

## Application form: Pilot Project

### 1. Basic Information

Project information	
Project title	Building Urban Resilience for Youth in Nairobi Mukuru informal settlement
Applying DUF member organization(s)	Danish Red Cross Youth
Partner organization(s)	Kenya Red Cross Society
Project locality	Mukuru, Nairobi, Kenya
Project period	July 1 <sup>st</sup> 2020 – May 31 <sup>st</sup> 2021
Amount applied for (max 200.000 DKK)	DKK 199.913

#### Summary of the preparatory study and the proposed project (5-10 lines)

Based on findings from a preparatory study in August 2019, the Danish Red Cross Youth (DRCY) and Kenya Red Cross Society (KRCS) now wish to initiate a joint pilot project. Youth in an existing Urban Resilience (UR) program between the KRCS and Danish Red Cross (DRC) have a strong desire to give back to their communities and create positive change. However, they lack the necessary tools and support for creating initiatives that target youth as beneficiaries. Thus, DRCY will share core competencies and experience and support youth volunteers in identifying areas where they can create a positive impact for other youth. Together, DRCY- and KRCS volunteers will find valuable ways for youth volunteers to help build resilience with other youth. This will strengthen not only youth themselves but also the local community in question and the KRCS at large.

### 2. The partners

#### The Danish member organization

##### 2.1 Vision and work of the Danish member organization

The DRCY is the largest humanitarian youth organization in Denmark with approximately 18.000 members and 5.000 volunteers working to improve the lives of vulnerable children and youth in Denmark and internationally. DRCY is an independent 100% youth led organization working under the mandate of the International Federation of Red Cross/Red Crescent Societies (RC/RC) and Red Cross in Denmark. The International RC/RC Movement is the world's largest humanitarian network. Binding together the 17 million volunteers of the 190 RC/RC National Societies in the International (RC/RC) Movement.

Internationally, DRCY is the only independent youth organization in the RC/RC movement and is, therefore, leading by example in terms of youth engagement and empowerment. DRCY's international work is aimed at building capacity and strengthening structures of youth voluntarism in the partner organizations. We believe that by supporting the capacity building of youth volunteers to take the lead in developing their community, we ensure the relevance and sustainability of the projects throughout and beyond the project period. Thus, the proposed project applies a peer-to-peer approach to empower Kenyan youth to take an active part in their local communities. Through the DRCY method called 'Sprint', youth in the project will learn to establish projects and activities that they find relevant for themselves and their peers.

The aim of this pilot project will be especially related to the first commitment, as it will allow the targeted youth volunteers to identify ways in which they can take responsibility for their own projects and initiatives and essentially be drivers of change in their local community. In the RC/RC Movement, volunteerism is considered central to youth engagement and as an effective and meaningful way of ensuring youth civic engagement. The national societies under

the RC provide platforms for youth to be and become agents of change in their local communities. This project thus relates directly to the strategic vision and work of both DRCY and the wider RC family.

### **2.2 The capacity and experience of the Danish member organization**

The DRCY has more than 30 years of experience within 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, the DRCY is engaged in partnerships with Red Cross Societies in Greenland, Zimbabwe, Malawi, Afghanistan, Lebanon, Palestine, Ukraine, Belarus and Georgia, and has also previously implemented youth development projects in Uganda, South Sudan, Ethiopia, Palestine and Jordan.

The pilot project, though linked to and benefiting from an existing partnership between the DRC and KRCS, will be driven by the DRCY and KRCS and benefit from a number of DRCY's core competencies such as Sprint (a method for developing youth-led initiatives), peer-to-peer support and gender responses, which are vital in responding to the needs of the young people. In addition, DRCY has experience in developing organizational structures which encourage youth engagement and influence, youth leadership and youth volunteer development and addressing youth as beneficiaries. Furthermore, DRCY has substantial experience in hosting and deploying youth leaders to support projects with partners in different countries as international activities are integrated components of our work.

In this project, the DRCY HQ holds the overall responsibility towards DUF and coordinates with the DRCY volunteer group 'Youth Partnerships – Africa' (YPA), which consists of 20 youth volunteers. Many have experience from working or volunteering in an African context, for example as former youth leaders or through student jobs and studies. Other volunteers are recruited from other DRCY activities, contributing with extensive knowledge about DRCY's approaches, methodologies and activities. Within the group are three active country groups (Kenya, Malawi and Zimbabwe). The group specifically in charge of the pilot project in Kenya are located in Aarhus but collaborates with and receives support from the remaining volunteers who are located in Copenhagen. For example, all three country groups will jointly plan and execute preparatory activities for youth leaders. Generally, the overall YPA group meets at monthly meetings where we give sparring across partnerships, discuss more strategic matters, and plan/implement activities in Denmark. The DRCY has a democratic structure and is driven by youth volunteers, with support and assistance of a secretariat, including four international advisors. The National Board is elected at the Annual General Meeting and functions throughout the year as the highest decision-making body of the DRCY, under which different national committees and 80 local branches work. Since internationally, DRC and DRCY act as one, DRCY will operate under DRC's partnerships with other RC/RC national societies.

The YPA Kenya country group will be carrying out project activities in collaboration with the KRCS and with support from a DRCY International Advisor from the secretariat who will, for example, ensure regular coordination between the DRCY volunteers and KRCS. The international advisor will facilitate staff-to-staff communication with the partner organization. The YPA volunteer group will oversee the implementation of project activities during the pilot project implementation, though supported by the DRCY international advisor where needed.

