



International
Labour
Organization

CAPSA



CAPSA Project Sustainability Plan

**Strengthening Capacity of Governments to
Address Child Labor and/or Forced Labor, and
Violations of Acceptable Conditions of Work in
Sub-Saharan Africa**



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1. ▶ Introduction

The Strengthening Capacity of Governments to Address Child Labour and/or Forced Labour, and Violations of Acceptable Conditions of Work in Sub Saharan Africa (CAPSA) is a three-year project funded by U.S. Department of Labour (USDOL). The project is implemented by International Labour Organization (ILO) through the tripartite partners, civil society organization and other stakeholders in the space of child labour, forced labour, and trafficking of in persons. The aim of the project is to promote enhanced enforcement of the legal framework and policies pertaining Child Labour and/or Forced Labour, Trafficking in Persons, and Violations of Acceptable Conditions of Work.

The project-level objective is to strengthen the capacity of the Government of Kenya, Uganda and the EAC Secretariat to address child labour, forced labour/human trafficking and violations of acceptable conditions of work. In support of achieving this objective, the project has three outcomes which are.

Outcome 1: Improved enforcement of the legal framework and policies pertaining to child labor, forced labor, and violations of acceptable conditions of work.

Outcome 2: Improved assistance services for victims of child labor and forced labor.

Outcome 3: Strengthened partnerships to accelerate progress in addressing child labor, forced labor, and violations of acceptable conditions of work.

These outcomes will be achieved through improved enforcement of the legal framework and policies pertaining to child labour, forced labour, and violations of acceptable conditions of work; improved assistance services for victims of child labour and forced labour; and strengthened partnerships to accelerate progress in addressing child labour, forced labour, and violations of acceptable conditions of work.



Background

The prevalence of child labor, forced labor, human trafficking and violations of acceptable conditions of work in Kenya and Uganda is driven by a myriad of interrelated economic, social, cultural, legal, and labor-related factors. Poverty and rising unemployment are at the core of the problem, as they lead children to drop out of school, force jobless youth and adults to explore illegal migration opportunities and compel the employed to accept poor working conditions to survive. Increased family disintegration resulting from the HIV/AIDS epidemic is a major contributor to vulnerability to child labor, and cultural practices within families and communities only further compound the problem¹. High illiteracy levels, lack of employable skills, limited income generating opportunities, informality, and low levels of awareness of their legal rights leave many children in both Kenya and Uganda susceptible to all forms of labor exploitation, and the poor enforcement of the relevant legislation and policies only serves to embolden perpetrators². The consequences of neglecting to address the needs of children and workers are severe in terms of the negative effects on the physical and psychological development of the population, as well as on the economy. Ultimately, inadequate protection for workers contributes to a deterioration in workers' health and real wages, low standards of living and an increase in the proportion of the working poor.

Project Implementation strategies

To achieve the project outcomes, CAPSA has deployed a several strategies to enhance partnership and collaboration among different stakeholders at regional, national and local levels, and this will be reflected throughout all outcomes, outputs and activities in both Kenya, Uganda and EAC. The three strategies are anchored around.

On existing structures in place: strengthening and building on existing structures, to ensure continuity, sustainability, ownership.

Capacity Building/strengthening: Strengthen capacity of GOK, stakeholders to address child labour, forced labour, human trafficking and violations of acceptable labour standards.

Partnership: Forge closer and effective alliances with different partners/ stakeholders directly working to protect the rights of children and adults. The implementation strategy is based on the findings of the desk research and detailed consultations which identified gaps in the laws, policies enforcement, weak or non-existent governance structures and poor quality or inadequate assistance services that address child labor, forced labor/human trafficking and violations of acceptable conditions of work. The research findings found that most of the services provided to victims and survivors are often administered in silos, with limited coordination or cooperation between key institutions. As such, it limits effective policy implementation, constrains law enforcement capacity, and impacts the quality of services available to victims. Hence, the Project sought to strengthen the capacity of governments in Kenya and Uganda by developing and enhancing networks between and within different agencies and departments at all levels, with a view to share information, leverage good practices and find synergies.

Why develop a Sustainability plan

Sustainability refers to the continuation of a project's goal, principles, activities, and efforts to achieve desired outcomes. Whereas most people describe sustainability as a takeover of a project by the government, or identifying resources to continue implementing project strategies, ensuring a project is sustained isn't just about the takeover rather it involves more about maintaining the objective of the project. There is no single

¹ ILO (2013), Kenya Decent Work Country Programme (2013-2016)

² Jacob O. Ondieki (2017), Human Trafficking and Its Impact on National Security in East Africa: A Case Study of the Vice in Kenya

formula to project sustainability challenges, rather a common understanding among key stakeholders about its importance and the need to develop a robust sustainability and exit plan.

