**TOWARDS A SUSTAINABLE FUTURE FOR YOUTH ORGANIZATIONS IN TANZANIA**

1. **Objective and Relevance**

Limited resources have over the years remained a major challenge for civil society partners in effectively carrying out their mission and mandate. This includes the fact that youth organizations typically target membership incapable of generating a stable income from membership dues[[1]](#footnote-1). Youth organizations in Tanzania, and Africa to a large extent, are excluded from government funding support on one hand, and are often inexperienced in terms of mobilizing resources from the private sector on the other hand, leaving the donor community as a very necessary funding for CSO initiatives[[2]](#footnote-2). However, the government seldom direct resources to CSOs in the region, but the goodwill and partnership from government is critical for these organizations to continue with the noble mission of enhancing employability of the vulnerable youth, mostly with primary and some secondary education for increased wage and self-employment.

One of the key challenges threatening the very existence of these important organizations is unstable financial capacity[[3]](#footnote-3). The organizations hang on loose threads struggling to even manage basic operational expenses like rent and utilities. The novel Coronavirus pandemic (COVID-19) presents a major new challenge for governments and civil societies around the world. The strain on economies, healthcare systems and even social order resulting from this pandemic has been devastating. CSOs situation is now dire and are currently employing survival strategies to pull through this pandemic. The CSOs have recognized the efforts being taken by the Government to control the spread of the disease as well as other initiatives to mitigate the negative impacts of the pandemic, hence contending with the situation faced where the government institutions are not in a position to help the ailing youth CSOs[[4]](#footnote-4). Youth organizations/CSO play an important role in the community and have become even more significant during the COVID-19 Pandemic.

While the three target youth partner organizations (Tanzania Youth Vision Association, Youth For Africa and Open Mind Tanzania) in this project have fortunately started to attract funding albeit on low scale, evidence that the capacity support from their partnership with FIC on the Decent Work & Labour Rights program is beginning to pay dividends, there are still some major challenges that the partner youth organizations are grappling with in Tanzania. The environmental analysis reveals some of the drivers of these challenges. The donor landscape has also been unpredictable and increasingly donor funding has been drying up occasioning the need to find innovative approaches for CSO funding. The proposed project will complement the capacity support that FIC has been offering these organizations with a focus on supporting the organizations towards financial sustainability. The organizations will work towards diversified funding and increasing capacity to attract resources. The partners will also conduct strategic advocacy ensuring that the duty bearers are held accountable in enhancing economic justice through service provision to the vulnerable groups including youth, women and people with disability

The intervention **aims to strengthen the institutional and technical capacity of 3 youth serving organizations (CSOs) in Tanzania to be sustainable organizations** with diversified sources of funding. The proposed intervention areas cover the 3 components of the development triangle, organizational capacity, advocacy and strategic deliveries. This project will be implemented from January 2021- November 2021. The specific objectives of this intervention are:

1. Strategic Objective 1: To reinforce internal governance systems and organizational management structures for 3 partner organizations in Tanzania (TYVA, YOA and OMT)
2. Strategic Objective 2: To improve technical capacity of 3 partner organizations in Tanzania to mobilize resources and enhance organizational sustainability. (TYVA, YOA and OMT)
3. Strategic Objective 3: To conduct advocacy towards resourcing youth empowerment initiatives, deepen and expand networks with stakeholders and link youth, women and people with disability with labour market opportunities
4. Strategic Objective 4: To strengthen capacity of 3 partner youth organizations in Tanzania towards monitoring and evaluation and results based project management
5. **Context**

The Constitution of the Republic of Tanzania highlights the need to facilitate the building of a nation of equal and free individuals enjoying freedoms of justice, fraternity and concord through the pursuit of socialism and self-reliance and recognizes the right of Tanzanians to pursue education in any field of choice. Article 22 the Constitution establishes the right to work, while Article 23 provides for the right to a just remuneration.

Tanzania is among growing economies in Africa and spends a significant amount of its GDP on education. However, Tanzania is facing a youth unemployment and underemployment that has been described as an existential challenge by the Director Restless Development (one of the largest youth serving civil society organizations in Tanzania). Every year more than 900,000 young people enter the labor market, a dismal 4% out of these having completed secondary level of education and only 24% end up successfully acquiring ‘real’ employment given that only between 50,000 and 60,000 new jobs are created annually within the formal sector[[5]](#footnote-5). Only 14% of the youth in Tanzania are employed in the formal sector.

The main causes of unemployment in Tanzania are the education and capacity building systems in the country[[6]](#footnote-6). Most Micro and Small businesses in Tanzania operate in the informal economy, owing to the high cost and legal barriers that hamper entry into the formal sector. This situation is made complex by a lack of access to credit, since youth cannot afford collateral for loans, lack of business advisory services, lack of information and capacity to leverage on ICT[[7]](#footnote-7). Additionally, many young people function in isolation, with no peer network or networks of any kind for support, knowledge exchange and mentorship. Like the rest of the world, the COVID-19 pandemic has had devastating effects including loss of jobs and sources of livelihoods. In the early phases of the pandemic, most countries focused on national responses to the virus, Tanzania’s strategy in handling the pandemic, which is major departure from the open regular updates to the citizenry adopted by the neighboring countries, created tensions within the East African Community affecting cross border trade. Youth and women bear the brunt of such economic melt-down.

Among the policy measures to respond to the unemployment challenge, the government of Tanzania has created human resource development opportunities to enable youth acquire skills and competencies for the labour market and self-employment, there is also affirmative action to access youth funds and recently an internship policy that was developed with a lot of support from the civil society and the private sector[[8]](#footnote-8). FIC and the Technical and Vocational Education Training (TVET) Skills Development Working Group (SDWG) organizations in Tanzania some of which include Swiss Contact, International Youth Foundation, British Council Tanzania, International Labour Organization, Plan International, Launch Pad, Youth for Africa, Tanzania Private Sector Foundation among others contribute significant financial and in-kind resources to support the government of Tanzania in combating rampant youth unemployment[[9]](#footnote-9).

Though Tanzania has hitherto been considered a stable economy with numerous successive elections, there is shrinking of democratic space in Tanzania with the current administration zealous to control the civil society. One mechanism that the government is using is the review of the NGO coordination Act establishing intense government scrutiny and interference with CSOs. CSOs that have weak structures and face financial instability run a huge risk of crumbling[[10]](#footnote-10). Recently the Danish Ambassador to Tanzania has also raised concern of the political development in Tanzania and the situation of CSOs.

The Government have handled the COVID 19 Pandemic in a terrible way – telling the people that it no longer is present in Tanzania. Already in April 2020 they did not give information about the number of affected and then suddenly the president stated that the Pandemic in Tanzania was over, which a lot of independent sources have rejected.

This also has an implication for the youth organisations. They are depending on possibility to be registered as an NGO/CSO and a number of NGO organisations have lost their registration when criticizing the Government. Therefor organisations are very reluctant to make open criticism. This project is therefore also aiming at securing NGO´s a free speech by advocacy activities.