### **2.3 Learning and anchoring of the project in the Danish member organization**

One priority in the DRCY is to further ensure that learnings and experiences from international projects are brought back to local organizational activities in Denmark, just like national experiences are being implemented abroad. Through the last couple of years, the DRCY has worked towards merging the international and national departments as well as ensuring that more volunteers are engaged across national and international activities to ensure a closer link and better knowledge-sharing. Learnings and best practices are also shared within different international volunteer groups, for example regarding trainings in Life Skills and Sprint, volunteer management, and how to incorporate the SDGs.

Building on this, volunteers in the newly established YPA Kenya country group have experience with both national and international activities by the DRCY. In this way, the group can not only contribute with experience to the pilot project but also help share experiences from the pilot project within the DRCY's national and international volunteer groups. This could, for example, be in experience in contextualizing Sprint workshops. Hopefully, the pilot project will lead to the establishment of a partnership project between the DRCY and KRCS. Thus, the pilot project should also ensure that DRCY volunteers gain the capacity to lead a future partnership project with the KRCS. As the Kenya volunteer group is newly established, it is our wish to have meetings with the rest of the YPA volunteers during the time of the pilot project to get support, exchange ideas and have a forum to discuss challenges and opportunities. These meetings will also further ensure learnings across the different country groups.

## **The partner organization**

### **2.4 Vision and work of the partner organization**

The 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. Their vision '*a sustainable, effective and trusted humanitarian organization serving present and future generations.*' As a volunteer organization, the KRCS is substantially comprised of youth volunteers/members and recognizes and values the important role and contribution of young people in addressing humanitarian and development challenges. Therefore, including and engaging youth is of high priority. This is, for example, reflected in a large presence of youth in the governance of the organization. This priority is outlined in the KRCS's Youth Policy, where it outlines that it must be ensured that youths are involved in decision making at every level of the organization. The Policy recognizes youth as both volunteers and beneficiaries. The policy also outlines 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 Groups. The Youth Policy also outlines the rights and influence.

KRCS also has a Youth Strategy, highlighting four strategic priorities. They are: *dissemination, community service and outreach, protection of life and health, and promotion of national and international friendship.* Especially activities under the community response team, such as sensitization on health, hygiene and fire safety and blood donor recruitment, were found to already be well established during the preparatory study in August, 2019. A strong volunteer culture was in place and youth had a great amount of influence. The community outreach activities were, however, found to primarily work as introductory activities for new volunteers wanting to be a part of the KRCS Youth. Thus, activities were infrequent and often one-off activities such as community clean-ups, visits to children's homes or one-off sport activities.

The KRCS and DRC have a longstanding mutually benefitting and reinforcing partnership. Entrenched on this partnership is the Urban Resilience (UR) building program and aims largely at building the resilience of urban communities to the impacts of urban risks that they face. More specifically, young men in the informal settlement in Mukuru are one of the most important target beneficiaries in the UR program. The DRCY will take part in this program by 1) contributing with unique and specialized activities for and by youth and 2) training and supporting volunteers from the UR program and local KRCS branches in identifying and facilitating systematic activities that they find relevant. Hereby, the pilot project will help strengthen the KRCS strategic pillar of community service and outreach. Furthermore, establishing an international partnership between youth in the KRCS and DRCY, as well as deploying a team of youth leaders from both organizations, will contribute to the strategic pillar of promoting national and international friendship and mutual understanding.

### **2.5 The capacity and experience of the partner organization**

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 still identified that there were further needs and opportunities in relation to youth engagement. Therefore, they reached out to the DRCY.

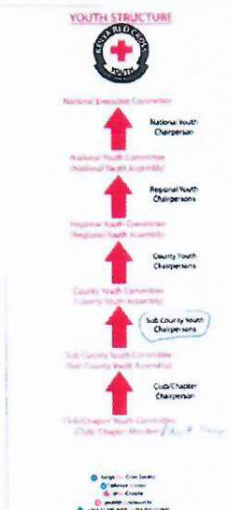
The KRCS already have a youth unit. The national youth office will be overall responsible for the implementation of the partnership but will collaborate greatly and ensure synergies with youth at branch level and the project team related UR project in partnership with DRC and KRCS. They will help activate existing structures and resources in the KRCS in working towards the project objectives, as they are overall responsible for the KRCS youth activities. At the branch level, local youth representatives are already elected and will work together with the headquarter in implementing the project. They will gather local volunteers in the work towards identifying needs and opportunities and be in charge of organizing the volunteers around the activities implemented. Thereby, the responsibility of the project will be mainly volunteer-driven but supported by the national youth chair and national youth department where needed.

The DRCY will be the contract holder and will be responsible for the timely transfer of funds, monitoring of program implementation, and back door reporting. Moreover, DRCY will have a key role in the quality assurance of the trainings and activities proposed. The responsibility of the program implementation and financial management, however, will lie with the KRCS supported by the DRC country office in Kenya.

**Roles and responsibilities:** This pilot project feeds into an existing Urban Resilience (UR) program managed by DRC and KRCS, which focuses on strengthened resilience among youth in informal settlements, who are enabled to become change agents in their local communities. This pilot project will be anchored to the youth volunteer component as a way to reach vulnerable young men in the informal settlements in Mukuru. The pilot project will be implemented under the oversight of KRCS National Youth Office under the OD department.

