1. **Objective and relevance (the world around us)**

**1.1 Summary (the intervention logic in a nutshell)**

Mukuru settlement in Nairobi is Kenya’s second largest informal settlement with approximately 700,000 residents. Mukuru is a highly underdeveloped area with widespread poverty, crime and very limited livelihood opportunities. Due to its status as ‘informal settlement’, the Kenyan government is not obliged to provide basic public services in the area. This means that the residents lack access to basic services such as education, health, sanitation, decent housing, infrastructure, fire control and much more.

The vast majority of the population in Mukuru are young people (below 30 years old) - many of them have moved to Nairobi in search for economic opportunities. However, they often find themselves with very few options to make a living and to actually improve their lives. This leaves them disoriented, disillusioned and with a feeling of inadequacy. As a result, many turns to crime, substance abuse or other negative coping strategies. Covid-19 has further worsened this situation. Many of the Mukuru residents are employed in the industrial sector or in day jobs, all of which have been disproportionately affected by the restrictions. Therefore, young people in Mukuru are a particularly vulnerable group. However, as they are the largest part of the population, they are also key to improve living conditions in the settlement.

In August 2017, the County Government of Nairobi named Mukuru a “Special Planning Area”, which caused the Urban Planning Department to initiate a development plan for the area. While tangible change is yet to be seen, this provides an important window of opportunity to advocate for improvements and to influence the development of the settlement. Kenya Red Cross Society has participated in establishing the Community Committees which gives opportunity for residents of Mukuru to voice their needs for changes. However, out of the six Community Committees (of 8-12 members) four has one member each below 30 years, and two has no young members at all. This means, that even though young people are particularly vulnerable AND make up most of the population, they have limited influence on the development of their local community.

In July 2020, Kenya Red Cross Society (KRCS) and Danish Red Cross Youth (DRCY) initiated a DUF-project with the purpose of empowering young people in Mukuru to influence the development of their local community. So far, 213 youths in Mukuru have participated in a “Sprint”-workshop (to be elaborated later), where they have identified challenges in their local community and designed community projects to address them. For example, some youth volunteers have designed systems for garbage collection and recycling to reduce littering, which has been received very positively by the County government, since this is a large issue in Mukuru. Others have created mentorship programmes on teenage pregnancies where older women support young mothers, and others again have started community livelihood projects such as chicken and rabbit farming and urban landscaping to address the widespread lack of income and livelihoods in the area. The projects have three positive impacts. 1. The projects themselves provides tangible improvements for residents in Mukuru. 2. The projects demonstrates to young people that they can actually make a difference, which improves their self-confidence and their motivation to be active change agents. 3. The community projects serve as inspiration for the County Government and as an efficient tool for advocacy towards the Community Committees for improvements of basic public services, such as for example garbage disposal systems and much more.

The experiences from the DUF-project clearly shows that there is a vast need to include young people in the process of developing the settlement, that the youth of Mukuru are highly motivated to participate, and that they have valuable resources to contribute. However, it also shows that there is a need for additional skills among the youth - as well as within Kenya Red Cross - for the youth to actively and efficiently contribute to the development of their community. Because a large part of the youth population deal with challenges such as poverty, lack of education, drugs and alcohol use etc., there is a need for them to be able to deal with their individual challenges before they can meaningfully engage in developing their community. And because all volunteer-driven community initiatives (in Kenya as well as in Denmark) need a supporting platform to be successful, there is a need to improve the capacity of the local branch of KRCS within volunteer management and support. Lastly, there is a need to improve the capabilities of KRCS and the youth volunteers to conduct efficient advocacy at different levels to improve the living standards in Mukuru.

This proposed project *Enhancing Community Development in Mukuru* builds on the experiences and learnings from the DUF project as well as KRCS’ long experience working with youth in Mukuru. To address the challenges mentioned above, this project will improve the personal capacity of young people in Mukuru, so that they are able to contribute actively to the development of their community. It will kickstart projects for community development, initiated and driven by the local youth, to improve living conditions and to serve as a lever for advocating for improvements in local infrastructure. It will improve the capacity of KRCS to support and manage volunteers and the volunteer-driven projects in order to foster sustainable projects with long-term effects. And it will improve the capacity of KRCS to advocate for improved access to basic services at the County level, as well as capacitating youth of Mukuru to influence development at the local level through the Community Committees and the Community Dialogue Days hosted by the government-led Development Committees. The Development Committees are the lowest development organization from the site of the government and encompass members of all sectors present in the area (such as housing, power supply etc.).

The **Development Objective** of this project is**:** *Youth in Mukuru have been capacitated to become change agents and take lead on community development enhancing the living conditions for residents in Mukuru informal settlement.*

To achieve the above stated vision, three interlinked immediate objectives have been developed:

**Immediate objective 1:** *Youth in Mukuru have been capacitated to develop and implement sustainable youth-led community social projects responding to local challenges and thereby contributing to community development.*

**Immediate objective 2:** *KRCS has developed new and strengthened already existing supportive structures and networks for youth living in Mukuru contributing to their engagement in the community development.*

**Immediate objective 3:** *Young people in Mukuru have taken action on challenges in their local communities and are speaking up on youth issues through relevant local bodies and thereby influencing youth policy in Mukuru.*

In order to improve the personal capacity of youth we will make use of the specific Life Skills-methodology which has been developed, tried and tested by the DRCY in Zimbabwe and Malawi and a number of other countries. We will use the Sprint-methodology to facilitate workshops where young people identify challenges in their community and kickstart projects to address them. Both methodologies will be contextualized together with local youth in order to efficiently address the specific context of Mukuru. DRCY will provide training and capacity building of KRCS and the local branches within volunteer management, building on the organizations’ vast experience with youth engagement, while external local partners will be brought in to train KRCS and the local youth on effective advocacy strategies.

**Sprint**is a workshop in youth-led social entrepreneurship and innovation designed with the aim of letting youth take the lead and open up to new and innovative opportunities. It is an effective, fast paced and inspiring approach to the engagement and involvement of young people in the process of developing ideas and responses to local community challenges.

**Life Skills** are a group of empowering skills that enable people to cope with life and its challenges and changes. Life Skills consist of a number of exercises for young people that makes them reflect on themselves, their relations and their community.

From July 2021 to December 2021 within a timeframe of 30 months the project will reach approximately 3,900 unique young people in Mukuru with life skills sessions, Sprint workshops and support for advocacy efforts based on a budget of 2.497.000 DKK.

**1.2 Context**

**Mukuru – a neglected area**

Mukuru is an urban informal settlement situated in Nairobi's industrial zone. It consist of six sub-settlements (communities) and has a population of 700,000 people of which the majority is young people below 30 years. The area is exposed to a number of challenges and risks including fire outbreaks, floods, poor sanitation leading to spread of diseases, severe water shortage, high prevalence of sexual and gender based violence and high levels of crime all of which increases the vulnerability of the residents. The challenges are magnified by the lack of access to basic services.

Living conditions have been further worsened by the Covid-19 pandemic. The economic consequences of the pandemic have been massive: At least 1 million Kenyans have lost their jobs and in Nairobis’ informal settlements 39% of the households report that they have lost all income. This has hit the young people in Mukuru particularly hard. Mukuru is placed in the industrial zone of Mukuru and many young people are employed in companies that are now closed or have lost their day jobs due to curfews and fear of spread of the virus. The economic consequences of COVID-19 has impacted negatively on the mental health of the youth with nearly half (46%) reporting to have felt down, depressed or hopeless during the past week.

Mukuru is classified as an informal settlement which means that the Kenyan government is not obliged to provide public services. Decades of neglect has resulted in severe lack of infrastructure such as decent housing, lighting, security installations and water among others as well as access to basic services such as health services and education. This has led cartels in the informal sector to take advantage of the situation and provide services at extremely high prices.

The County Government of Nairobi named Mukuru a special planning area in August 2017. Subsequently, the Urban Planning Department engaged with the target communities, scholars and key stakeholders in Mukuru to develop an integrated strategic development plan which is expected to lead to significant changes within the sectors of housing and planning, environment, health, education and public infrastructure, finance and commerce and youth affairs. Kenya Red Cross Society has been a key stakeholder in providing technical and financial support to the development of the specific sector plans. Whereas the development plans provide a much-needed opportunity and cause hope for improvements, tangible change on ground is yet to be seen.

There are currently no other organizations targeting youth in Mukuru. There are some international NGO-projects in the area, but they are short-term and rarely lasts for more than a year. There are a number of local Mukuru-based organizations, but they are small in size. KRCS is the only large organization with a long-term engagement in the area and DRC and DRCY are the only international organizations directly targeting youth. KRCS does bi-annual stakeholder mapping on the different stakeholders in the area and the projects they are implementing to enhance coordination.

