-facto seat of most government institutions. It is the major seaport for the country and its landlocked neighbours. Dar es Salaam is the largest city in Tanzania, currently with a population of approximately 3.4 million people\(^2\). The continuous population growth of the city does not correspond with the job opportunities and thus unemployment is a great issue in Dar es Salaam with an unemployment rate at approximately 46% in general and 19.6% among youth aged 15-35\(^2\).

Within Dar es Salaam, the most common employment for males is in the business service sector, for females the most common employment are service jobs. Those in the age group 15-24 years are most likely to be employed in unskilled jobs. The wholesale and retail trade is the main industry of employment in Dar es Salaam, where it accounts for 29.0% of the employed population, and 31.2% of employed males and 26.0% of employed females. Private households in Dar es Salaam employ 27.6% of employed females, but only 4.8% of employed males.\(^2\)

Over the past few years oil and gas is extracted in Tanzania; this will influence the economy in many ways: new jobs will be created and the nation’s GDP will rise. It requires monitoring from the civil society on the revenue income and the trade unions will be active players in securing decent working conditions for their members.

2.3 Sector context, Decent working conditions
This section will look at the context of component one and the trade unions, while 2.4 will focus on component 2 and the youth organisations.

In both Kenya and Tanzania the legislation concerning employment and labour relations displays a strong emphasis on labour rights. Nonetheless, both countries are faced with a very high unemployment rate as well as underemployment and poor employment conditions, leading to poor living conditions in both countries. Especially the youth are affected, and as a consequence many youth are involved in activities at the informal labour market, as also mentioned above.

In relation to the right to decent employment, the Employment and Labour Relations Act in Tanzania (2004) and the Employment Act (2007) as well as the Labour Relations Bill (2007) in Kenya focus on the freedom of association and stipulate guidelines for strikes and lock-outs, ensuring the rights of the workers in this regard. Moreover, emphasis is given to the minimum terms and conditions for employment, on the prohibition of forced labour and child labour, as well as on non-discrimination at the work place and in the trade unions and employers’ associations, both in relation to gender, disabilities and HIV/AIDS status, among other factors. Both countries also have an Occupational Health and Safety Act (Tanzania 2003, Kenya 2007), which focuses on the importance of proper health and safety regulations at the work places.

Moreover, in the new Constitution in Kenya from 2010, the Bill of Rights (chapter 4) stipulates the freedom of association (article 36) and the right to fair labour practices (article 41). In addition, the Bill of Rights also focuses on the right to equality and freedom of discrimination (article 27). In accordance with these rights the trade unions agree on a collective bargaining agreement (CBA) with the employers, which include agreements regarding specific working conditions, working hours and wages, among other things.

Both countries face problems in relation to upholding the legislation, and as a consequence the labour market is faced with poor working conditions, including poor salary and poor living conditions, increased casualization, poor health and safety at work, gender and youth discrimination in relation to

23 Integrated Labour Force Survey of Tanzania, June 2008
24 24 ILFS 2006, Analytical report
employment, discrimination based on tribalism, HIV exposure, sexual harassment, drug abuse, violence as well as a lack of job security.

In this context the workers are often unaware of their rights, including their right to be organised in a trade union, and many workers do not understand the benefits of being organised. Especially youth are disinclined to get organised. At the same time many employers are reluctant to letting their employees organise themselves, and often try resisting their memberships with trade unions. In this regard, many trade unions are weak and lack basic capacity in order to cater for the rights of their members, both in relation to informing them about their rights as well as to advocate for these in relation to both private and state owned companies.

In the port of Mombasa privatisation and outsourcing of workplaces is still an issue causing retrenchment of workers and threats of future loss of jobs. In the construction sector in Dar, contracts with foreign employers and subcontracting of construction work done for the government makes it difficult for Tanzania Mines, Energy, Construction and Allied Workers Union (TAMICO) to ensure that the workers are working according to the labour rules and regulations in Tanzania. As a result many workers are working without a contract, as casual labours, and with very poor working conditions including both payment and other terms and conditions such as work hours health and safety, discrimination etc.

By the deed of the Constitution of Kenya 2010 and the National Elections held on March 4 2013, the era of devolved government system was ushered in. The establishment of the 47 (forty seven) counties began in earnest. All the local authorities as established under the Local Government Act (CAP 265) ceased to exist. Consequently, and by operations of the law and transitional arrangements that were put in place, all the employees of the defunct local authorities were transferred to the service of the county government in the respective areas.

The restructuring of the country’s governance into 47 counties made it imperative for some of the Kenyan unions including KCGWU to re-invent itself. So far negotiations have been held between employer’s organisations and national headquarters of the unions; however none of the parties are used to negotiate. Besides, the new structure also means, that the county branches of the union need to have a proper support of the local community in order to be able to advocate for decent working conditions in the specific county. This involves cooperating with other local civic society organizations and relevant stakeholders in order to create change and development; this implies that the county branches need to change their structure and their way of working.

Health and safety issues at most workplaces are many and of big concern. In many cases the health and safety standards and regulations are not followed, not even by the state enterprises in Mombasa or by the new County Governments. In Tanzania construction work done for the government are subcontracted to foreign companies and often further subcontracted to contractors not paying any attention to standard regulations supposed to protect the health and safety of the workers. The Kenya assessment established that none of the counties have been able to provide the requisite facilities and protection against the safety and occupational hazards as provided for in the CBA. Further, there exist a dearth of knowledge on Organisational Safety and Health (OSH) such that it is likely that the provisions in the CBA are either inappropriate or they seriously fall short of what the OSH Act and international best practices require. On their part, union officials at the branch level lack the knowledge to monitor compliance. It was also felt that workers in many cases may expose themselves to risks and hazards due to lack of knowledge.

Even though the situation has improved in the port of Mombasa there is still a need to keep following up of the use of health and safety protection gear and the respect of following rules and regulations.

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25 See Annex Q for a detailed overview of safety risks
This program will focus on improving the capacity of the unions to ensure proper health and safety conditions within the sectors mentioned above where health and safety issues are a big concern and high risks have been identified including the following sectors: The port of Mombasa, construction work in both Kenya and Tanzania, garbage collection, revenue collection, enforcement, fire services, highway work, mortuary attendance and cemetery, garage work. All these sectors are work areas of the members of DWU, Sea Fares Union Kenya, KCGWU or Tamico.

Gender: The Kenya assessment found that in general there are more females that males working in the county governments and that the proportion of women occupying top management positions has risen. Equal pay for equal work policy has been in place for a long period of time. Further, the assessment identified administrative measures that have been put in place to address specific gender needs in the workplaces. The situation is different in the Port of Mombasa and in the construction work in Tanzania where the main dominant workers are men. Incidents of sex solicitation in exchange of opportunities have been mentioned in these workplaces. Also cases of gender based violence and rape has been found in most workplaces visited. Especially within the port sector the cases of gender based violence and rape seems to be increasing.

Tribal issues: The Constitution of Kenya 2010 and its enabling statutes are clear that county government service should not be converted into tribal bastions. It is required, for instance, that one third of the employees be drawn from tribes other that the dominant ones in the county. There are no existing statistics to determine the ethnic composition of the existing workforce. There are, however, public concerns that the legal provisions have not been achieved in most county governments.

HIV/AIDS The county government service has also come a long way in creating avenue for affirmative action in support of workers facing medical issues, especially those afflicted by HIV/AIDS. Still cases of discrimination of HIV/AIDS affected employees happen though they have been reduced in many places.

Youth: While the port of Mombasa and the construction sector in Tanzania have started to increase the employment of young people this is not the general case within the county government jobs where only a very limited number of young people are employed in all sectors. In many cases the youth lack the ‘collective aspects’ that make up decent work. These aspects include fair income, productive work, workplace security, better prospects for personal development, social protection, social integration, freedom to express concerns and equality of opportunity. The assessment done by AYT and FIC regarding working possibilities and conditions for youth shows that many youth are faced with poor working conditions, many of the youth are working as casuals, receiving a very low payment, not being member of a union and not having basic rights at work.

Summing up, it is an important role of the unions to ensure a proper monitoring of health and safety conditions and discrimination at workplaces. To ensure this there is a need for proper educations of union officials and shop stewards to oversee the working conditions and to ensure that employees are educated in health and safety matters and basic employment rights also in relation to discrimination at workplaces. The unions need to pay much attention to the general respect of following the labour laws and regulations both in work places and at county and national level as well as following the constitution. This program will support capacity building in advocacy and development of advocacy plans and a better cooperation and mutual support among the unions in the case of advocating for decent working conditions in relation to the examples mentioned in this chapter.

Decent work sums up the aspirations of people in their working lives: a fair income; security in the workplace and social protection for families; better prospects for personal development and social integration; freedom for people to express their concerns, organize and participate in the decisions that affect their lives; and equality of opportunity and treatment for all women and men. Productive

26 Youth Employment Assessment Report, Africa Turn Around, September 2013
employment and decent work are key elements to achieving a fair globalization and the reduction of poverty.

As the centrepiece of union activities the trade unions ‘leadership has the responsibility to ensure decent working conditions for the workers. This component will focus on the capacity of the unions to ensure that their unions are operating effectively in a transparent way ensuring decent working conditions for all employees.

**Key stakeholders** in this component are:

**Tom Mboya Labour College (TMLC).** TMLC is the Kenyan college for training and education in trade union business. This college is to head the training in the trade union sector in Kenya. Tom Mboya is the training institution of COTU-K (Central Organisation of trade unions – Kenya) For details refer to the partner description, Annex E

**COTU K, Central Organisation of trade unions – Kenya and TUCTA, Trade Union Congress of Tanzania** are the central organisations for most trade unions in Kenya and Tanzania. They both play a vital role in advocacy for respect of labour legislation and improvement of working conditions.

**International Transport Workers’ Federation, ITF** is an umbrella body with mandate and experience in the labour market, founded in 1896, is an international organisation which aims to embrace transport workers’ trade unions of all countries, irrespective of colour, nationality, race or creed. FIC has had a strong cooperation with ITF since 2011 especially in aspects related to development of unions within the transport sector.

**Trade unions in Kenya and Tanzania,** are important stakeholders in the improvement of working conditions. The program will reach out to trade unions not included in the program in order to ensure mutual learning and to ensure cooperation and support among unions in advocacy for respect of labour market legislation.

**LO-FTF,** The LO/FTF Council is implementing a program in East Africa in cooperation with the East Africa Community that supports the East African trade union movement by focusing on strengthening the dialogue between the trade union movement in East Africa and the national governments, EAC institutions etc. with a view to lobby for a labour market agenda in EAC.

**Kenya, Ministry of Industrialisation,** the newly established ministry that comprises issues related to labour, employment and economic growth

**The county officials** within the relevant departments responsible for youth employment in Mombasa and Kisumu. The counties will be responsible for implementation of strategies to ensure higher participation of youth at the labour market.

**Employers:** the employers on the work places in the program. The unions should establish a cooperation to achieve decent working conditions with the employers, among others include the county governments, different private employers in the port of Mombasa (Maersk, Grain Bulk) Kenya Maritime Authorities and Kenya Port Authorities

**Tanzania, Ministry of Labour and Employment,** it also covers issues related to Health and Safety

**Local authorities** responsible for youth and employment in Dar es Salaam

Besides the above mentioned stakeholders, a range of other organisations, local CBOs, will be identified and cooperation will be established when needed in both Kenya and Tanzania to influence and make change in local communities.
2.4. Sector context- Job/working possibilities for youth

In both Tanzania and Kenya unemployment as well as underemployment, and especially among youth, are major issues as described earlier in this chapter. Beyond the high unemployment rates it is estimated that more than 70 % of the population in both countries suffer from underemployment, which means that they are employed under poor conditions and in employment which is below their capacity as workers.

The major consequences of the youth unemployment and underemployment include low-income and poverty, crime, drug abuse and prostitution, especially among the youth who, without proper support systems, find themselves in a desperate situation without a job and a steady income.

Unemployment leaves the youth vulnerable to exploitation since they have limited options on how to earn an income. This has led to a number of them turning to risky behaviour such as sex work for young women or crime for the young men. In addition, the youth have also felt exploited by employers who pay them.

