**Concept Paper Content**

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| **Headings/Content** | **Especially relevant to assessment criteria:** |
| **SUMMARY AND CONTEXT** | |
| 1. Proposed programme title, main partners and geographical location   **Decent Work & Labour Rights in East Africa (DWLR-EA) - Phase III**  This is the 3rd and final phase of the on-going programme. The main priority during this phase is that all partners after the end of the phase in 2023 are capable to continue their activities independently of this Programme funding. This application for a Phase 3 will accordingly be the last with the partners in this programme.    The main partners have been selected in view of their mission, which falls within the thematic area of UN´s Sustainable Development Goal Number 8 and decent work agenda under which FIC mission is built. The nine partners represent the two components of improving working conditions and strengthening employment opportunities for the youth respectively. The selected partners under improving working conditions are trade unions, while the civil society youth organisation represent youth employment component.  The programme is being implemented in Kenya and Tanzania. The youth component targets the larger East African cities where unemployment rates are the highest – primarily Nairobi, Dar es Salaam, Mombasa and Kisumu. The trade union component targets labour intensive sectors with and specifically regions with high level of labour rights violation.   1. Context: Sector / thematic focus and its relevance to the given context   Decent Work is defined by the International Labour Organisation (ILO) as a sum of the aspirations of people in their working lives. It involves opportunities for work that is productive and delivers 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 opportunities and treatment for all women and men.  Decent Work is key to achieving a fair globalization and poverty reduction in line with the Sustainable Development Goals (SDG). Pillars of Decent work are broken down to employment creation, social protection, rights at work, and social dialogue and are promoted within the ILO instruments that members of the global community under the United Nations commit.  The Decent Work and Labour Rights Programme being implemented by FIC and local civil society partners and trade unions is built on this foundation, shaped and inspired by Sustainable Development Goal number 8 – Decent Work & Economic Growth. The programme aims at improving the working conditions for low-skilled workforce as well as expanding decent job opportunities for the youth entering the labour market in East Africa.  Tanzania and Kenya and indeed the whole of East Africa continue have registered steady economic growth over the last decade and more. However, the growth has not translated much into the ability to eradicate poverty, famine, unemployment, and bring about fairness in the distribution of incomes and wealth- all translated to economic development. Unemployment in particular among the youth has remained a big a steady challenge.  In addition, while the growing economies of East Africa continue to expand, new job opportunities do not expand at the same rate. Most of them are within informal, low-productive, labour intensive sectors – described as low paying jobs that render most workers as the working poor.  East Africa labour market is describable with a pyramid where those enter the job market crowd the bottom with low skills while jostling for limited job space. They often are exposed to low wages, poor working conditions, long working hours and lack of job security. Kenya Economic Survey (2018) estimates there were a total of 16.9 million jobs in 2017 with 874,000 young people entering the labour market yearly. Of the new entrants 83 per cent enter the informal labour market. Only 1.5 per cent of the youth entering the labour market have secondary school education and above. It is estimated that at least 1.22 million youth in Kenya (between 15 to 34years) in the year from September 2015 to August 2016 are unemployed.  In Tanzania, there is a total of 25.7 million workforce with up to 850,000 young people entering the labour market annually., Only 50,000 to 60,000 formal sector jobs are created each year. Informal agriculture accounts for 66 per cent absorption of those joining the labour market. With a population below 25 making 66 per cent of the overall population, the productive employment shortage is projected to rise (with youth under 25 years of age making up to 66 per cent of the population) if effective mechanisms are not put in place to expand the job market. According to the Tanzania Labour Force Survey, 2015, the overall unemployment among the youth stood at 17.4 per cent, while in Dar es Salaam it was estimated to be at 40.6 per cent.  In both Tanzania and Kenya unemployment as well as underemployment, and especially among youth, are major issues. 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 Decent Work and Labour Rights Programme employs strategies with the ultimate aim of bringing more young people into decent and productive employment as well as ensuring the improvement of working conditions and decent remuneration for low skilled workforce in the labour intensive sectors in East Africa.  