1. **Strengthening CSOs to Advance Social Justice**

To ensure that civil society partners with economic interest of the youth continue to advocate for employment opportunities as well as engaging with the youth in improving their job market opportunities, FIC is keen to promote capacity building targeting organizational effectiveness and sustainability of the partner youth organizations. FIC accentuates greater sustainability mechanisms which are derived from the Human rights-based approach fundamental principles such as inclusion and non-discrimination including gender equality, participation, upholding transparency and accountability, empowerment and education. The partner youth organizations will engage in advocacy activities holding the government accountable to service provision. Thus sustainability of the partner youth organizations in Tanzania will be anchored on building internal organizational capacities of the partner youth organizations in line with their unique needs so they can be effective influence poverty eroding policies and attract diversified funding, as well as conduct strategic resource mobilization targeting international donors, as well as local funders from the development space, the private sector and government.

Sustainability of the three youth serving organizations means their target beneficiaries mainly vulnerable youth, women and people with disability will be able to access and utilize important labour market information and improve their livelihoods; it means the vulnerable youth, women and people with disability will have relevant skills to establish business enterprises and also access jobs more readily; through advocacy campaigns it means the target group will enjoy a policy framework that favors creation of opportunities for jobs, conducive business environment for small and micro enterprises and better budget allocation towards empowerment programs from government. This will reduce poverty and enhance equality at all levels.

One of the cross cutting elements for FIC is climate innovation and environmental conservation. FIC and the implementing partner organizations will reflect on processes and initiatives to mainstream environmental conservation. This will include promotion of green businesses, discouragement of unnecessary use of paper and incentivization to digital and biodegradable materials, among other strategies

1. **Achievements in the DWLR Program & Lessons Learnt from Implementation**

FIC has been working with youth and trade union partner organizations in the Decent Work, Labour Rights in East Africa program (Phase One 2014-217 & Phase Two 2017-2019) that aims to increase youth access to a decent labour market. In Tanzania, the three youth partners in this project have been working together to implement the youth component of the program. The partners are Tanzania Youth Vision Association (TYVA), Youth for Africa (YOA) and Open Mind Tanzania (OMT).

FIC has strengthened the capacity of five partner organisations (TYVA, YOA and OMT in Tanzania and Youth Alive! Kenya and Africa Youth Trust in Kenya) which have contributed towards improving employment and business opportunities for the youth in East Africa. The results in the DWLR program for partner youth organizations can be summarized as below:

**DWLRP Phase 1 (2014-2017)**

* 3 Advocacy campaigns by youth organizations in Kenya resulted in enactment of the National Employment policy that enhanced internship opportunities for youth and streamlining of tenders set aside for youth, women and people with disability.
* Launch of advocacy campaigns in Tanzania despite harsh political environment against the civil society- the program started advocacy work on establishment of the Tanzania National youth council.
* More than **51,935** youth accessed information on labour market opportunities in Kenya and Tanzania out of which more than 60% used the information to pursue opportunities for their own livelihood development. Access of opportunities set aside for the youth increased by more than 30% in the program implementation areas.
* **5,034** youth acquired entrepreneurship skills. **1,459** set up their businesses and employed other youth. On average, youth trained on entrepreneurship employ two other young people directly. Depending on the business value chain there are at-least 7 other youth who benefit indirectly as suppliers or service providers for new businesses created.
* **4,893** youth have acquired employability skills. More than **1,210** youth acquired new jobs as a result of the program. Majority of these received wages that are more than double the minimum wage set by the respective ministries of labour.
* More than **954** young men and womenaccessed government or private sector loans, grants or credits with support from the program.
* More than **1,323** opened bank accounts for the first time. Out of these majority (about 786) were women

The first phase of the program met the set targets especially on the objective of increasing youth access to jobs and supporting youth to set up enterprises. However, the implementing partner organizations faced incredible challenges in advocacy initiatives as well as professionally running youth empowerment programs especially tracking and recording. The organizational structures were also weak, and this posed a great challenge on sustaining results.

The following outlines achievements in the second phase. It is important to note that result harvesting is still ongoing.

**DWLRP Phase 2 (2017-2019):**

* **5,700** marginalized individuals especially women, youth and people with disability directly benefitted from the program through skills development. Out of which 55% were female.
* Partner youth organizations have increased membership on average by **35 percent.** The program supported the partners in cementing value for membership by involving them in processes including decision making and presenting personal development opportunities.
* Advocacy campaigns in Kenya and Tanzania have started bearing fruits resulting into friendly policies like enactment of **4 acts** in Kenya and Tanzania. Following the program’s efforts, the National youth council act in Tanzania was established. Tanzania has also recently mainstreamed internship guidelines after advocacy campaigns on this issue. Tanzania is also now looking to implement affirmative action on tenders for youth, women and people with disability, this coming from big influence from the Decent Work Labour Rights program.
* More than **2 million** reached through online information activities and **23,878** reached through one to one discussion on labour market opportunities in Kenya and Tanzania
* **3,000** youth have acquired entrepreneurship skills. So far, **670** have acquired business financing from youth funds and **1,050** have already set up their businesses and are employing other youth.
* **2,700** youth have acquired employability skills. More than **1,290** youth have gotten jobs as a result of job placement interventions
* There have been more than **22** public private partnership engagements as a direct result from the training job placement initiative. Some of the agreements are with business associations, others with small enterprises and a few with corporate organizations
* Deepened relationship with local government representatives in all government implementation sites. The program is well known at the highest levels of county and regional governments in both Kenya and Tanzania.
* The Decent Work Labour Rights project received commendation as the best youth empowerment project in Tanzania in 2019 from the Foundation for Civil Society after rigorous assessment process.
* Some of the youth organizations notably TYVA and YAK have mainstreamed HRBA principles in their organizations. The same process is underway with OMT and YOA, but challenges still remain
1. **Lessons Learnt from Implementing DWLRP**

FIC and the implementing youth partners have noted key lessons from the implementation experience in the Decent Work Labour Rights program over the years, the lessons have been incorporated in the designing of the proposed project. Some of the key lessons include the following:

**Closer cooperation with government and employers-** The youth component has witnessed exceptional progress by incorporating government, private sector and trade union representatives in the cluster committees. Linkage to resources and advancement in advocacy efforts has been made easier. In all the implementation locations the government has adopted some of the recommended strategies like establishment of youth funds in both Mombasa and Kisumu Counties and adoption of internship guidelines in Dar Es Salaam. The youth organizations have also built alliances with employer organizations and TVET institutions ensuring a strategic referral system. When there is calculated focus on both the demand and supply sides of youth employment, results are inevitable. There is need to reinforce the network with government and private sector through program launches, cluster meetings, joint trainings and implementation, stakeholder forums among other strategies.

**Closer cooperation with media in advocacy and campaigns-** The youth component has been involving local media (both radio and print) especially in advocacy activities and information activities. This has helped the program improve on visibility and tap into information from a wide array of sources. The project will engage more with local media to continue highlighting to the public and consumers violation of fundamental rights of job seekers and call for accountability by the duty bearers.

**Leverage on digital technology and creative arts-** The youth partners are in the process of adopting the use of digital technology by converting the training resources into online youth friendly courses on entrepreneurship, employability, E-mentorship, online job matching, smart M&E systems among others. Platforms like Facebook and channels like YouTube will be utilized to a greater extent in reaching out to the youth most of whom own smart phones.