County and district youth officers in Mombasa stated in interviews conducted during the elaboration of the assessment on youth, that there are a large number of young people who are affected by drugs and alcohol abuse. Drugs accessibility as well as the state of despair among the youth has only served to elevate the problem. The general perception among the youth is that many young people who are involved in crime and especially the militia groups are pushed into it due to unemployment. According to The Youth Fact Book, crime is strongly associated with young people as 53% of crime is predominantly committed by persons aged between 16 and 25 years, 89% of whom are male and 11% are female. In Kenya, youth gangs have grown in numbers and influence since independence. The majority are ethnically defined with the exception of some groups in large urban slum areas. The pull of gangs in urban areas is very strong for male youth who are out-of-school, without work, and desperate to find a way to make some money and establish a social support network. Youth who are frustrated by lack of opportunity, including access to land that they can utilize, are easily enlisted, particularly when there is payment involved.

Kenya’s Coast Region has experienced growing tension in recent years, with serious communal violence in 2012. The Mombasa Republican Council was formed in 1999 to address perceived political and economic discrimination against the people of the coast province. The separatist group has a network of over 30,000 registered members spread across 97 branches at the Coast. The 30,000 membership is based on signatures raised to support one of its court petitions. However, it is also understood that the members could be more and the group may have thousands of sympathisers, many of whom are young people.

The unemployment situation results in low social status and poor health due to Sexual Transmitted Diseases (STD), including HIV/AIDs. The unemployment and underemployment are caused by a poor economy and a very limited formal labour market, which fails to absorb the many potential workers, including the youth, which is a growing population group in both countries. Consequently, the informal labour market constitutes 70-80 % of the labour market in both Kenya and Tanzania, and thus the opportunities for employment, especially for the poor and uneducated, lie within this sector as previously described.

The UNDP study on youth employment in Kenya makes a link between education and access to an informal job: the less education, the higher the proportion of young people in informal activities. Only a small proportion of young people with no or only primary education has a formal job. Unemployment is

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27 According to national statistics from the Rapid Situation Assessment of Drug and Substance Abuse in Kenya, (NACADA, 2012), 11.7% of young people aged 15-24 are current users of alcohol, 6.2% use tobacco, 4.7% miraa while 1.5% are users of are users of Cannabis.
28 Annex P
very high for young people with primary and secondary education and it is even higher for those with no formal education.

The education levels among young people in Mombasa, Kisumu and Dar Es Salaam are low compared to the level in Nairobi and to the level of the population older than 35, according to the assessment done by FIC and its partners. Youth officials observe that there are many young people who have not attained post-secondary education. This will be taken into account during program implementation in Kisumu, Mombasa and Dar Es Salam. This may require that training materials will be simplified and more practical approaches based on learning by doing, and training as well as material should be in Kiswahili.

Female unemployment rates are higher than male rates in all provinces, but differences by age vary across regions. In three provinces (Coast, North Eastern and Nairobi), the female unemployment rate is higher than the male rate particularly among older youth.

Closely linked to this is that Nyanza (27%) and Coast (25.7%) Provinces have the highest numbers of teenagers who have begun giving birth. It is worth noting that most young women in Nyanza, Western and Coast provinces get married before their 20th birthday (Njonjo, 2010). A youth targeted programme on youth employment should also bear in mind the teenage mothers and young women. Some of the aspects to consider include: Targeted recruitment from social groups and religious gathering as opposed to mainstream publicity, and flexible programs crafted to respond to their needs.

The youth face great challenges in accessing both the formal and informal labour market. A key challenge for youth in relation to the formal labour market is a lack of professional experience and confidence, e.g. among recent college graduates, as well as little knowledge on where to find jobs and how to approach potential employers. In relation to the informal labour market, a major challenge is that the youth need awareness and confidence in order to set up their own businesses. They do not know where to start, as they have no basic entrepreneurship skills and information on where to find start-up capital etc. The surveys made by AYT and FIC as well as the surveys conducted in Dar Es Salaam prior to the current partnership project shows, that a large number of young people have a negative attitude towards informal employment and self-employment. Additionally many youth are discouraged and in despair after years of searching for employment with little success. They do not trust that the employment process is fair, as they have experience from several cases of nepotism in the employment process.

The government has decided that 30% of tenders for public works should be targeted youth, therefore the program will pay specific attention to the new job opportunities in the sectors selected in the program. For example garbage collection will create an opportunity for young people to start a business. The program will work in close cooperation with local stakeholders to ensure that local job possibilities for youth are created in a way where it will be attractive for youth to start and formalise their business in order to ensure a future growth where the informal sector are becoming formal, still providing possibilities for youth with a low level of education and ensuring decent working conditions.

The key government stakeholders in Kenya in this component are:

**Ministry of Devolution and Planning**, responsible for youth policy, National Youth Service, Youth enterprise fund (newly transformed into UWEZO FUND, with the aim for administering lending schemes for youth and women business groups) and National Youth Council; Ministry of Education: youth training and youth polytechnics; Ministry of Sports, Culture and Arts

**County governments, Kisumu and Mombasa** have appointed county secretaries to oversee youth affairs. The counties have earmarked growth sectors and opportunities to boost youth employment

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One Stop Centre/Nairobi City Council, partner in YEIN project, is an initiative of the City Council of Nairobi and the UN HABITAT. UN-HABITAT facilitated the setting up of the One-stop youth centre in collaboration with the City Council of Nairobi. Situated in Nairobi’s Central Business District, the centre targets young people aged between 15-24 years and seeks to enhance decent and productive employment opportunities for youth in Nairobi. As the work towards building the capacity of young people and youth groups on gainful livelihood and employment, the centre holds regular entrepreneurship trainings, youth market days, career guidance and business clinics. Additionally it serves as an information centre for the youth.

Youth Centres, Mombasa and Kisumu, The Constituency Youth Empowerment Centers were developed as a joint effort between the Ministry of Youth Affairs and Sports and the Constituency Development Fund (CDF). The centres are envisaged to be resource centres for the youth. Their main purpose is to organize skills development programs for the youth in the constituencies through the guidance of District Youth Offices. They also nurture the youth to develop and realize their talents as well as creating leadership awareness.

Kenya Private Sector Alliance (KEPSA) Works for private sector development through advocacy, projects and partnerships both local and international. It influences public policy through policy formulation and implementation. KEPSA is implementing “Kenya Youth Empowerment Project” (funded by the World Bank) focusing on employability and life skills.

ILO implements a program in East Africa called the YEN/ILO Youth Entrepreneurship Facility (YEF). The Youth-to-Youth Fund component of the Facility offers local youth-led organizations an opportunity to actively participate in the development of youth entrepreneurship in their communities. It supports small-scale youth entrepreneurship development projects implemented by youth-led organizations. The Youth-to-Youth Fund was created as a mechanism to identify, test and promote innovative entrepreneurship solutions to youth employment challenges. FIC has entered into a dialogue with ILO and expects to cooperate with ILO with regards to training of trainers in BSED and revision of curriculum as well as implementing the mentoring activities.

CBOs and CSO’s in Kenya working on better employment opportunities for youth

SME- Network in Kenya includes the Jua Kali Association, which is an association of workers in the informal sector. The association is currently a member of the PAC in the Youth Empowerment Initiative Nairobi project, which is coming to an end in December 2013.

For a detailed overview of Government Programs and Projects in Kenya see Annex P (p.16). Further, a range of partners to include in the program have been identified in Mombasa and Kisumu. Civil society organisations and networks are key stakeholders.

The key stakeholders in Tanzania in this component are:

The ministry of Information, Youth, Culture and Sports and its local authorities in Dar es Salaam, has a mission is to create an enabling environment for better implementation of Labour standards, creation of equitable and decent employment opportunities and youth empowerment through provision, enforcement and monitoring of policies, legislations, guidelines and regulations to our customers and stakeholders.

Tanzania Employment Service Agency, (TaESA) is a government agency established under the Executive Agency Act. No. 30 of 1997. It was established to improve the delivery of public services, creating an environment conducive to efficient and effective management, improving the quality of employment services by the department of employment in the Ministry of Labour and Employment. TaESA is under the Ministry of Labour and Employment and it is given mandate by the government to monitor,
regulate, administer and coordinate all matters related to the provision of employment services in Tanzania Mainland. The major functions of TaESA is to:

- Provide placement services to jobseekers and employers
- Prepare programs for providing employment services to the general public
- Promote the provision of job search skills training, career guidance and employment counselling
- Action Aid, Global Platform in Dar es Salaam, which is running a course on entrepreneurship for young people
- A range of different local civil society organisations working with youth employment

**One stop youth centre**, Dar es Salaam is a UN-HABITAT initiative under Global Partnership Initiative (GPI) and it is a place where service seekers meet and interact with service providers. The programme concentrates on carrying out needs assessment from the ground as well as gathering, condensation and dissemination of information to young people in Dar es Salaam. OSYC is an initiative set up by UN-HABITAT in January 2007 with collaboration by four Local Government Authorities of Dar es Salaam and the Ministry responsible for Youth Affairs to serve as a catalyst for implementation of the Dar es Salaam Youth Council’s Strategic Plan, as well as other relevant youth-led development initiatives in the city.

**CBO’s and CSOs** in Tanzania, working for better employment opportunities for youth
The program aims to improve working conditions and to increase the job opportunities in Kenya and Tanzania. Below is the overall development goal to which FIC and partners will contribute, as well as the immediate objectives which are expected to be fulfilled during the program period of three years.

3.1 Development objective
The development objective of the program is:

The employment conditions in Kenya and Tanzania have improved and youth has access to decent employment in line with existing national and international labour laws and regulations.

3.2 Immediate objectives
The immediate objectives of the program are:

1. The strengthened capacity of partner trade unions in Kenya and Tanzania to advocate for and create awareness about workers’ rights and respect of labour market legislation contribute to improved working conditions.

2. The strengthened capacity of partner youth organisations in Kenya and Tanzania to create awareness and to advocate for increased and improved job opportunities for youth has contributed to better conditions for establishing sustainable businesses and increased success in their job seeking.

The two immediate objectives are expected to contribute to achieving the overall development objective in a long term perspective.

3.3 Indicators
The indicators in pursuit of immediate objective 1 are:

- 75% members in the branches of at least 4 partner trade unions express satisfaction with the union’s capacity to run a transparent and democratic organisation:

- Four partner trade unions capacity to advocate and raise awareness about workers’ rights is increased and contribute to improved working conditions

- 80% of employees at the workplaces included in the program are aware of workers’ rights and role of trade unions

- Employers (80%) at workplaces included in the program and relevant politicians from Mombasa, Kisumu, Nairobi and Dar es Salaam are aware of the importance of respecting the labour market legislation

The indicators in pursuit of immediate objective 2 are:

- 80 % of young people participating in the Business Skills and Entrepreneurship Development (BSED) or labour market training indicate that they are prepared to establish business or are better equipped for job seeking.

- 40 % of young people participating in BSED is starting or improving a small scale business

- 30% of young people participating in labour market training have succeeded in getting a job

- 38.000 youth is informed on possibilities on youth employment, and how to access more information, advice, training and assistance in this field.
- Youth Networks have been established by active youth and members of civil society organisations and carry out advocacy on a national and local level for improved job opportunities for youth

- At least 6 Youth organisations’ capacity to carry out training activities and advocate for increased and improved job opportunities for youth has improved

The source of verification collected from the program M&E set-up includes: baseline, progress reports, workshop reports, surveys, interviews and other relevant reports.

For further elaboration of Monitoring and evaluation, please refer to chapter 5.
4. Target group and partners

4.1 Target groups
The overall primary target group of the program consists of youth between the age of 18 and 35, who mainly live within the four geographical areas of the program; Dar es Salaam, Nairobi, Mombasa and Kisumu. The program will prioritize to work with the youth who have least opportunities and the biggest need for help in order to improve their living conditions.

The overall secondary target group of the program components are the partner organisations: trade unions and youth organisations. (For detailed partner description please refer to Annex E) Further, employers and duty bearers at county level are a target group. Specifically in relation to the two components the target groups are as follows:

**Target groups in component 1** constitute of A) Employed youth and B) Workers, C) Trade unions and D) Employers:

In general the employed youth have a low income. They will be targeted through the initiatives focusing on improving working conditions at the labour market. They have a job, either in terms of full time or casual employment, they work within the sectors that the involved trade unions cover, and are either already organised or are yet to be organised. Through the program there will be focus on decent working conditions for all workers including youth, active citizenship and involvement in the change of society, getting more youth actively involved with the trade unions and in general on informing youth on their rights as workers and members of a union. As described in chapter 2, the youth in the two countries face a range of challenges with regards to decent working conditions, problems with health and safety at work places, involvement in accidents, drug abuse, sexual harassment and abuse, discrimination at work places, no proper contractual terms at workplaces, in risk of getting infected with HIV&AIDS and in risk of being involved in military or political groups.