**The disillusioned youth of Mukuru**

The challenging living conditions, high levels of unemployment and lack of access to education and livelihood opportunities fosters a breeding ground for drug and substance abuse, sexual and gender-based violence and petty crime among the youth. This leads to a number of risks for young people including unplanned pregnancies, HIV/AIDS and other STIs, early marriages due to economic situation, non-communicable diseases due to drug abuse and poor nutrition. Young people feel powerless and youth involved in a current KRCS project in Mukuru explain that they lack skills for problem-solving and good decision-making. Some young people end up engaged in prostitution or local gangs to survive. There is a widespread feeling of apathy among the youth and lack of confidence in themselves. Possibilities for seeking help is limited as youth-friendly services such as health facilities able to deal with health issues in a way that is understandable and welcoming to youth is not present in Mukuru.

Moreover, young people are not in a good position to change these circumstances as they lack representation in local decision-making bodies such as the Community Committees. Despite the fact that the majority residents in Mukuru are young people out of the 6 Community Committees, 4 have one youth member on the committee and two committees does not have any youth on it at all. Lack of youth representation also means that youth issues are not raised and prioritized.

**The negative image of young people**

Due to the fact that some of the young people do drugs and engage in criminal activities, the communities have over the years developed a negative perception of youth in general perceiving them as troublemakers who do not want to contribute to community development. Accordingly, the youth are often excluded from social activities and decision-making in the community. Moreover, a midline assessment conducted by Kenya Red Cross in 2019 found that youth – and young men in particular –leaving behind the hazardous lifestyle have a hard time being accepted back into their local communities as a great amount of stigma remains when the youth choose to change their path.

Despite the negative image of youth, a scoping mission done by Danish Red Cross Youth and Kenya Red Cross youth in Mukuru in 2019 found that the youth have a strong desire to play a more positive role in their respective communities. The youth interviewed expressed that they wanted to use their time, skills and knowledge to give back to their communities, help others moving at the edge of society and foster improved livelihood in the community.

**From DUF to CISU**

The proposed project builds directly on the preliminary findings, best practices and lessons learnt from the DUF project currently being implemented in Mukuru by KRCS and DRCY. This intervention started in July 2020 and will end in May 2021. In this project 13 peer facilitators have been trained in Sprint during an online training facilitated by DRCY.  The peer facilitators have conducted Sprint workshops for 12 youth groups (213 youths, 120 young men and 93 young women) in the six settlements of Mukuru (2 groups in each settlement). Through these workshops the 213 youths have been involved in identifying local challenges and designed youth-led projects responding to the challenges.

The preliminary findings and the feedback from the youth involved in the DUF project show that the Sprint methodology is an effective way to engage youth in community development. However, they also show that the Sprint methodology must be contextualized further to be effective in the context of Mukuru and more importantly, they show that the Sprint method cannot stand alone. From the DUF project we learned that taking lead on community development is more effective if the youths have personal capacities to first address their own personal problems, Thus, the Life Skills methodology play a key part in the proposed intervention. Moreover, supportive networks and platforms have proven to be key for the successful implementation of the Sprint-projects. These are not properly in place in the DUF project and this insight has laid the ground for amongst other things including capacity development of KRCS within volunteer management in the proposed intervention. Finally, whereas the DUF project shows a great potential for developing youth-led local solutions, there is no mechanism for translating these solutions into long-term structural changes beyond the scope of the small-scale community projects. Accordingly, it has been a request from the youth to include elements on advocacy and establishing links to decision-makers and stakeholders. Furthermore, it has been a request from the youth to include support on entrepreneurship and business management.

In the DUF project we targeted a little more than 200 young people in the six settlements of Mukuru. Out of Mukurus total population of 700.000 people, more than 60% are below the age of 30 and the interest from the youth in Mukuru in this project has been massive. To build on this momentum, the support from the local communities and the capacity build through the DUF project, we now wish to not only add the components of Life Skills, Volunteer Management and Advocacy, but also scale up and target 3900 youths in the six settlements of Mukuru.

Hence, learnings from the DUF project and inputs from the youth engaged in this project has impacted heavily on the project strategy and design of this intervention. But the prosed project also draws on significantly on best practices, approaches and lessons from KRCS’ 10 years of experiences working in Mukuru and in particular from the lessons learnt and inputs from youth engaged in the Urban Resilience Programme (2017-2021) implemented in Mukuru by KRCS and DRC. How the experiences from the DUF project and the UR project and the inputs from Mukuru’s youth has impacted the project design will be further elaborated throughout the application.

**Climate- and environmentally friendly approach**

Nairobi is frequently subject to natural hazards including floods and drought in particular, which are exaggerated by deforestation, poor land use planning and population growth. Since the consequences of these hazards are main challenges for Mukuru, some of the youth-led community projects are likely to address them. In supporting the youth with their projects, KRCS will promote sustainable, environmental-friendly, green solutions. In implementing the project in general, KRCS and DRCY will promote environmental-friendly practices such as minimal paper use and increased use of online communication to reduce the flights between Denmark and Kenya.

1. Partnership and partners

The proposed project has been developed in close collaboration between Kenya Red Cross Society (KRCS) and Danish Red Cross Youth (DRCY) with support from Danish Red Cross (DRC) who is present in Kenya. The design of the project is based on inputs from the youth in Mukuru involved in the DUF Pilot Project including youth volunteers, local youth groups in Mukuru and KRCS staff and the KRCS National Youth Office who have all provided invaluable input, suggestions and modifications throughout the design process. The national youth office provided technical support on ensuring the project strategies are in line with KRCS youth policies and also aligning with ongoing KRCS youth projects in Nairobi.

The partnership between KRCS and DRCY was initiated in 2019 when KRCS reached out to DRCY for technical support within the field of youth. In August 2019 the partners conducted a scoping mission to Mukuru with the purpose of identifying needs among youth in Mukuru, assess the capacity of KRCS youth volunteers and identify possible areas of collaboration between KRCS and DRCY. Based on the findings the DUF project was designed and initiated in July 2020. During the past 2 years partnership has been built between staff members at DRCY HQ and KRCS HQ and Nairobi branch. We wish to use this proposed project as an opportunity for strengthening and expanding our partnership to also build relations between key youth volunteers in KRCS and DRCY which will be elaborated in the section on project strategy.

The implementation of this project also leverages on the strong, long-standing partnership between KRCS and DRC which will be elaborated below. DRC has in country-presence and for the past 12 years KRCS and DRC have worked together on strengthening resilience among residents in Mukuru. Hence, DRC will play an important supporting role. Below the capacity, role and responsibility of each partner will be explained.

**Danish Red Cross Youth (DRCY)** is an independent youth organization and part of the International Red Cross/Red Crescent (RC/RC) Movement. DRCY is the largest humanitarian youth organization in Denmark with 13,000 members and 5,000 volunteers who conduct activities for 10,000 beneficiaries every year. DRCY does not have its own International Strategy, but follows the DRC International Strategy 2015-2021, where ‘Youth and volunteers as change agents’ are emphasized as a goal under Strategic Ambition 2 (‘Empowered civil society with a strong RC/RC’).

Competencies and project experience: DRCY has more than 30 years of experience implementing international projects. Both in Denmark and abroad, the DRCY has a strategic focus on youth engagement and development. Here, youth are targeted both as leaders, volunteers and beneficiaries through participatory, youth-to-youth and evidence-based methodologies. Currently, DRCY is implementing projects in partnership with Red Cross/Red Crescent (RCRC) societies in Belarus, Georgia, Armenia, Greenland, Palestine, Syria/Iraq, Zimbabwe, Malawi, Kenya and Ukraine. DRCY has substantial experience in implementing and managing projects funded by CISU, DUF, ERASMUS+ and private donors. DRCY has previously implemented youth development projects in Romania, Hungary, Bulgaria and Kyrgyzstan in Europe as well as Uganda, South Sudan, Ethiopia and Jordan, from which learnings and practices are derived in relation to the proposed project in Kenya. DRCY applies many of the same techniques and methodologies in different projects, of course always closely contextualized to the local context.

This project will benefit from a number of DRCY’s core competencies such as Life Skills, Sprint (a method for social entrepreneurship and innovation to developing youth-led initiatives) and peer-to-peer support, which are vital in responding to the needs of the young people. In addition, DRCY has experience in developing supportive organizational structures and networks which encourage youth influence, youth leadership and youth volunteer development. DRCY has a number of well-defined materials and methods that are developed, tested and used nationally as well as internationally and we have established processes for contextualization. The DRCY material includes: A contextualized Sprint-manual for Kenya (developed as part of the DUF project), a contextualized Life Skills for Southeast Africa, material on volunteer management, conflict management, facilitation and much more. DRCY also has experience with establishing  networks between youth volunteers in DRCY and other national societies through online mentorship schemes. In this project, the main competencies that will be applied are Life Skills, Sprint, facilitation skills, online mentoring and volunteer management.