The programme, being implemented together with civil society and trade union partners has always recognised the need for and effectiveness of locally driven initiatives. Strong vibrant civil society organisations have the capability to engage with sector players and the government to ensure that youth are well prepared to engage in decent and productive employment. On the other hand, strong, vibrant and independent trade unions will be effective in engaging with the government and employers to provide decent employment defined by conducive working conditions, fair remuneration, security at workplace and social protection.  The programme therefore focuses on improving the capacity of civil society organisations and trade unions in order for them to be effective in advancing the interest and rights of their members and beneficiaries as a sustainable goal.   1. Summary of the program main strategic priorities   The strategic priority for phase III of the programme is sustainability. FIC is committed to ensuring that the gains of the last five years are lasting and are consolidated as partners continue to be engaged and work towards attainment of SDG no. 8 beyond 2023. FIC will work with strengthening key pillars that include, organisational, programme and resources.  First, focusing on the internal organisational effectiveness FIC intends to ensure that the programme partners have the competence to continue achieving tangible results long after the partnership has ended. It means strengthening to competence the organisations’ change drivers such as structures, systems, strategies, management and culture and more importantly overall governance that will ensure that both trade union and youth organisation partners continue serving their primary target groups effectively well beyond partnership and external funding.  **Internal organisation effectiveness to deliver on its mission**: A key indicator in a well-functioning and effective civil society and trade union board, which has the competence in directing effective planning and monitoring of activities. It is one which takes full responsibility in efficient financial planning, management and reporting and encourages active member-participation and involvement. It is the leadership that ensures that ensures that structures, processes and strategies work in unison towards organisational mission.  **Organisational capacity for resilience in the face of changing workplace environment:** The last two phases of the programme have experienced new employment trends that have particularly exposed workers to labour rights violation and certainly become obstacle to attainment of decent work. The surge of precarious employment such as outsourcing, casualization and short-term contracts have particularly increased insecurity in employment, low salaries, limited social protection and have reduced the freedom of workers to organise and join trade unions.  The efforts in Phase III will include strengthening the capacity of trade unions for effective engagement through strategies to counter the changing trends. A learning organisation is one which is adaptable to the changing world and organisations that are flexible and vigilant can more easily overcome challenges related to this.  **Financial and resources sustainability:**  Particularly applying to the trade unions, phase III will take great recognition that strong and effective unions are defined by the large size of active membership and resource base. Trade unions primary source of income is members’ dues. Membership recruitment drive will certainly be key goal in securing both membership and resources. However, emphasis will be laid on efficiency and accountability through capacity building in effective planning, managing and reporting. Strengthening the board to ensure that it is effective in its oversight role will be key.  The civil society youth organizations have also been vulnerable from donor dependency. In phase III there will be more emphasis on building 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.  **Sustainable engagement and service for the primary target group**: In addition to the above, the programme in the next four years, will place great emphasis on ensuring that partners increase their direct engagement with their primary target, meaning workers and the youth.  For the trade unions, there will be additional approach to recruitment, organising and retention to increase success. In places where precarious employment is prevalent, advocacy campaigns will include engagement with consumers and the public, locally and abroad, for foreign companies. More accelerated drive to recruit young workers and women will be employed, particularly in hotels and plantations.  Sustainability for youth component has additional dimension. This will focus on ensuring that the youth are also prepared to take credit facilities from financial institutions. This way the youth with small businesses will have the opportunity to expand while the start-ups will be able to access the start-up capital once trained. There will also be advocacy focusing on holding the government accountable on budgeting, financial management and resource allocation towards youth empowerment. | 5 & 6 |