A) Moreover, it is expected that approximately 30.000 workers within the areas of the trade unions, including youth, will be informed on labour and employment rights through the advocacy activities and through the training at the work places.

B) The trade unions described in the sub-chapter below is the third target group under component 1. The trade unions will be strengthened through the program both in terms of organisational structures as well as in terms of improved working conditions of their members.

C) Finally, through advocacy activities, as described above, more than 50 employers are expected to be reached.

**The target groups under component 2** constitute of A) Unemployed and underemployed youth, B) Youth organisations and C) Public authorities

A) The unemployed and underemployed youth will be targeted through the initiatives focusing on creation of youth employment opportunities. It is expected that 3.600 youth in Tanzania and at least 6200 youth in Kenya will participate in training and counselling activities based on the job creation model developed. The youth will be empowered to get access to more and better employment opportunities either within the formal or informal labour market. Moreover, a total of 50.000 unemployed or underemployed youth will be informed on opportunities to access employment and establish businesses. Further, information will be given on employment under decent working conditions via information meetings in the two countries. Finally, the youth will be informed about the benefits of a membership in trade unions, on the information meetings. The youth will learn about what a trade union offers for its members in terms of better working conditions and about the importance of active citizenship and being organized in a union as a way of seeking influence in the society.

B) The secondary target group consists of the youth organisations, in particular the new organisations to be involved, as well as the organisations in Dar will be strengthened with regards to knowledge on labour market issues and job creation
C) The third target group under component 2 consists of the duty bearers in Kisumu, Mombasa and Dar responsible for youth and employment. The youth centres are included here; as well as the state organs concerned with youth issues in Kenya and Tanzania, who will be reached through advocacy activities on the importance of creating and supporting job opportunities for youth.

4.2 Partner organisations

The partner organisations involved with the program are civil society organisations, which are legal representatives of their members and target groups and have a democratic structure. Moreover, they all have previous experience working with either the improvement of employment opportunities for youth or the improvement of employment conditions at the labour market. The partners of FIC can be divided into two main groups; youth organisations and trade unions.

The partners have strengths and weaknesses and the program will seek to address the weaknesses and build on the strengths to achieve the results. The strengths of the trade unions are their experiences with the labour market and the labour legislation. Further they have a long and strong history of fighting for the rights of their members. However, they have internal organisational challenges and they need capacity building with regards to organisational strengthening, training of officials and shop stewards, financial management, communication and membership engagement.

With regards to the youth organisations the picture is different: their strength is that they have skills in mobilising youth and engaging them in their activities and the capacity of the more established organisations to carry out advocacy and implement project activities is relatively high. On the other hand their knowledge of the labour market, the demands of the employers, the qualifications needed for acquiring a job and the labour market legislation is weak. In this program their capacity in this field will be strengthened.

The different strengths and weaknesses give space for a synergy between the two types of organisations; the trade unions need substantial building of their internal organisational capacity, while the youth organisations need to focus more on developing their knowledge related to the formal and informal labour market. As previously described, the workshop in Nairobi in July made both parts aware of the synergy they can achieve and the opportunities it creates when working together towards common goals.

Trade Unions

Through the program trade unions will work towards improving the employment conditions at the labour market in Kenya and Tanzania. The trade unions in Kenya and Tanzania in general cover a very broad range of employment levels, and some more than others. For example, Kenya County Government Workers Union (KCGWU) covers levels of employment ranging from street cleaners to employees with higher levels of education. Accordingly, the work places covered in the program include selected areas of employment covered by the involved partners. These are: building construction and maintenance, Mortuary attendance and cemetery, Highway work, Mortuary attendance and cemetery,

Dock Workers Union Kenya and Seafarers Union Kenya are trade unions who operate at the port of Mombasa in Kenya. The unions cover areas of work including dockworkers, warehouse workers, and seamen, among others. FIC has worked together with Dock Workers Union Kenya since 2005 on the strengthening of the trade union in terms of ensuring the labour rights of its members. Since 2012, FIC and the three trade unions in the port of Mombasa have collaborated on a project with special focus on improving working conditions of the youth as well as their active participation in the work of the three unions at the port of Mombasa. In the program, the Dock Workers Union will be lead partner in terms of
ensuring improved working conditions at the port of Mombasa, especially for youth. The present project is expected to be incorporated into the program.

**Kenya County Government Workers Union (KCGWU)** is based in Nairobi with branches in all the 47 counties of Kenya. KCGWU covers all public areas of work (except from the teachers), including health personnel, cleaning personnel etc. KCGWU and FIC have worked together since 2012 on strengthening the capacity of KCGWU to be able to ensure its members’ interests and decent working conditions in the wake of the new administrative division of Kenya into 47 counties, which resulted in a reduction of KCGWU’s 175 branches to 47. FIC and KCGWU has been granted (from CISU) a 3 year project with the focus of improving the working conditions of the workers in the 47 counties with a special attention on the 11 counties situated around Kisumu in Western Kenya and Nairobi. In the program KCGWU will thus be a main partner among the trade unions, and the focus of the proposed project will be incorporated into the program.

**Tom Mboya Labour College** is the Kenyan college for training and education in trade union business. Tom Mboya are important in relation to the strengthening of the trade unions in Kenya and ensuring that they fill out their roles as representatives of their members and create improved working conditions for them, FIC has initiated cooperation with the Tom Mboya Labour College. As recommended by DNET Consult in the capacity analysis report from June 2012, FIC intends to support strengthening the capacity of Tom Mboya in order to help create a sustainable and cost effective educational system and to update the trainings curriculas to be used in the future, through which Tom Mboya will be able to train and strengthen the trade unions in the future. Accordingly, in the first phase of the program FIC and Tom Mboya Labour College will work together on this. The college has recently (in October 2013) got a new leadership and the director is expected to sign an MoU with FIC within the coming weeks, when she has settled into her position.

**Tanzania Mining and Construction Workers Union (TAMICO)** and FIC have worked together with two community based organisations on a project in Mirerani in the north of Tanzania concerning eradication of child labour in the mines since 2008. In line with the more strategic focus of FIC, the project will be phased out during the first year of the program, and during this period of time FIC and TAMICO will look at future cooperation opportunities in terms of improving the working conditions for its members in Tanzania. As a part of the program TAMICO and FIC will be initiating specific activities involving improvement of working conditions for construction workers in Dar Es Salaam. Through this program FIC intends to initiate more focus on the improvement of working conditions at the labour market in Tanzania, and it is expected that FIC will have increased its network with trade unions in Tanzania by the end of the program.

4.4 Youth organisations
Through the program the youth organisations will work towards improving the employment opportunities for youth in Kenya (Nairobi, Mombasa and Kisumu) and Tanzania (Dar es Salaam).

The main partners among the youth organisations in Kenya are **Africa Youth Trust (AYT)** and **One Stop Youth Centre, Nairobi**, with whom FIC has partnered in the Danida supported project, “Youth Employment Initiative of Nairobi” (YEIN), which ends in December 2013. The project has so far lasted for 3 years and has given all three partners substantial knowledge and networks related to working with the creation of job opportunities for youth. AYT will play a major role as partner in the beginning of the program in that they will share the experience of the YEIN project, and help develop the job creation models in Kisumu and Mombasa. In Nairobi the One Stop Youth Centre will run the trainings and counselling of youth, and in Kisumu and Mombasa similar, already existing youth centres will be partners. As previously mentioned, the duty bearers in both Kisumu and Mombasa have expressed their commitment to cooperate on the program.
In terms of advocating nationally for more and better jobs for youth, AYT will involve 8 other youth organisations in Kenya. These include; Yes Youth Can - Youth Bunge/Cooperatives, National Youth Council, Green Teams, National Youth Sector Alliance, Artist Forum, Entrepreneurship Youth Empowerment (EYE-Kenya), Kepsa – Private Sector Youth Federation, Jua Kali/MSE Youth Sector. In order to ensure local anchoring of the program activities, AYT will collaborate with a range of local youth CBOs, who are present in the constituencies of each city. Through the YEIN project a large network of youth CBOs was established in Nairobi, and during the first phase of the program similar networks will be established in Kisumu and Mombasa. The networks of small youth CBOs will facilitate the information activities for the youth in the local areas on their opportunities to engage in youth groups, obtain loans, etc.

The main youth partners in Tanzania are Tanzania Youth Vision Association (TYVA), Youth for Africa (YOA) and Open Mind Tanzania (OMT). Since January 2013 FIC has partnered with the three organisations in a partnership activity with the purpose of strengthening and preparing the three organisations for a larger initiative towards creating improved employment opportunities for youth in Tanzania. TYVA is the lead partner and will likewise be the lead partner of the youth employment initiative in Dar es Salaam with support from the two other organisations. The activities on this area are less developed in Tanzania than in Kenya, and thus in the first part of the program the three partners will develop and design the employment initiative of Dar es Salaam in cooperation with FIC. The previous experience from the YEIN project as well as from the youth employment initiatives in Dar es Salaam (partnership agreement 2013) and the piloting of the model by AYT in Nairobi in 2013 will be the basis for implementing the model in Dar.
5. Program strategy
This chapter describes the strategy for the program and how the two components will work to achieve the set objectives.

5.1 Program component 1
This section describes the two program components and how they relate to the immediate objectives. The first program component refers to the first immediate objective; it reads: “The strengthened capacity of partner trade unions in Kenya and Tanzania to advocate for and create awareness about workers’ rights and respect of labour market legislation contribute to improved working conditions.”

Building models to ensure decent employment conditions
With regards to the trade unions, it is important to strengthen the unions in respect of their capacity to ensure the rights of their members at the work places. FIC has in other projects developed a model for capacity building of the trade unions which focuses specifically on:

- Strengthening the organisational capacity (internal governance) of the unions to run a democratic member based organisation which is able to ensure that the labour market legislation are implemented at the workplaces; shop stewards, union leaders, officials and members of the unions are trained in both union matters, organisational and administrative issues and labour market legislation with the objective of developing the unions’ performance, transparency and accountability towards members;
- Establishing committees focusing on a good working environment at the work places, including good health and safety, as well as prevention of discrimination based on ethnic, sexual, gender or age;
- Establishing special youth committees which ensure decent conditions for youth at the work places as well as a stronger involvement of youth in the trade union.
- Advocacy at work place, local county and national level to advocate for respect of labour legislation

This model for developing the trade unions has already been practiced in several FIC projects, where the strengthened capacity has led to better working conditions for the members of the organisations, because the union leaders stand stronger in the negotiations with the employers. In the program this experience will be developed even further and shared with new partners in the development of the program activities towards ensuring improved employment conditions at the labour market. Further, the model has led to more accountable trade unions, where the members have more influence and the constitutions are more democratic. The methods applied by FIC in capacity building are described further in chapter 7.

Ensuring sustainability
Related to component 1 the 4 pillars in the model: strengthened organizational capacity of the unions, increased workplace knowledge of working environment related issues, increased involvement of young workers and strong emphasis on advocacy for respect of labour market legislation in work places and on county and national level is supposed to create sustainable vibrant unions taking care of members interest at all levels, and with members being engaged in the union activities. To reach this level from the situation described in the problem analysis, the program aims at increasing the capacity and transparency at all levels in the unions combined with increased awareness and knowledge among members.

Previous experiences show that a performing and transparent union is able to serve its members. On the other side aware and involved members are able to keep the union leaders on the right track.

The extensive capacity building of representatives of the unions and information and dialogue with the membership is a key factor to the sustainability of the program component 1 as this secures the future accountability and performance of the officials of the union. Members and representatives at all levels
will be able to demand for high level union performance, via democratic processes. Transparent and democratic management emphasized in the program will add to this.

Additionally program support for development of vibrant and well-functioning training departments in the unions is supposed to ensure that continuous training and information activities of union members and officials will continue after the program ends.

The organizational coherence from employees and shop stewards, branches to national offices is important to the future function of the unions. The program views one of the most important priorities of the unions to strengthen the link to members as the base of the union. This change in organizational culture will contribute to the sustainability of the unions, so they will be able to play their role for the future as vibrant and active originations ensuring that their members have decent conditions at their place of work.