In 2019 and 2020 DRCY has worked with KRCS on empowering youth in Mukuru through the DUF Project. During the project DRCY has trained 13 peer facilitators in Sprint and Sprint workshops have been implemented in the six settlements of Mukuru by the peer facilitators. A contextualized Sprint manual for Kenya and training material for peer facilitators has been developed. These experiences and resources will be directly applied in the proposed project where the Sprint manual will be used as a starting point for further contextualization and the peer facilitators will be used as trainers/master trainers. From February to June 2021 two full-time volunteers in Kenya and two part-time volunteers in Denmark support the implementation of the DUF project through a Youth Leader Exchange Program funded by DUF. The youth leaders will take the first steps towards building partnership between DRCY and KRCS at volunteer level based on which the youth mentorship scheme of the proposed project will be based.

DRCY has a secretariat with 35 employees, including four international advisors. In DRCY, all international projects are supported by a group of Danish volunteers who have experience from volunteering in Denmark. The methods and approaches that we use in Denmark are also – to a large extent – the ones that we apply abroad. Therefore, volunteers are a large part of designing and implementing projects, trainings, activities etc. for youth. There is currently a Kenya volunteer group consisting of 5 experienced volunteers who will support implementation.

Role and responsibility of DRCY within this project: DRCY is the grant holder and overall responsible for the project including financial management and monitoring of project implementation. Moreover DRCY has a key role in providing technical support on certain areas especially Life Skills, Sprint and Volunteer Management including quality assurance of material, trainings and activity concepts. The DRCY HQ holds the overall responsibility towards CISU.

**Kenya Red Cross Society (KRCS)**is a voluntary organization established through the Kenya Red Cross Society Act (Chapter 256 laws of Kenya), auxiliary to the Government and a member of the International RC/RC Movement. KRCS’ vision is ‘*a sustainable, effective and trusted humanitarian organization serving present and future generations’*. Youth is a high priority within KRCS who has established a Youth Development Department with the main goal of supporting youth to lead positive change in their communities.  Young people are also represented in the governance structures of KRCS at all levels through the National Youth Structure, including both a National Youth Assembly, a National Youth Committee, Regional Youth Assemblies, Regional Youth Committees, County Branch Youth Assemblies, County Branch Youth Committees and Youth Clubs/Groups at community level.

At local level youth are organised in youth groups (out of school youth) and Red Cross youth clubs/chapters (in school youth). Youth groups/clubs consist of young people below 30 years and they are established with the purpose of structuring Red Cross youth activities in the area. The youth groups are approved at registered by the Red Cross County Branch and at KRCS National Head Quarters. The youth in Mukuru are mobilised and organised into groups by Community Response Teams which has been trained and capacity-built by KRCS. Mobilisation of youth locally is sometimes supported by the Red Cross County Youth Committee. The Youth Committee is elected by County Branch youth members and has the responsibility to represent the interest of youth in relation to Red Cross activities within the county and monitor youth activities. The proposed project will use these structures to reach the target group.

KRCS has 47 County Branches and 8 regional offices through which they respond to humanitarian and developmental needs all over Kenya reaching more than 3 million beneficiaries directly and more than 15 million indirectly each year. KRCS has 500 staff members and 217.000 volunteer members out of which 131.540 are youth. The proposed project will be anchored at the KRCS Nairobi Branch and make use of the six small KRCS office spaces located in each of the six settlements in Mukuru. Nairobi branch has a volunteer base of over 15.000 youth volunteers and 13 staff members.

Competencies and project experience: The KRCS has vast experienced in working with international partners. Currently, they are collaborating with multiple organizations including the United Nations’ Organizations such as United Nations Population Fund (UNFPA), UNICEF, UNHCR, FAO among others the European Union (EU), USAID as well as the Norwegian, Finnish Danish, American and Italian Red Cross society who have an in country presence. Each of their international partnerships target specific groups, subjects or areas and the KRCS handles juggling the many projects very well. Despite the many partnerships, the KRCS identified a specific need for strengthening their capacity with relation to youth engagement. Therefore, they reached out to the DRCY and began collaborating on youth issues in 2019.

KRCS has more than ten years of experience implementing community-based development projects in urban informal settlements. They have operated in Mukuru since 2008 where their engagement began as a fire safety and road safety project. This grew into an urban risk reduction project that reached more than 1 million people living in Mukuru and six additional informal settlements. KRCS is currently implementing an Urban Resilience Program (2017-2021) in Mukuru focusing on supporting multi-hazard risk reduction. Due to the consistent and timely response to disasters in the informal settlements, KRCS has established a trusting and mutually respectful relationship with the community members which provides a strong foundation to continued engagements.

KRCS enjoys a close working relationship with the Government of Kenya being auxiliary to both the National and County government in relation to humanitarian and development needs. KRCS is a trusted partner to the public authorities within key fields such as Disaster Risk Management, Health, Nutrition and social services and Water, Sanitation and Hygiene (WASH) and the KRCS National Youth Coordinator is on the working group on youth established under the Ministry of ICT, Innovation and Youth Affairs. At County level KRCS has worked closely with the Nairobi County Government for the past 10 years and since the County Government named Mukuru as a special planning area in 2017, KRCS has been a key stakeholder in providing technical and financial support to the development of specific sector plans. The project will build on KRCS strong relationship with state authorities as ground for influencing and advocacy and for supporting the youth in playing a major role in the review of the short-, mid- and long-term plans for the development of Mukuru.

The proposed project will also leverage on KRCS network within the private sector including but not limited to KRCS’ collaboration with and loan institutions such as Kenya Women Finance Trust, Kenya Youth Fund and Kenya Commercial Bank. This network will be used to build linkages between the youth in Mukuru and relevant private sector actors that can offer support for their community projects.

Roles and responsibilities of KRCS within this project: KRCS will be responsible for the planning, and implementation of the project activities including on-going monitoring and progress reporting. The financial management of day-to-day activities and liaison with stakeholders will be the responsibility of the project manager based at KRCS Nairobi Branch under supervision of KRCS’s HQ and the National Youth Coordinator and with support from the DRC team in Kenya. Ongoing monitoring, reporting and collection of learning will be the responsibility of the project monitoring officer who will also ensure compliance at all levels of implementation. Reporting will be supported by the KRCS National Youth Coordinator who will also provide technical support in line with the KRCS youth policy and strategic goals and link project activities and insights to relevant Government Youth Policy processes.

The KRCS holds solid capacity for financial management developed through years of cooperation with various international partners. Procedures and practices are in place and live up to CISU standards. In addition, KRCS will benefit from Financial Management support from the DRC Finance Officer in Kenya.

**The Danish Red Cross** through its Kenya Country office has worked with Kenya Red Cross since 2008. The DRC country office is based in Nairobi and is currently supported by three full-time delegates (the DRC Country Manager, the regional finance delegate and the regional health delegate) as well as two staff members (a country finance officer and a project assistant). Throughout the last 12 years DRC and KRCS have worked together in urban informal settlements, including Mukuru, implementing programs that seek to reduce disaster risk and build community resilience. Since 2017, DRC has worked with KRCS on the Urban Resilience Program (2017-2021) focusing on supporting multi-hazard risk reduction, enhancing social cohesion through provision of psychosocial support and support engagement in policy discussions.

DRCY/DRC collaboration: Due to internal statutes within the International Federation of Red Cross/Red Crescent, DRCY can only engage in international partnerships where DRC already is present and have an active partnership with the local a national Red Cross/Red Crescent Society. It means that DRCY is collaborating and coordinating closely with DRC when operating internationally and has developed a Memorandum of Understanding for its international cooperation.

Roles and responsibilities in this project: The main role of the DRC will be to support KRCS in implementing this project through the DRC Country Office in Nairobi and the three DRC delegates and two staff members. The in-country presence allows DRC to offer support in relation to day-to-day implementation including support with financial management and bookkeeping. The project will leverage on already existing support mechanisms and procedures in place through the long-standing DRC-KRCS partnership, while the responsibility for project implementation, monitoring and reporting lies solely with DRCY and KRCS.

**Other partners:** This project will benefit a lot from KRCS’ existing partnerships with government entities, NGOs and the private sector. The key ones are:

**County Government of Nairobi:** KRCS has worked closely with the County Government on humanitarian and developmental projects since it was established in 2010 and with the Nairobi City Council before that. The Nairobi County Government oversees all development programs within their jurisdiction and they are responsible for provision of services related to Physical Planning, Public Health, Social Services and Housing, Primary Education Infrastructure, Inspectorate Services, Public Works, Environment Management, Industrialization, Corporate Development and Public Service Management. Hence, they are key gatekeepers when implementing development programs and when working to improve service delivery and the County Government will be a key target for the advocacy efforts of this project. Moreover, the youth office at the County Government are responsible for youth programming within Nairobi county and they offer technical and financial support to youth entrepreneurs. Thus, KRCS will use its strong relationship to facilitate contact between the youth office’s field officers operating at local level and the youth groups in Mukuru. Through the proposed intervention, KRCS expect to strengthen their collaboration with the County Government within youth affairs. Moreover, the project is expected to establish permanent platforms for exchange between the county government and the youth in Mukuru through sensitizing the youth on the referral pathways and supporting the youth in arranging community dialogue events.