The DRCY will be contract holders and thereby responsible for timely transfer of funds, monitoring of project implementation and reporting. DRCY will also have a key role in the quality assurance of the training and activities proposed in this pilot project. The overall responsibility of the program implementation and the financial management will lie with the KRCS supported by the DRC. There will be a great need for support from the KRCS youth team, which consists of the youth volunteers engaged in the Urban Resilience program. Youth ownership is secured through the responsibility that KRCS youth volunteers obtain in their link to the young men in the informal settlements in Mukuru. Both Kenyan and Danish youth leaders will support this connection by conducting Sprint workshops providing ground for the establishment of new youth activities in the area. These new activities will be the basis of strong and resilient youth communities in which youth can become active agents and contribute to positive change in their local communities.

**2.6 The structure and the organization of the Partner Organization**



As outlined in the KRCS Youth Policy, the organization has a very strong inclusion of youth at all levels. Administratively, the national youth office is organized under the Organizational Development (OD) department in KRCS Headquarter. In addition, the youth volunteer structures consists of a National Youth Committee (composed of a Chairperson, Vice Chairperson, Treasurer and one the Chairperson of each Regional Youth Committee), a Regional Youth Committee (with a Chairperson, a Vice Chairperson, a Treasurer, Secretary and the Youth Chairperson from each County Branch Youth Committee in the region), and County Branch Youth Committees (each composed of a Chairperson, Vice Chairperson, Treasurer, Secretary and at least three other members, two of whom shall be of either gender). All members are democratically in National, Regional and County Branch Youth Assemblies held once a year. The Youth Structure is also illustrated in Annex I.

The KRCS youth volunteers are organized all across the country, both regionally and in branches. This prioritization of youth in the organization underlines the overall priority for

ensuring a great amount of youth engagement, involvement and responsibility to strengthen youth in building capacities to become active agents in the society. The KRCS also has an elaborate Youth Engagement Strategy and a policy for youth volunteers. Finally, all activities are volunteer-driven and open to all youth, no matter their background, culture, gender or the like. Supporting the KRCS in their continued work towards ensuring structured and engaging youth activities is thus not only of great importance for the youth but also an important organizational priority.

**2.7 Learning and anchoring of the project in the partner organization**

The pilot project will be mainly volunteer-driven, though the overall responsibility will lie with the KRCS National Youth Office under the OD department. Volunteers are expected to share their learnings and become valuable assets to the organization through their continued commitment and engagement in the organization. However, placing the overall responsibility in the National Youth Office will help ensure the sustainability of the project, including the insights, learnings and outcomes generated through the pilot project, as well as ensure that volunteers are provided with the necessary support and resources required. To capture experiences and learnings, volunteers and staff will meet regularly. These meetings will ensure that needs are identified, and activities planned for by volunteers at branch level can actually happen. In the same way, learnings about the challenges that may arise will be anchored in the National Youth Office, in order for them to share good and bad experiences broadly with the youth volunteers in the KRCS. This will not only help strengthen activities at branch level but also ensure better synergies between the branches and the headquarter.

**Partnership and cooperation**

**2.8 Previous cooperation**

There has been no previous partnership project between the two organizations. However, the partnership will be implemented through an existing partnership between the KRCS and DRC. The collaboration between the two organizations has been on-going since 2002. The current project – the UR program - aims at building resilience in urban informal settlements through innovation and partnerships and the DRCY will assist in reaching this, though with a focus on youth. Furthermore, the DRCY and KRCS completed a joint preparatory study in August 2019, where one DRCY volunteer and International Advisor visited the areas and activities that a joint project will target. Following the preparatory study, the DRCY and KRCS have collaborated in writing a mission report, including agreements on the target groups, target areas, aims and objectives of a future joint partnership. During this preparatory study, strengths, weaknesses, opportunities and threats (SWOT) were identified.

<i>Strengths</i>	<i>Weaknesses</i>
<ul style="list-style-type: none"> <li>● Both the DRCY and KRCS are well-structured and have strong youth departments. They also work within the same international framework.</li> <li>● A number of lessons learned have been made in the collaboration between the KRCS and DRC and these have been shared with the DRCY.</li> <li>● There is a real need and motivation for the project among both staff and volunteers in both organizations</li> <li>● The KRCS, DRC and DRCY share the same aims and values through the 7 Red Cross principles</li> <li>● Both the DRCY and KRCS have a strong international mandate</li> <li>● DRCY and KRCS have strong organizational structures and extensive experience in international cooperation</li> <li>● DRCY will be contributing with core competencies (Sprint, Leadership training and participatory, youth-to-youth methodologies) which are the fundamental approaches of the project.</li> <li>● The Urban Resilience program that this pilot project feeds into prepares the youth involved in the program for unforeseen circumstances and secures</li> </ul>	<ul style="list-style-type: none"> <li>● The definition of a volunteers varies tremendously across KRCS and DRCY as well as Per diems for volunteers differs greatly from project to project and the different volunteer roles.</li> <li>● Inadequate financial resources within KRCS, underlining the importance of ensuring financial foundation to disseminate project results further beyond the project period. For example, by applying for a DUF partnership project when the pilot project expires.</li> </ul>