It is the experiences of FIC and their partners that establishment of workplace committees working with improved working conditions at the specific places of work serve as a sustainable way ensuring that decent working conditions continues to be in focus at the specific place of work. Capacity building of shop stewards and involvement of them in awareness activities in work places also creates systems were it is ensured that issues related to decent work at workplaces are handled.

Capacity building of youth and establishment of youth departments in the unions have so far been ensuring that youth related issues continues to be in focus and it also serves as a platform where new potential leaders are gaining experiences with running of union affairs which build their capacity and ensures that the unions have qualified leaders to take over in the future.

It is the experience of FIC and their partners that active and vibrant unions who improve the conditions at the workplaces and pay attention to the need of their different members are able to increase their membership which improves the financial basis of the unions. Together with improved union administration, prober budgeting and following up it secures that the economies of the unions are allows them to carry on with the set level and quality of their performance as laid out in the model used for component 1.

Increased capacity in advocacy and joint advocacy activities is supposed to create long and lasting changes in local and national efforts of respecting the labour market legislation.

**Developing a sustainable system for capacity building of the trade unions**

In relation to the capacity building of the trade unions, and in line with the recommendations of Dnet Consult in the capacity analysis report, FIC finds it important to work with the capacity building of Tom Mboya Labour College. FIC will assist Tom Mboya Labour College in building a sustainable system for capacity building of the trade unions in Kenya.

The educational system should be cost effective and thus be able to continue beyond program support. It should be flexible to the needs of the trade unions. As part of the educational support, the existing training curriculum of Tom Mboya will be further developed and implemented.

**Systematization and dissemination of experiences**

The main source of the project experiences is expected to arise from the monitoring and review activities, which are expected to be shared by the program partners and key stakeholders at cluster meetings and at component and program meetings where experiences and results arising from the different clusters and components will be discussed and shared among all participating partners. The reports are expected to contain personal accounts as well as objective observations to provide an opportunity for adjustment and further development of the program activities.
The program experiences and results will be systematized and described as an integrated part of the monitoring and reviews of the program. Experiences and results collected during the program period will be disseminated to other trade unions during a seminar conducted in Nairobi. The seminar will focus on the achievements of the program in relation to good practices for trade union work including involvement of youth in trade union activities and good practice of trade unions in order to protect and promote the rights of Kenyans at workplaces. Different materials used for dissemination is together with the seminar supposed to provide motivation and inspiration to other unions in their work with improved working conditions and respect of labour market legislation.

Developing advocacy
In relation to the work of the trade unions in advocating for improved employment conditions, advocacy will take place on workplace level and on county and national level.

- Public awareness campaigns on the rights of workers to decent employment conditions as well as the right to be organised in a trade union in accordance with national and international legislation targeting workers in general and specifically in the areas of work of this program.
- Lobby work towards government and relevant public authorities in Nairobi, Mombasa, Kisumu and Dar on the upholding of the labour rights of the workers in accordance with national and international legislation.
- Lobby work towards employers at the workplaces in the above mentioned geographic areas on the rights of their workers to be organised and on the importance of improving on working conditions for the workers in adherence with the labour rights, as they are stipulated in the national and international legislation.

The respective trade unions will be responsible at the workplace level while trade union advocacy at county level will be conducted in cooperation with relevant stakeholders.

The networks will collaborate with and include the youth organisations when it is found relevant, and especially in relation to including the rights of the youth.

5.2 Program component 2
The second program component refers to the second objective; it reads: “The strengthened capacity of partner youth organisations in Kenya and Tanzania to create awareness and to advocate for increased and improved job opportunities for youth has contributed to better conditions for establishing sustainable businesses and increased success in their job seeking”.

Building models and sharing experience on creation of youth employment
Relating to the capacity building of the youth organisations, FIC has successful experiences in supporting partners in building models for how to empower youth, and help them access the formal as well as the informal labour market. In this program FIC will build on previous experiences, and together with the youth organisations implement models for job creation in each country. The partner organisation, AYT, has over the past years developed a job creation model for access to employment, the “Economic Empowerment Model” in cooperation with FIC, which consists of a series of coherent activities comprising: Open information meetings; Trainings in entrepreneurship and establishment of business; and Counselling and mentoring (continuous follow-up) of young entrepreneurs.

In July 2013 an internal assessment was conducted on a sample of 800 youth\(^{31}\) between 18 years and 35 years from Nairobi, who had either gone through BSED or Labour Market trainings, Counselling and Mentorship activities in the YEIN project implemented by AYT and FIC. The assessment shows that the participants in the project have reduced their unemployment level with 35 %. The results are summarised in the table below.

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\(^{31}\) The number of male youth interviewed was 415 and the female youth interviewed was 385.
### The Economic Empowerment Model

The Economic Empowerment Model builds on six components that link into each other.

1. **The social mobilization of youth takes place at the community level.** The local community and its leaders are invited to take part in the planning and implementation of the interventions.
2. **The information meetings equip the youth with information on what is available in the market and the relevant trends that the youth can tap into for improved access to employment or in order to start their own business.**
3. **Trainings:** At the information meetings, youth can sign up for two different trainings of 3 weeks duration: A) Training in business skills and entrepreneurship development (BSED) or B) Labour market training, employability.
   - **A)** The BSED training provides basic information on how to start-up a business, how to develop a business plan and how to access loans or other types of financial support for investing in their business. As a part of the training the youth develop its own business plan and starts implementing it.
   - **B)** The labour market training prepares the youth for the labour market by training in how to write a CV, how and where to get access to employers; how to act in a job interview and it offers a general knowledge of the structure of the labour market. The course will seek synergy with the other component in the program on trade unions, as some lessons will be on the benefits of membership in trade unions and information about hazardous work.
4. **Integrated into the last phase of the BSED training and as a post-training activity the students are offered counselling on their business idea and they are offered a mentor.** The mentoring consists of individual coaching which is given by an experienced and trained business person in the community during a period of six months to a young person who wants to establish a small business.
5. **Further, business and career counselling is offered to the students after the labour market training.** The counselling is also integrated into the last phase of the training to ensure that students are taken further in their career. The counselling aims at placing students in relevant internships of 1-5 months duration at workplaces to test their skills and how to interact on a workplace.
6. **Finally, networks of youth are established and space is offered for continuous contact and to provide the youth networks a voice in the advocacy activities carried out in cooperation with among others AYT.**

The model is developed together with the partner Africa Youth Trust (AYT) as part of the project, Youth Employment Initiative of Nairobi (YEIN).

Accordingly, the model will be modified and consolidated in Nairobi during the first 6 months of the program, and it will subsequently be modified and adjusted to the local context in Kisumu, Mombasa and Dar and piloted. Differences in the level of education in Kisumu and Mombasa, as highlighted in the assessment report on youth, as well as specific gender issues will be taken into account. A thorough review of the curricula will take place start 2014 in cooperation with AYT and the one-stop centre to ensure ownership of the revision. In relation to comments from CISU grant committee in July regarding

### Table: Employment Status

<table>
<thead>
<tr>
<th></th>
<th>Permanent and Pensionable job</th>
<th>Job with a Contract</th>
<th>Started own Business</th>
<th>Under employed</th>
<th>Unemployed</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Before YEIN Project</strong></td>
<td>7 (0.8 %)</td>
<td>67 (8,3%)</td>
<td>151 (18,9%)</td>
<td>63 (7,8 %)</td>
<td>512 (64%)</td>
</tr>
<tr>
<td><strong>After the YEIN Project</strong></td>
<td>23 (2,9 %)</td>
<td>234 (29,25 %)</td>
<td>279 (34,87 %)</td>
<td>32 (4%)</td>
<td>232 (29 %)</td>
</tr>
<tr>
<td><strong>Total change</strong></td>
<td>2,1 %</td>
<td>21,2 %</td>
<td>15,97 %</td>
<td>3,8%</td>
<td>35%</td>
</tr>
</tbody>
</table>

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32 See chapter 2 and chapter 8
the evaluation of AYT and its results, FIC assesses that the results achieved and documented in an internal monitoring report from September are satisfying and justifies the role of the youth organisations in the current program application.

In Tanzania careful planning of how to start up the activities will take place before the program starts up, and after the model has been piloted in Nairobi, so that the learning from Kenya can be used in Tanzania. However, there are likely to be differences in the context, which will have to be taken into consideration; for example is the level of education – in general – lower in Tanzania than it is in Kenya.

**Ensuring sustainability**

FIC has established a close cooperation with a range of stakeholders (public institutions, ministries, universities and other civil society organisations) in order to ensure the sustainability of the above mentioned model for creating job opportunities. In this regard, FIC and partners established a close cooperation with the Ministry of Youth in Kenya during the implementation of the on-going youth project, YEIN, in Nairobi. As previously mentioned, meetings have already been conducted with the members of the newly elected county governments in Kisumu and Mombasa about the future cooperation and they expressed a strong interest in this cooperation. When the program starts agreements defining the roles, activities and responsibilities will be signed by FIC and the duty bearers.

Furthermore, the cooperation with the One Stop Youth Centre in Nairobi has been an integrated part of the on-going project. The One Stop Youth Centre will continue to conduct the job initiatives promoting entrepreneurship based on the model developed in the project and they will introduce a small user’s fee for participation in the courses to create financial sustainability on continuation of the training. Existing agreement between AYT and One stop Centre will be renewed. Additionally the One stop Youth Centre of Nairobi will be engaged in offering counselling and mentoring of Youth.

Based on the experiences from the previous project period training in BSED and counselling and mentoring of young entrepreneurs will be implemented in close cooperation with the youth centres in Mombasa, Kisumu and Dar. As previously described FIC and AYT have met with the county youth representatives in Mombasa and Kisumu to ensure their interest and commitment to cooperate in the program. Depending on the needs, the centres will be offered necessary equipment on a smaller scale, such as computers, and their staff will be included in the training of trainers (TOT) jointly with the youth organisations. Before the start-up of the program, FIC and youth partners in Dar will meet with the local youth centres and the public authorities to agree specifically on the implementation of the activities. The duty bearers took part in the preparation workshop and showed commitment towards a cooperation. It has further been agreed that an agreement specifying the responsibilities of the County governments and the responsibility of the program in developing and running of the centres will be signed. While the program will engage in development of the centres the county government will be responsible for the running of the centres in the future.

Additionally, FIC and partners have established cooperation with universities that have shown an interest in using the curriculum in labour market skills for training of students before they graduate and enter into the labour market.

Finally, the youth organisations have been noticed by a range of stakeholders for their work and the coming phase will consolidate this work and strengthen the sustainability. During the previous three years of work a network with youth representatives and other relevant stakeholders has been established by AYT. The network has played a vital part in advocating for change as a part of the discussions on the priorities towards youth, as part of the implementation of the newly elected governments strategy. The coming years will focus on strengthening and consolidating the network and their cooperation with other strong youth stakeholders in Kenya. Establishment of a youth network in Dar has been initiated as well and it will be finally implemented during the program period.
When it comes to Tanzania, the local authorities from the Ministry took part in the preparation workshop in July and they have likewise expressed an interest and a commitment to take part in the program, when it starts.

**Developing advocacy**
Youth organisations will advocate for improved employment opportunities by focusing on:
- The government to allocate resources towards awareness creation on youth employment
- The government to assume responsibility to integrate practical entrepreneurship in the education system from primary to college level and to create more and better jobs for youth and to create more counselling opportunities
- The private and public sector to mainstream youth internship in their human resource policies by 2015 by instituting an internship policy
- The rights of youth to have a job and the basic rights in terms of the conditions at the labour market, including rights to decent working hours, employment contracts, health and safety at work, non-discrimination etc. These campaigns target the unemployed or underemployed youth in Kenya and Tanzania.

The advocacy will be carried out in the form of regional and national public campaigns raising the awareness of youth and politicians; and lobby work targeting politicians, state and labour market stakeholders. The youth organisations will establish local, regional and national advocacy networks to strengthen their voice.

The program will aim at creating synergy between the two types of organisations by engaging the trade unions in the trainings to ensure a focus on decent work and by organizing joint advocacy activities that will be discussed and agreed upon during the cluster meetings, where all partners take part.
6. **Results at program level**

This section describes the expected results for both components at program level. It shows the key results, which the program is expected to generate during the program period. The expected outputs to be achieved at the individual cluster and activity level as shown in the LFA will be monitored currently throughout the program period in order to ensure that the expected results will be achieved at the end of the program period.

Baseline studies will be conducted in the initial phases of the program and therefore minor changes in the indicators below may occur.