By developing this sustainability plan, the project is establishing a document that will provide guidance and measures established to ensure that the gains made from the implementation of project activities are sustained. It will also offer a roadmap for the government, specifically the Ministry of Labour and Social Protection, Kenya and Ministry of Gender and Social Development, Uganda along with other key stakeholders in the areas of child labour, forced labour, trafficking in persons, and violations of acceptable working conditions, to work together on maintaining the achieved outputs and outcomes beyond the project's funding period. Additionally, it will define an exit process that prevents any interruption of the project's gains.

In developing the sustainability plan, the project took consideration the findings of the desk review and consultation with government, social partners and the implementing partners that work on child rights and social protection issues that pertain to child labour, forced labour and human trafficking. The ownership of the process and elaboration of practical measures highlighted in the plan are a reflection of the stakeholders buy in. Moreover, the plan was validated through stakeholder engagement and participation based on the milestones achieved throughout the project implementation period. Additionally, the sustainability and exit strategy will act as a tool for resource mobilization with a goal of ensuring continuation of the project achievements and/or identifying funding for new project that will build on work done by the CAPSA project.

Upon the end of the project, the sustainability plan provides an exit strategy that builds on the plans in place to ensure continuity of the gains made through the project implementation period.

Sustainability Strategy

The CAPSA project sustainability strategy is anchored on a six pillars framework that was developed in close consultation with the tripartite partners, specifically the Governments of Kenya and Uganda and in collaboration with the implementing partners. As such, the implementation of the plan will be driven by the Government through the relevant Ministry overseeing Labour and Children protection, Workers Unions and Employers organization, as well as the CSOs that provide services to child labour, forced labour, human trafficking, and violation of labour standards

The Six pillars are:

1. Structured Partnership and collaboration
2. Sustained capacity strengthening
3. Multi-stakeholder/sectoral coordination and planning
4. Establishment of Policies and procedures
5. Cross Learning and Documentation of Good Practices
6. Promotion of data use for decision making.

Fig. 1. CAPSA project sustainability framework



1.1. Structured Partnership and Collaboration

The overarching strategy to achieve the project-level objective fostered a culture of partnership among stakeholders at the regional, national and local levels, and this is reflected throughout all outcomes, outputs and activities in Kenya, Uganda and the EAC. While the primary objective of addressing child labour is on the Government, CAPSA build relationships between government and non-governmental stakeholders, including employers' and workers' associations, civil society organizations (CSOs), community-based organizations (CBOs), and the private sector and academic/research institutions, since an effective action requires collaboration with a broad spectrum of stakeholders.

Moreover, by anchoring its interventions within strategic and structured partnerships, the project will increase the potential for these activities to be sustained upon its completion as there will be many actors to whom the project can pass the torch at the end of the funding period. The project sought to work within and strengthen the existing structures and institutions to ensure a smooth transition of responsibility to local stakeholders. The structured partners approach further will enhance ownership and understanding of their roles and responsibilities in addressing issues around child labour, forced labour and trafficking in persons as well as addressing the violation of labour standards.

To ensure an effective partnership and collaboration in addressing child labour, forced labour and human trafficking, CAPSA has created avenues for collaborative action among stakeholders working to in the space of child protection and human trafficking. This has enhanced project goals and objectives, implementation of activities and sharing of experiences and good practices. In Kenya, through the Ministry of Labour and Social Protection, CAPSA has supported the setting up and strengthening of National Child Labour Technical Working Committee, a committee made up of key stakeholders who meet regularly to discuss and plan on issues around child protection. The committee's collaborative effort has enabled sustained linkage between different stakeholders with the government and the beneficiaries and enhanced coordination of activities

Creating linkages between project beneficiaries and partners and corresponding public and private sector institutions for action is one of the most important sustainability success factors. It is envisioned that the child labour, forced labour and human trafficking governance structures will, be entrenched in the legal and regulatory frameworks, thereby ensuring that they continue to execute their mandate under the leadership of the respective government ministries. This will ensure sustained quality provision of services to victims of child labour, forced labour and trafficking in persons

1.2. Multi-Stakeholder Approach

Addressing issues around child labour, forced labour and trafficking in persons involves a diverse stakeholder and a multi-agency approach to ensure workable solutions to eliminate child labour, forced labour and human trafficking. As such, CAPSA project has endeavored to involve all key stakeholders involved in the prevention and protection of victims, law enforcement, legislation, prosecution of perpetrators and advocacy at all stages of the project implementation. Capacity strengthening of the relevant government ministries, departments and agencies (MDAs), convening of the technical working committee, and ensuring the structures bringing together different agencies are operational. By creating a network of stakeholders with a role to play in addressing child labour issues, the project established a mechanism of peer learning that gradually be transitioned to the government agencies and support to owning the day-to-day activities supported by the project to address prevention, protection and provision of services to victims of child labour and child trafficking. The project therefore supported the establishment of the National steering committees, technical working committees, County and district level steering committees and the existing structures were revamped and strengthened to respond to cases of CL, FL, and human trafficking. These committees are made up of all the social partners, CSOs, government agencies and private sector players.