**Ministry of ICT, Innovation and Youth Affairs:** KRCS has a strong working relationship with this ministry and the KRCS National Youth Coordinator is part of the Ministry’s technical working group on youth. The Ministry has two overall tasks related to youth: 1) Provision of national guidance on youth programming including guidance on youth access to loans and grants and 2) policy formulation on youth issues. Hence, the Ministry will be a key target for advocacy on policy changes. Moreover, KRCS will link the youth groups with the Ministry’s field officers operating at local level to support the youth groups in applying for loans or grants.

**Ministry of Education:** The KRCS has a long-term working relationship with the Ministry of Education on School Programming. Most schools in Kenya has a Red Cross club where the children and youth meet regularly to do activities. The Ministry of Education will play a key role in relation to the coordination of the activities for in-school youth included in the proposed project. The Ministry will assist in briefing of the relevant staff, including teachers and Red Cross Club patrons. Deteriorating mental health of youth is a growing problem in Kenyan schools. In the proposed intervention Life Skills session on topics such as stress management is a key component. Hence, KRCS expect to strengthen their collaboration with the Ministry of Education within the field of youth and mental health.

**National Youth Council (NYC):** is the highest advisory organ to the Government of Kenya on youth issues and thus have a significant impact on policy formulation related to youth affairs. KRCS has a strong relationship with the Youth Council and the KRCS National Youth Coordinator is a member. Through the proposed intervention KRCS will gain in-depth knowledge of the challenges and wishes of the youth in Mukuru to bring to the council discussions. Moreover, the project activities aim at capacitating the youth in Mukuru to run for a seat on the council. Finally, the council will be a target of advocacy and KRCS will sensitize the youth on referral pathways to ensure that the youth groups of Mukuru can present their inputs to the Council.

**NGOs/UN agencies (UN HABITAT/UNDP) in Mukuru:** KRCS is part of coordinating committees on various topics at county level (including health etc.) As mentioned KRCS is the only ones targeting youth specifically and therefore there is currently no coordinating committee on youth. Most NGOs engage in Mukuru for a shorter period of time and therefore KRCS does bi-annual mappings to get an overview of active NGOs in the area. KRCS will use its position on coordinating bodies and bi-annual mappings to ensure coordination and exploitation of potential synergies with other projects. Currently relevant stakeholders to coordinate with include: UNDP and UN HABITAT, AMREF, World Vision, Slum Development Initiative and SHOFCO.

**Innovation/Accelerator Labs;** are privately owned hubs in Nairobi supporting start-ups. Recently, KRCS started collaborating with several hubs. The hubs will play a key role in assisting the youth from Mukuru develop and strengthen their projects in cases where the projects developed by the youth is related to start-ups and livelihood opportunities. KRCS will use its connections to facilitate exchange visit for the youth of Mukuru to get inspiration and technical inputs. KRCS has recently opened an innovation unit at their HQ and the hope is that the proposed intervention can strengthen the collaboration with private innovation hubs.

**Private sector (financial institutions, trust funds, SMI saving and loans);** Through recent projects KRCS has begun building a strong network among private sector actors. This includes signing of MoUs with among others the Kenya Commercial Bank who offers training of youth in relation to business management and provides loans for start-ups KRCS will use this network to link the youth groups who will develop projects related to income generation with relevant stakeholders that provide trainings and financial support. Moreover, the expectation is that the collaboration initiated between KRCS and private sector entities such as Kenya Commercial Bank will be strengthened through this project and that the network will be expanded.

**Equity Group Foundation (EGF):** For the past three years KRCS has been partnering with the EGF to enhance social protection (inclusive financial services) and small enterprise development targeting women, youth and other marginalized groups. Equity foundation is the social arm of one of the leading financial institution in Kenya; Equity bank. Previously Equity group foundation has supported KRCS to conduct entrepreneurship trainings, financial literacy sessions and empowerment of youth groups in Murang’a and Turkana Counties. Under the proposed project, the EGF will be involved in providing entrepreneurship trainings and financial literacy sessions with the target youth groups.

**International Center for Humanitarian Affairs (ICHA):** ICHA is a key partner to KRCS when it comes to policy formulation and advocacy. ICHA is a commercial entity that offers services related to research and knowledge management to inform advocacy efforts on humanitarian issues. ICHA also offers training in advocacy as well as technical support and guidance on advocacy and policy formulation related to humanitarian issues. In relation to the proposed project ICHA will be the ones to train key youth volunteers and staff members in advocacy as well as support the development of an integrated strategic KRCS plan for advocacy on youth.

1. Project strategy: Target groups, objectives, strategy and expected results

* 1. **Target groups**

|  |  |
| --- | --- |
| **Target groups** | **No. of beneficiaries** |
|  | **Men** | **Women**  | **Total**  |
| Youth Groups (Out of school youth)  | 1800 | 1800 | 3600 youths (in 180 youth groups) |
| Youth Clubs (In School youth) | 150 | 150  | 300 youth (in 15 RC youth clubs) |
| KRCS Youth Master Trainers | 12 | 13 | 25 |
| KRCS Youth Peer facilitators | 24 | 24 | 48  |
| Youth representatives from the six target sites | 6 | 6 | 12 |
| KRCS Staff (trained in Volunteer Management, Advocacy, Life Skills and Sprint) |  |  | 20 |

The main target group of this project is young people (16-30) living in the six settlements of Mukuru informal settlement in Nairobi: Kwa Njenga, Kwa Reuben, Viwandani, Landimawe, Kayaba and Fuata Nyayo. Specifically, the project will reach 3,900 young people in Mukuru as primary target group. The youth will be reached through the Youth Club-structure (explained above under ‘Partners: Kenya Red Cross Society’). Youth Clubs and Youth Groups are established by KRCS to coordinate and organize youth activities in the area. KRCS have registered 85 Youth Clubs in schools all over Mukuru and all Youth Clubs have a chairperson. The Youth Clubs consist of between 20 and 50 young people and they meet regularly (once or twice per week) at the school premises. The meetings include trainings in first aid, extra educational classes, lectures on humanitarian principles and much more, depending on the youth club. The members of the youth clubs are 13-18 years old. This project will target 15 of the 85 Youth Clubs in Mukuru, corresponding to 300 youth. Similar to the Youth Clubs, the project will also target Youth Groups. Youth Groups are for out-of-school youth. Given the nature of the members, the Youth Groups are slightly less organized than the Youth Clubs. Some of the Youth Groups are already existing and well organized, while others are currently dormant, and others again will be established for this project. The members of the Youth Groups are normally 18-30 years old but can also include younger members, that for some reason are out of school. This project will reach 180 Youth Groups corresponding to 3,600 out-of-school youth through existing and new Youth Groups.

The in-school youths are predominantly long-term residents who were born in Mukuru. The older age group will be comprised of both residents and newcomers who have moved to the city in search for work. The youth group is likely to be very diverse with some youth just about to finish school and start their grown-up life and others unemployed and maybe abusing drugs. However, the youth are united in facing lack of access to basic services and livelihood, being exposed to SGBV and crime and to a varying degree being looked at negatively by their local community. Learnings from DRCY’s work with Life Skills in Malawi and Zimbabwe show that sessions are most effective when the youth are grouped according to age since there is often a big difference between the problems of a 16-year old and a 28-year old. Moreover, through the DUF project in Mukuru we learned that the Sprint workshops worked best with groups of youth in the same life situation (ieg. Unemployed or challenged in relation to drug and substance abuse). Accordingly, the different characteristics of the youth will be considered when grouping them.

**Selection of target group**

The project will target 300 in-school youths (13-18 years) and 3,600 out-of-school (primarily 18-30 years). The project have chosen to heavily focus on the out-of-school youths since these are the ones in the most critical life situation that will benefit the most from developing their personal capacity and from successfully implementing community projects. However, KRCS (in collaboration with the Ministry of Education) have also identified a need for supporting young people to develop their personal capacity and improve their mental health before they finish school. Therefore, the smaller number of in-school youths are also included.

As mentioned, some of the Youth Groups are already existing while others need to be established. The selection criteria will be developed in close collaboration between the communities, the Nairobi Branch and the KRCS County Youth Committee. Key criteria will be youth between the age of 16 and 30 who were not targeted with the DUF pilot project. Moreover the selection criteria will ensure inclusivity in the mobilization with equal and fair representation of both genders and other groups such as youths with disability, youth with special needs like those stigmatized as criminals or youth addicted to drugs as well as youths living with chronic health conditions. The KRCS Community Response Unit will then be responsible for mobilizing young people for the new Youth Groups as well as having them registered, organized and constituted with a chair.