**Results in Component 1:**

**Result 1**

Target groups and partners have increased capacity knowledge on workers’ rights, health and safety) – and Collective Bargaining Agreements on workplaces ensure better working conditions for all groups.

Indicators at program level:
- 90% of members know their rights as workers
- 200 shop stewards have been trained in labour market issues, negotiation and conflict handling, trade unionism and democracy
- 60% better use and provision of working clothes and safety gear based on better knowledge on OSH
- 50% less serious accidents on the workplace
- Number of CBAs with private and public employers increased
- Collective bargaining agreements ensuring salary increase on 20% in general
- More than 50% find unions’ work performance satisfying
- The membership base of trade unions has increased with more than 25%

**Result 2**

Advocacy Strategy for respect of labour market legislation and improved working conditions is implemented

Indicators at program level:
- Union officials trained in advocacy; Advocacy Strategy developed and Strategy piloted in 11 counties and 4 cities
- 1 national and 15 local yearly advocacy activities on respect of labour market legislation and improved working conditions in Kenya
- Advocacy activities for improved working conditions conducted regularly at 50 work places

**Result 3**

Internal transparency and accountability - and communication between union and members is increased

Indicators at program level:
- Annual meetings and democratic elections are held in full accordance with the constitution of respective unions
- 90% members participate in annual meetings at branch level
- Good practice guide implemented in 11 counties and 4 cities

**Result 4**

A model for a sustainable running of Tom Mboya Labour college is developed and curricula for 5 courses is piloted

Indicators at program level:
- A sustainable plan is developed
By 2015 a Tom Mboya curriculum for training of shop stewards and union officials has been developed and tested
Training catalogue is sent to Trade Unions

**Result 5**
General awareness on non-discrimination of workers on the work place has increased and Youth departments of unions have been established and the youth is actively engaged in the union work advocating for addressing youth problems in the labour market.

Indicators at program level:
- 20% less reports on discrimination on the work place
- Employers change discriminatory practice on workplace
- At least 14 Youth, women and non-discrimination committees are well functioning and allowed by employers
- Non-discrimination policy developed
- More security at work places for women, men and children (fewer cases of rape)
- Policy makers work for non-discrimination
- Unions involved in the program have increased the number of youth members with at least 20% and at least 20% of the young members are actively engaged in the union work advocating for addressing youth problems at the labour market
- Youth department has been established in each of the unions involved in the program and youth policies are developed

**Result 6**
Trade unions have consolidated pilot cooperation with youth organisations on workers’ rights and developed framework for continued collaboration

Indicators at program level:
- 3 Workshops conducted and plan for future cooperation developed.
- 3 joint actions have taken place

**Results in Component 2:**

**Result 1**
Young people have obtained a job or started or improved their own business in Kenya and Tanzania as a result of training or counselling provided by the program

Indicators at program level:
- Overall 35.000 youth have been reached via information meetings in Kenya and 15.000 in Tanzania
- 6.200 youth in Kenya (1200 pax in Nairobi, 2000 pax in Kisumu, 3000 pax in Mombasa) and 1.800 in Tanzania have received general counselling coordinated by the youth centre
- 3.100 youth in Kenya and 1.800 in Tanzania have been trained in BSED and 3.100 youth in Kenya and 1.800 in Tanzania have been trained in labour market
- 40 % of young people participating in BSED is starting or improving a small scale business
- 30% of young people participating in labour market training have succeeded in getting a job
- Relevant internships that give better opportunities for relevant jobs established for 25% of participants on labour market training (775 persons in Kenya and 350 in Tanzania)
- 50% of the trained youth are linked to a mentor who helps them to further develop/ implement business plans
- Curriculum is used by other CSOs, universities and technical schools to train youth in BSED and labour market
- Youth centres in Kisumu, Mombasa and Dar take responsibility for carrying out training after the first phase of the program
Result 2
Youth sector networks/platforms comprising youth organisations, and relevant stakeholders are sustained and advocate for rights to equal access to work and improved policies for youth job creation
Indicators at program level:
- Networks have carried out specific activities to advocate for Youth access to employment, special arrangements to facilitate youth access to labour market: internships, training.
- Youth organisations collaborate on advocating for establishing a Youth council in Tanzania
- Networks advocate for more youth friendly access to loans to establish micro businesses
- Administration of Youth funds are transparent and spent according to purpose
- Information material produced/ radio programs produced/large scale meetings at universities conducted

Result 3
6 youth organisations involved in the program have improved their organisational capacity in engagement of members as well as their capacity to engage in issues related to creating better employment opportunities for youth at the labour market.
Indicators at program level:
- Members of youth organisations are engaged in training of youth
- Members of youth organisations are active in implementing advocacy activities
- Experiences compiled and reflections from Nairobi made for further implementation in Mombasa and Kisumu
- 5 partner organisations have submitted proposals on similar projects to other organisations
- Office space established, coordinators contracted and systems for compiling data (database for follow up information on youth), reporting and trainings set-up

Result 4
Youth centres in Mombasa, Kisumu and Dar are sustainable and can provide counselling and training to youth
Indicators at program level:
- Agreements entered with local public authority partners and localities prepared for activities
- Capacity of staff in youth centres to continue training, counselling and information meetings built

Result 5
Youth organisations have consolidated pilot cooperation with trade unions on workers’ rights and developed framework for continued collaboration
Indicators at program level:
- Cluster meetings conducted and plans for future cooperation have been developed and implemented
- 3 Joint actions by youth organisations and trade unions have taken place
- 2 Trade union branches have introduced social media in their communication with members
7. Development approach and Activities

FIC’s approach to development work in East Africa is rights-based, and in accordance with the Danish Civil Society Strategy (2008) FIC thus forms partnerships with civil society organisations who aim at ensuring that international conventions concerning human rights and especially labour rights are implemented and upheld. In this way, FIC builds its values on the UN conventions on human rights and the ILO conventions on labour rights (see annex 4: FIC’s international development strategy). Specifically in relation to labour rights in Kenya and Tanzania, FIC takes point of departure in the national legislation (see chpt.2)

FIC focuses on strengthening the organisational capacity of its partners, and thus enabling them to cater for the rights of their members and target groups as well as to ensure that their members and target groups and the public are well informed about their labour rights. Capacity building of partner organisations will involve all levels of the partnering organisation, from individual members to board level, in order to secure ownership at all levels.

To promote the observance of labour rights, especially for youth, in Kenya and Tanzania, FIC supports its partner organisations in developing advocacy strategies. In this context, and in accordance with the Danish Civil Society Strategy, FIC encourages its partners to engage in and establish networks on a local, regional and national level consisting of members, target groups as well as labour market and state stakeholders.

In the program FIC is focusing on creating improved opportunities for employment and improved conditions at the labour market. FIC is working with two different types of partner organisations and target groups. There has thus been built a substantial knowledge about the political context for these two different types of organisations and also for their target groups, and as previously mentioned they have different challenges internally and in the context where they operate. Further, FIC has gained experience from working in the different areas of intervention over the past years.

In order to strengthen its capacity and knowledge with regards to BSED, FIC has engaged in a dialogue with a range of stakeholders such as ILO, International Cooperative Alliance (ICA) and Action Aid as strategic partners for further development of the program.

FIC has substantial experience working on labour market inclusion and involvement of vulnerable groups in Denmark and Europe over the past 15 years.

CISU grant committee commented that FIC should consider how to strengthen its own and its partners’ capacity with regards to entrepreneurship and job creation. As mentioned, FIC already has substantial capacity with job creation from implementation of previous projects with labour market inclusion in Denmark and Europe. With regards to entrepreneurship FIC has been working with this in an African context since 2008. To further strengthen the capacity of FIC and its partners in entrepreneurship as recommended by Dnet consult, FIC will involve one of its membership organisations (AOF Job, Greater Copenhagen) - which has designed an entrepreneur course at academic level. Experiences from the course in Denmark will be drawn upon and when relevant included in the BSED training conducted in Kenya and Tanzania. FIC has previously worked with AOF Job, Greater Copenhagen and other partners on projects related to unemployment and labour market inclusion in Denmark. Further, FIC is cooperating with the Danish organisation the “Kooperationen” of which FIC is a member, FIC and the Kooperation has previously applied for a joint project. Kooperation is a coordinating organisation for cooperative enterprises and associations and the Kooperationen is an expert on social economic activities. Together with the Kooperationen and the above mentioned AOF, FIC is preparing the development of a guide on how to establish social economy activities and trainings in Denmark. Experiences from these activities will be included in the program where it is found relevant.

33 As commented by CISU grant committee to the concept note in July 2013
Meetings have been held with the Kooperationen, and it has been agreed to engage the Internal Co-operative Alliance (ICA), of which the Kooperationen is a member, to get more focus on social economic activities in the curricula used for the training and that ICA can help increase the knowledge of the trainers in this aspect. ICA has an office in East Africa which is placed in Nairobi.

As it was described in chapter 5 on the strategy of the program, FIC has developed models for both ensuring improved employment conditions and for creation of youth employment. The experiences over the past years have thus contributed to the development of the future program, which will build on these experiences and take them even further in the coming three years.

7.1 Overall program approach and activities

As earlier described the program builds on the experiences from previous projects with the two types of organisations in the program, namely the trade unions and the youth organisations. Each type of organisation implements key activities, but there is also now an effort to create synergy between them. At the joint finalisation workshop in July 2013 the partners realised that they have a common interest in creating more jobs, and more decent jobs with proper working conditions. The unions could support by advocating for more possibilities for interns, supporting youth to get access to jobs and improved contractual conditions for youth. They also found that they would be able to support each other in carrying out joint advocacy targeting employers and politicians.

With regards to the activities that will be carried out individually by the two types of organizations, the trade unions will focus on:

- Strengthened capacity of the unions
- Establishing youth branches, non-discrimination committees
- Awareness raising on Occupational Health and Safety issues
- Advocacy on improved working conditions and respect of labour market legislation

The youth organisations will focus on:

- Information, Training, counselling and mentoring of youth as described in chapter 5
- Capacity building of youth organisations
- Advocacy and lobby on fair access to employment for youth

7.2 Organisational development

FIC contracts local consultants to carry out detailed organisational assessments of the capacity of partners. For any assessment the PACT TOOL is used to cover all aspects of the organisation and its capacity and based on the results of these assessments relevant trainings and workshops to strengthen their capacity are organised. For example trainings in human resource, internal governance, financial management and advocacy are important elements in capacity building of FIC partner organisations.

With regards to the trade unions in particular FIC expects - that they in a longer perspective will become transparent and democratic organisations that are capable of representing their members and fight for the interests of the members with regards to working conditions and collective bargaining agreements. Further, it is expected that the trade unions will be inclusive of youth and promote non-discrimination at the work place.

With regards to the youth organisation, it is expected that the organisations will have developed their capacity to carry out advocacy and thus are better prepared for working together in coalitions and networks to promote joint interests with other youth organisations and with the trade unions.

34 FIC Handbook, Annex N (annex 2)
7.3 Capacity building

As mentioned in chapter 5, FIC focuses on building up the capacity of the partners and ensuring that the partners are able to work in a sustainable manner and supporting their target groups in improving their employment conditions and opportunities. This includes supporting the partners in developing sustainable networks and cooperation with relevant labour market stakeholders, including employers, local and state authorities, as well as other youth organisations and trade unions, with whom the partners can engage in for longer cooperation, also beyond program implementation.

For FIC the capacity building of partner organisations is a key element of the program\textsuperscript{35}. FIC focuses on both types of organisations in strengthening of:

- The organisational capacity of the organisation, including the democratic set-up and functioning of the organisation and its capacity to mobilize and engage members
- The capacity of the organisation to conduct advocacy and carry out campaigns to obtaining rights of the target groups

In order to ensure improved working conditions, it is important that the trade unions are strong and democratic, and are able to speak and negotiate on behalf of their members and target groups. In the capacity development\textsuperscript{36} of the unions the following overall elements are in focus:

- Developing openness, good governance and accountability internally
- Strengthening membership involvement in activities and representation internally
- Strengthening the capacity of the unions to advocate for the rights of its members and target groups
- Understanding and knowledge of labour laws and rights, including occupational safety and Health; freedom of expression at workplace, equality and freedom from discrimination and approaches to champion the rights, concerns and challenges of young workers

Building models for a sustainable system for capacity building of trade unions has been described in chapter 5.