**Mobilization and documentation models-** There has been a step up on beneficiary mobilization and documentation models based on the dire need to do this effectively. The trainee mobilization exercise determines the outcomes at every level of the intervention and thus more resources especially time as well as creativity will be put in the mobilization phase. As opposed to traditional documentation, FIC and partners will leverage on digital technology for documentation including photos, video clips and recorded (real time) testimonials that can be self-administered by the beneficiaries.

1. **The Partnership/Collaborators**

**Forum For International Corporation (FIC)** has been working in East Africa since 2005 significantly contributing to combating poverty and improving the living conditions by strengthening the capacity of Trade Unions and civil society organisations towards creating improved employment conditions and employment opportunities for poor and vulnerable social groups. FIC is committed to, not just working towards securing employment for the vulnerable, but that the employment provides minimum guarantee for productive engagement and delivers a fair income, security in the workplace and social protection in line with decent work agenda.

On the employment creation front, FIC’s Decent Work & Labour Rights in East Africa program has benefitted more than 90,000 youth in Kenya and Tanzania especially through skills development on entrepreneurship and employability with majority of them acquiring jobs and establishing their own businesses. As direct result of the Decent Work Labour Rights program, more than 16.000 workers have received salary increment; more than 1,495 have established or grown their own businesses; and more than 1,210 have acquired jobs after training. In Tanzania, FIC is working with three partner civil society organizations; Tanzania Youth Vision Association (TYVA) that hosts various CSO networks in Tanzania with a national reach of more than 65 CSOs across Tanzania thus strong experience in evidence based advocacy, Youth For Africa (YOA) that has established deep networks with both private and public vocational centres in Tanzania supporting them in development of employability skills and job placement and Open Mind Tanzania (OMT) which thrives on skills development towards building sustainable businesses as well as business mentorship for young men and women.

**FIC Partner Youth Organizations in Tanzania:** Through the DWLR program, the youth organizations have been working towards improving the employment opportunities for youth in Tanzania. Incrementally, there has been a keen focus on organizational sustainability increasing initiatives towards resource mobilization and organizational strengthening. The proposed intervention has been designed based on lessons from implementation of the DWLR program and the process includes discussions with the partners and interviews with key stakeholders. FIC’s youth partners in Tanzania are Tanzania Youth Vision Association (TYVA), Youth for Africa (YOA) and Open Mind Tanzania (OMT).

**Tanzania Youth Vision Association (TYVA)** is a youth-led, membership-based organization. It was found in the year 2000. TYVA has implemented numerous social justice interventions (governance, tax justice, girls’ empowerment, gender mainstreaming, civic engagement and livelihood) with the youth as the central target group for the organization. TYVA is one of the few youth organizations in the region that is **purely a membership organization**, where the members are fully involved in decision making at all levels of the organization. TYVA has a membership base of more than 600 youth with 450 based in Dar and 150 in other cities in Tanzania. TYVA provides a platform for her members to cultivate leadership skills and participate in advocacy activities on issues to do with youth empowerment. TYVA’s work in policy advocacy is highly remarkable. The organization managed to take part in shaping national policies and legislations through advocacy on youth interest policy issues, grooming young leaders, and effectively participating in laws and constitutional reforms in Tanzania and beyond.

**Youth for Africa (YOA)** is a youth led organization based in Tanzania that aims to identify, support and promote potentials in young people for self-development. Youth for Africa has been implementing youth empowerment and livelihoods projects for more than 10 years. The project have included skills development on employability and life-skills, mentorship initiatives, agribusiness projects among others. YOA has a membership base of 24 clubs (average of 500 young people) in schools with more than 1500 out of school youth who have been beneficiaries of the employability trainings conducted in partnership with the Decent Work Labour Rights program. YOA has been building networks with institutions serving the program target youth and other labour market stakeholders.

**Open Mind Tanzania (OMT)** is a youth led NGO based in Tanzania that aims at ensuring people particularly youth have sound understanding of business skills and entrepreneurship development, decent work, human rights, civic rights and duties, democracy and good governance, economic issues and the law in general. OMT coordinates more than 300 young entrepreneurs in Tanzania majority of whom run agribusiness ventures. OMT has 89 entrepreneurs in the OMT financial network. In October 2019, OMT led the Decent Work Labour Rights program in Dar Es Salaam towards winning recognition and gaining an award as one of the best livelihoods and youth empowerment programs in Tanzania. OMT has been supporting youth trained on BSED through the DWLR program to start a savings scheme cultivating a culture that resonates with successful young entrepreneurs.

1. **Previous Cooperation & Intervention Development**

The proposed interventions towards sustainability of the three partner CSOs in Tanzania have been crafted following lessons from FIC’s continued interaction and capacity development of the partner organizations through the Decent Work Labour Rights in East Africa program. The interventions have been deeply discussed and agreed among the partner organizations to be the missing gap towards sustainability. The interventions are hinged on continued cooperation among the CSOs and will deepen partnerships not just among the 3 organizations but also with other youth serving organizations in Tanzania and East Africa. The partners are keen to embrace a multi-sectoral approach which includes collaboration with the authorities as well as with the private sector alongside other CSOs. This will enhance the catalytic effect from the intervention though sharing, benchmarking and coordination of efforts.

1. **Partner Collaboration**

The 3 partners have been collaborating towards the same goal taking up specific roles with Tanzania Youth Vision Association mainly handling the advocacy implementation, Open Mind Tanzania handling skills development and business development for youth looking to set up or scale their own enterprises as a source of livelihood and Youth for Africa in-charge of skills development on employability and job placement for the youth looking to get into the labour market. This collaboration will be extended through this project.

One of the key interventions where the implementing partners have drawn a lot of synergy is advocacy. The partners together with other members in the civil society network have been working to influence policy that favors youth empowerment. Due to the capacity building of partners in the Decent Work Labour Rights program and the strengthened strategic focus on decent work, this project will strengthen the synergy between partners and project activities. Some elements of capacity strengthening like board and corporate governance development, project cycle management, results based management will be done jointly using the peer learning approach. The partners will share individual experiences and insights and build up each other.

Before on-boarding each of the partners, FIC conducted capacity assessment. It is on the basis of the assessment results that FIC has continued to strengthen the capacity of the implementation partners. The capacity assessment of the partners is summarized in the matrix below that highlights cross-cutting capacity gaps in the 3 partner organizations:

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| **Assessment of Internal capacity gaps of the 3 Partner Organizations** |
|  | Capacity gap  | Suggested action  |
| Unstable financial capacity | Limited resource mobilization prowess | Development and implementation of comprehensive resource mobilization strategies |
| Membership recruitment and retention  | Limited capacity to attract, identify and retain the members who have higher potential and commitment.  | Develop and implement a members’ recruitment strategy for attracting high potential members  |
| Volunteer and Internship plan | Weak systems supporting volunteers and interns | Develop and implement volunteerism and internship mechanisms for the organizations |
| Financial management challenges | Despite procuring financial system, financial management is still weak | Close monitoring on financial management with regular support until standards are institutionalized |
| Post Training Support | Weak structures of support to beneficiaries after receiving basic training. | Establish mechanisms for providing continued support for the beneficiaries. Digitize the trainings and wrap around services |
| Data management & information storage | Lack of well-established systems, policies, and procedures for managing data and information.  | Digitize database and establish procedures to ensure efficient accessing, use, transmission, and sharing of official data and information.  |
| Results Tracking  | Lack of a strategy for tracking the impact of the programs on the beneficiaries.  | Develop a digital M&E system to track program impact over a period of time  |
| Advocacy  | Challenge of inadequate resources to conduct advocacy | Development of digital youth empowerment and resource center from which advocacy initiatives can be developed |
| Stakeholder Engagement | Weak strategies to engage employers | Revamp the engagement strategy with relevant stakeholders such as employers and private sectorStrengthen communication strategies with stakeholders |