1.3. Policies and procedures

To effectively ensure continuity on the gains made towards elimination of child labour, the government must ensure there are solid policies and legislation that will guide the implementation of intervention to eliminate child labour, forced labour and human trafficking. To ensure this is in place, CAPSA has played a key role in supporting the Government to review regulations and policies pertaining to child labour, forced labour and trafficking of people. The support from the government also includes advocacy and support in the ratification of ILO conventions that haven't been ratified by Uganda and Kenya. By supporting the development of these policies, the project has ensured the review and/or development of the new policies is driven by the specific government agencies to ensure ownership, while at the same time ensuring that the stakeholder's inputs are included in the respective policies to respond to the gaps in policies, the project conducted a mapping study on the existing policies at the onset of the project. The respective government were engaged and took the lead by engaging stakeholders to review the existing legislation and policies pertaining to child labour. Some of the gaps that were identified pointed to the need for establishing effective system to guide intervention that respond to child labour, forced labour and trafficking situations and concerns. Further, the project support to review and/or formulate policies was driven by the government based on the gap analysis and needs as identified within the technical committees. Once finalized, policy implementation will be done through the existing government structures, and this will ensure the project outputs are mainstreamed in the government processes and will not be dependent on external project funding. Projects. In Uganda, the project has supported the Ministry of Gender, Labour and Social Development, through district councils and sub-county councils to formulate district ordinances and sub-county bylaws in six districts which facilitate enforcement.

1.4. Sustained capacity strengthening

To ensure that State and non-state actors play their roles in enforcement of laws that address child labour issues, the project carried out capacity building initiatives, including targeted training with different stakeholders including government agencies, social partners, private sector partners. By ensuring that child labour issues are mainstreamed in partner's training curriculum and orientation package of the Ministry of Labour and Social Protection as well as the ODPP Training Prosecutor's Training Institute and OSH Department training manual. The same was extended the COTU Tom Mboya Training Institute in whose worker's training manuals child labour was mainstreamed. This will ensure that, every new employee engaged by the Government agency, through the Labour, ODPP and OSH Departments, they will be trained



on child labour, trafficking, forced labour, and human trafficking. At the same time, the project will ensure training is continuously provided to the officers involved with addressing child labour.

The capacity strengthening approach that has been employed by the project involves the engagement of the senior government officers in facilitating the training and hence, reducing the bottlenecks in identifying trainers to facilitate the training of new officers. CAPSA also has endeavored to enhance capacity strengthening through collaborative approach with other ILO projects and CSOs who are also working in child protection. Collaboration with CSOs together with the government officers in facilitating the training is a key sustainability process, as this has strengthened their capacities further through Knowledge transfer and experiential learning.

1.5. Cross Learning and Documentation of Good Practices

Cross learning and good practices documentation is one of the key strategies the project has used throughout the project implementation to enhance leaning and sharing of experiences, The project developed a system where different stakeholders working on child labour, forced labour and human trafiking, regularly come together to share their successful models' good practices and exchange learnings on addressing challenges in the field. By ensuring this is achieved, the project expects to achieve high coverage of the activities hence more stakeholders will be sensitized around issues on child labour. The project has focused on the outreach to the public and communities in the target counties and districts to educate them about child labour, forced labour and human trafficking, with the objective of ensuring that the public, families, stakeholders and project practioners at all levels are to understand what constitutes child labour forced labour and trafficking in persons and also understand their roles and responsibilities to prevent and combat the vice. While this strategy is at the community level, the documentation and sharing of good practices is directly related to initiating new projects for projects which the national government and or the county governments will invest resources aiming to improve the children's wellbeing. This will contribute to resource replacement to cover for the continuity of accessing the gains made by the project.

CAPSA project is implemented in both Kenya and Uganda, and this is also an opportunity that the project will harvest through regional learning and sharing of good practices, tools and successful models. By having a forum where the two governments can share efforts towards addressing CL, FL and TiP, it creates an opportunity of cross leaning from good practices and challenges in addressing CL, FL and TiP. As such, there will be peer learning between the two countries in ensuring efforts to end child labour bear fruit and are sustained beyond the project. Beyond the initiatives implemented with the support of the project, the project developed an array of IEC materials, publications and reports which will be used for reference across countries with all the project partners.