For the youth organisations the focus of capacity building is on:

- Job creation, Entrepreneurship, understanding the benefits of entrepreneurship for various stakeholders (entrepreneur, government, community)
- Basic business planning, main components of a business plans and basic skills of preparing a simple business plan. Banking, finance and budgeting
- Advocacy and campaigning

7.4 Advocacy

FIC especially supports the partners in building its capacity to carry out advocacy campaigns in collaboration with these stakeholders in order to ensure improved working conditions and improved working opportunities, especially for youth, in Kenya and Tanzania. In the advocacy work FIC also involves its hinterland among especially Danish trade unions as well as youth in ensuring that experiences are drawn upon and used in the advocacy work in Denmark.

The trade unions will carry out advocacy targeting employers at the workplaces and public authorities in Nairobi, Mombasa, Kisumu and Dar. The advocacy will be in the form of campaigns and meetings to address current issues as described in chapter 5.

The youth organisations will carry out advocacy targeting public authorities responsible for youth in the same geographic areas by lobbying politicians, duty bearers and private sector. Further, they will carry out campaigns on issues related to youth employment and host round table meetings for stakeholders to make their voice heard in the public debate as described in chapter 5.

\textsuperscript{35} Please refer to FIC handbook for further description of capacity building
\textsuperscript{36} For further elaboration of capacity building of partners, please refer to FIC program manual
To achieve maximum impact both types of organisations will carry out advocacy together in campaigns targeting relevant employers, duty bearers and politicians on issues of common interest. For example youth access to employment and better working conditions in relation to the immediate program objectives.

7.5 Monitoring and evaluation

The M&E program strategies: At the outset of the program each Cluster of partners, in collaboration with FIC, will develop an M&E plan at a seminar, where it is ensured that relevant representatives from each of the Cluster partners along with the Cluster staff and an FIC representative are present. The M&E plan is based on the overall principles of the M&E strategy outlined below. The M&E plan describes the specific methods and activities to be employed during the program in order to monitor and evaluate the cluster’s progress and results as well as the roles and responsibilities of the partners/program staff. See annex I for the format, which is used to describe the M&E plan of each Cluster. The format takes point of departure in the program LFA. The M&E strategy is used along the program activities to ensure learning from the experiences and lessons learned during the implementation process.

Monitoring and evaluation methods: FIC employs both quantitative methods in the form of surveys and baselines, and qualitative methods, primarily the Most Significant Change (MSC) approach37 in the monitoring and evaluation of the program results and activities. This process is part of the learning that the M&E can generate with the purpose of using these lessons learned in the implementation of further activities within the program. For both types of organisations in the program, a baseline is designed that explores the factors that are included in the indicators. In the context of trade unions there will thus be a focus on the conditions at the workplace and the capacity of the unions in the baseline.

With regards to measuring knowledge related to health and safety, as well as with regards to discrimination, surveys will be carried out on the work places to measure the opinions and knowledge of the workers about HIV/AIDS, and the state of ethnic and gender issues. Further, MSC will be applied to a more qualitative evaluation of changes in the situation of the workers and it will create a discussion on what are the most important issues and changes, and thus they are able to measure the effects of the program.

In the context of the youth organisations several methods are applied. As mentioned above, a baseline which explores the indicators is the starting point. Further, an evaluation of all the trainings is taking place with the objective of adjusting the courses and the curricula according to the comments from the course participants. The same adjustment is happening in the course of mentorships and counselling. Finally, monitoring is conducted regularly on the number of course participants and what type of activities they attend. Constant follow-up of the participants are made in the form of questionnaires that look into their initial and current situation in order to access how many have achieved an improved livelihood and how many have got jobs or started a business as a result of their participation in the program activities. MSC is applied in focus groups interviews and in individual interviews to give a deeper knowledge of the results of the interventions. The qualitative information obtained via focus group interviews give a deeper knowledge of the changes which have occurred and why the change happened.

Monitoring processes: FIC’ basic monitoring system is described in the handbook, but it will be adapted to the specific cluster, depending on the types of activities and partners. Below is a description of the main monitoring processes, which are typically present in the monitoring of the Cluster activities. Each Cluster has its own strategy and own defined objectives, indicators, expected results and so forth upon which the strategy is build.

37 Technique, Davies & Dart 2005
• **Baseline study**: A baseline study is typically carried out at the beginning of the program/Cluster period by a local consultant. The purpose of the baseline study is to be able to measure the situation at the outset and thus be able to compare with the situation at certain points during the implementation and at the end of the program. This is a method used in order to be able to measure on the program/Cluster results. The baseline study consists of a survey, mainly using qualitative methods, and a subsequent report summarizing the results of the survey. In some Clusters it can be relevant to enter the data of the survey into a database in order to be able to measure on specific indicators.

• **Quarterly progress reports**: Every quarter the Cluster Coordinators prepare a progress report, which is designed in order to ensure that every expected output mentioned in the program document and Cluster MoU is monitored and measured. The progress report includes following up on activities, outputs, indicators and sources of verification. The progress report is the basic tool for follow up on program/Cluster activities. The report is sent to the program partners (including FIC), who provide feedback.

• **Financial quarterly reports**: Every quarter the Cluster staff prepares a financial report, which is sent to FIC. The financial report describes how the funding for the previous quarter has been spent on the different program activities and budget lines. FIC administrator in Nairobi responds to the financial report and when it has been approved funding for the coming quarter is transferred.

• **Meetings in the Cluster Committee**: A Cluster Committee is formed for each Cluster, consisting of Cluster staff, partner representatives (including FIC), as well as program target groups and stakeholders. The Cluster Committee plays an important role in the monitoring of the program and monitoring is thus a central point at the Cluster meetings held typically 2-3 times per year during the program. At the meetings the progress reports and activity plans are presented by the Cluster staff, and based on this the Cluster Committee provides strategic and policy directions for the program.

• **Annual report**: In the beginning of the year the partner is responsible for reporting on the progress of the program both in terms of the activities, results and finances. The annual reports are prepared by FIC in cooperation with the partners and program staff. Subsequently, the annual report is discussed at the Cluster meetings, where the Cluster Committee will advise on how to handle potential delays or challenges.

• **Monitoring of activities**: During the program the activities are typically monitored through evaluations, e.g. after a training course or after a seminar. The activities are evaluated by the consultants in charge in collaboration with the participants. The purpose of the evaluation is to receive the input of the trainers/facilitators and participants regarding the facilities, learning process and understanding among participants. The evaluation results in a brief report stating the results, which are presented and discussed at the Cluster meetings and provide the program partners and staff with valuable information that can be used in the planning of new activities.

**Monitoring of results**: During the program, the program staff monitors the program by following up on the progress of reaching the expected results (by looking at program objectives, expected outputs and indicators and well as cross-cutting issues). This monitoring can take place in different ways, for example through follow up with the target group. An example of this follow-up is the follow-up to take place through counselling activities (in the youth employment component), where it will be reviewed how the participants have progressed since they have received training, e.g. in terms of applying for jobs or in terms of improving or establishing a business. The monitoring of results is an important part of the learning process for the program partners, and thus it is a point for the agenda at all Cluster meetings, where the results of the monitoring are presented, discussed and an action plan for how to deal with potential challenges is developed. The specific strategy for following up on the results varies from Cluster to Cluster and is described in the M&E plan for each Cluster.
• **Evaluation/Review**, after two years the program will be evaluated by an external, local consultant. The review will establish to what degree the program is achieving its results by responding to the five DAC criteria and provide recommendations for the next phase. The key principles are participatory, so that partners and stakeholder are involved in the process. It is also ensured that M&E is used for learning, in a way that the approaches of the program activities can be developed and improved in the course of the program. Further, the program will aim at updating the websites of the youth organisations with recent experiences.
8.0 Cross-cutting issues
FiC sees active citizenship and non-discrimination as being essential in order to achieve the objectives of this program; therefore these issues are integrated into the program activities. Implementation of the cross cutting issues in the activities will be closely monitored.

8.1 Active citizenship
FiC aims at strengthening active citizenship in both Kenya and Tanzania, in terms of creating a culture and tradition for claiming one’s rights and seeking influence. The program will support the trade unions and youth organisations in fulfilling their roles in the public debate concerning the labour rights of their members.

Youth between the age of 18 and 35 represent a large part of the unemployed and underemployed population in both Kenya and Tanzania. Moreover, they are poorly represented among civil society organisations, due to the fact that the youth have not been succumbed to a tradition of active citizenship and democracy in neither Kenya nor Tanzania. Accordingly, their representation in civil society is poor and their rights are often overlooked at a political level. As described previously (chapter 2) there is a growing tendency among youth to seek a solution to their desperate situation of unemployment and non-involvement in decision making by joining criminal militia group or noise making groups supported by politicians because they see these groups as vehicles for scrambling opportunities.

In this context, FiC focuses specifically on activating youth through civil society organisations, such as trade unions and youth organisations. FiC works closely together with these organisations in order to help them strengthen their capacity to actively represent the youth, speak on behalf of youth and network with other like-minded organisations in order to build up a strong network of civil society organisations, who are able to give youth an active voice and seek influence in civil society and at a political level. Thus, FiC and partners offer a strong alternative to the youth who feel marginalised and may be attracted to the above mentioned militia groups. At the same time the partner organisations will encourage the youth to actively seek influence and knowledge on their rights, e.g. by joining the trade unions and youth organisations. Moreover, the youth organisations and trade unions will work towards strengthening their organisational structures in such a way that they become more democratic and membership oriented, and thus actively involve youth in their work for improved working conditions and job possibilities in line with the interests of their members including youth.

8.2 Gender and non-discrimination
At the workplace in both Kenya and Tanzania discrimination of various groups is a major issue. For example discrimination due to gender, age, tribe and HIV/AIDS is prevalent. Gender discrimination is present at the workplace as well as in the situation of employment of a new worker. In line with the new Constitution in Kenya from 2010, equal gender relations are in focus politically, and in Tanzania a new constitution which is likely to have a similar focus, is expected to be effectuated during the program period.

Gender based violence towards women is reported to be alarming in the port of Mombasa, and in many of the county workplaces in Kisumu and from the focus group interviews with youth a high prevalence of sexual harassment was reported in the shipping companies. FiC will therefore in cooperation with the trade unions have a specific focus on addressing these challenges by establishing non-discrimination committees, in the aim of educating employees at the workplaces and also ensure that solutions to the issues will be discussed and solutions found to minimise the prevalence. In this context, FiC will also focus on creating equal gender representation at the workplaces and advocate for non-discrimination of other groups subject to discrimination throughout the program.
With regards to ethnic discrimination this is a major issue in Kenya where it is an additional constraint to get a job - and to be at the job, if you belong to a minority ethnic in specific geographic areas. The constitution in Kenya states that 30% of employees should be from another ethnic group than the dominant group. Moreover, discrimination of workers diagnosed with HIV/AIDS is common, due to lack of knowledge about the disease. FIC will work with its partners to address this practice by finding solutions to this in the non-discrimination committees at the work places, monitor the prevalence of discrimination at the workplaces and advocate for a change in this practice.

Youth are also subject to discrimination at the work places, and the specific youth branches supported by the program will work to make youth confident and capable of taking up the challenges and running for elections in the trade unions.

In the course of running the previous project (YEIN), FIC partner AYT observed various challenges related to young women, for example the representation of young women in trainings was significantly less than that of young men due to the multiple demands of domestic chores. It was also noted that young women face sexual harassment and discrimination based on gender upon entry into the labour market. The program will use various strategies to ensure that these aspects are addressed:

- Predetermined gender ratios in all training sessions: All trainings will have no less that 40% of either gender.
- Young women trainings: The project will hold specific trainings that will target young women only.
- Young Women Mentorship: Mentorship sessions will allow young women to be mentored by other women who have been successful in entrepreneurship and have achieved a great level of success in their careers.
- Incorporation of trainings on Gender sensitive laws and policies in the labour markets. The trainings will have sessions that will discuss the various laws and policies that protect women from violations in the labour market such as sexual harassment and discrimination based on gender.
- The information meetings will also incorporate awareness on gender and equal opportunities and Monthly speakers’ forums targeting women on specific issues e.g. Women and entrepreneurship.