1. **Role & Responsibilities of Partners**

**Role of FIC:** The FIC Director based in Denmark will play a more strategic role in the program, whereas the local program manager based in Nairobi is the direct contact person and support the partners in project implementation. The strategic role of the Danish Director consists in making sure that the project lives up to the requirements of CISU and follows the agreed modalities. The office in collaboration with the regional finance and administration officer in East Africa disburses funds for project implementation and is also responsible for following up on the support of the partners throughout the program. The project staff in Copenhagen works closely together with the team in Nairobi and have regular status meetings on Skype as well as joint periodic visits to partners.

The main role of FIC staff in Nairobi is to support the local partners in their work towards implementing the project. FIC plays a vital role in building the capacity of the partners. One of the key responsibilities is developing of proper methods and strategies to be used in the capacity building of individual partners. Specifically, FIC will support the partners in the following aspects:

* Organizational and financial assessments using tools like Organizational Capacity Assessment (OCA) and Management Assessment for Non-governmental Organizations (MANGO)
* Technical support to the 3 partner organizations in setting up effective governance structures including boards, mainstreaming human rights-based approach in the Civil society organizations, development and implementation of organizational structures and policies
* Building institutional and staff capacity on resource mobilization, advocacy, project cycle management, results-based management, financial management, monitoring and evaluation among other areas
* Ensuring there is quality assurance and that all elements of implementation are done following quality
* Acting as a referral partner to the youth serving organizations linking them to relevant information and opportunities
* Conducting monitoring, evaluation and results tracking ensuring that lessons from implementation are incorporated into the project progressively

As part of the monitoring, FIC will have the responsibility of following up on the actual implementation of the project by providing feedback to activity plans, reports, Terms of Reference (ToR), contracts etc. The FIC local administrator also supports the partner accountants in financial management and living up to the standards of CISU. In some instances, FIC and the partners will work together to get an external resource who will complement the internal resources within the project.

**Role of the 3 Partner organizations:** The implementation of the program activities is done in close cooperation with local partners, who have the day to day responsibility of the project implementation. The three partner youth organizations in the project are Tanzania Youth Vision Association, Open Mind Tanzania and Youth for Africa. Since this project largely leans on capacity strengthening of partners towards sustainability, the partners will specifically be responsible for the following:

* Commitment to review and improve organizational structures and systems and mainstream the human rights based approach in all facets of their organization
* Development and execution strategies to scale up the Decent work labour rights program youth employment component in partnership with other resource partners either in the development space as well as local partners from the private sector or otherwise.
* Deepening and expansion of relationships with the government including the officers in charge of youth in the ministry of youth in Tanzania; the officers in-charge of employment in the Tanzania ministry of Labour; the local government in Dar Es Salaam featuring the head of the regional administrative secretariat and the 5 youth officers in-charge of the municipalities of Kinondoni, Ilala, Ubungo, Temeke and Kigamboni municipal councils
* Strengthening partnerships with other civil society organizations and networks like the policy forum, the Tanzania technical and vocational education and training skills development working group as well as networks of civil society organizations working at both national and local levels in Tanzania to empower youth, women and people with disabilities.
* Build and consolidate collaboration and synergy with other stakeholders including private sector networks like Tanzania private sector federation, association of Tanzania employers, the chambers of commerce as well as media partners like radio and TV stations, bloggers and community influencers
* Develop and implement advocacy campaigns leveraging on online platforms to influence the policy makers to increase the resourcing of initiatives to empower youth, women and people with disabilities
* Conduct digital information activities reaching out to 60,000 youth, women and people with disabilities in Tanzania. The information will be on labour market opportunities, business opportunities, and advocacy towards resourcing initiatives targeting youth, women and people with disabilities
* Linking of at-least 1,500 youth, women and people with disabilities with labor market opportunities including training opportunities on demand driven technical skills from government, donor or private sector sponsored credible initiatives, job matching of the trained youth, linkage to business development services and business financing opportunities as well as linkage to scholarship opportunities, internship and apprenticeship opportunities.
* Create digital experiences that generate revenue and awareness for the organization: The organizations will leverage digital tools that enable them to broaden their support base and create personalized digital experiences for partners to connect with their projects, programs and other topics of interest
* Expand resource mobilization to include local resourcing and raising funds from individuals and business community to support sustainability- the resource mobilization team from the partner organizations will be involved in joint fundraising
* Procurement of external consultants or resource people who will offer technical support in the project implementation
* Project cycle management including development and enhancement of project design, project implementation, monitoring and evaluation and incorporation of lessons into the project implementation.

In a nutshell the partners will take front line in implementation of activities in this project. The implementing partners will be keen to ensure the project target groups derive optimal benefits and the project is recording impact. They will work closely with FIC and collaborate with stakeholders and allies like the civil society networks, government, private sector networks and media

1. **Strengthening Partner Relationships**

The project partners established a fundamental cooperation with local government officers in Dar Es Salaam during implementation of the DWLR program and will continue to work with the authorities in the project. The partnership with the local government has enjoyed support of the youth officers. This project considers the local authorities as a key element to ensure sustainability of the partner youth organization and also enhancement of the work done by the CSOs. In the trainings and organizational capacity strengthening sessions, the project will invite participation of local government officials especially in training on project management, resource mobilization, results based management and any other relevant training that will improve the effectiveness of the entities. The project implementing partners will also present the project results and outputs and work closely with the youth officers in project implementation.

The engagement of private sector and media stakeholders in the project will further cement the relationships among the partners. The private sector networks like Tanzania Private Sector Federation and the Association of Tanzania Employers are pivotal in providing labour market information and opportunities for the youth. The private companies will benefit by recruiting qualified human resource who have received quality training from the project partners and the civil society partners will improve positive visibility by linking the jobless youth to employment opportunities. The working relationship of mutual benefit is a welcome strategy for all stakeholders.

Furthermore, collaboration and information sharing with development partners puts the civil society organizations as entity giving referral services and liking the youth to labour market opportunities. The partnerships with other civil society networks on advocacy ensure proper and effective coordination of initiatives empowering youth, women and people with disabilities.

1. **Target groups, objectives, strategy, and expected results**

The **primary target groups** are the three-implementing youth serving organizations and by extension the direct beneficiaries from their initiatives who are mainly disadvantaged and marginalized youth from Dar Es Salaam as described below.