| **CAPACITY, PARTNERSHIP & LEARNING** | |
| 1. Presentation of applicant capacity, including how recommendations from past CapApp/RevApp studies have been followed up   The capacity building and organisational development approach of FIC over the last two decades has established FIC as a leader in strengthening southern organisations towards achievement of the shared mission and building sustainable outcome. Since 2005 FIC has strengthened the capacity of up to eight trade unions, which have increased their effectiveness in engaging towards improved working conditions and fair remuneration for thousands of workers. (Evaluation Report DWLR I 2014-2017 p. 9)  Similarly five youth organisations have contributed towards improving employment and business opportunities for the youth as a result of organisational capacity development programmes with FIC.  Perhaps the most outstanding approach of FIC is that service to the beneficiaries and primary target groups are seen through the lens of implementing partners. This means that the mission of FIC is only complete when implementing partners are capable of effectively driving the change themselves. This is why FIC prefers to work more closely by accompanying implementing partners through the process of organisational change. The presence of the East Africa Secretariat is specific that the close proximity to partners through local expertise provides for closer monitoring of progress and promptness in technical support by local experts.  The programme and the financial management team are constantly available to ensure that the support is provided whenever needed. It also ensures that financial and administrative support is provided and followed up to ensure proper reporting.  The midterm review of the first phase of the Decent Work Labour Rights program had 10 key recommendations that FIC has worked on. The recommendation focused around capacity strengthening of partner organization along governance and sustainability as well as addressing a 42 percent cut in funding of the program. FIC has been working closely with the partners first by developing a sustainability strategy for each of the partners. Though there has been some hiccups in implementation FIC continues to give the partners close attention and follow up especially on running democratic organizations with proper accountability and democratic structures and systems. (KUDHEIHA Status Report p. 9)  The FIC secretariat has also undergone staff restructuring though the Nairobi office remains to continue offering much needed technical and capacity support for the partners as well as conducting continuous monitoring and evaluation to ensure the program results and impact are sustainable   1. Key lessons learned from past grants which will be used in program   The programme partners have gathered a number of lessons from the two previous phases, which we believe will strengthen the process and increase the success in the proposed final phase particularly towards achieving the main theme of this phase - sustainability.  **Closer cooperation with government and employers:** One of the key lessons from implementation of the programme in the two previous phases is to force closer and wider cooperation with stakeholders thus providing a higher chance for success. The experience particularly in incorporating employers’ representatives in the Occupational Safety and Health Committee and developing joint training and strategy improves harmony, reduces mistrust between trade unions and employers and encourages joint efforts for the interest of workers.  Similarly the youth component has sought closer cooperation with the government in both countries and have the strategies aligned to regional and county strategies and priorities. The youth organizations have also built alliances with employer organizations and TVET institutions ensuring a strategic referral system.  The ongoing Phase II has a strong component on joint training between OSH committee and labour inspectors from the ministry of Labour. Phase III will forge even stronger cooperation between trade union partners and the government as well as with employers through joint training and implementation of workplace improvement strategies.  **Closer cooperation with international media in advocacy and campaigns:** One of the activities currently being implemented is advocacy against precarious employment.  At the onset of the campaign, a Danish human rights media carried out a study on the working conditions of workers at the port of Mombasa. The report was published in the Danish press and attracted wide attention including eliciting debate in the Danish parliament. This in turn has boosted the programmes campaign and created the opportunity for success. Phase III will endeavour to engage more with local and international media to continue highlighting to the public and consumers conditions at workplaces and violation of fundamental rights of workers by both foreign and local corporations.  **Cooperation with the government and local authorities:** Phase III will forge even stronger cooperation between DWLR program partners and the government as well as with employers through joint training and implementation.  The youth partners have 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.  **Leverage on digital technology and Creative Arts:** Social media use for instance Facebook and WhatsApp to enhance training as well as in digital advocacy. The partners also learnt and adopted frame voice reporting where they use their phones for documentation of results. Synergy has been generated where the Trade union partners are working hand in hand with youth organizations on mainstreaming innovative documentation through digital technology. Platforms like Facebook and channels like YouTube have been utilized to a great extent in reaching out to the youth most of whom own smart phones. In phase 3, the program will increase the use of digital technology by converting the training resources into online youth friendly courses.   1. Presentation of partnership approach, program partners to be continued in program, and proposed roles and division of labour   The partner organisations involved in the program are nine - combined civil society organisations representing youth and trade unions representing workers in Kenya and Tanzania. They are legal representatives of their members and target groups. 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.  While the capacity building interventions have improved the partners’ status in terms of their effectiveness, their capacity levels vary with some having made greater progress than others.  The strengths of the trade unions are that they are representing the workers and have a long and strong history of fighting for the rights of their members. Furthermore they have experiences with the labour market and the labour laws. All the trade unions partnering with FIC in phase 2 are representing workers in sectors where violation of the labour rights and health and safety conditions are a big challenge.  Above all, casualization and outsourcing and other forms of precarious employment are increasingly becoming a trend, making the efforts towards improving working conditions even more challenging.  Phase III intends to continue strengthening the trade union partners’ capacity for effective negotiation and follow up on CBA as well as monitoring working conditions for their members.  With regards to the youth organizations their strength is that they have skills in mobilizing youth and engaging them in their activities while some have the capacity to carry out advocacy and implement project activities. On the other hand, their organizational structures, resource mobilization strategies, their knowledge of the labour market, the demands of the employers, and their knowledge on labour market legislation require constant improvement - which is where the programme will engage in.  In the previous phases, learning and sharing of experiences have been applied among and across component partners, albeit with mixed results. The most results, especially for programme improvement was experienced in partners’ annual conferences, which provided atmosphere for learning, motivation and sharing of experiences.  Phase III intends to deepen working together among partners within and across components as a way of encouraging synergy and cooperation towards achieving SDG number 8. The learning points for youth from trade union is what decent work comprises including labour rights and collective bargaining. The trade unions will benefit greatly from youth organisations by learning to organise and serve specific needs of the youth and women.  Synergy within components have been fairly fruitful, particularly as partners have found strength and encouragement in implementing advocacy strategy. (KUDHEIHA Status Report 2018 p. 5, AYT Status Report 2018 p. 5)  The Tanzanian advocacy on decent work will certainly get a boost by the entrance of TPAWU, the trade union in the in plantation and agriculture.  **Trade Unions**  The current trade union partners include Tanzania Mining and Construction Workers Union (TAMICO), Kenya Union of Domestic, Hotels, Educational Institutions and Hospital Workers (KUDHEIHA) as well as Kenya Shipping, Clearing & Warehouses Workers Union (KSCWWU).  Tanzania Plantation and Agricultural Workers Union (TPAWU), which was incorporated into the programme towards the final year of phase II replaced Seafarers Union of Kenya (SUK)  FIC terminated partnership with Seafarers Union Kenya (SUK) during quarter 3 of 2018 due to the union’s failure to fulfil its partnership and programme obligation.  As a procedure with all the partners, TPAWU was incorporated into the programme after a rigorous organisational capacity assessment revealed that the union meets minimum requirements required in the partnership.  **Youth Organizations**  Through the program, the youth organizations will work towards improving the employment opportunities for youth in Kenya (Mombasa and Kisumu) and Tanzania (Dar es Salaam).  The main partners among the youth organisations in Kenya are **Africa Youth Trust (AYT)** and **Youth Alive! Kenya.