With regards to ethnic discrimination the youth organisations in Kenya will focus on including trainers and counsellors from across the communities to ensure a broad composition of ethnicity. During recruitment of employees, trainers, counsellors and participants for training in will be ensured that different tripe’s are offered the same possibilities. Further, activities will be held in either Kiswahili or English, except from areas where there is only one ethnic group. Other ways of mainstreaming ethnicity will be identified during the program, new geographic areas have been selected and the approaches will have to be context specific.
9. Risks and assumptions
The program work is based on a number of assumptions that have to be present in order to implement the work. Additionally, the program is aware of certain risks and thus maximum efforts will be made to mitigate the risks. This is an on-going process and FIC and their partners will on a regular basis assess whether the program activities will be affected by any of the risks mentioned in the program document, or whether new risks are affecting the work. If risks are considered threatening achievement of program results, it will be evaluated how to adapt the program to the new situation. For a thorough risk analyses see Annex R.

General assumptions: Political situation in Kenya remains stable after the elections in 2013
Stakeholders remain committed and open towards cooperation with the program and the implementing organisations, which will be ensured through an open dialog, constant involvement and through development of MOUs with relevant stakeholders
The new decentralised structures, constituencies, administrate the counties in a reasonable transparent and competent manner, so that corruption is not hampering the implementation of the program. Monitoring of the county administration and advocacy for fair employment and administration at county level will be used to decrease the corruption levels

Specific assumptions component 1:
Members are becoming involved and engaged in the union affairs. The project aims at building capacity at all levels in the unions, which contributes in eliminating the risk of having unions run by a small group without open and transparent management. This will ensure that members are able to push for active union leaders and ensure that the union affairs are handled due to good governance and without corruption hampering the results of negotiations, court cases etc.
Cooperation among the unions is important; otherwise they will be split and weak towards the new employers. This project will promote cooperation among the different unions, in order to strengthen the negotiations with employers.
Joint advocacy activities will be important to ensure that labour market legislation is respected at workplace level, county level and on a national level
It is important to ensure that union leaders have the sufficient capacity to run unions due to good trade unions governance and in respect of ensuring that labour market legislation is respected. The program will work in close cooperation with Tom Mboya labour college in order to build the capacity of trade unions.
The cooperation of stakeholders at the labour market is important to ensure decent working conditions in the work places. The program will maintain the already good relations with employers and employer’s organisations and enhance cooperation among trade unions and employers in work places.

Specific assumptions, component 2:
The government continues to be committed to address the youth unemployment by supporting initiatives from youth organisations
The openness from the local authorities in the counties of Mombasa and Kisumu to cooperate is essential. Their cooperation and commitment is also key when it comes to the sustainability of the program in a longer perspective. MOUs will be signed in order to ensure commitment and clear agreements from the start. It will also be ensured that the counties are involved in the program work from the outset of the program. It is the experiences of FIC that this creates ownership and gives much
better involvement and knowledge of programs initiatives and how they can be used for implementation in the future.

Youth organisations are working together on advocacy towards achieving common goals, rather than competing and fighting internally. The networking activities will support the cooperation among the youth organisations.

The decentralised constituencies are functioning and assuming responsibility of promoting the interests of the youth and promote open and transparent access of youth to funds. Monitoring of the youth funds and advocacy towards increased opportunities for youth is supposed to support a higher commitment and engagement in the constituencies.
10. Program organisation and management

Below is a description of the overall responsibilities of FIC in relation to the program, followed by a more detailed explanation of the roles and responsibilities of the FIC staff based in Nairobi and Copenhagen, respectively. Finally, the organisation of the program as a whole is presented.

10.1. Organisational structure and responsibility of FIC in the program

In order to ensure that the program partners receive the necessary support in order to implement the program FIC will have 4 full time programme coordinators working on the program as well as one part-time administrator. Two of the programme coordinators and the administrator will be of Tanzanian or Kenyan nationality and based in Nairobi, whereas the other two programme coordinators will be of Danish nationality and based in Copenhagen. The two Danish coordinators and one of the Nairobi based coordinators have already worked several years for FIC with projects and partners focused on labour market inclusion.

Capacity building

The main role of FIC employed staff in the program will be to support the local partners in Kenya and Tanzania in their work towards implementing the program. The program consists of both experienced and less experienced partners who have different strengths and weaknesses. One of FIC’s tasks is to ensure that the partners are supported and that their capacity is strengthened where it is needed. Some partners will need extra support in project management, whereas others need more support within advocacy or monitoring and evaluation of program activities, this has been described in detail in chapter 7. It is the responsibility of FIC to help the partners identify these gaps and to ensure that they are supported accordingly through trainings by FIC staff or external consultants.

Quality Assurance

In this context, FIC will also be responsible for following up on the support of the partners throughout the program through Quality Assurance. The QA of the partners consists of assuring the quality of the program implementation, including providing feedback to activity plans, reports, Terms of Reference (ToR), contracts etc. In this regard, the Monitoring and Evaluation is an important element, where FIC ensures to support the partner in carrying out proper M&E, which includes the establishment and follow-up of systems for collecting data for monitoring on project activities and results as well as ensuring proper evaluation of program achievements as described in chapter 7.

Promoting cooperation among partners

Another important role of FIC is to ensure that the synergy between programme partners and activities is created. Some of the partners have already cooperated on former project activities, but only within the program sub-components. Thus, FIC will promote cooperation between the partners throughout the program by encouraging the partners to draw use of each other in order to learn from the experiences of one another as well as to cooperate on specific activities, when it is deemed relevant. The annual program seminar will also serve as a forum for cooperation among the partners, where FIC will be in charge of helping with the preparation and planning of the seminar.

International advocacy and involvement of membership base

Moreover, FIC is responsible for ensuring that the advocacy carried out by the partners in Kenya and Tanzania promoting labour rights, fair employment conditions and employment opportunities for youth becomes part of a joint advocacy in North and South focusing on decent employment. Exchange activities between local partners in Kenya and Tanzania and FIC members and member organisations in Denmark will take place. The membership base of FIC has a majority of members with a big experience from trade union work. Other members have experiences of training and labour market inclusion. Most of the members in the membership base are active in fighting for decent working

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38 Refer to chapter 4, Partners and Annex E
conditions and equal opportunities for all. Issues as working poor, casualization, poor contractual conditions, outsourcing or privatisation, problems with health and safety at work places and discrimination of ethnic groups in employment, long working hours and discrimination of youth at work places, problems with access to relevant education or internship possibilities are some of the issues at the workplaces they are involved in trying to improve.

The membership base of FIC are organised into different support groups covering aspects such as youth influence and employment and decent work in both Europe and Africa. The groups working with decent work and youth employment and influence in Africa, will be involved in both information and advocacy activities in Denmark and Kenya and Tanzania in the aim of creating awareness on decent work and the need for improved job possibilities and influence of youth.

Where possible advocacy activities covering both Denmark, Europe and Kenya and Tanzania will be conducted in close cooperation between the membership base of FIC, including individual members from trade unions, different department of trade unions in Denmark mainly related to 3F and other organisations and institutions such as AOF departments and training institutions. Advocacy and campaigns will be coordinated in cooperation with individual relevant members of Solidar, which also includes a big number of trade unions in Europe, with a high priority focus on decent work.

**FIC office in Denmark**

FIC’s main office is located in Copenhagen, Denmark, where 7 employees support the implementation and administration of the projects and programs in Denmark, Europe and Africa. The staffs consists of 2 project managers in charge of the projects in Denmark and Europe (Europe Office), 2 project/program managers in charge of the projects/program in East Africa (East Africa Office), a secretary, a financial manager and a director.

As explained below, the FIC program managers based in Denmark will play a more strategic role in the program, whereas the local program managers based in Nairobi will be the direct contact person and support to the partners in program implementation. The strategic role consists in making sure that the program lives up to the requirements of CISU and that it follows the program document and specific descriptions for each sub-component. Moreover, it consists in helping the partners with developing specific strategies for how to implement and monitor the program. Finally, the programme staff in Denmark is responsible for ensuring that the advocacy carried out in East Africa is transferred to a Danish and European context.

As with the local program coordinators, the Danish program coordinators will also be overall responsible for a component each and work closely together with the local coordinator responsible for the same component. In this way, it is ensured that the program coordinators are able to go more into depth with the contents of each component. Key responsibilities of the two program coordinators based in Copenhagen are to:

- Assist the partners in developing strategies for program implementation; e.g. strategies on advocacy, capacity building etc., and to make sure, in collaboration with the local FIC coordinators, that these strategies are fully implemented.
- Assist the partners in developing Monitoring and Evaluation strategies and systems, and to make sure, in collaboration with the local FIC coordinators, that these strategies and systems work successfully (M&E systems will be developed for each sub-component and an overall M&E system will be developed for the program – with specific indicators and expected results).
- Maintain the overview of the progress of the program and oversee that the planned interventions are leading to fulfilment of the immediate objectives and contributes to the development objective
- Support the local coordinators in the QA when deemed necessary, including providing feedback to quarterly reports, training reports, ToR, activity plans etc.
- Ensure that the overall quality of reporting is living up to the standard required.
- Participate in the annual program seminars and at least one cluster meeting in each cluster per year.
- Ensure involvement of the members of FIC in the program activities when relevant. This could include exchange visits with sharing of experience, e.g. among trade unions, or execution of advocacy campaigns in Denmark/Europe/Africa on the issues of employment conditions and opportunities.
- Ensure that the experiences from program activities in Kenya and Tanzania is used for advocacy and information activities in in Denmark and Europe as well, through participation and involvement of membership organisations of FIC in Denmark as well as Europe (SOLIDAR).

However, all four program coordinators will also assist each other when deemed relevant in order to ensure that experiences and ideas are shared across the components.

**FIC office in Nairobi**

As previously mentioned, FIC also has an office, in Nairobi, Kenya which supports the projects/program in East Africa in collaboration with the East Africa Office in Copenhagen. The office in Nairobi is currently employed by one local coordinator. When the program commences in January 2014, the office will be employed by two local coordinators and one part-time administrator.

The “local” office will be based in Nairobi, as FIC already has good experiences working in Nairobi and as the majority of the program activities will be based in Kenya.

Whereas the FIC program staff in Denmark is responsible for developing the strategies for program implementation together with the partners to achieve joint ownership, including for the capacity building, advocacy, Monitoring and Evaluation etc., the program staff in Nairobi is responsible for following up on the actual implementation of these strategies. In this way, the program staff in Nairobi has a more practical role of supporting the partners in the program implementation, monitoring and evaluation in dialogue with the partners and FIC staff in Denmark.

The project staff in Nairobi and Copenhagen will work closely together and have monthly status meetings on Skype. Below is a description of the structure envisaged for the division of roles and responsibilities among the FIC employees in Nairobi and Copenhagen, respectively.

The implementation of the program activities in East Africa is done in close cooperation with local partners, who have the day to day responsibility of the program implementation.

**The local program coordinators**

The two local FIC program coordinators will each be responsible for one of the components of the program. In this way, one of them will be focused on component 1 concerned with improving employment conditions and thus be the main contact person for the trade unions in Kenya and Tanzania as well as Tom Mboya Labour College, who are the partners implementing the activities within this component. In the same manner, the other program coordinator will be responsible for component 2 concerned with improving the employment opportunities for youth in Kenya and Tanzania and thus be the main contact person for the youth organisations who are implementing this program component. This means that each program coordinator will be in close contact with approximately 5-6 partners.

**The local administrator**

The part-time local administrator based in Nairobi will oversee the cluster coordinators’ financial reporting and compile the cluster coordinators reports to a complete report that will be forwarded to FIC in Copenhagen on a quarterly basis. The local administrator will refer directly to the financial director of FIC based in Copenhagen. The capacity building of the partners in management and

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39 Job descriptions for the coordinators and the administrator, see Annex G
procurement will be carried out by an external consultant. The consultant will also support the clusters in living up to the standards of CISU (the Danish donor; Civil Society in Development).

10.2. Organising and responsibilities within the program

Until now FIC has cooperated with youth organisations and trade unions on different projects in Kenya and Tanzania with the aim of working towards improved working conditions at the labour market as well as improved employment opportunities, especially for youth. The projects have been implemented by the Kenyan and Tanzanian partners with support from FIC as partner and with CISU (Civil Society in Development) as the Danish donor. With the term program it is evident that there will be some structural changes. Currently running projects will be integrated into the program and together with newly thought initiatives they will then become part of the program activities and fit into the two overall components of the program. The program is divided into two overall components. The partners of the program each operate within one of the components and thus towards the attached component objective.