The project will target to benefit **3 youth serving civil society organizations** based in Tanzania namely Tanzania Youth Vision Association (TYVA), Youth for Africa (YOA) and Open Mind Tanzania (OMT). These organizations consist of youthful membership with both women and men represented. There is effort to have people with disabilities also represented and this remains to be work in progress with some good developments. TYVA has a membership base of more than 600 young men and women across Tanzania, OMT has a membership base of more than 300 who engage and exchange opportunities regularly through social media platforms but only about 100 paid up and members of the Open Mind financial network. YOA on the other hand has a membership base of more than 1500.

The project will benefit the youth serving organizations through capacity strengthening towards sustainability. More than 60 staff members from the 3-partner youth serving organizations will be trained in project cycle management, results-based management, monitoring and evaluation among other areas. The support to the organizations will also include mainstreaming of human rights-based approach in the CSOs, evidence-based advocacy, corporate governance, member recruitment and retention strategies and other areas of support elaborated in this document.

**Young men, women and people with disabilities** aged between 18-35years. As direct beneficiaries, the project will prioritize young men, women and people with disabilities from the slums typically characterized by poor living conditions and as chief host of low-income earning population. There will also be consideration of orphaned young men and women and young single mothers who are marginalized with limited access to economic empowerment opportunities and youth with physical disabilities struggling to earn a decent livelihood

Through online information activities the project will reach **60,000 youth, women and people with disability**. These vibrant engagements will be towards influencing the policy makers towards better resourcing for initiatives that would benefit youth, women and people with disabilities. FIC and her implementing partners are keen on the human rights-based approach to development programming and in this sense, there will be deliberate disaggregation based on gender thus targeting 50 percent representation of young women and another 50 percent of young men. Some of the strategies to ensure both gender are included would be recruitment of direct beneficiaries through homogenous groups like woman based CSOs, scheduling activities at times that are friendly to young women who bear the burden of domestic chores in the households and having facilitators representing both gender. There is also a keen interest in inclusion of people with disability and the implementing partners will work with representative organizations to ensure that people with disabilities have access to opportunities generated from the project. The project advocacy approach is anchored on the rights-based philosophy that the citizens (youth, women and people with disability) wield the right to service provision from the duty bearers. The online advocacy campaigns will thus have active involvement of the target group in designing the key messages and calling the policy makers and government authorities to improve resourcing of initiatives to empower youth, women and people with disabilities.

The project targets **job seeking unemployed youth** with low levels of education (secondary level) or those enrolled in vocational and technical training institutions. The recruitment of beneficiaries will mainly be from disadvantaged youth and women who have already received training through the Decent work labour rights program but are yet to access jobs. The project will link more than 800 job seeking youth (400 women and 400 men) to job opportunities from the networks with the employer associations, Tanzania private sector association and Association of Tanzania employers as well as with organized networks of small business owners that the Decent work program established cordial working relationship. The opportunities will be in form of jobs, internships, apprenticeship as well as scholarship opportunities both within Tanzania and across borders. The project will collate information on opportunities like the vocational training project opportunities with Don Bosco or the Tanzania technical and vocational skills development working group and support the placement of youth. Most of the target youth have already been trained on through the Decent work labour rights program or Youth Employment Initiative in Dar Es Salaam in Kiswahili christened as ‘’Fursika na Ajira’’ project.

**Youth looking to start their own enterprises** or who have just started a micro-business with little traction and weekly earnings below USD 50. Since more than 4000 youth have already been trained on business skills and enterprise development, the project will prioritize the disadvantaged youth who had been trained by the implementing partners and still struggle to set up their enterprises. The project will also link at-least 700 burgeoning entrepreneurs about 400 young women and 300 young men with opportunities to start and grow their businesses. The linkages include in agribusiness technical training on chicken rearing, growing flowers for gardening and accessing the real estate industry, fish rearing, retail business, tapping into the digital economy with E-commerce opportunities as well as access to financial support from intermediaries like savings groups, savings and credit cooperative societies, youth focused micro-lending platforms, among others

Since they will be involvement in the project in one way or another, these stakeholders will be categorized as secondary target groups. The following comprises the **secondary target groups** in the project:

* The project will collaborate with the local authority in Dar Es Salaam including the head of the Regional Administrative Secretariats (that includes the youth officers) in Tanzania. At the national level the program will reach out to the ministries of youth and ministries of labour and employment through the respective directors. The government representatives will be part of the project advisory that plays a steering role in implementation of project activities. The implementing partner organizations will also work closely with the government to support improved quality of delivery on youth empowerment services through training as well as advocacy for better service delivery and policy execution.
* Employer’s associations such as Association of Tanzania Employers (ATE). These umbrella bodies represent a huge network of employers who subscribe to the associations. ATE represents more than 1000 employers in Tanzania. The project will aim to establish partnership with the employer associations who will mobilize their members for the purposes of effective linkages of trained youth for employment or internship opportunities and in turn derive the benefit of trained youth serving in their organizations.
* Private sector networks such as Tanzania Private Sector Federation (TPSF). TPSF has a membership of more than 1,700 businesses. The private sector associations play a crucial role in advocating for policies that support the business environment. The project will work with the associations for the sake of enhancing business development through youth friendly policies.

The project has also identified some allies:

* CSO networks at national and grassroots levels. CSO networks will be key allies in relation to advocacy activities. The three partner organizations are active members of CSO networks with a reach of more than 400 CSO organizations in Tanzania with each representing an average of 100 members thus the 3 partner organizations have a direct reach of more than 40,000 young men and women in Tanzania through the CSO networks.
* SME’s, and corporates. The project will reach out to more than 1000 SMEs through organized business associations. These entities will provide employment opportunities or funding opportunities for youth looking to acquire jobs or build businesses.
* Banks that are keen to support youth empowerment initiatives like Equity bank, CRDB bank among others and the several micro institutions that will be useful linkages for programme beneficiaries especially for business loans.
* Mainstream and social media agents, influencers and platforms. This will include TV and radio stations and programs popular among our target groups with large viewership and many listeners or fans. Youth friendly social media platforms like Facebook, WhatsApp, Instagram among others that keep mushrooming with changes in trends. The project will be inviting the media to key campaign events such as campaign forums as well as giving press releases and sponsoring debates and conversations on radios on plight of youth, women and people with disabilities.
1. **Involvement of Target Group**

This concept has been developed following a consultative process involving the partner youth organizations. In the idea stage FIC and the partners held intensive brain-storming sessions in Tanzania and reflected on the design and strategies. After FIC compiled the ideas, the partners were again called to give input to enrich the concept. The input from the partners were shared after consulting their networks.

Apart from the implementing partners, the concept development involved key informant interviews with the head of the Dar Es Salaam regional administrative secretariat and four of the 5 youth officers from the Dar Es Salaam municipalities. We further consulted with beneficiaries from the Decent Work Labour Rights program in Tanzania who shared input based on experiences and lessons from implementation of the program. Elements like strategic linkages, information sharing among others were shared. To ensure FIC support for the partners FIC Tanzania is now registered in Tanzania with local members as board.

The partner organizations hold regular annual general meetings which is the highest decision-making organ in these organizations and provides democratic structure for the youth to share, express their priorities and elect leaders to represent their interests. Furthermore TYVA plays the role of the host organization for Tanzania Youth serving civil society networks, Open Mind Tanzania is the focal organization for the Tanzania policy forum and Youth for Africa plays a key role as the youth representing organization in the Tanzania TVET skills working group network. These elements as well as the regular engagement of youth legitimizes the partner organizations for the youth, women and people with disabilities.