1.6. Data use for decision making.

Use of data to inform decision making regarding policy decisions implementation and law enforcement has been one of the critical tenets for sustainability. Following this, the project put in place measures to collect data and relevant information and statistics to inform project strategies. Evidence based planning has been a critical element that formed the basis on which the project was able to measure performance of the project objectives. As part of the project design, the key activities focused on research/mapping studies that set baselines for each of the three project outcomes. Through a mapping study of the existing laws and policies, the project was able to identify gaps and priority areas for which the project interventions were hinged. Moreover, in Kenya, the project facilitated the strengthening of government capacity in capturing routine data on child labour that would help in monitoring the impact with the initiatives to address CL, FL and trafficking of persons, as such training on management information system for child protection is a key activity for the project.



Outcome	Sustainability Strategy	Responsible Organizations	Resources Required	Indicators
Project Objective: to strengthen the capacity of the GOK and additional Sub-Saharan African countries to address child labor, forced labor/human trafficking and violations of acceptable conditions of work	Structured Partnership and collaboration - Establishment and operationalization of County Child Labour Committees. Strengthening of National Steering Committee, the Technical Working Committee on Elimination of Child Labour, Counter-Trafficking in Persons Advisory Committee, etc. Sustained capacity strengthening - Conduct training sessions with different players including the police, ODPP, children's officers, labour officers to sensitize them on their roles in addressing CL; - Integration of CL issues in orientation package for different government departments, ODPP, Police, Labour Officers - Advocate for Government to allocate resources at Multi-stakeholder approach - Strengthening the technical working committee; work with ministry of labour to bring together all Government agencies and private entities with a role to play in addressing CL, FL and Trafficking of in persons. - Coordinate the collaboration between different government agencies at both county/ district and national level. Capacity building of relevant government agencies Policies and procedures - Support the Government to ratify relevant ILO conventions that have not been ratified; Review of legislation on Child labour; trafficking of in persons; and violations of acceptable conditions to work. Development of policies and regulations and also NAP Cross Learning and Documentation of Good Practices - Support the documentation of Good Practices by different stakeholders; Conduct a session for sharing Good Practices among the stakeholders. - Develop learning materials including policy papers, journals and publications. Data use for decision making. - Strengthen the data collection and monitoring system through enhance tracking of child labour, forced labour and TIP data; support the government to undertake the child labour survey and clear recommendation identified; Conduct mapping of legislations and policies around CL to guide on implementation and relevant support	- MoLSP - COTU-K - FKE - ODPP - National Police Service - DCI - ILO - FUE - NOTU - COFTU - CSOs	1. Human resources and financial resources for the Ministry of Labour and relevant government agencies 2. Financial resources for conducting inspection and enforcement	Number of countries with increased capacity to address child labor, forced labor, trafficking in persons, and other violations of workers' rights

Outcome	Sustainability Strategy	Responsible Organizations	Resources Required	Indicators
Outcome 1: Improved enforcement of the legal framework and/or policies pertaining to child labor and/or forced labor, and violations of acceptable conditions of work	Structured Partnership and Collaboration - Identify key players in the elimination of child labour forced labour and trafficking of in persons at /district and National level; spearhead the strengthening of the TWCs and ensuring resource allocations within the ministries, departments, agencies and local governments to facilitate their operations; development of a referral director for stakeholders and service providers. The meetings are enshrined in the Ministry's workplan; roles at the TWC allocated to different stakeholders. Sustained Capacity Strengthening - Training of labour officers, workers representatives and employers on their roles in eliminating child labour, forced labour, trafficking in persons and violations of acceptable conditions of work; entrench issues around child labour, forced labour, trafficking in persons, and violations of acceptable conditions of work within the training curriculum and orientation guide of labour officers and OSH officers; Dissemination/ scale up of referral pathways and directories to all agencies. - provision of appropriate working tools and materials. Scaling up the capacity building to the community enforcement officers and duty bearers. Multi-Stakeholder Approach - Ensure participation of all stakeholders in the development of the TWC agenda on reduction of child labour, forced labour, trafficking in persons, and violations of acceptable conditions of work; Stakeholder mapping and development of a referral directory; Strengthen child participation programs. Policies and Procedures - Review of the relevant legislation and regulations to guide in the interpretation and enforcement process; Finalization of the policies and laws for adoption; implementation and enforcement of the laws and policies developed and adopted Data use for Decision Making. - Structured documentation and dissemination at all levels of implementation to inform decision making; Review existing policies through a consultative process with service providers and relevant actors and develop new policies. - Development of county specific child labour, forced labour, trafficking in persons and violations of acceptable conditions of work modules to inform data collection instruments. - Have an integrated system for data sharing among government departments and stakeholders. - Conduct continuous micro studies on child labour, forced labour, trafficking in persons, and violations of acceptable conditions of work	- MoLSP - Ministry of Interior - COTU-K - FKE - ODPP - National Police Service - OAG - ILO - FUE - NOTU - COFTU - CSOs - INGOs / Development Partners - Council Of Governors (COG) - KNBS	- Substantive Human resources - Space for engagement/ meeting - Budget allocations - Working tools and materials	1. Number of legal or policy frameworks on child labour, forced labour, trafficking in persons, and violations of acceptable conditions of work, formulated and adopted 2. Number of child participation fora achieved. 3. Number of counties with child labour, forced labour, trafficking in persons, and violations of acceptable conditions of work activities mainstreamed in County Integrated Development Plan (CIDP), Sector Plan and Annual Development Plan and Medium-Term Development Plan. 4. Number of learning and knowledge sharing fora achieved. 5. Number of training manual/handbook on child labour, forced labour, trafficking in persons, and violations of acceptable conditions of work developed. 6. Numbers of Counties with a active referral directories and referral pathways. 7. Number of continuous micro studies conducted.