<p>their adaptability. Because they are working with strengthening their resilience in response to e.g. disease breakouts and fires, they have some valuable tools to also cope with situations such as COVID-19.</p>	
<p><i>Opportunities</i></p> <p>A successful pilot project can be extended and expanded to a partnership project in the future</p> <ul style="list-style-type: none"> <li>• The existing youth structures in the KRCS will be a great asset for the pilot project, as it can help ensure the long-term sustainability and anchoring of the work</li> <li>• Through this project, we hope that the KRCS KRCS and DRCY volunteers will gain an experience of success and motivation to be agents of change in their local communities.</li> <li>• Volunteers in the already existing UR program have showed a great participation and performance</li> <li>• Using the existing structures to have more Training of Trainers and regular activities.</li> <li>• Creating a safe space for targeting the young men</li> <li>• Availability of youth in Mukuru who can form a huge resource base for the project, acting as agents of change in their community in line with the UR program objectives.</li> <li>• KRCS has already transferred several of their activities to online formats during COVID-19</li> <li>• The existing pilot project setup is already postponed due to COVID-19, and therefore further delays can be coped with by all partners and still feed into the overall aim of the pilot project.</li> </ul>	<p><i>Threats</i></p> <ul style="list-style-type: none"> <li>• In recent years, Kenya has experienced an increasing number of terrorist attacks and communal conflicts, which poses a significant risk</li> <li>• The Mukuru districts as a target area is highly exposed to threats such as flooding, collapse and outbreaks because of the population density</li> <li>• Kenya is characterized by profound political and ethnic divisions, which at times break out in hostilities and violence</li> <li>• COVID-19 situation could jeopardize or delay the implementation – due to bans on international travel and social activities. KRCS focuses on water, health and sanitation and Urban resilience, and is able, in collaboration with DRC, to assess how to ensure the safety and health of YLs.</li> </ul> <p>Any of the aforementioned threats may potentially cause a delay in the implementation of the project.</p>

### 2.9 Perspectives of the cooperation

Both the DRCY and KRCS are part of the international RC/RC Movement and comply with the same seven fundamental principles. This ensures a shared understanding of the importance of supporting vulnerable youth and the importance of strengthening communities to become sustainable and prepared to overcome possible future challenges. Furthermore, volunteerism is considered central to youth engagement in the RC/RC Movement and as a meaningful way of ensuring youth civic engagement. This shared commitment to youth as agents of change ensures great prospects for the project.

Though both organizations have a strong culture for including youth volunteers in activities and organizational structures, the KRCS do not have many activities that target youth as the main beneficiaries at community level. The DRCY has great experience with targeting activities at youth and will help implement a youth-to-youth approach in the KRCS. Furthermore, the DRCY will introduce a core methodology called Sprint, which will allow youth volunteers in the KRCS and UR program to identify and possibly develop youth-driven activities. This will not only ensure the relevance of activities, planned by youth for youth, but also further build capacity with both beneficiaries and youth volunteers.

The KRCS will contribute to ensuring youth engagement through their access to vulnerable target groups and in-depth knowledge about their needs and interests in the local context. The young men who are targeted by the UR program will be introduced to the existing branch structures of the KRCS, mostly consisting of female volunteers. The KRCS generally contributes with a team of competent and active staff and volunteers, who know the dynamics of the youths' situation. The DRCY will help facilitate joint trainings and development of joint initiatives building on the DRCY's experience with international youth development projects and with tools to address sensitive or stigmatized topics.

## 3. Preparation and Analysis

### 3.1 Description of the preparatory process

The project idea emerged as KRCS recognized a need for better including and engaging youth in on-going activities, allowing them to retain volunteers better. The majority of volunteers joining the KRCS are young people who have just left college. Thus, the KRCS is already successfully attracting youth volunteers. However, youth volunteers are often engaged in specific projects and a challenge persists in retaining the youth volunteers once a project has ended. Furthermore, few projects are targeting youth as beneficiaries and, thus, a partnership between DRCY and KRCS working to implement youth-relevant activities was proposed.

The DRCY and KRCS set up a joint preparatory study conducted in August 2019. The visit was arranged in collaboration between the two partners, and together a team consisting of staff and volunteers from both organizations visited possible project areas and talked to the potential target groups to assess their needs and wishes. During the visit, the DRCY also presented core competencies and areas where it was found that the DRCY could assist in strengthening youth engagement in the KRCS. Thereby, the visit created a shared understanding of the capacities of the DRCY and the needs and opportunities within the KRCS and the existing UR program. We carried out a SWOT analysis to assess KRCS/DRCY cooperation, and a risk and challenges analysis. Through group discussions, we clarified how a youth leader exchange can support the objectives of the partnership project.

The preparatory study led to a focus on specific needs in relation to the technical area of youth. DRCY and KRCS, therefore, wish to strengthen the youth component within the UR programme and to further develop interfaces between the on-going partnership and the technical expertise of DRCY. The pilot project will, first and foremost, guide youth in pointing out needs and challenges in their local community, that KRCS can help overcome. This will be facilitated through the aforementioned DRCY tool called Sprint. The DRCY will help KRCS in designing Training of Trainers for these workshops but the continuous project implementation will be led by KRCS volunteers, ensuring sustainability in activities initiated through the project.

### **3.2 Problem and context analysis**

The numbers of informal settlements in Nairobi is escalating and although they only cover 6% of the city ground, it is estimated that 60 % of the population now live in these informal settlements. The lack of structure and infrastructure in the informal settlement predisposes Nairobi to a myriad of health threats, disaster risks and a high risk of crime and fires. An additional challenge to urban living is the increased climate variability which reinforce an evil spiral.