1. **Intervention Strategy**

The strategic priority for this project is sustainability. However, the overall strategy of the intervention covers the three elements of the development triangle including capacity strengthening, advocacy and strategic deliveries. FIC is committed to ensuring that the gains over 7 previous years of partnership are lasting and are consolidated as partners continue to be engaged and work towards attainment of SDG no. 8 beyond the partnership and external funding.

Focusing on the internal organisational effectiveness FIC will conduct capacity strengthening to ensure that the project partners have the competence to continue achieving tangible results long after the partnership has ended. It involves strengthening the organisations’ change drivers such as structures, systems, strategies, management and culture and more importantly overall governance that will ensure that the youth organisation partners continue serving their primary target groups effectively. Cognizant of the fact that the civil society youth organizations have been vulnerable from donor dependency, this project will have special emphasis on building financial sustainability from innovative strategies including mobilization of local resources, transformation into social enterprises as well as subscription from constituents. The youth organizations will diversify income sources. The capacity strengthening also includes project management, results based management, monitoring and evaluation approaches. These will ensure the partner youth organizations are well equipped to run other development interventions even in future.

To ensure long term gains, the project is keen on advocacy. The advocacy campaigns will be towards improved resourcing for interventions targeting youth, women and people with disabilities. The advocacy pillar under the project will leverage on digital technology to navigate the political environment in Tanzania that is increasingly becoming restrictive to CSOs thus there are numerous barriers to access official data and CSOs and the authorities employ delay tactics to frustrate any policy changes that may be brought about from advocacy campaigns. The project period (less than a year) and limited resources also provides a terrific challenge to run a full cycle of an advocacy campaign owing to tight calendar of policy makers thus the project will incorporate digital media platforms in attempt to circumvent these barriers.

The project has incorporated strategic deliveries to ensure efficient and effective use of resources. As a continuation of well-established working relationship and testing of a youth empowerment model the project will leverage on linking already trained youth, women and people with disabilities with labour market opportunities. The partners will use already established resources like YOA Ajira platform for job matching services of unemployed youth who were already trained through the Decent Work Labour Rights program. The intervention will have information activities utilizing youth friendly media platforms to reach more than 60,000 youth with information on labour market opportunities. Furthermore, there will be online trainings that will be cascaded to other network members of the youth organizations and the government officers will also be invited to participate in the trainings thus having a catalytic effect. The strategic choice of capacity building on resource mobilization, project management, results based management, advocacy, monitoring and evaluation is applicable in most of the projects that the partner organizations will design and implement. The project intervention is tailored to have long term impact on both the partner organizations and target beneficiaries.

The project aims to strengthen the institutional and technical capacity of 3 youth serving organizations (CSOs) in Tanzania to be sustainable organizations not dependent on donor funding for continued operations. There will be four strategic objectives as outlined in the results framework:

1. **Results Framework**

|  |
| --- |
| **Strategic Objective 1: To reinforce internal governance systems and organizational management structures for 3 partner youth organizations in Tanzania.** |
| **Outcome 1.1.** Three partner youth organizations have governance structures that follow the tenets of democratically run organizations with clear financial and management structures and systems**Indicators*** 3 partner organizations embrace corporate governance with independent boards and secretariat with clear separation of roles and operational effectiveness
* 3 partner youth organizations are using electronic financial systems that align to international financial standards and conduct annual external audits
 |
| **Output 1.1.** Three partner youth organizations have enhanced governance systems  | **Output indicators****1.1.1** Organizational capacity assessments**1.1.2** Development of board charter **1.1.3** Institution of functional boards that effectively play oversight role**1.1.4** Regular management meetings of secretariat with democratic decision-making mechanisms**1.1.5** Annual general meetings where members make binding strategic decisions for the organization |
| **Output 1.2** Three partner organizations have installed and are using electronic financial systems to manage their finances | **Output indicators****1.2.1** Budgeting process that includes all key stakeholders of the organization**1.2.2** Clear financial controls**1.2.3** Quarterly financial reports with supporting documents**1.2.4** Annual external audits |
| **Output 1.3** Partner organizations have standardized operational procedures | **Output indicators****1.3.1** Number of operational processes (e.g. procurement, human resource management, financial management among others) that have been standardized  |
| **Strategic Objective 2: To improve technical capacity of 3 partner youth organizations in Tanzania to mobilize resources and enhance organizational sustainability.** |
| **Outcome 2.1.** Three partner youth organizations have diversified sources of funds including both donor funding and internal alternative revenue streams**Indicators*** 3 partner youth organizations have more than 3 sources of revenue from diversified funders and alternative income generating activities
 |
| **Output 2.1.** Three partner youth organizations develop strategies and interventions to scale up youth employment component of the Decent Work Labour Rights program in Tanzania | **Output indicators** **2.1.1** Strategies and proposals to scale up youth component Decent Work Labour Rights program in Tanzania**2.1.2** Profile of resource/ funding partners including all key details like calendars for calls for proposals, matching donors and priority areas of funding, contact persons among other details  |
| **Output 2.2** Three partner youth organizations have enhanced brand awareness attracting funding | **Output indicators****2.2.1** Digital strategies (impact videos and beneficiary stories) enhancing organizational visibility and attracting funding**2.2.2** Number of enhanced touch points with stakeholders including social media, website, IEC materials |
| **Output 2.3** Three (3) partner organizations have established accounts to provide cushion for abrupt funding changes | **Output indicators****2.3.1** Member recruitment and retention strategies**2.3.2** Number of high net worth individuals, private companies and other initiatives supporting the youth organization with resources**2.3.3** Value of supplementary income generating initiatives for instance consultancies, rental of assets among others**2.3.4** Organizational sustainability strategies  |
| **Strategic Objective 3: To conduct advocacy towards resourcing youth empowerment initiatives, deepen and expand networks with stakeholders and link youth, women and people with disability with labour market opportunities** |
| **Outcome 3.1**. Three (3) partner organizations have strengthened networks towards evidence-based advocacy influencing policy on youth empowerment and are linking youth with labour market opportunities**Indicators*** Improved government action towards youth empowerment including allocation for youth funds and budgetary increase on youth empowerment initiatives.
* Number of youths, women and people with new sources of livelihood
 |
| **Output 3.1** Three partner organizations have established partnership model for a multi-sectoral approach on programming | **Output indicators****3.1.1** Number of partnerships with the local authorities**3.1.2** Number of partnerships with other CSOs, youth networks and associations**3.1.3** Number of partnerships with the private sector players |
| **Output 3.2** 18 leaders from CSOs trained to effectively engage duty bearers to support youth empowerment programmes | **Output indicators****3.2.1.** Number of CSO leaders trained and capacitated to lobby for government support on youth initiatives |
| **Output 3.3** 60,000 youth, women and people with disability and policy makers reached through online information activities and advocacy campaigns | **Output indicators****3.3.1** Advocacy strategies developed**3.3.2** Number of advocacy campaigns conducted by the partner youth organizations**3.3.3** Number of youth, women and people with disability reached through online information activities |
| **Output 3.4** At-least 1500 youth, women and people with disabilities linked to labour market opportunities | **Output indicators****3.4.1** Labour market information pack**3.4.2** Number of youth, women and people with disability linked to labour market opportunities leading to livelihood possibilities (jobs and businesses) |
| **Strategic Objective 4: To strengthen capacity of 3 partner youth organizations in Tanzania towards monitoring and evaluation and results-based project management**  |
| **Outcome 4.1.** Partner organizations developing and implementing innovative and impactful programs and changing lives of the vulnerable including youth, women and people with disability**Indicators*** 3 partner organizations are running programs that impact youth, women and PWDs
 |
| **Output 4.1** 60 staff and members trained on project management skills to design and implement high impact customized projects and programs  | **Output indicators****4.1.1** Number of staff trained on project cycle management **4.1.2** Number of projects up scaled or new ones designed by the implementing partners within 1 year |
| **Output 4.2** At-least 30 people trained on data management, monitoring and evaluation approaches | **Output indicators****4.2.1** Enhanced organizational monitoring frameworks**4.2.2** Number of staff trained on data management, monitoring and evaluation approaches**4.2.3** Enhanced organizational results tracking and M&E systems |
| **Output 4.3** At-least 30 people from 3 partner organizations are capacitated on results-based management and reporting | **Output indicators****4.3.1** Number of people trained on results-based management and reporting**4.3.2** Improved quality of project reports capturing result levels that include project outcomes  |