** FIC partnered with AYT in the DANIDA supported project, “YouthEmployment Initiative of Nairobi” (YEIN), 2010-2013. The cooperation continued where AYT was the sole youth partner in Kenya in the first phase of the Decent Work Labour rights program (2014-2016) with the responsibility of implementation in Nairobi, Mombasa and Kisumu.  **Youth Alive! Kenya (YAK)** was incorporated as a new partner in the program, in line with the recommendations in the Midterm Review. YAK has been responsible for implementation of the activities within the youth component in Kisumu, Kenya. YAK works in partnership with youth organizations, private sectors and governments to advocate for women and youth responsive policies, legislation and program in Kenya. YAK is currently working in 11 out of 47 Counties in Kenya through ‘Regional Working Groups (RWGs)’ structure constituted by over 79 Community Based Organizations, Youth Organization, and over 4,235 networks of individuals in Kenya. YAK has been **impressive in her implementation** as well as operating as a model youth organization that **mainstreams the human rights based approach** and runs professionally.  The 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.  **Tanzania Youth Vision Association (TYVA)** is responsible for advocacy and information activities in the youth component in Dar Es Salaam. 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. Since its registration in 2002, many young people in Dar Es Salaam have benefitted from the opportunity to serve at TYVA.  **Youth for Africa (YOA)** is responsible for employability training in the second phase of DWLRP just like it was in the first phase. YOA has a membership base of 24 clubs (average of 500 young people) in schools with only a few out of school youth. YOA has been building networks with institutions serving the program target youth and other labour market stakeholders. YOA has a **great potential** to expand its network to different categories of job seeking youth. However, the organization has been struggling to grow and FIC is supporting YOA in restructuring efforts to be a more sustainable organization. YOA is in the process of revitalizing her strategic plan and rebirthing the organization  **Open Mind Tanzania (OMT)** was responsible for Business Skills & Enterprise Development skills training in the first phase of the DWLRP. OMT has a membership base of 89 young entrepreneurs growing from 50 members at the beginning of phase 2. OMT has been able to improve networks with organizations like Don Bosco, the Social entrepreneurship network among others. They have also received recognition from the local government in Dar as well as the Molly’s network highlighting their commitment to change and improvement. OMT was able to support the trained youth to start a savings scheme cultivating a culture that resonates with successful young entrepreneurs. FIC is currently supporting OMT in setting up structure and systems that make the organization embrace the democratic governance. There is a new board in place and review of the structures.  Apart from the primary partners of youth organization and trade union organizations, in a bid to secure sustainability of activities beyond the interventions and spread knowledge and learning beyond targeted stakeholders, target groups and duty bearers. There is cooperation of partners across components and strong cooperation with government institutions (local and County governments) and relevant stakeholders eg TVET institutions, private companies to enhance the mutual learning and sustainability in implementation of the strategy. There are strategic activities implemented with the local authorities to ensure that government’s capacity to offer quality youth interventions are included. | 1-4 |
| **PROGRAM OVERVIEW** | |
| 1. Programme justification and Intervention logic / approach, also highlighting how the various components/work streams encourage synergy across the programme.  This section will also include references to the general CISU priorities for CSP and the specific programme assessment criteria 7-12   Our Theory of Change starts with firm belief that social inclusion is based on provision of decent livelihood through opportunities and promotion of fundamental human rights. We know that this is possible if the following condition exists, especially where we work:  Workers and the youth in Kenya and Tanzania are engaged in sustainable, secure and decent livelihood that is characterised by fair and productive income, equality, security in the workplace, social protection, promotion of welfare and respect of rights.  We understand that even where legislations are available for the promotion of such endeavours an amount of social pressure is required for everyone and every institution to play their role effectively. We are therefore aware that effective engagement with sector players, both duty bearers – the government and other rights holders (civil society organisations, employers) on behalf of primary beneficiaries (workers and the youth) is necessary.  