The 213 youth that have already been reached in the DUF project will not be directly targeted in this project, since this will include new Youth Clubs and Youth Groups. However, a number of the 213 will be included as master trainers and peer facilitators (to be described below), since they have already been trained and capacitated and can therefore contribute with valuable resources to the new project.

**Involvement of the target group in project design**

As mentioned this project builds on learnings mainly from the DUF project and the Urban Resilience Project (implemented by KRCS and DRC 2017 – 2021) as well as the scoping mission conducted by DRCY in 2019. In the DUF-project, continuous review meetings are held with Sprint-peer facilitators (local Mukuru residents) as well as follow up meetings with local youth groups in Mukuru. In the Urban Resilience Project, local “Youth Champions” (Mukuru residents that have been trained in the project) have conducted a large number of informal talks with local beneficiaries about their needs as preparation for this project. The key issues raised by local youth are (1) lack of representation of youth in local decision-making platforms (2) request for entrepreneurship trainings to increase access to sustainable livelihood projects (3) problems with substance abuse and lack of personal capacity among youth (4) request for training in advocacy and presentation skills to be able to effectively influence local decision-makers. These needs and requests have formed the base for the project design. Furthermore, the youths from the DUF project have also provided valuable feedback on the Sprint methodology and suggestions for modifications (elaborated in the section on project strategy).

**Relation to the target groups**

KRCS has been working in Mukuru for more than ten years allowing them to establish a close working relationship with the local communities and the youth. Moreover, youth is an explicit priority within KRCS which is evident from their strong youth structures securing youth representation system both at the national and county level. Youth of Mukuru is represented through the Nairobi County Youth Committee. This committee represent youth interest in relation to Red Cross activities in the county ensuring that youth voices and recommendations are not only heard, but are prioritized at the County Board. Due to its long-standing, close relationship with the communities in Mukuru and prioritization of youth both at program level and in organizational set-up, KRCS is well-positioned to act as champion for youth issues in Mukuru.

**How will the primary target group benefit**

As mentioned the youth in Mukuru lack self-esteem and confidence in the fact that they can do something to change their situation. They also lack skills for problem-solving, good decision-making and general reflection as pointed out by some of the youth interviewed during the DRCY-KRCS scoping mission in 2019. The DUF project brought about the realization that before the youth can act effectively as active change agents and take lead on community development, they need to improve their personal capacity. To build their intrapersonal and interpersonal skills, we will make use of the DRCY Life Skills methodology (which will be explained in detail in the ‘Strategy’ section). Accordingly, the youth will benefit from participation in Life Skills sessions in which they will build intra- and interpersonal skills such as skills for dealing with peer pressure, how to handle conflicts, good decision-making and other skills to enable them to cope with their personal challenges in a constructive way.

As the Life Skills approach will build the personal capacity of the target group, the DRCY Sprint-methodology will assist the youth to kickstart small development projects in their community and thereby build the confidence and capacity of the youth to take lead on community-development. Accordingly, the youth will gain from participating in Sprint workshops in which they will identify challenges in their local communities and develop realistic, implementable community projects to address those challenges (Sprint-methodology will be elaborated in the ‘Strategy’ section). Some of the projects developed under the DUF project were initiation of poultry farming to address the issue of lack of livelihood and a mentorship program to prevent early pregnancies. Accordingly, the youth will not only benefit from the projects implemented - which will contribute to lasting community development and enhance their living conditions - they will also benefit from the confidence they gain and from the skills of identifying problems, planning inventions and public speaking they built through the five stages of Sprint. Both the confidence and skills can be used for solving problems and leading development beyond the scope of this project.

As mentioned, it has been a request from the youth in the DUF-project to receive training and support on entrepreneurship and business management for those that develop livelihood projects during the Sprints. Therefore, the youth will conduct experience exchange with other groups and receive follow-up visits by peer facilitators and master trainers (to be explained below) that will support on business management in order to ensure the sustainability of the livelihood projects. Relevant projects will also be linked with KRCS contacts in the public and private sector such as the youth office at the County government and existing businesses as well as Accelerator Labs and Innovation Hubs in Nairobi.

Finally, the youth will gain from the advocacy efforts in the project. Besides, the high-level advocacy component of the project (to be explained in the strategy section), the youths will be visited by trained key youth volunteers and KRCS staff, that will help them conduct local level advocacy. In praxis, they will be supported on how to take their Sprint-ideas and projects and present them to the Community Dialogue Days and thereby influence decisions on community development at the local level. Experience has shown that it is difficult for the young people to address the Community Dialogue Days in a good and constructive way and this will therefore highly needed. Furthermore, they will also assist the youths in referral pathways for possibly presenting their projects or ideas to the National youth Council of Kenya or the Ministry of ICT, Innovation and Youth Affairs.

The youth will be reached through a number of trained volunteers and staff to be described in the following.

**Master trainers: 25 KRCS youth volunteers and 5 staff members**

The Master Trainers will be trained by DRCY in Life Skills, Sprint, facilitation techniques and how to train others through a ToT (Training of Trainers). Based on this they will conduct a ToF (Traning of Facilitators) in Life Skills and Sprint for 48 Peer Facilitators. The Master Trainers will further be trained in entrepreneurship skills and business management by Equity Group Foundation in order to effectively support the youth that conduct livelihood projects as a result of the Sprint workshops. Finally, the master trainers will be linked up with DRCY Youth Mentors who will offer support and sparring throughout the project period through an online mentorship scheme.

The master trainers will be selected among youth volunteers from KRCS’ branch in Nairobi, the KRCS regional office of the lower eastern region and amongst peer facilitators from the DUF project residing in Mukuru. This choice has been made to ensure that capacity in Life Skills and Sprint is not only built at local but also at county and regional level and since prior skills in and experience with facilitation and youth projects is needed to train the volunteers to a master level. Thus, the master trainers who are youth between 18 and 26 years old themselves will be selected based on their experience working with community development and with youth in Mukuru as well as relevant trainings in facilitation skills etc.

**Peer facilitators: 48 KRCS youth volunteers**

The 48 Peer Facilitators will be trained by the Master Trainers through a ToF in Life Skills and Sprint. The Peer Facilitators will be the ones to implement the life skills sessions and the Sprint workshops with support from the master trainers. The peer facilitators will compose of local youth volunteers from Mukuru (8 from each target area) who understand the local youth dynamics. The peer facilitators will play a key role in ensuring that the life skills and sprint sessions are contextualized to Mukuru youths and translate them into language that relates to the youth. The youth-to-youth approach is an essential part of the Life Skills and Sprint methodology because young people have a unique capacity for relating to their peers solely due to the fact that they are young. Our experience working with Life Skills and Sprint around the world show that being able to meet other young members of your community in a mutual setting, free of age-based superiority, makes it easier to relate to each other’s challenges, needs, hopes, dreams and experiences. This enables the creation of a safe space which support the learning and skill-building of the youth.

Selection and recruitment of the master trainers and peer facilitators will be done in close collaboration between the County Youth Committee, the Nairobi Branch Office, the National Youth Office and KRCS HR department and seek to have a gender balance.

**12 Mukuru Youth representatives (two from each project site) trained in volunteer management and advocacy:** To effectively implement their community projects the youth groups will need strong organizing. Accordingly, 12 youth representatives (two from each target area) will be trained in the Volunteer Management by DRCY to support the youth groups in mobilizing, retaining and motivating its members. As mentioned, the challenges identified, and the projects developed through Sprint will provide the basis for the advocacy efforts of this projects. Thus, the 12 representatives will also be trained in advocacy, rights-based approach and PANT principles to support the youth groups in translating their projects into advocacy items and develop an strategic advocacy plan. At local level, the youth groups have established procedures for selecting members to represent them on trainings etc. Hence, the 12 representatives will be selected democratically by the youth groups and clubs involved in this project.

To ensure that capacity for volunteer management and advocacy is not only built at local, but also at branch, county and regional levels and to anchor the capacity in the organization of KRCS the following stakeholders will also participate in the trainings on volunteer management and advocacy: The executive committee of the County Youth Committee including the County Youth Coordinator in charge of the Nairobi Branch and representatives from the Regional Youth Committee (KRCS youth volunteers at district and regional level), the Nairobi Branch focal point for youth affairs and the project coordinator (KRCS staff at Nairobi Branch).

**Secondary target groups**

The project’s main **secondary target groups** will be the residents in Mukuru and the youth involved in the projects developed through Sprint. The plan is conduct 195 Sprint workshops leading to at least 100 community projects. If at least 5 youth outside the youth group is involved in each community project (which is definitely realistic), the project holds a potential for reaching 600 additional youth through the initiatives developed. The local community in general will benefit from the community projects developed through Sprint and implemented by the youth. It is expected that these projects will lead to improved services and thus increased well-being and improved conditions for the residents in Mukuru. Moreover, as the youths build skills to better cope with their challenges, resist peer pressure and improve their relations to others, their family members, friends and fellow residents will benefit from the improved social cohesiveness in the community. This will enhance a productive environment to focus on more developmental issues.