Outcome	Sustainability Strategy	Responsible Organizations	Resources Required	Indicators
Output 1.1: Targeted technical assistance to revise the legal and policy framework to address child labor, forced labor and violations of acceptable conditions of work is strengthened in line with international standards is provided	Structured Partnership and collaboration Engage different stakeholders in technical working committees and national steering committees in the review of the policy frameworks and legislations proposed. Multi-stakeholder approach Engage the stakeholders through collection of their views and suggestions through FGS and KII through the process of reviewing the policies. Ensure the reports are validated by the stakeholders. Have public-private sector/corporates involved/engaged in round tables. Ensure child participation is mainstreamed in all activities Sustained capacity strengthening Training of technocrats at national and district level in legal and policy development processes Policies and Procedures Identify the gaps in the existing policies through a baseline assessment and propose recommendations based on the gaps. Technical assistance in the revision and development of policies and laws in accordance with the required procedures. CS Labour to develop regulations on CL, FL, human trafficking or VOACW as outlined in the CA 2022 Cross Learning and Documentation of Good Practices Facilitate continuous learning at the county, national, and regional level using Good Practices in the development, implementation and enforcement of child specific policies. Identify champions, including children, at the county/district and national level. Data use for decision making. Review existing policies through a consultative process with service providers and relevant actors and develop new policies.			1. No of policies or legal instruments on CL, FL, TIP and VOACW formulated 2. No. of polices or legal instruments on CL, FL, TIP and VOACW reviewed. 3. Number of regulations on CL, FL, TIP and VOACW developed by the CS as outlined in the CA 2022. 4. Number of committees to address CL, FL, TIP and VOACW established 5. Number of activities implemented by child labour champions. 6. Framework for engaging private corporates developed.

Outcome	Sustainability Strategy	Responsible Organizations	Resources Required	Indicators
Output 1.2: The governing structures for child labor, forced labor, human trafficking and violations of acceptable conditions of work are established	Structured Partnership and collaboration - Operationalize the established structures/working committees at all levels; Forge a working relationship with key government agencies and relevant actors to lead in the capacity strengthening of the law enforcers and ensuring they understand their roles in addressing child labour including prevention and assistance of victims. Sustained capacity strengthening - Identify trainers from the key government agencies and relevant actors for capacity building on child labour, forced labour, trafficking in persons and violations of acceptable conditions of work. Multi-Stakeholder Approach - Strengthen the TWC by ensuring the key government agencies and relevant actors are involved during the discussions on issues around child labour, forced labour, trafficking in persons and violations of acceptable conditions of work. Cross Learning and Documentation of Good Practices - Providing a platform for different actors from the county/district and national level to learn from each other and escalate Good Practices in regions where the structures are already existing.			1. Number of governing structures (County Children Advisory Committees, Court Users Committees, County Child Labour Committees, Counter Trafficking in Persons (CTIP) Secretariat, Advisory Committee on Child Labour, Technical Working Committee, and National Steering Committee on Child Labour (NSC-CL)) that implements CL, FL, TIP and VACW established and functioning.
Outcome 1.3A: Law enforcement personnel are trained to enforce laws and policies relating to child labor, forced labor and violations of acceptable conditions of work	Structured Partnership and collaboration - Steer a working relationship with key government agencies and relevant actors to lead in the capacity strengthening of the law enforcers and ensuring they understand their roles in addressing child labour including prevention and assistance of victims. Sustained capacity strengthening - Draw the trainers from the Government officers so that the internal capacity is built from within the government; revision of the training curriculum and orientation guide of labour officers and DOSHS officers to include modules on child labour and trafficking of in persons; provision of reference materials; inclusion of law enforcement and duty bearers in the training; Multi-stakeholder approach - Strengthen the TWC by ensuring the key government agencies and relevant actors are involved during the discussions on issues around child labour, forced labour, trafficking in persons and violations of acceptable conditions of work. Cross Learning and Documentation of Good Practices - Providing a platform for different actors from the county/district and national level to learn from each other and escalate Good Practices in regions where the structures are already existing.			1. Number of law enforcement personnel trained to improve enforcement of, or compliance with child labor, forced labor, or other worker rights laws or policies. 2. Number of border committees strengthened to enhance knowledge on CL, FL, TIP and VOACW.