But we also know that the desired outcome must be consistent in the ever dynamic and changing social world, and that the present efforts must be built with this awareness. We are aware that home-grown solutions to social and economic challenges are more likely to drive change and make it more sustainable. This is why FIC puts more efforts, particularly in this phase towards increasing effectiveness of local trade union and youth organisation partners in the following ways:  First we expect the partners to be sustainably effective in engaging with the social partners (the government and the employers) and sector players in securing compliance with labour standards and implement policies that are favourable to youth accessing jobs. From our experience in the previous projects and the current programme, we know that transition to sustainable organisation and society begins by increasing, commitment and competence as a way of integrating sustainability principles into individuals and all the decision- making processes and actions of the organisation.  To attain such pre-conditions, we shall focus our expertise on the following interventions:   1. **Sustainability in Internal Organisational capacity:** Strengthening the internal organisational capacity, which includes governance, structures, policies and overall systems and support the leadership to direct the functioning system towards the attainment of trade union mission. 2. **Sustainability through effective planning, monitoring, evaluation and learning (ME&L):** This is by building competence, commitment and habitual actions in the leadership at all levels of our partner organisations. It will be particularly done through building and monitoring commitment to long term planning, implementation and reporting. Ensuring that deliberations and actions are made on planned programmes at every formal meetings of the board and senior management.   In phase III FIC plans to put pressure to be present in some board meeting sessions when programmes and organisation strategic plan reporting are being carried out. This will be to observe and guide the process of deepening such deliberations into priority list.   * 1. Related to the above is improvement of service delivery to members and primary target groups:  1. **Resources sustainability:** It is a straight forward solution that trade union partner, in order to be more sustainable must propel organising, recruitment and retention of members to a first priority, and that in offering proper service to member they stand a greater chance of sustaining the organisation and their work. Capacity building and reviewing of strategies for recruitment, negotiation, grievance handling and members’ sensitization (on rights, Occupational safety and health) will be retained in phase III.   For the youth organisations partners, Resource mobilisation remains key:strengthening fundraising and partnership management will be emphasized with focus on targets.  The previously developed Partners’ Dependency Projections and measurements will be introduced and used alongside resource mobilisation strategy to measure progress with partners.  The partners will also be expected to make their contribution of finances into the programme in an incremental manner.   1. **Institutional sustainability:** FIC understands that collaboration and efforts within a sector is key to bringing about sustainable change in a wider scope, not just within the limited target group. If the actions in advocacy and campaigns succeed, the policy change will benefit everyone in the country or region.   **Advocacy:** The programme will continue using advocacy and campaigns in addressing most pressing decent work and employment challenges related to policies and legislation. FIC intends to bring more coalition partners on board and create a more aggressive campaigns through collaboration.  **Synergy:** Collaborative efforts will be organised as programme campaigns, particularly in advocacy.  **Expected Target indicators to the end of 2023**  Component one will work with four trade unions: 2 in Kenya and 2 in Tanzania. The following are the targeted indicators:  Organising, recruitment and retention:   * Recognition Agreements: sixty (60) * Collective Bargaining Agreements: At least 45 CBAs * Workers Education and sensitisation on rights and occupational safety and health - 20,000 workers in the targeted areas * Advocacy: At least 2 advocacy issues addressed   The primary target group for component 2 will be Poor and marginalized youth, Out of school youth and Form 4 and 7 leavers from Mombasa and Kisumu slum areas and out of school youth and form 4 and 6 school leavers from Dar Es Salam. However, it will be possible for all categories of youth to access the online services. The program will directly train a total of 3000 from vocational institutions in 4 years and build a **mobile electronic course** that will be accessed by more than 100,000 youth every year (**400,000 in 4 years**) in Kenya and Tanzania. The youth will additionally access job placement services enabled by a youth friendly App as well online CV development support. Furthermore a total of 3000 youth from Kisumu, Mombasa and Dar Es Salaam will be trained in BSED in the 4 years of the DWLRP and a further 100,000 per year (**400,000 in 4 years**) will receive online training on Business Skill & Enterprise development and Financial Literacy from an interactive user-friendly **mobile electronic course** and further business mentorship enabled by a mobile App and offered mentor support to start and run their own business.   