The informal settlements also host a vast majority of illegal refugees who have no access to any services and live in their own ethnic group. The diversity and exclusion among residents in the informal settlements generates lack of trust, which further affects the abilities to create healthy interpersonal relationships and foster communication issues. The informal settlements lack social and cultural structures resulting in an increase in individualism which further worsens the status of social cohesion. This is further exacerbated by the high population movement. Overall, this contributes to a feeling of lack of belonging and insecurity, among others. It has also led to erosion of some of the important ethics/morals including lack of understanding and respect. This, to a bog extent, has contributed to some of the social related challenges including crime, sex work, sexual and gender-based violence (SGBV), substance and drug use and mental illnesses within the informal settlement.

Hence, the poverty, unemployment and other socio-economic challenges of the informal settlements foster a breeding ground for drugs and substance abuse, SGBV, violence including rise of gangs, prostitution and other illegal or harmful practices d. This especially affects the young people in the informal settlements, a majority of whom are out-of-school and/or unemployed. To survive, they tend to engage in gangs or other criminal acts. According to recent UN estimates, Kenya's population currently stands at 48.5 million people. The population is majorly youthful with 70% of its population being below the age of 30. A vulnerability and capacity assessments (VCAs) was conducted in 2016 by the DRC and KRCS, and young men were identified as *a risk and a at risk group* in the informal settlements. In most cultures, boys are expected to grow up to be strong and protect and support their families. In times of hardship, they might indeed find themselves in situations where culture demands they take responsibility for family members at an early age. They are often expected to be the breadwinner in families, but in situations of chronic unemployment, they are particularly vulnerable. These circumstances present tremendous challenges and may lead to decisions made 'in

survival mode' that have negative consequences for their future life. In 2016 and until the initiating of the Urban Resilience program, there were no programs/NGOs working for or with the young men. Now, the UR project seeks to give the young men an opportunity to participate in meaningful activities by involving them in and providing them with relevant life skills (incl. protection concerns for women and girls) and Income Generating Activities. Hereby, the project seeks to mitigate the levels of violence and increase the social cohesion, safety and dignity for the general population.

Young women and girls in the informal settlements face several risks such as SGBV, lack of opportunities; lack of access to education, unplanned pregnancies, HIV/AIDS and other STIs, early marriages due to economic situation, NCD due to drug abuse and poor nutrition. To mitigate the risks, the whole community needs to be involved, especially young men, and encourage a collaboration on addressing gender-based violence.

From the preparatory visit it was found that targeting young men in transition was extremely relevant and important. The young men are leaving behind a hazardous lifestyle but have a hard time being accepted back into their local communities. A great amount of stigma remains. For a long time, the young men have been left neglected despite their great will to use their previous experiences to give back to their communities and help others moving at the edge of society. The UR program is already engaging youth and developing personal resilience of young men (and women) facing challenges at a critical time of transition between childhood and adulthood. However, the activities are infrequent and often one-time occurrences. Thus, it is found beneficial to strengthen the activity component by introducing systematic activity schedules, as well as strengthening the capacity of the young male volunteers facilitating these. The activities initiated will be identified in collaboration with local youth, thus ensuring their relevance. Furthermore, youth volunteers from the local KRCS branch will be involved in the process of establishing and hosting activities, ensuring a wider engagement of youth and more sustainable activities. Finally, the activities will not only benefit the youth volunteers but also youth participating in the activities.

The pilot project will focus on engaging the youth in a more productive and sustainable way, acknowledging that they are tomorrow's leaders and, thus, need to be engaged in creating change and enhancing resilience in the community. It is a shift from implementing short term solutions to some of the challenges faced by the community, to implementing community led, sustainable long-term solutions.

*COVID-19 in Kenya:* the current context in which activities in Kenya are going to be implemented is highly affected by the risk of virus transmission and spread. There is both an entry and exit ban submitted to Nairobi currently until the 6<sup>th</sup> of June. Areas of Kenya are subject to a complete lockdown with curfews and bans on public and social gatherings. There is also a ban on in and out movement of local districts of Nairobi due to the high number of COVID-19 infection reports. KRCS still runs activities for the young men in Mukuru since KRCS reports no official cases in the area. As the Red Cross volunteers and staff are first responders in Mukuru, all the volunteers involved in the Urban Resilience program can request a COVID-19 virus test. As the Urban Resilience program prepares both volunteers and participants for unforeseen circumstances such as COVID-19, KRCS volunteers in Mukuru are highly adaptable and have already transferred many of their activities to online formats.

### **3.3 Choice of target group**

Youth is characterized as a time of turmoil transitioning from child to adult – a time for establishing your identity as a man or woman, with all it entails culturally and societally. On top of this, the majority of the young men in the DRK/KRCS UR program are in a process of transitioning from risk behavior such as drug abuse and violent actions to a more positive role in their community. This they have received help with through initiatives in the UR program. To continue this positive change, the young men need to engage in positive relations and feel included in communities where they can practice their newly found lifestyle.

The young men in the project expressed during the preparatory study that a major challenge in relation to this transition process is that it entails leaving behind their former lifestyles and thereby also their network and friends. Some of the young men even expressed that they were perceived as traitors by their former peers. Even though the majority of the interviewed community members expressed recognition towards the young men and their change, the young men still experienced high rates of stigma, living side by side with their former peers as well as community



members, whom have witnessed the young men's former lifestyles. Consequently, many of the interviewed young men felt a strong desire to leave their community or being able to play a more positive role in their respective communities. These exact aspirations can be an important avenue for the young men to inspire positive change in their community.