Outcome	Sustainability Strategy	Responsible Organizations	Resources Required	Indicators
Output 1.3B: Selected Companies in the coffee, tea, sugarcane, rice sectors engaged in initiatives to improve employment conditions for new job entrants	Structured Partnership and collaboration - Forge a working relationship with relevant private sector players and agencies and relevant actors to lead in the capacity strengthening of the law enforcers and private sector players to ensuring they understand their roles in addressing child labour including prevention and assistance of victims. Sustained capacity strengthening - Identify trainers from the key government agencies and relevant actors for capacity building on child labour, forced labour, trafficking in persons and violations of acceptable conditions of work Cross Learning and Documentation of Good Practices - Providing a platform for different actors from the county/district and national level to learn from each other and escalate Good Practices in regions where the structures are already existing.			Number of Companies with improved working conditions at the end of the project

Outcome	Sustainability Strategy	Responsible Organizations	Resources Required	Indicators
Outcome 2: Improved assistance services for victims of child labor, forced labor are improved	Structured Partnership and Collaboration - Identify and partner with key players in the elimination of child labour forced labour and trafficking in persons at the County and National level; spearhead the strengthening of the TWC and ensuring the meetings are enshrined in the MoLSP workplan; roles at the TWC allocated to different stakeholders. Sustained Capacity Strengthening - Identify trainers from among the service providers to cascade the training within social partners and stakeholders; capacity-build the ToTs; develop simplified training manuals on different legislations, policies and regulations across the thematic areas; digitize the training materials and put them in a repository; Identify the training needs based on gap assessment. Multi-Stakeholder Approach - Ensure participation of all stakeholders in the development of the TWC agenda on reduction of child labour FL, HT, and VACW; Service provider mapping; Review and digitalize the National Referral Mechanisms into a digital and live referral directory; Stakeholder mapping; Strengthen child participation programs. Policies and Procedures - Review of the relevant legislation and regulations to guide service provision; Building a framework for monitoring - Ensure clear terms on social protection of workers on employment contracts and Strengthen access to social protection. Data use for Decision Making. - Educate service providers on the importance of data collection and proper documentation; Develop and refine tools to collect the data on the thematic areas; Facilitate evidence generation and dissemination through coordination of studies and research initiatives; Identify the training needs based on gap assessment	- MoLSP - MOE - Ministry of Interior - COTU-K - FKE - ODPP - National Police Service - OAG - ILO - FUE - NOTU - COFTU - CSOs/ INGOs		Percentage or Number (#) of organizations that implement CL,FL and Trafficking activities at the beginning of the project, interim, and the end of the project

Outcome	Sustainability Strategy	Responsible Organizations	Resources Required	Indicators
Output 2.1: Existing services, structures and systems to support victims of child labor and forced labor are mapped and gaps identified	Structured Partnership and Collaboration - Identify and strengthen key players in the elimination of child labour forced labour and trafficking in persons at the County and National level; Map out existing services offered by partners at different levels Multi-stakeholder approach - Engage various key stakeholders during the mapping and gap analysis Policies and Procedures - Laws and policy audit; Review of the policies and guidelines through a consultative process Cross Learning and Documentation of Good Practices - Identify gaps between the different service providers; Benchmarking locally among the key stakeholders; Facilitate continuous learning at the county/district, national, and regional level using Good Practices, while involving children Data use for decision making. - Develop and refine data collection tools for service providers.		- CSO Network - National Shelters Network - Existing Directories and Databases - Community network - Community Health Workers - Child Protection Volunteers	- Mapping report finalized. - Number of laws and polices audited - Number of polices or guidelines reviewed - Number of data collection tools developed - Number of planning fora achieved - Number of benchmarking sessions achieved - Number of continuous learning fora held