1. Intended target groups and their main development challenges   The overall primary target group of the program consists of trade union members and potential members and youth between the age of 18 and 35, who live within the three geographical areas of the program; Dar es Salaam, Nairobi, Mombasa and Kisumu.  Generally, part of the main hindrance to improving working conditions is ignorance of workers on their rights. Second is the poor enforcement of labour legislation by the government authority and thirdly reluctance to comply with labour legislation by employers. All these ultimately lead to poor working conditions, poor remuneration, lack of job security and social security at workplace.  The programme will continue targeting workers in education and sensitization with labour rights and occupational safety and health. Part of the intervention will include sensitization on the workers’ rights to freedom of association and organising as entrenched in the labour legislation and the ILO instruments on Decent work. This is intended to improve workers active participation on trade union matters to build strong institutions that would effectively represent them.  The second major challenge is lack of proper representation of workers by trade unions. This is largely attributed to poor capacity or lack of it among the unions. This is the core intervention of the programme for this component. And it aims at continued strengthening the partner unions and more so with bias towards increasing their sustainability as described in the previous section.  The overall secondary target group of the program components are the partner organisations: trade unions and youth organisations. Further, employers and duty bearers at county level are a target group. OSH and Labour inspectors from the ministry of employment will be added to the target group in component 1, while private sector alliances and companies, TVET and Youth polytechnics will be more included into component 2.  A total of 5 partner youth organizations will be trained in improvement of the organizational and financial structures. 20 government representatives from Mombasa, Kisumu and Dar Es Salaam are trained in strategies for youth empowerment   1. Reflection on proposed M&E system for program   **Monitoring and Evaluation system:** Overall the programme is guided by the Theory of Change developed at the beginning of the programme and revised in Phase III at the individual partner level. Alongside it is the established Logical framework matrix with SMART indicators. At the start of the programme, there will be baseline studies carried out to guide the establishment and determination of the progress markers. Each partner will have individual LFA on which the measurement of progress and success will be determined.  FIC will encourage the development of monitoring tools at every stage of the programme to inform of the progress in implementation.  The regional office in Nairobi is directly responsible for East Africa strategy. There are two experienced programme managers, one programme coordinator and one finance and administration officer. One programme manager also doubles up as the head of Kenya office in Nairobi. Each of the programme managers is in charge of respective components, while the programme coordinator is also in charge of Monitoring and evaluation.  The office in Nairobi is responsible for closer monitoring of the programme, provision of technical support and capacity building of the partners. The office is responsible for the regional partnership with local civil society organisations and development partners that work locally.  The programme staff work to ensure that the programme being implemented through partners achieve the planned objectives within the budget allocated. Capacity building marks an important component to ensure partner organisations are effective and will sustainably continue carry out their role beyond the beyond the partnership period.  The program staff in Nairobi is also responsible for following up on the actual implementation of these strategies. In this way, the program have 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.  **Organisational management of M&E:**  FIC emphasizes a flat structure in which every individual staff has critical responsibility in the programme. However, the overall responsibility rests with FIC Director based in Denmark. The regional secretariat in East Africa with the direct contact with the local partners provide technical support, guide and supervision of the programme.  The strategic role of the director consists in making sure that the program lives up to the requirements of CISU and that it follows the program document. However, this is cascaded downwards to ensure that programme staff are responsible for quality control as well.  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 partners 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.  