**Primary target group(s):** Thus, the primary target group of the pilot project is young men from the UR program in the Mukuru slum, who will be trained in identifying and initiating activities for the benefit of other youth. There are several initiatives for women in the informal settlements and the project will ensure to map these in order to refer women to the relevant services. Currently no programs/NGOs are working for or with the young men. However, enabling these young men to take on a more positive role in their community and facilitate activities for other youth, the benefits of the project will benefit far beyond this group.

**Secondary target group(s):** Examples of secondary target groups are communities at large that have suffered directly from much of the previous harmful and negative actions of the young men, as well as from the behavior of those who have not yet transitioned away from this harming lifestyle. This includes a great safety risk for women in the area. Furthermore, the youth participating in the activities that the young men may initiate will also experience a safe space for them to spend time and discuss their everyday challenges. Another secondary target group is volunteers in the KRCS branches, where most are female. To ensure a regularity in activities offered for youth beneficiaries, the male volunteers from the UR program will be encouraged to partner with other youth volunteers from the KRCS youth organ. In this way, and through basic trainings in facilitation skills, a strong basis for ensuring relevant and beneficial youth activities should be in place. Furthermore, this will ensure a gender and age balance among community volunteers to have volunteers who are able to connect with this particular group of beneficiaries.

By linking the UR program activities with local KRCS branches, other KRCS volunteers will also be able to benefit from the trainings. This will strengthen the resilience and activities of the branches. And by engaging youth in defining and developing activities that they find meaningful to themselves and their peers, the program will indirectly also benefit a much larger group of participants in the activities. All activities will be planned and carried out taking into consideration the different genders and ages. Activities will be planned in collaboration with the target population while ensuring that at least a third of either gender is represented.

### **3.4 Involvement of target groups**

The KRCS volunteers, male and female, will be involved in the project in two ways. First of all, they will participate in facilitation trainings, enabling them to facilitate activities and workshops for other youth. Secondly, they will host *Sprint*-workshops for other youth, allowing for these youth to identify relevant activities that could help them overcome some of the challenges in their everyday life. Thus, the target group will have a central role in all elements of the pilot project. The volunteers are already involved in projects in the KRCS. Furthermore, youth participating in the *Sprint*-workshops will also benefit from the project. They will gain access to a forum where their needs and requests are listened to and where they can gather and practice participation and active citizenship in a safe space. KRCS has a good relationship with the target groups and has proven to be a strong supporter of young people by providing the youth with a platform to be heard.

### **3.5 The role and involvement of local volunteers in the project**

The inclusion of youth volunteers is the objective of the project. The *Sprint* methodology is a guided process, where youth identify issues and problems in their local community and develop activities/initiatives to address this. It is a youth-led and participatory process allowing for youth themselves to work with solutions to challenges in their everyday life. Likewise, another aim of *Sprint* is for youth to gain a sense of empowerment where they get the feeling that they themselves can make in change in their own life, as well as for their peers and the society at large.

Hence, a priority of KRCS and DRCY is youth inclusion and leadership - both in design, implementation and the sustainability of the objectives of the project. Therefore, the main project implementation will be carried out by youth volunteers. The volunteers will be the main drivers and responsible of *Sprint*, workshops, trainings and facilitation of activities. The structure of the project will enable youth volunteers to take part in all steps of the project implementation as well as ensure their influence on decision-making processes in local branches. The implementation will be supervised by the national youth chairperson, and staff will provide technical skills, direction and guidance when needed.

## 4. Project description

### 4.1 Project strategy

Overall, the project will address the problems found in the context and problem analysis that the young men are leaving behind a hazardous lifestyle but have a hard time being accepted back into their local communities and a great amount of stigma remains. By building capacity with youth volunteers, allowing them to offer relevant activities to youth in the target area. This is expected to give all youth involved a sense of belonging and a realization that they themselves can make a difference.

In DRCY we believe that in order to become an agent of change and develop and lead change and initiatives it is a prerequisite, that you get 1) skills, knowledge and experience, 2) supporting structures and 3) a network of peers to share and develop ideas with. In this pilot project we will focus on supporting the young men in Mukuru and other KRCS volunteers to become change makers in their local communities by developing their own initiatives and thus giving back to the communities.

### The Change Triangle

Our project aims at working thoroughly with the change triangle. The objective of our project is to involve volunteers to take responsibility for other young people and act as agents of change. This is ensured by including them in the development of initiatives and the implementation, where they are in charge. Moreover, we intend to include and work closely with relevant stakeholders, and the local community to ensure local involvement and endorsement, which will strengthen the sustainability of the project. Therefore, this pilot project is built on the following components from the change triangle:

### Youth activities

DRCY has experience in reaching out and engaging the local community in activities. In collaboration with KRCS, we have identified Sprint as a relevant approach to support the youth to, in a facilitated process, develop their own initiatives. We believe in the importance of the youth designing the initiatives themselves in order to ensure the relevance, ownership but also in order to really emphasize that this is coming from the young men to the community. More concretely, Youth Volunteers from Mukuru and KRCS local branch will be trained in Sprint through workshops and enabled to facilitate workshops themselves. DRCY will also assist in training youth in promoting activities and spreading information, for example through workshops in graphic facilitation. The youth leader exchange will ensure a long term follow up and support. The DRCY will support KRCS in building structures for ensuring a frequency of the established activities, for example through volunteer schedules and group set-ups. The KRCS will play an important role in implementing workshops and structures into their existing branch structures, including both youth from the branches and from the UR program. This will ensure the knowledge of the Sprint in the community and in KRCS. 4 Sprint workshops will be carried out for youth groups of Young men in Mukuru informal settlement. In addition, in order strengthen the possibilities of sharing ideas and lessons learned and bridge between volunteers in Mukuru and local KRCS branch activities ensuring the joint learning.