The project will address gender equality and promote equal right to participate. If relevant the project might implement activities directed at men/women respectively. However, it is expected that young women will constitute 50% of beneficiaries across all outputs. Finally fair representation of other groups such as youths with disability, youth with special needs like those stigmatized as criminals or youth addicted to drugs as well as youths living with chronic health conditions will also be prioritized.

**3.2 Strategy of the intervention**

**Theory of change and approach to the development triangle**

The proposed project builds on the DRCY Theory of Change which reads as follows: *“If young people have capacity, skills and experience to lead their own development AND the organizational platform/supportive structures AND access to (be) decision makers to make their voices heard THEN they will actively engage in civil society and act as change agents, identifying and responding to needs in their local communities AND cooperate among youth to have their voices heard by local and national duty bearers, contributing to increased opportunities for young people.”*

In this project, young people will improve their skills and capacity through life skills and Sprint workshops and they will get experience on leading their own development through practical implementation of the community projects. The youth and their projects will be supported by the organizational platform of the local branch, the KRCS youth structures and existing volunteer groups. These supportive structures will be strengthened through trainings in volunteer management. Finally, the youth will be capacitated to have their voices heard among local decision makers – through the Community Dialogue Days and Community Committees - and they will be linked up with national decision makers, such as National Youth Council, and the Ministry of ICT, Innovation and Youth.

The project addresses the three components of the development triangle as follows: The life skills sessions and Sprint workshops under objective 1 lead directly to improvements in the target groups’ life situation and can therefore be considered as service delivery. However, they are highly strategic in nature since the purpose of the Sprint workshops and community projects is not only to create lasting local improvements but also for the projects to be used as an advocacy tool to advocate for structural change towards decision makers. Objective 2 will build organizational capacity of KRCS through trainings of KRCS staff and key volunteers in volunteer management and through engaging the KRCS master trainers in a mentorship program with DRCY volunteers. The advocacy component is explicitly formulated under objective 3 in which KRCS staff, youth structures and key volunteers are trained in rights-based approach and advocacy to support the youth groups in translating the challenges and solutions identified through Sprint into advocacy items to be presented at the community and government-led platforms for decision-making described below.

**Life Skills**

As argued, insights from the DUF project showed that to effectively take lead on community development, the youths will first need to build personal capacities to address their personal challenges. For this purpose this project will make use of the DRCY Life Skills methodology.

Many organizations working within the sectors of education, health, youth and community development use the term ‘life skills’ to describe a range of different skills and approaches. Within the DRCY-methodology**Life Skills** are a group of empowering skills that enable people to cope with life and its challenges and changes. Life Skills consist of a number of exercises for young people that makes them reflect on themselves, their relations and their community. They learn how to set boundaries, how to deal with peer pressure, how to handle conflicts, how to be a good listener, how to deal with stress and much more.

DRCY has been working with life skills in a large number of countries, from Greenland over Ukraine to Georgia, Lebanon and Zimbabwe and a has developed specifically adapted and contextualized materials for MENA, Eastern Europe, Denmark and Southeast Africa through extensive research within the local community in the different regions. The method and training materials are well-tested and life skills have proven extremely efficient for improving self-confidence and psychosocial well-being among youth, promoting good communication, positive thinking, analytical skills and goal setting, cooperation and coping. Strengthening life skills helps individuals and communities to manage challenges and risks, maximize opportunities and solve problems in co-operative, non-violent ways. In many settings building informal interpersonal skills have also proven to be an important step on the way to employment as they form a strong basis for entering a workplace or succeeding at an educational institution.

In Mukuru, a similar – but still quite different - form of life skills has been implemented during the KRCS Urban Resilience project and during 2017–2021, 2,160 young people have participated in the sessions. In the evaluations, the participants have highlighted that there is a need for developing this format to include more skills on problem solving and general reflection. During the DRCY scoping mission in 2019, KRCS also highlighted the need for a youth-to-youth approach where young people facilitate the exercises and call for reflection and recognition rather than lecturing. This is exactly, the core of the DRCY life skills methodology.

This project will build on the feedback from the UR project when further contextualizing the Life Skills material developed for Southeast Africa. This will be the starting point for involving the youth of Mukuru in further adaptation to the context of Mukuru and the target groups involving both young men and young women as well as in-school and out of schools youths. A contextualization workshop will be facilitated by DRCY and include members of the target group as well facilitators from the DUF project and other key volunteers and staff from KRCS. During this, the most common social and personal dilemmas and challenges will be identified and exercises directly targeting these situations will be developed. This process has been conducted several times by DRCY in order to adapt the methodology to challenges faced by the local youth.

Life Skills sessions usually focus on one thematic topic such as for example ‘peer pressure’ or ‘conflict management’ and last for 1-3 hours. In the proposed project, the sessions will be conducted continuously over time and in order to achieve the best effect and all Youth Groups will go through at least three sessions. The peer facilitators will decide which session will be most relevant to conduct with that exact Youth Group.

**Sprint**

To capacitate the youth to take lead on community development, the project will make use of the DRCY Sprint methodology. **Sprint**is a workshop in youth-led social entrepreneurship and innovation. It is an effective, fast paced and inspiring approach to the engagement and involvement of young people in the process of developing ideas and responses to local community challenges. Designed with the aim to let youth take the lead and open up to new and innovative opportunities, the Sprint has shown efficiency in a wide range of settings. The approach can be used with both participants and volunteers, or any other actor who is willing to engage in a creative process which can challenge the ordinary. During the workshop, the participants go through the five stages of Sprint through which they identify needs or challenges in their community, brainstorm on ideas to address them and develop, test and finalize actual social projects that are feasible in praxis and ready to be implemented the following day. At the fifth stage the participants practice presenting their ideas to others and thus Sprint also builds capacities within public speaking that is key to engaging in advocacy efforts. The unique thing with Sprint is that it can be used with people that has zero qualifications.

DRCY has implemented Sprint for youth in many countries including Malawi, Lebanon, Greenland, Ukraine and Denmark and as mentioned we have already tested the method in Kenya. We find that the Sprint-workshop gives young people self-confidence and motivation to actually do something in their community. It sparks engagement and participation in community life. The strength of Sprint is that the participants themselves, decide which problem is most relevant to them and how to solve it. In Greenland (2019-2020) 80% of the youth who participated in the Sprint workshops report that they have very high confidence in the fact that they can do something to change the circumstances in their local communities and 71% of the Sprint workshops have led to a specific project that has been implemented. In Mukuru the 12 Sprint workshops implemented as part of the DUF project have led to the development of 12 projects responding to challenges such as early pregnancies and fire outbreaks which are currently being implemented.

The feedback from the youth involved in the DUF pilot project show that the Sprint methodology is an effective method for engaging youth in community development. The youth highlight the non-formal setting and the youth-to-youth approach as key factors for sparking creativity and creating a safe space to brainstorm and think out of the box. However, the youths also point to areas in which the methodology needs to be further adapted to function in the context. Firstly, some challenges identified are very large, such as for example the economic situation. To mitigate this, clearer guidance to the participates on the importance of identifying very specific problems within their large frame will be included in the Sprint material and when training peer facilitators. If the youth stick to a large problem – which can be good because there should also be room for large, ambitious projects - it will be highlighted that they should also make a plan for how to get funding. Moreover, the proposed project will use thematic Sprints which has shown good results in Denmark and Zimbabwe. In the thematic Sprint model, the youth will be asked to identify challenges within the confines of a pre-defined thematic topic such as ‘Health’. The thematic topic does not limit the projects developed by the participants – rather we find that the narrower frame increases creativity. This proposed project will work with a number of pre-defined overall topics which will be chosen during the contextualization workshop. The topics will be inspired by the a) the challenges most predominant among youth in Mukuru as outlined in the context analysis, b) the most predominant topics identified in the DUF project and c) the topics in outlined in the strategic development plan for Mukuru (housing and planning, environment, health, education and public infrastructure, finance and commerce and youth affairs). The youths also recommended that knowledge-sharing between the youth groups should form part of the follow-up on the projects which is why resources for follow-up sessions with several youth groups, peer and master trainers have been allocated in the budget.

In this project each youth group will go through a 1-day Sprint workshop facilitated by the peer facilitators. Moreover, the peer facilitators and master will follow-up and support the youth groups in implementing their community projects in the months after the workshop. Finally, KRCS staff will link the youth groups with relevant private and public entities such as innovation hubs and the Ministry of Youth.

As mentioned a big wish from the youth currently involved in the DUF pilot project was support on business management and development in cases where the projects developed through Sprint had to do with establishing income generating activities. Accordingly the master trainers in Life Skills and Sprint will also be trained in**entrepreneurship skills** enabling them to effectively support the youth groups working with IGAs. The training will be conducted by Equity Group Foundation (EGF) and include training in financial literacy, record keeping, marketing strategy and registration of businesses.