Another important role of FIC is to ensure that the synergy between programme partners and activities is created. During the current and previous implementation period, good synergy was created among partners working within the same component and in the same geographic area. Additionally, a good foundation for synergy across the 2 components was established and will be fully explored during the third phase of the programme.  The most results, especially for programme improvement was experienced in partners’ annual conferences, which provided atmosphere for learning, motivation and sharing of experiences.  Phase III intends to deepen working together among partners within and across components as a way of encouraging synergy and cooperation towards achieving SDG number 8.  FIC also plays a vital role in building the capacity of the program partners. This is one of the key responsibilities of the program office in Nairobi in cooperation with the office in Denmark.  For effective change to occur, FIC will continue using Organisational Capacity Assessment (OCA) tool to identify capacity gaps among partners. The process is participatory exercise which also encourages ownership of the process.  Similarly Mango Assessment tool will be used to establish the gaps and help develop financial management improvement process.  The local administrator based in Nairobi is overseeing the partner accountants financial reporting and compile partner accountant’s financial reports within each program component, to a complete report that is forwarded to FIC in Copenhagen on a quarterly basis. The local administrator refers directly to the financial director of FIC based in Copenhagen. Yearly assessments of each partner and capacity building of the partner’s accountants and finance committees in financial management is carried out by the local administrator. The local administrator also supports the partner accountants in living up to the standards of CISU.  Documentation of experiences will also be carried out to ensure effective learning in and outside the programme. The programme will identify Most significant change, best practice and individual transformational stories to document.  To strengthen the capacity of partners in monitoring and evaluation the programme will emphasize the role of the steering committee and the organisation’s board. While steering committees will continue to carry out their oversight duty to ensure the programme implementation is on track, they will also be making sure that programme updates are discussed and adopted in organisation’s board meetings.  Finally, the role that has been played by the annual partners’ meeting cannot be overstated. This has been observed to be a great opportunity for learning, sharing of experiences and encouragement. Phase III plans to convene one All Partners’ Annual Reflection and another one for Component Partners meeting. This will also boost synergy and bring about some level of accountability among the partners.   1. Intended programme management structure, including the envisaged added value of the Danish organisation   FIC has maintained a lean outfit with the head office in Copenhagen, Denmark and a regional secretariat in Nairobi, Kenya.  The overall responsibility rests with the Director. The overall financial responsibility is with the Finance director, also based in Copenhagen. The office is also responsible for overall FIC organisational strategy, fundraising and partnership as well as information in Denmark.  The FIC program staff in Nairobi work closely with Denmark for developing the strategies for program implementation together with the partners to achieve joint ownership, including for the capacity building, advocacy, Monitoring and Evaluation and so on.  As the programme partners continue to progress in their roles and improving their competence to manage activities, the role of the Nairobi staff is expected to diminish until the partners take over the overall management.   1. Preliminary timetable for drafting of programme document 2. Budget summery (format below) and estimated program budget [excel format below - format on [www.cisu.dk/program](http://www.cisu.dk/program)] | 5 & 6  7-12 |

Budget summary:

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| **Turnover Budget** | 2.020 | 2.021 | 2.022 | 2.023 | **Total** |  |  |
| A. Expected Liquid Funds (funds raised in Denmark) | - | 30 | 50 | 80 | 160 |  |  |
| B. Programme CSP Funds | 4.200 | 4.200 | 4.200 | 4.200 | 16.800 |  |  |
| C. Expected Co-financing | - | 150 | 200,00 | 250 | 600 |  |  |
|  |  |  |  |  |  |  |  |
| **Expenses Budget (Details below)** | **20xx** | **20xx** | **20xx** | **20xx** | **Total** | **% of Total** |  |
| 1. Programme Activities (PPA) \* | 3.605 | 3.263 | 3.395 | 3.393 | 13.734 | 77% |  |
| *Hereof Technical Assistance (TA) \*\** | 131 | 262 | 131 | 131 | 656 | *4%* |  |
| 2. Other Activities | 275 | 647 | 535 | 567 | 1.002 | 6% |  |
| *Hereof Technical Assistance (TA) \*\** | 262 | 157 | 262 | 262 | 945 | *6%* |  |
| 3. Auditing in Denmark | 26 | 26 | 26 | 26 | 105 | 1% |  |
| 4. Administration contribution (Denmark) | 294 | 294 | 294 | 294 | 1.175 | 7% |  |
| **Total Expenses Budget** | **4.200** | **4.230** | **4.250** | **4.280** | **16.960** | **100%** |  |