1. **Project Activities**

All the project activities align to theresult framework. The activity numbering mirror output indicators.

**Strategic Objective 1: To reinforce internal governance systems and organizational management structures for 3 partner youth organizations in Tanzania.**

***Activity 1.1.1. Organizational Assessments***

The implementing partners and FIC will conduct organizational and management assessment covering both programmatic and financial systems. The project will use tools like organizational financial assessment, Management assessment for non-governmental organizations among other tools which will help to establish administrative/ operational gaps and development of organizational standard operational procedures and policies

***Activity 1.1.2. Development of board charters for TYVA, YOA and OMT***

The project will support the 3 partner organizations to strengthen their boards. The process will involve development of comprehensive board charter documents that will be a guide for the board to executive their role effectively.

***Activity 1.1.3. Training of boards***

The board members of TYVA, YOA and OMT will receive training to give equip them to effectively support and give strategic direction and play oversight role in their organizations.

***Activity 1.2.1. Financial Management Support***

The partners will receive capacity strengthening on developing and implementing effective budgets following international financial standards as well as training and support in operating electronic financial systems

**Strategic Objective 2: To improve technical capacity of 3 partner youth organizations in Tanzania to mobilize resources and enhance organizational sustainability.**

***Activity 2.1.1. Scaling up Decent Work Labour rights program***

The partners with help from FIC will embark on development of strategies and proposals to scale up the youth component of the Decent Work Labour Rights program in Tanzania. The scaling could include additional elements from implementation experience as well as implementation of the model in other parts of the country outside Dar Es Salaam

***Activity 2.1.2. Mapping Resource Partners***

The partners will make a catalogue profiling resource or funding partners and include all key details like calendars for calls for proposals, matching donors and priority areas of funding, contact persons among other details

***Activity 2.2.1. Enhancing Partner Visibility***

Through the project, partners will get technical support in development of digital strategies (impact videos and beneficiary stories) enhancing organizational visibility and attracting funding. There will also be strengthening of resource partner outreach strategies including social media, newsletters, websites, IEC materials

***Activity 2.3.1. Member Management Strategies***

Development and implementation of member recruitment and retention strategies reaching at-least 500 new members for each organization

***Activity 2.3.2. Development of Sustainability Strategies***

FIC will support the 3 partner organizations in the development and implementation of sustainability strategies that will focus on diversification of funding. The sustainability strategies feed into the newly developed strategic plans and look at innovative ways of resourcing the organizations.

**Strategic Objective 3: To conduct advocacy towards resourcing youth empowerment initiatives, deepen and expand networks with stakeholders and link youth, women and people with disability with labour market opportunities**

***Activity 3.1.1. Partnerships with Local Government***

The implementing partners will continue to consolidate partnerships with local government especially the regional administrative secretariat and the youth officers from the five municipal councils in Dar Es Salaam. The relationship building process will include regular meetings, participation in youth empowerment initiatives, as well as involving the government officials in trainings.

***Activity 3.1.2. Partnership with CSOs***

The project will support strengthening of partnerships with other CSOs, youth networks and associations. TYVA hosts the civil society network in Tanzania, OMT is part of the policy forum and YOA represents youth serving organizations in the Tanzania TVET skills working group network. The partners will participate in launches, share newsletters and exchange information with the CSO networks.

***Activity 3.1.3. Partnership with Private Sector***

The partners will reinforce partnership with the private sector players- Tanzania Private Sector Federation (TPSF) and Association of Tanzania Employers to tap into the more than 500 employers who form these networks. There will be monthly courtesy calls and participation in forums organized by TPSF and ATE.

***Activity 3.2.1. Training on Advocacy***

Through the project there will be training of 18 CSO leaders on effective lobby for government support on youth initiatives. The key output from the training will be strategies and plan to conduct lobbying towards resourcing of initiatives to empower youth, women and people with disabilities.

***Activity 3.3.1. Development of Advocacy Strategy-*** The project partners will receive technical support in development of strategy to conduct evidence-based advocacy and online campaigns towards resourcing of interventions benefitting youth, women and people with disabilities.

***Activity 3.3.2*. *Conducting Advocacy***

Conducting at-least two advocacy campaigns and influencing policy makers to improve resourcing for interventions targeting empowerment of youth, women and people with disabilities and holding duty bearers accountable to social and economic justice.

***Activity 3.4.1. Labour Market Information Pack***

The project partners will develop and implementation of labour market information pack that will be shared digitally in platforms that effectively reach youth, women and people with disabilities. More than 60,000 youth, women and people with disability reached through online information activities- The partners will commission online polls around catchy subject matters that attract youth participation, celebrity vlogs, use E-posters and small clips with testimonials from role model youth among other strategies.

***Activity 3.4.2. Linkage to Labour Market Opportunities***

More than 1,500 of youth, women and people with disability linked to labour market opportunities leading to livelihood possibilities (jobs and businesses). The implementing partners collate labour market information and working in collaboration with government and employer networks share conduct job matching and linkages to opportunities by leverage on resources like YOA’s Ajira platform

**Strategic Objective 4: To strengthen capacity of 3 partner youth organizations in Tanzania towards monitoring and evaluation and results-based project management**

***Activity 4.1.1. Training on Project Cycle Management***

At-least 60 staff members from youth serving CSOs trained on project cycle management with focus on best practice approaches. The training will mostly be online using platforms like zoom, Microsoft Teams among others. The trainers will make the interaction participatory and action based. From the training experience and technical support, the partners will work towards up scaling the Decent Work Labour Rights program youth component elements

***Activity 4.2.1. Training on Monitoring & Evaluation Approaches***

The project partners alongside the government officers will receive training on best practice approaches on monitoring and evaluation including outcome harvesting and social media monitoring approaches on advocacy. The technical support will include strengthening of the monitoring plans and frameworks for the 3 partner youth organizations

***Activity 4.2.2. Data Management Support***

At-least thirty people from 3 partner youth serving organizations as well as governmental officials will be trained on data management and technical support will be given to the partner youth organizations on data management for effective programming. The training will be done using online channels

***Activity 4.3.1. Results Based Management***

At-least 30 staff from 3 partner youth organizations and government officers will be trained on results-based management and reporting. The practical training will enhance the quality of project intervention.