The youth groups will be encouraged to develop project that can be implemented without financial resources or in which resource mobilization is part of the implementation plan. However, we wish to establish a **small pool of funding** to support the implementation of projects which rely on resources not easily accessible in the community. Under the DUF pilot project a small pool was established and the procedures and eligibility criteria developed for the management of the DUF pool (highlighting impact, justification of funds etc.) will also be used in this project. Assessment of youth groups’ proposals will be conducted by the master trainers, branch staff and the National youth office. The support will be limited to Ksh. 100,000 per site and 100 projects in total is expected to be supported.

The contextualization of the Life Skills and Sprint material will be facilitated by DRCY during a workshop in Nairobi with participation of members of the target group as well facilitators from the DUF project and other key volunteers and staff from KRCS. Moreover, DRCY will conduct the training of the master trainers in Life Skills and Sprint. The best outcomes are achieved when these workshops and trainings are conducted with physical presence of the trainer. DRCY has however developed methods for implementing the training online using video platforms and the training of Sprint peer facilitators in the DUF project was conducted virtually. In case travelling will not be possible, the training will be conducted online to prevent delays.

**Strengthening supportive structures: Volunteer Management and Online Mentorship**

A large part of this project will be implemented by volunteers in the role of master and peer facilitators. This increases the sustainability of the intervention, but it also creates a need for developing specific skills among key volunteers and selected staff. Accordingly capacity in **volunteer management** is necessary to efficiently implement the project. Moreover, the youth groups developing community projects will need strong organising and support to succeed with their projects.  DRCY has many years of experience providing training on how to motivate, retain, mobilize and support volunteers. In these trainings DRCY draw from extensive experience with development of local branches across Denmark including trainings of local branch chairpersons and activity leaders as well as experience within organizational development in Malawi, Zimbabwe, Ukraine, Libanon and other countries.

The training is targeted youth leaders (volunteers and staff) who are coordinating youth volunteers. The training includes identifying different types of volunteers, how to manage and motivate different volunteer types as well as how to encourage and recognize them in order to increase retention. It further provides tools to plan and coordinate activities and volunteers as well as to recruit volunteers. All exercises in the training are easy to reproduce, and the volunteer leaders can therefore conduct them by themselves in their own branches. The exercises always use real life challenges and experiences from the volunteer leaders themselves. This project will build capacity in volunteer development at local level, by training youth representatives in each of the six target areas, and at county/branch level by training KRCS staff members at branch level as well as members of the County Youth Committee. In total, 22 youth leaders will be trained. This will not only support the implementation of this project, but it will also strengthen the capacity of KRCS and the youth leaders in supporting and managing volunteers. This will have a positive long-term impact of KRCS’ work in Mukuru and in Nairobi in general, since volunteers are the core of the Red Cross Movement.

We know from experience, that real and sustainable capacity improvements do not come from a single training. Therefore, to continuously support the 30 master trainers, they will be matched with 10 DRCY volunteers holding vast experience in implementing Life Skills and Sprint both in Denmark and abroad. Through**online mentorship** the DRCY volunteers will offer monthly continuous sparring to support the learning of the facilitators and to contribute to the quality of the sessions implemented. The mentorship program will also serve to strengthen and build partnership between DRCY and KRCS at volunteer level as well as facilitate exchange of learning and ideas. This mentorship approach has already been implemented in Zimbabwe, with good results in relation to facilitate experience sharing. Furthermore, the project will include bringing two key youth leaders from the project to the annual DRCY Leadership Academy. The Leadership Academy is a flagship of DRCY that has been going on for more than 10 years. It brings together youth volunteers from all over the world for an extensive two-week training program in youth leadership, volunteer management and much more.

**Advocacy efforts: Trainings in Advocacy, Rights-based approach and PANT principles**

To ensure that the challenges identified and the changes made by the youth at local level is translated into to lasting improvements in living conditions in Mukuru, the project promotes advocacy efforts at both local, county and regional level. Whereas the community projects developed by youth play an important role in solving key challenges, they are likely to be short- or medium-term solutions. In example, a youth group under the DUF pilot project suggested to address the challenge of fire outbreaks by sensitizing the community members on fire safety. Whereas sensitization play an essential role, decent housing and access to safe electricity supply are also key factors and these services ought to be provided by the government. Moreover one could argue that sensitization is also the responsibility of the government. To push for policy changes that address the root of the problems identified by the youths and result in lasting improvements in the living conditions of the residents in Mukuru, the project will build capacity within the field of advocacy to support the youth in translating their Sprint projects into advocacy items.

At local level, the youth groups will build skills for public speaking and practice how to clearly communicate their ideas via Sprint. They will be further supported by the KRCS staff, peer facilitators and 12 youth representatives (2 from each target area) to develop advocacy items and plans based on their Sprint projects and the challenges identified. To capacitate the KRCS staff and 12 youth representatives to assist the youth groups, they will receive training in advocacy, human rights-based approach and PANT principles (Participation, Accountability, Non-discrimination and Transparency). The youth groups will be supported to push their ideas through the Community Committees and during Community Dialogue Days hosted by the government-led development committees. These committees are the lowest development organization from the site of the government and encompass members of all sectors present in the area (such as housing, power supply etc.). They meet monthly to discuss and handle development issues related to their jurisdiction. Every three months, the development committee host Community Dialogue Days in which community members can share ideas and concerns related to the development of their communities including both physical improvements and provisions of services. The annual development plan will also be developed based on the inputs received from residents during the community dialogues.

At country and regional level key KRCS staff members at Nairobi Branch and key youth volunteers will also undertake training in advocacy, human rights-based approach and PANT principles. This is to ensure that youth issues and solutions identified at local level is elevated to county and regional level through the National Youth Council and the Ministry of ICT, Innovation and Youth affairs. Furthermore, the youth coordinator of KRCS, who is also a member of the Ministries’ working group on youth and the National Youth Council, will facilitate that at least four youth volunteers from the project to attend relevant National Youth Symposiums where key youth issues are discussed at the national level and be able to speak for the development of their community.

The International Centre for Humanitarian Affairs (ICHA) will conduct trainings in advocacy for selected KRCS staff and youth representatives from the target areas to ensure they have the necessary skills to package advocacy items and develop a strategic plans defining the target groups and timelines. Moreover, the training will include sessions on human rights-based approach and PANT principles, which are to be used as a basis and a vehicle for the advocacy efforts. ICHA will also support KRCS staff members and key volunteers in developing an advocacy strategy for youth issues. The local youth groups in Mukuru will be involved in this process through consultation forums serving as mechanism for elevating the challenges and solutions found at local level to advocacy efforts county and regional level.

As mentioned Mukuru has been classified as special planning area by the County Government of Nairobi and the KRCS has been a key stakeholder in providing technical and financial support to the development of the specific sector plans. In this project, KRCS at country level will use this position to lobby for youths to get a major role in participating in the review of the short term, midterm and long-term plans in the Mukuru Special Planning Area (SPA) especially with regard to ensuring youth inclusive development and integration of innovative youth ideas in the development plans. Furthermore, lobbyism will be conducted in order to have at least one youth representative in each of the six Community Committees.