It has been a great consideration in the volunteer group and in the talks with our partners have we ensure that that pilot is an independent project meanwhile ensuring that we do not double budget for activities in pilot project and youth leader exchange respectively. The key activity is the Sprint Master training, which is part of the tasks during the youth leader exchange. In case the youth leader exchange is not granted we will apply for a budget revision to ensure participation of two DRCY volunteer facilitators and 1 staff from the secretariat. This way we ensure that the Sprint training is still conducted so that youth activities in Mukuru can be developed as planned. Moreover, we ensure that the training still maintains a youth-to-youth approach.

### Organizational Development

The youth activities will also be a part of changing KRCS as an organization by claiming an increased focus on youth as an integral structure to the organization. Through the youth activities such as Sprint workshops, youth will be enabled to undertake roles in the democratic construction of their organization and possibly also engage in changing the existing structures regarding youth. This experience offers organizational development in terms of a lasting, sustainable and influential youth structure in KRCS.

#### 4.2 Objectives and success criteria

The project will build on an already existing project by DRC and KRCS. But the pilot project will have a specific focus on exploring the opportunities and structures for youth to take lead in their own well-being by developing activities for and with other youth in their local communities.

The long-term development objective of the project	
Strengthen the well-being and resilience of youth in Mukuru Slum, by improving the skills, capacities and network of youth to become change agents in their local communities.	
Immediate objective 1	Success criteria
To strengthen the capacity of youth volunteers in Mukuru to act as active agents of change.	25 Youth volunteers from the UR program and local KRCS branch have been trained in the youth-to-youth Sprint methodology, allowing them to better act on challenges in their society.
Immediate objective 2	Success criteria
To capacitate and retain skilled and active youth volunteers in Mukuru to develop and initiate youth-led activities	80 Youth volunteers have, in collaboration with youth in Mukuru, identified and initiated relevant, frequent and sustainable activities that address the challenges and needs of youth in Mukuru.
Immediate objective 3	Success criteria
To create links between volunteers in the UR program and volunteers in the local KRCS branch to enhance social cohesion	Pioneers and volunteers from local branches are working close together on sustainable activities strengthen the social cohesion of young people.

#### 4.3 Activities and expected results

Activities	Expected results (outputs)
According to immediate objective 1	
a) Mobilization and introduction to volunteers/members from UR programme.	A Sprint volunteer group is established consisting of pioneers from the UR program
b) Training of Trainers (ToT) in Sprint for the newly established Sprint volunteer group.	Training of trainers are planned and facilitated for the volunteer group
According to immediate objective 2	
a) Sprint workshops are conducted for Youth in Mukuru.	At least 4 Sprint workshops are carried out both with Youth in and out of schools in Mukuru. Here, relevant challenges and possible solutions are identified.
b) Relevant and frequent youth activities in Mukuru are identified or developed through the Sprint.	3 relevant youth activities have been initiated and are taking place on a frequent basis. (see budget notes and activity description)
c) Trainings and workshops strengthening facilitation skills and skills in terms of Youth-to-youth approach to support the design and implementation of the activities developed through sprint.	Relevant trainings and workshops are carried out with the local youth volunteers to strengthen their capacities and build resilience.
According to immediate objective 3	
a) Meetings with UR volunteers/pioneers and KRCS branch volunteers.	Ensure joint learnings and coordination.
b) Evaluation of the workshops and trainings.	After each workshop or training, the relevance and usefulness in building resilience is evaluated with the youth volunteers and experiences are used to determine whether a training of trainers is relevant for a potential future partnership project.

**Budgetnotes 2B:** It has been a challenge to reflect the activities in the budget. A significant part of the process is that the activities are designed or chosen by youth themselves based on the SPRINT process. A part of the process will be for the volunteers to develop and identify relevant activities for the youth in Mukuru Community. Due to this it is quite difficult to assess the number of activities and material needed. In order to support the ownership and lead of the Youth Volunteers a pool will be made for the volunteers to apply, when activities have been developed as part of the sprint process. However, in order to make sure that the activities are relevant and in accordance with the guidelines of DUF - guidelines for applying will also be developed. YPA has previously had a similar set-up in Zimbabwe and lessons learned taken into consideration.

#### 4.4 Monitoring and evaluation

The partners will sign a Memorandum of Understanding at the beginning of the project, outlining the responsibilities of the partners, respectively. Quarterly reports (QR) will be made by KRCS through their well established and resourced Monitoring, Evaluation, Accountability and Learning unit. The QR will address the points of the implementation plan and the project outputs and indicators. The reports will be shared with the DRCY. KRCS and DRCY will have regular 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 results and lessons learned in the project will be gathered in an evaluation at the end of the project. DRCY and KRCS will together evaluate the project and how it has contributed to the overall objective. The project's finance will be monitored and managed by DRC in collaboration with KRCS project team and the project manager in DRCY.