1. **Sustainability**

The sustainability development strategy for each partner youth organization will focus on the capacity building and support needed to facilitate the process of securing that partner youth organizations decrease their dependency on any single donor and attains financial sustainability. The advocacy issue on focus for the project is improved resourcing of interventions empowering youth, women and people with disabilities. Successful enforcement of this will enhance sustainability of youth serving organizations.

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 local government, Dar Es Salaam regional administrative secretariat and the youth officers in the five municipal councils in Dar Es Salaam Tanzania during the implementation of the Decent work labour rights program in East Africa. The regional administrative secretariat in Dar Es Salaam has been very cooperative to the and the partner organizations will continue having a close cooperation with his office as well as with the ministry of youth and ministry of labour and employment

To enhance on the sustainability, training of governments’ representatives is included as a part of the project activities. The project will cooperation with the Ministry of youth in Dar to ensure the trained youth get access to the youth funds. Cooperation with the TVET skills development working group in Tanzania has been secured and will continue. The working group has a close cooperation with Veta and the youth fund which will enable the program to ensure a closer cooperation with the Ministry of Employment and enhance the sustainability for training of youth in Dar Es Salaam.

Capacity building of the youth organizations to improve their financial and administrational structures and include alternative funding strategies and member recruitment and involvement strategies is intended to decrease the youth organizations dependence on donor funding and secure that they will be able to run activities with income from other sources and with support from organizational volunteers which will make them less dependent on donor funds and less restricted by donor priorities. Implementation of strategies for involvement and influence of members will enhance on the organizational legitimacy of the youth organizations and make it more attractive for the youth to be involved in the running of the organizations. Finally, in the previous three years of work networks with youth representatives and other relevant stakeholders has been established by the partner youth organization. The coming years will focus on strengthening and consolidating these networks and their cooperation with other strong youth stakeholders in Tanzania.

1. **Risk Analysis**

Risks can be seen as potential threats, danger or situations that may slow down the implementation of the project, or even completely block the project from achieving its objectives. They could be environmental – political, social or economic factors or actors. The proposed project takes into consideration some of the factors that might hinder or slow down the implementation as well as those that might completely curtail obtaining of the intended outcome.

Unfavorable government legislation on civil society organization: In 2018/2019, the government of Tanzania reviewed the act regulating civil society organizations and public benefits organizations all non- governmental entities have been reclassified and required to file regular reports with government. The partner organizations have updated their legal status to ensure compliance. FIC has also attained legal registration in Tanzania as a non-governmental organization that is allowed to work in Tanzania.

Lack of goodwill from the national or local government offices: Even though this is highly unlikely as the project partners have been engaging with the ministry of youth and ministry of labour at the national level as well as the youth officers at the local level, this could be expected in the case where the government officers are transferred and replace with new and hostile ones. To mitigate on this risk, the project partners have been documenting the interventions and involving government officials at various level from the formative phase of designing the project. In case of transfers, the project team will request current officials to do a formal introduction as part of orientation of new office bearers and build relationships with the new officers

Mistrust and unhealthy competition among youth serving civil society organisations: This phenomenon has been experienced before and oftentimes it impacts negatively on cooperation within the CSO networks hampering achievement of joint initiatives like advocacy that requires lobbying political leaders. To mitigate this, FIC has in the Decent Work Labour Rights program encouraged discussions of the benefits of cooperation and synergy among likeminded CSOs including possibilities of joint resource mobilization. This shift in thinking from competition to cooperation is being appreciated as the CSOs learn from each other and appreciate their complimentary roles.

Internal wrangles and infighting: There have been situations where members of the civil society organizations have had disagreements that threaten to jeopardize organizational effectiveness. FIC is supporting the partner organizations to develop corporate governance structures and policies including conflict resolution mechanisms. The organs like organizational boards have also come in handy to resolve any issues with impartiality. This risk underscores the importance of properly constituted boards and the right organizational structures and systems.

1. **Project Monitoring**

A monitoring and evaluation plan aligning to the results framework of the project will be developed with clear indictors, sources of data and the persons responsible with means of verification. In addition, tracking tools will be developed and analysed in order to effectively track implementation progress. Tools such as indicator trackers, implementation performance matrices and reports will be generated by means of spread for easier and consistent tracking. Pre and post evaluation shall largely be used during capacity processes and there will be regular feedback from partners on the progress at least on a monthly basis. Also, disaggregated data will be of importance in determining the level of involvement of either gender.

The partners will prioritize documentation all through the project cycle including documentation of outcomes and impact during and beyond the intervention. Our focus will mainly be on tracking processes, measuring progress and documenting changes in behavior, attitudes, capacities of beneficiaries and the consequence of those changes. Proper documentation of results improves learning and facilitates effective decision-making during project implementation. Project actions and related tasks will be recorded for easy traceability, future reference and enhanced quality of the processes. Documentation will facilitate easier change management and validation of information needed for verification of events and results of the project

The project intends to leverage on modern technology in collection and documentation of information from the beneficiaries. Various techniques and tools are important in documenting successes, key lessons and challenges. These tools include videos, action photos and techniques like outcome mapping and collection of audio voices from beneficiaries’ testimonials and changes experienced as result of program interventions. All these will support in provision of evidence for project impact and outcomes. Others include special structured reports & matrices, most significant change stories, minutes from various meetings and activity reports. A final report on the sustainability strategies will be part of documentation at the end of the project.

A deliberate and conscious approach will be embraced with the intention of facilitation of learning and sharing through publication of the collected information on results. Engaging in publications supports the need for attaining effective results and transformation by partners in this project through feedback mechanisms. The project seeks to make use of below:

* Organizational websites which will publish Terms of reference, our partners, the stories of change (voices of change), and contributors to the success of our work.
* Information, education and communication materials publication and dissemination of results and outcomes of the project for learning purposes.
* Use of Google platforms to publicize manuals, terms of reference and stories of change through videos.
* Mainstream media – for press release as well as advocacy and lobbying initiatives
* Social Media platforms for publicizing on going interventions, outcomes and lesson learned as well as for mobilization and awareness on public issues.

The project has a results framework which will be cascaded bearing in mind the needs for each specific implementing partner. Each activity output will have specific indicators and tools for data collection. Data collection will also take into consideration outcome harvesting methodologies for deeper understanding of causality and attribution factors.

A budget for monitoring, training and evaluation will be set aside in the main budget to facilitate effective monitoring and evaluation of the project. The partners will be trained in result-based management and harvesting of outcomes realized during the entire project period. This will ensure continuity beyond project period.

In addition to the programmatic monitoring, there will be periodic internal audit by the financial team to ensure that the partners are efficiently carrying out prudent financial control. This will also help the team with areas of improvement.

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