Outcome	Sustainability Strategy	Responsible Organizations	Resources Required	Indicators
Output 2.2: Coordination mechanisms are convened among civil society organizations (CSOs), community-based organizations (CBOs), government agencies and social partners	Structured Partnership and collaboration - Strengthen the governing structures for child labor, forced labor, human trafficking and violations of acceptable conditions of work (Child wellbeing committees, County Children Advisory Committees, Court Users Committees, County Child Labour Committees, Counter Trafficking in Persons (CTIP) Secretariat, Advisory Committee on Child Labour, Technical Working Committee, and National Steering Committee on Child Labour (NSC-CL)) and ensure the co-ordination of the structures; Establish co-ordination protocols for collaboration and coordination of CSOs and FBOs in the counties and at the National Level. Multi-stakeholder approach - Ensure participation of all stakeholders in the development of the TWC agenda on reduction of child labour FL, HT, and VACW; Service provider mapping; Review and digitalize the National Referral Mechanisms into a digital and live referral directory; Stakeholder mapping; Strengthen child participation programs. Cross Learning and Documentation of Good Practices - Support the partners to share what is working and challenges through the a digital learning platform, webinars, knowledge sharing and management platforms, community feedback sessions, outcome harvesting sessions, child participation fora etc. Data use for decision making. - Develop a digital and live integrated referral directory with details of partners and the services offered; Develop and refine data collection tools for service providers; Facilitate evidence generation and dissemination through coordination of studies and research initiatives.		- National Shelters Network - Existing CSO Networks - Human Resources	- Number of Forums and coordination meetings to share information on child labour, FL and TIP established/ strengthened - Number of projects implemented and sustained by the civil society organizations (CSOs), community-based organizations (CBOs), government agencies and social partners - Documentation of Good Practices - Digital learning platform finalized - Number of webinars and knowledge sharing platform - Number of studies on child labour FL, HT, and VACW carried out and disseminated

Outcome	Sustainability Strategy	Responsible Organizations	Resources Required	Indicators
Output 2.3: Frontline service providers assist victims of child labor, forced labor, HT, and VACW are trained	Structured Partnership and Collaboration - Mapping out of frontline service providers at the county/district and grassroots level; Sustain linkages between the service providers for service provision, cross-learning, scale-up of activities. Sustained Capacity Strengthening - Refine the training manuals for training service providers who assist victims of CL, FL, HT, and VACW; Conduct ToT for service providers; Continuous capacity development Policies and Procedures - Review of the relevant legislation and regulations to guide service provision Multi-stakeholder approach - Ensure participation of all frontline service in the development of the TWC agenda on reduction of child labour FL, HT, and VACW; Strengthen the technical working committee; work with ministry of labour to bring together all Government agencies and private entities with a role to play in addressing CL, FL, Trafficking of in persons and VACW; Coordinate the collaboration between different government agencies at both county/district and national level. Data use for Decision Making - Educate service providers on the importance of data collection and proper documentation; Develop and refine tools to collect the data on the thematic areas; Facilitate evidence generation and dissemination through coordination of studies and research initiatives; Identify the training needs based on gap assessment		- Training manuals and handbooks - Training logistics	- Number of service providers mapped - Number of Frontline service providers trained - Number of training manuals refined - Number of linkages created between service providers

Outcome	Sustainability Strategy	Responsible Organizations	Resources Required	Indicators
OUTCOME 3: Strengthened partnerships to accelerate progress in addressing child labor and/or forced labor, and violations of acceptable conditions of work	Structured Partnership and collaboration - Strengthen the National steering committee on elimination of child labour, Alliance 8.7 committee and National Technical working committee that is more inclusive of the key stakeholders including the Government agencies, social partners and CSOs. - Establishment and operationalization of County Child Labour committees and County Children Advisory Committees. Strengthening of national TWC on Child labour and National Steering Committee. - Mapping and tracking of relevant partners nationally (involved in child labour spaces) - Structured and deliberate coordination mechanisms of different actors (Formal and informal) drawn from community, sub-county, county, regional, national and EAC in CL, FL, TIP. Multi-stakeholder approach - Strengthening the technical working committee; work with the relevant ministry in charge of labour to bring together all Government agencies and private entities with a role to play in addressing CL, FL and Trafficking of in person. - Coordinate the collaboration between different government agencies at both county and national level. - Structured co-creation mechanisms with different partners (in different contexts (Counties and , National) - Enhancing cross-border management committees to address the CL FL TIP in border points. Cross Learning and Documentation of Good practices - Support the documentation of best practices by different stakeholders through outcome harvesting, Child participation fora, community engagement/feedback fora, media documentaries and engagements, - Evidence-generation and dissemination and learning agenda forums. - Conduct a session for sharing good practices among the stakeholders. - Develop learning materials including policy papers, journals and publications. Data use for decision making. - Strengthen the data collection and monitoring system through enhanced tracking of child labour, forced labour and TIP data; support the government to undertake the child labour survey and clear recommendation identified; Conduct mapping of legislations and policies around CL to guide on implementation and relevant support. - Sustained capacity strengthening - Conduct training sessions with different actors including but not limited the police, ODPP, children's officers, NGAOs, labour officers to sensitize them on their roles in addressing CL, FL, TIP. - Integration of CL, FL, and TIP issues in orientation packages including development of training manuals for different government departments and agencies, ODPP, Police, Labour Officers, Children officers, NGAOs and other key actors involved in the CL TIP and FL spaces.	- MoLSP - COTU-K - FKE - ODPP - National Police Service - EAC - OAG - ILO - FUE - NOTU - COFTU - COG - Children (CRC<KCA). - CSOs/ INGOs	Technical and human, Financial & Material Resources.	1. Number of organizations that are collaborating with each other that are implementing CL, FL and Acceptable conditions of work activities by the end of the project 2. Number of learning agenda accomplished. 3. Number of stakeholders fora accomplished with key partners. 4. Partnership framework developed.