Component 1 covers program objective 1: “The strengthened capacity of partner trade unions in Kenya and Tanzania to advocate for and create awareness about workers’ rights and respect of labour market legislation contribute to improved working conditions”. The component involves the trade unions described in the illustration below as well as Tom Mboya Labour College. In order for these partners to work with more specific objectives and expected results, they are divided into 3 overall clusters: 1A, 1B, 1C and 1D. Each cluster consists of one or more partners who work within a specific geographical area and with sub-objectives.

Component 2 covers program objective 2: “The strengthened capacity of partner youth organisations in Kenya and Tanzania to create awareness and to advocate for increased and improved job opportunities for youth has contributed to better conditions for establishing sustainable businesses and increased success in their job seeking” The component involves the youth organisations in Kenya and in Tanzania. These partners are divided into two overall clusters; 2A and 2B.

Program component organisation

As explained above, each cluster within each component consists of one or more partners who work towards the component objectives and more specifically towards the more specific objectives and expected results which are defined in the cluster agreements. The agreements will also describe more in detail which activities the partners will implement. In order for the activities and the results to be implemented and monitored successfully, each cluster will have one or more cluster coordinators (depending on the amount of activities).

The cluster coordinator(s) will be organised in such a manner that there will be one lead coordinator and if deemed necessary there will be one or more assistant coordinators. The cluster coordinators refer to the boards of the partner organisations as well as to the FIC office in Nairobi. In the case of cluster 1A and 1B, where the cluster consists of an already existing project, the cluster coordinators will comprise the already existing project staff. The cluster coordinators, who have the daily responsibility for the coordination of the program activities in East Africa, are recruited and employed by the local partners in cooperation with FIC.

The cluster coordinators will be responsible for the following:
- Ensuring that the activities are carried out as planned
- Coordination and communication among the different organisations involved

40 Program organogram, see Annex F
- Ensuring that activity plans are made and updated during the program implementation
- Monitoring on project activities and results (in accordance with the program document and cluster agreement)
- Facilitating cluster meetings twice a year
- Reporting to FIC office in Nairobi on a quarterly basis through progress reports and financial reports, which will be elaborated by a part time accountant
- Requesting for funds on a quarterly basis to FIC office in Nairobi
- Support the partners in project implementation, such as developing Terms and contracts, ensuring proper procurement, arranging for capacity building, arranging for activities and trainings, arranging for advocacy and information, arranging meetings, surveys etc.
- Support the partners in involvement of relevant stakeholders and duty bearers and in involvement of the beneficiaries

**Cluster meetings**

Twice a year each cluster will have a cluster meeting, where the cluster coordinator(s) will meet with representatives from the board of the partner(s), relevant stakeholders, duty bearers, target group representatives and FIC staff. The purpose of the cluster meetings is for the participants to oversee and monitor project activities and results. The cluster coordinators carry out the day-to-day project implementation in close cooperation with the project partners. At the cluster meetings the activities and results are monitored and discussed among partners, target groups and stakeholders. The meetings will be facilitated by the lead cluster coordinator.

During the meetings the following will be discussed:

- The progress of the activities of the cluster (presentation of activity plan and progress reports)
- The achievements so far in terms of results reached
- Planning and preparation of new activities to be implemented in the coming period
- Preparation of relevant monitoring activities to be carried out in order to monitor activities and results
- Status on the finances of the sub-component
- Challenges/solutions in terms of implementation of activities and reaching expected results

**Annual program seminar**

Besides the cluster meetings, each year there will be an annual program seminar. At the annual program seminar representatives from all project partners will be present along with the cluster coordinator(s), FIC staff and relevant stakeholders.

The purpose of the seminar is to create a space where all the program partners can meet, follow up on the progress of reaching the program objectives and expected results as well as to share experiences and ideas, learn from each other and plan for cooperation across the clusters and components. The seminar is divided into 2 days and includes: 1) a program meeting and 2) two component meetings (taking place simultaneously).

**Program meeting**

The purpose of the program meeting is to monitor the overall progress of the program in terms of comparing the program achievements to expected results. The results and experiences in the clusters are presented, the learning as well as potential challenges that they have encountered along the way. Moreover, an annual plan for the coming year describing the main activities is discussed and agreed upon. At the end of the meeting the overall progress and possible changes as well as it will be discussed whether it is found appropriate to cooperate on a specific theme or activity across the clusters or components. In this case working groups will be formed (see description of ad hoc working groups below).

**Component meetings**
For the component meetings the participants of the seminar are split into the two components of the program. Thus, the partners and staff representing component 1 will have one meeting and the partners and staff representing component 2 will have another meeting.

The purpose of the component meetings is to create a creative space for mutual learning among the partners and staff of each component. At these meetings the participants will share the progress and challenges of their activities with the purpose of creating mutual learning and presenting new and innovative ideas. In opposition to the program meeting, where the purpose is to structurally follow up on program results, these meetings will create space for more creative thinking and learning among partners. At these meetings relevant stakeholders or target group representatives will be invited to facilitate a discussion on a theme relevant to the entire component. Also at these meetings working groups will be formed when deemed relevant in order to continue with an idea/activity.

**Formation of ad hoc working groups**
As mentioned above, ad hoc working groups may be formed and followed up on during the annual program seminar, if relevant. These group could be formed in order to work with a certain issue, e.g. on youth involvement in the trade unions (component 1), where youth partners from component 2 participate with their input and experiences. In this case various activities could be developed in order to work on this issue. A working group could also be formed with the purpose of arranging one specific activity among partners and perhaps across clusters (and also, possibly, across components), e.g. an advocacy campaign on labour rights for youth. The ad hoc groups will be formed and organised by the involved partners and cluster coordinators with support from FIC staff.

10.3. Administrative procedures and financial management
This chapter describes the procedures for administering the program in East Africa. Further information in detail can be found in the FIC Program Manual (Annex N)

**Agreement on cooperation**
For all cooperation implying financial relations between the partners a written agreement on the cooperation is to be entered between FIC and the South partner(s). The agreement determines the formal framework for the cooperation and can vary in form and detailing depending on the type and size of the cooperation. The agreement will outline the specific objectives, results and activities as well as contractual details.

**Basic administrative requirements**
Generally the cooperation between partners is based on mutual trust. The cooperation from both sides must be made in an accountable and transparent way. The South partner must be able to conduct the administrative tasks implied by the program in an accountable and transparent manner. When new partnerships are entered an organisational assessment is made to confirm this or indicate areas in which the partner’s capacity has to be strengthened.

FIC’s requirements to the partner with regards to administrating the planning and implementing of programs are described in the FIC Handbook, which will be annexed to the partner agreement. The following procedures are described in detail in the FIC Handbook.41

**Handling of funds**
With regards to handling of funds in cash and on bank accounts, the key rules are described in the handbook.

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41 Annex N
Procurement
Procurement of goods and services must be effected in an accountable and transparent way. For this to happen FIC has sets standards for procurement.

Hiring of staff
It is the responsibility of the partner(s) to hire the program staff (Cluster coordinators and others) in cooperation with FIC. The contracting of staff should be carried out in a transparent way, which means that there is a public announcement of the vacant position via internet, newspaper or similar. Selection of possible candidates for interviews is made by the partner and the interviews are carried out by staff and a representative from the organisation. Salary must not exceed the normal level for comparable positions and taxes should comply with the national legislation. Finally, international standards for decent work should be adhered to.

Reporting
Reporting to CISU is carried out by FIC. Reporting from the south partner to FIC is determined in the cluster agreement. The following reports are to be submitted to the FIC Nairobi Office: Quarterly budget requests; Quarterly financial Reports; Quarterly progress reports and planned activity report for the coming quarter, and Annual financial, activity and audit Reports.

Financial audit
The annual financial statement for the program activities are to be audited by a local auditor recognised by international standards. The partners select the auditor, eventually in a tendering procedure, and FIC approve the selected candidate. The audit is to be completed in line with international standards and Danida’s instruction on audits.

Prevention and handling of corruption
FIC is entrusted with funds from donors such as Danida and CISU (or funds from various donors) and holds a great responsibility to avoid corruption and to secure that these funds are being spent correctly toward donors, partners and beneficiaries. Therefore, FIC works to secure accountability and transparency in managing these funds throughout the project/program implementation and evaluation period. FIC partnership agreements adhere to Danida’s anti-corruption clause.
11. Information Activities

The aim of the information activities in this program is to bring attention and debate to the issues of 1) Violation of labour market legislation resulting in discrimination and bad working conditions and 2) lack of youth employment possibilities and influence. The information activities and increased knowledge in Denmark is supposed to lead to a better understanding and more priority among the population and civic society in Denmark in involvement of changing the problems and mechanisms leading to these issues.

FIC will work with 2 primary target groups, youth between 15-25 and members of trade unions and other Danish CSO’s who wish to participate in improvement of working conditions or/and job possibilities for youth in Denmark and other parts of the world. In relation to the 2 target groups the information activities are supposed to give young people and people from the trade unions and other related CSOs in Denmark a more diversified picture of the challenges faced by workers and young people in Kenya and Tanzania in relation to having decent working conditions and being able to find a decent job and maintain a reasonable living for themselves and their families. FIC will use its network of partners in SOLIDAR as well as its organisational and individual membership base in Denmark to create awareness in Denmark and Europe on decent work and job possibilities, especially for youth, in East Africa. The information activities are supposed to mobilize more people in the Danish civic society work and advocacy for improved working conditions and better job possibilities in Denmark, Kenya and Tanzania and other parts of the world. The information activities will include the following exposures:

- Advocacy and cooperation with trade unions and other related CSO’s focusing on decent work in Denmark, Kenya and Tanzania and other parts of the world.
- At least 2 campaigns focusing on decent working conditions, working poor and problems related to violation of International labour conventions and national laws and requirements.
- Presswork in Denmark
- International youth summit focusing on youth employment and influence.
- Media exposures with focus on youth employment and influence in Kenya and Tanzania
- Advocacy in relation to youth employment and influence in cooperation with FIC youth network and other relevant stakeholders
- At least 2 campaigns focusing on youth employment and influence
- Learning visits and mutual exchange of ideas and experiences

The exposures mentioned will be prioritized and included in a yearly program. In planning and development of the exposures in will be prioritized to ensure that involvement and engagement of the target group in improvement of working conditions and better job possibilities especially for youth are achieved. The activities will be developed and driven by membership based support groups in FIC, in cooperation with other relevant stakeholders and the FIC secretariat. It is the priority of FIC to communicate on the basis of relevant cases and situations. It is expected that 50.000 youth will be informed of youth related problems with access to job possibilities and influence and that at least 200 youth will be actively involved in information activities.

It is expected that at least 20 trade unions or other related CSO’s and their respective members of approximately 200.000 people are improving their knowledge of challenges faced by workers and young people in Kenya and Tanzania in relation to having decent working conditions. At least 10 organizations will improve their involvement in improvement of working condition in Kenya, Tanzania, Denmark or other parts of the world.
12. Budget


Including all activities and derived costs the total budget for the three year period total 18,0 mio. DKK or 6.0 mio. DKK per annum. The budgeted cost is expected to be financed in full by a CISU grant.

The distribution on countries, Tanzania and Kenya, reflects the present activities of FIC where Kenya has more volume.

Assessed by distribution on the two components of the programme, the majority of the costs at 2014 is allocated to Component 1, strengthened trade unions as a result of the present activities of FIC and projects transferred to the programme. During the 3 years the distribution however is expected to change, so in 2016 component 2, strengthened youth organizations, is consuming more of the annual grant. Component 2 is higher than component 1 in 2016, this is due to the fact that most of the not planned activities will be used for development of new activities with the trade unions in Tanzania, and therefore it is expected that the distribution between the two components will be close to even in 2016.

The budget includes two Kenyan FIC employees to support and facilitate the activities and partners at local level in Kenya and Tanzania42. They are included in programme activities at estimated cost price, without overhead.

The activities that will be carried out - with the objective of increasing the synergy between both types of partners – and where both types take part, have been placed within each component and within each partner organisation, but will be implemented by several partners in cooperation.

**Budget overview:**

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>I alt</th>
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<td>2. Other activities</td>
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<td>1.090.120</td>
<td>1.009.387</td>
<td>2.934.627</td>
<td>16</td>
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<tr>
<td>3. Administration and auditing</td>
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<td>438.583</td>
<td>423.512</td>
<td>1.282.710</td>
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<tr>
<td><strong>Total programme budget</strong></td>
<td><strong>5.893.678</strong></td>
<td><strong>6.168.346</strong></td>
<td><strong>5.937.976</strong></td>
<td><strong>18.000.000</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
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42 See job descriptions, Annex G