**3.3. Activities, Expected Results and Indicators**

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| ***Development Objective:*** *Youth in Mukuru have been capacitated to become change agents and take lead on community development enhancing the living conditions for residents in Mukuru informal settlement* |
| ***Immediate Objective 1:*** *Youth in Mukuru have been capacitated to develop and implement sustainable youth-led social projects responding to local challenges and thereby contributing to community development.* |
| **Expected Results:** | **Indicators**  | **Activities:** |
| By the end of 2023 youth in Mukuru have been capacitated to conduct and initiate sustainable youth-led initiatives responding to local challenges thereby contributing to community development.* 30 master trainers have been trained in contextualized life skills and sprint
* 48 peer facilitators have been trained in contextualized life skills and sprint
* 585 Life-skills sessions conducted for 3,900 unique youth
* 195 sprint workshops have been conducted for 3,900 unique youth resulting in at least 100 sustainable youth-led community projects
 | **End line 1:** 75 % of youth in Mukuru report improved individual capacity to address their own challenges after participating in Life Skills sessions **End line 2:**75% of youth report that they have gained skills enabling them to make positive change in their local community after participating in Sprint workshops **End line 3:**Mukuru residents and key local stakeholders feel that the community projects (developed through Sprint workshops) have brought positive change to the community**End line 4:** 50 % of Sprint workshops lead to at least one community project that are successfully implemented in real life (100 projects)**End line 5:** 50 % of implemented community projects are still running six months after initiation  | **Activity cluster 1.1: Engagement and training of KRCS youth volunteers as master trainers and peer facilitators**1.1.1: Contextualizing of the Life Skills and Sprint materials to Mukuru and the target groups.1.1.2: Train 25 KRCS youth volunteers and 5 staff members as master trainers in Life Skills and Sprint and entrepreneurship skills 1.1.3: Train 48 Peer Facilitators in Life-Skills 1.1.4: Train 48 Peer Facilitators in Sprint 1.1.5: Conduct monthly review/coordination meetings with master trainers, peer facilitators and County stakeholders.**Activity cluster 1.2: Life skills and sprint workshops** 1.2.1: Conduct 585 Life skills sessions with in- and out-of-school youth groups in the six target sites1.2.2: Conduct 195 Sprint workshops with in- and out-of-school youth groups in the six target sites |
| ***Immediate Objective 2:*** *KRCS has developed new and strengthened already existing supportive structures and networks for youth living in Mukuru contributing to their engagement in the community development.*  |
| **Expected outputs:** | **Indicators** | **Activities:** |
| * 22 KRCS staff and volunteers are trained in Volunteer Management and are able to provide relevant support for community projects and youth volunteers
* KRCS youth master trainers are supported by DRCY volunteers with expertise in life skills, sprint and volunteer management through continuous online mentoring
* Youth groups/clubs have received technical and financial support to implement their projects
 | **Endline 2.1:**60% of the Youth Groups and Youth Clubs report having received relevant support with implementing their community projects**Endline 2.2:** 80% of master trainers and peer facilitators who feel that they receive relevant support from DRCY youth volunteer mentors | **Activity cluster 2.1: Improved capacity in volunteer management**2.1.1. Training in Volunteer Management 2.1.2: Key KRCS volunteers participate in DRCY Leadership Academy2.1.3 Monthly online mentorship meetings**Activity cluster 2.2: Support implementation of Youth activities** 2.2.1: Establish project pool to financially support 100 youth projects.2.2.2: Conduct bi-weekly support, supervision and monitoring visits (40 in total) for youth groups by master trainers/peer facilitators and government technical personnel  |
| ***Immediate Objective 3:*** *Young people in Mukuru have taken action on challenges in their local communities and are speaking up on youth issues through relevant local bodies and thereby influencing youth policy in Mukuru.* |
| **Expected outputs:** | **Indicators**  | **Activities:** |
| * Key KRCS staff and youth volunteers/representatives have improved skills for advocating on youth issues in Mukuru.
* At least 40 youth issues identified by local youth through Sprint workshops have been raised by youth at Community Dialogue Days and at the Community Committee meetings.
* At least 10 youth issues identified by local youth through Sprint workshops have been raised by youth at the County or regional level through the National Youth Council, Ministry of ICT, Innovation and youth and the national Youth Symposiums
 | **Endline 1**: Local youth feel comfortable and capacitated to raise their issues at the local level **Endline 2:**25 % of youth issues raised have led to action by relevant decision makers**Endline 3:** There is least one youth member on all the six Community Committees   | **Activity cluster 3.1 Building advocacy capacities among youth**3.1.1 Training on advocacy, rights-based approach and PANT for key KRCS youth volunteers and staff3.1.2 Support youth groups to develop advocacy initiatives to present at community dialogues and community committee meetings. 3.1.3. Development of advocacy strategy and action plans for youth issues in Mukuru 3.1.4: Key KRCS Youth volunteers participate in national youth workshops/symposiums  |



**3.4 Monitoring and evaluation**

The KRCS Project coordinator and the Program Monitoring Officer will monitor the project progress at community level with support from KRCS MEAL Officer. The KRCS Project Coordinator will be responsible for carrying out the overall monitoring of the project against the implementation plan, budget and log frame indicators. The Monitoring Officer with support from the KRCS MEAL Office and input from DRCY will develop reporting formats for project activities and results. The Monitoring Officer will conduct monthly field visits to target sites, participate in trainings, reflection sessions and follow-up meetings and ensure alignment with managerial and donor requirements and compliance at all levels of implementation.

Monitoring will be supported by the KRCS Monitoring, Evaluation, Accountability and Learning Unit (MEAL) that supports reporting, community engagement and accountability (CEA), Routine Data Quality Assessments(RDQA) and documentation of project impacts through case studies and most significant change. Routine Data Quality Assessments (RDQA) will be conducted to assess the quality of data in order to inform improvements. Learning will be organized through quarterly reflection meetings with stakeholders.

The KRCS project management team will prepare quarterly narrative progress reports and financial reports on project activities and expenditures detailing progress achieved in terms of the scheduled program of work, challenges and constraints emerging over the period and recommendations for correcting them. The reports will be shared with the DRCY. KRCS and DRCY will have monthly discussions on how to proceed, based on the quarterly reports. In addition, KRCS HQ and project team and DRCY will review activity reports and conduct analysis of trainings through participant questionnaires and occasional focus groups.

The KRCS HQ, project team and DRCY will conduct an internal mid-term evaluation with in-country presence of DRCY. The final evaluation will be done by an external consultant. The project evaluation will be based on assessments of project results and impacts in accordance with the results framework and project objectives. The results and lessons learned in the project will be gathered in an evaluation at the end of the project. DRCY will ensure that the lessons learnt are systematically documented and shared with other partners for learning and possible replication. Locally the KRCS will conduct lessons learned workshops for its branches to disseminate the learnings and share the results widely.

To efficiently use existing organizational structures, DRC will support the monitoring when needed through DRC staff present on the ground. The DRC Kenya office has competent staff in-country who can provide supervision and quality assurance and ensure alignment with other KRCS/DRC projects in Mukuru.

**3.5 Phase-out and sustainability**

**Technical**; At a technical level, the project will result in strengthening of KRCS’ ability to implement and support youth-to-youth projects and advocacy on youth issues. The project will increase the pool of active volunteer leaders and facilitators within Life Skills and Sprint and KRCS HQ and Nairobi branch will experience improved managerial skills to train, support and supervise youth volunteers, youth community activities and local advocacy efforts by and with youths. This focus on institutional capacity will have substantial impact on the longer term and on a range of interventions made by KRCS and potentially improve quality of interventions targeting vulnerable and marginalized youth in Kenya. Moreover, KRCS and key volunteers will gain technical skills in youth-to-youth methods including Life Skills and Sprint, volunteer management, leadership, advocacy, entrepreneurship, and organizational skills in monitoring and evaluation.

**Economic;** Economic sustainability is an inherent part of the project logic whereby the youth groups are linked up with relevant KRCS contacts in the public and private sector to ensure financial support for their projects. Moreover, the advocacy component facilitates increased interaction between the youth of Mukuru and local and regional decision-makers and increased capacity of the youth to address the lack of compliance with basic rights. This will enable discussions on how resources are spent to promote greater transparency, responsiveness and accountability in public decision-making

**Policy;** Youth from Mukuru will have increased capacity for raising their voice and will be supported by KRCS to bring their issues and solutions forward at community level through Community Committees and Community Dialogue Days and at regional and national level through the National Youth Council and Ministry of ICTs, Innovation and Youth Affairs. The project will be an important opportunity to firmly establish youth as an important group of community constituents that could engage in political affairs. With a strengthened knowledge on needs and wishes of the youth of Mukuru, KRCS’s management will be empowered to influence the development of more just and equal development in Mukuru, recognizing how the youths and their community projects can support the County Government of Nairobi in bringing about change, development and basic services to Mukuru. Policy level sustainability will thus build on locally identified challenges and solutions brought forward towards stakeholders and external partners.

**3.6 Risk analysis and contingency plan**

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| **Risk**  | **Likelihood** | **Impact**  | **Mitigation**  |
| COVID-19 pandemic continues during the program period | Likely  | Moderate | A potential worsening of the COVID-19 pandemic could lead to increased restrictions on international travels and partial lock downs in Nairobi. In case of travel restrictions DRCY will conduct the trainings through online platforms. This is a well-tested format that was also used for the DRCY Sprint training in 2020. KRCS is considered essential staff meaning that they will be allowed access to Mukuru even under a lockdown. Moreover, the project volunteers are local residents and all KRCS volunteers are equipped with PPEs (personal protective equipment). Hence, it is expected that activities can continue in adapted versions (smaller groups meeting outside) in most scenarios.  |
| Sporadic political violence may be experienced on or before the 2022 Kenyan general elections. | Likely  | Major  | KRCS has developed a multi hazard contingency plan and is prepared to respond to effects should they occur within the targeted counties. The contingency plan includes preparedness and response interventions. The Project work plan will also take this into account and ensure minimal activities during the election period. |
| Inadequate resources to meet demand of target group | Un-likely  | Major  | Frequent communication with stakeholders/community to manage expectations. The project will also hold inception meetings to enhance clarity on objectives of the project and supported activities. |
| Displacement due to recovery of public land  | Likely  | Moderate | KRCS will frequent coordinate with Mukuru Special Planning Area taskforce and the public urban planning department to make sure that youth involved in this project are not lost due to displacement.  |