#### 4.5 Sustainability and phase out

**Sustainability:** It is highly prioritized that local volunteers feel a great sense of ownership over any activities initiated through the pilot project and that a structured system for ensuring the regularities of these is established. This is expected to ensure that volunteers are motivated to continue the activities and their engagement after the project has ended. Furthermore, by placing the project in the youth office at headquarter level, it is expected that the national youth representative, as well as elected regional youth representatives will continue to prioritize youth-driven projects.

**Phase-out:** The project focuses on providing the youth with relevant skills instead of material goods, so that the youth gain capacity to change their own lives by themselves. This means that the aim of this project is not to provide youth with material goods that will benefit them for a limited period of time but rather to provide them with skills and tools for securing permanent change. Furthermore, training of trainers will primarily be implemented without materials to make sure the trainers are able to train without materials themselves. By empowering the youth and by giving them relevant skills and tools, they have increased possibilities to work towards these goals even after the project period ends.

#### 4.6 Risks and challenges

Risk	Importanc	How to prevent or handle the risk
Delays in the implementation. Mukuru area is faced with a number of disasters ranging from natural to manmade disasters. Some of the common disasters in slums include outbreaks of diseases especially water borne diseases, fires and flooding.	High	The KRCS work on creating safe environment and do safety instructions with focus on hygiene and fire.  In addition, KRCS has put up fire stations in Mukuru as well as clean-up activities are a key activity.
COVID-19: activities in Kenya may be subject to restrictions due to the risk of virus transmission.	High	The KRCS is working on transferring all activities to online formats.  In case the crisis continues, a plan B will be to continue implementing project activities online. Activities do not necessarily have to be conducted in the informal settlements context but can also be conducted at the branch office. This way we can assure that volunteers and participants meet in smaller groups (e.g. following a restriction on max. 10 people gathered). Activities from immediate objective 1a + 1b consist of trainings that can be conducted in groups of max. 10 people, or trainings can even be conducted digitally via Zoom or Microsoft Teams. Activities from immediate objective 3a + 3b consist of evaluations, which can be conducted online.
COVID-19: DRCY staff cannot visit the project because of restrictions on international travel.	High	The project implementation does not make much sense without the youth leaders, who will not be activated in case a ban on international travel hinders the exchange. In this case, our plan B is to postpone the project implementation until February 2021. All activities are already postponed and will continue to make sense despite delays as well as continue to feed into the pilot project setup.  All project partners are considering the implementation plan following potential delays. There is established a good source of contact between DRC-DRCY and the country office in Kenya. All parts monitor the situation as it evolves and assess what opportunities are still available. DRC

		security advisors monitor the situation accordingly and will not let anyone travel to Kenya unless completely safely doing so.
Due to the COVID-19 restrictions on activities, the project reach to the target group will be more limited than initially expected.	Medium/high	The activities conducted will be more intensive and targeting a smaller group of youth participants, who will benefit from the program being more directed towards them. That is, this plan B will allow for a more attentive progress focusing even more on quality rather than quantity. This plan also allows for new and different initiatives and courses, which is highly in alignment with the pilot project spirit: 1) trying new initiatives and 2) evaluating on them afterwards.
Stigmatization in the meeting of volunteers from outside and inside the Mukuru area.	Medium	Creating activities for different group dynamics. Group activities like this will ensure a common goal and bind the volunteers together around something.
Due to the existing level of fraud in Kenya this should be concerned.	Low	Because of the existing collaboration with Red Cross and Red Cross Denmark, we value this risk as low within this partnership.
Volunteer and staff turnover in KRCS and DRCY	Medium	Combining soft skills and tangible activities have shown to increase the retention as it creates a different group dynamic and interdependency and more needs are met.

#### 4.7 Information activities in Denmark

Not applicable: The information activities related to this pilot project will mainly target the volunteers and members of DRCY as the volunteer group has identified a big potential for reaching youth through the established lines of communication including social media in particular. This will be carried out by posting more change stories on social media, reaching both youth in general but especially youths who are already part of the DRCY. The aim is to inspire more young people to become volunteers and to spread information about the youth development work in Kenya. In 2019, we succeeded in creating the Aarhus branch of the YPA group, which we will focus even more on in 2020 to ensure good collaboration and sparring between the group in Aarhus and in CPH.

## 5. Sustainable Development Goals

GOAL 1: No Poverty	x
GOAL 2: Zero Hunger	
GOAL 3: Good Health and Well-being	x
GOAL 4: Quality Education	
GOAL 5: Gender Equality	x
GOAL 6: Clean Water and Sanitation	
GOAL 7: Affordable and Clean Energy	
GOAL 8: Decent Work and Economic Growth	
GOAL 9: Industry, Innovation and Infrastructure	
GOAL 10: Reduced Inequality	
GOAL 11: Sustainable Cities and Communities	
GOAL 12: Responsible Consumption and Production	
GOAL 13: Climate Action	
GOAL 14: Life Below Water	
GOAL 15: Life on Land	
GOAL 16: Peace and Justice Strong Institutions	
GOAL 17: Partnerships to achieve the Goal	x

## 6. Signatures

I hereby confirm that my organization fully supports this partnership and this project application, that we have knowledge about the DUF guidelines as well as the financial guidelines and that we are prepared to take on all obligations that an approval of the application will put on us as an organization. I furthermore confirm that I have the authority to take decisions and sign agreements on behalf of my organization.