Outcome	Sustainability Strategy	Responsible Organizations	Resources Required	Indicators
Output 3.1: A comprehensive strategy to facilitate effective communication and increase knowledge (including sharing lessons learned) between partners and stakeholders is implemented.	Structured Partnership and collaboration - Strengthen the National steering committee and National Technical working committee that is more inclusive of the key stakeholders including the Government agencies, social partners and CSOs. - Establishment and operationalization of County Child Labour committees and County Children Advisory Committees and Area advisory committees. Strengthening of national TWC on Child labour and National Steering Committee. - Mapping and tracking of relevant partners nationally (involved in child labour spaces) - Structured and deliberate coordination mechanisms of different actors (Formal and informal) drawn from community, sub-county, county, regional, national and EAC in CL, FL, TIP spaces). Multi-stakeholder approach - Strengthening the technical working committee; work with ministry of labour to bring together all Government agencies and private entities with a role to play in addressing CL, FL and Trafficking of in persons. - Coordinate the collaboration between different government agencies at both county and county/district and national level. - Structured co-creation mechanisms with different partners (in different contexts (Counties and , National) - Enhancing cross-border management committees to address the CL FL TIP in border points. Cross Learning and Documentation of best practices - Support the documentation of best practices by different stakeholders through outcome harvesting, Child participation forums, community engagement/feedback forums, media documentaries and engagements - evidence generation and dissemination and learning agenda forums. - Conduct a session for sharing good practices sharing among the stakeholders. - Develop learning materials including policy papers, journals and publications Data use for decision making. - Strengthen the data collection and monitoring systems through enhanced tracking of child labour, forced labour and TiP data; support the government to undertake the child labour survey and clear recommendation identified; Conduct mapping of legislations and policies around CL to guide on implementation and relevant support Sustained capacity strengthening - Conduct training sessions with different actors including but not limited the police, ODPP, children's officers, NGAOs, labour officers to sensitize them on their roles in addressing CL. - Integration of CL issues in orientation packages including development of training manuals for different government departments, ODPP, Police, Labour Officers, Children officers, NGAOs and other key actors involved the CL, TIP and FL spaces.			1. Number of advocacy and communication strategy documents developed 2. Number of advocacy and communication strategy documents implemented 3. Number of child labour, committees established/ formed and functional. 4. Number of advocacy and awareness raising activities conducted 5. Number of cross-country, regional, and transnational meetings conducted on CL, FL, TIP, and Violations of Conditions of Work

Outcome	Sustainability Strategy	Responsible Organizations	Resources Required	Indicators
Output 3.2: Multi-stakeholder efforts to address the elimination of child labor and forced labor are coordinated in order to leverage resources and avoid duplication				
Output 3.3: Communication and knowledge sharing is enhanced between government departments, social partners, civil society organizations and other stakeholders, of information collected on of child labor, forced labor and violations of acceptable conditions of work				
Output 3.4: Targeted advocacy and awareness-raising is conducted around issues of child labor, forced labor and violations of acceptable conditions of work among employers and workers				
Output 3.5: Cross-country, regional and transnational information-sharing events on issues related to forced labor and violations of acceptable conditions of work are conducted				



STAKEHOLDER MAPPING AND ANALYSIS.

CAPSA project will be implemented through the Tripartite partners and in collaboration with partners who in one way or the other share the goal of the project and are involved in improving the environment for compliance with ILS and ACW. These Stakeholders are the individuals or groups/organizations who will have some interest in the project activities and have ability to influence the project will work with, and who will be affected or will be influenced by the project and/or whose behavior and decisions will affect the project. The table below provides an analysis of the stakeholders' level of influence (power) and interest in sustaining project outcomes:

Stakeholder Mapping for Uganda

	Organization	Stakeholder Description	Interest ³	Power ⁴	Strategy
1	Ministry of Gender, Labour, and social development (MGLSD)	The Mandate of the Ministry is to mobilize and empower communities to harness their potential while protecting the rights of vulnerable population groups. The Ministry promotes labour productivity and employment, social protection, gender equality & equity, human rights, culture and empowerment.	High	High	- Monitoring, Documentation and Information sharing - Empower the ministry officials to execute their mandate. - Total involvement in the implementation of the project - All the communications about the project have to go through the Ministry - Resource allocation and mobilisation
2	Youth and Children Department	Responsible for child protection and youth empowerment in the country. The youth and children department is the secretariat of Child wellbeing Committees all over the country from national level to subcounty level.	High	High	- Capacity building of the child wellbeing committees. - Monitoring, documenting and sharing good practice of child protection
4	International Labor Organization	The UN agency mandated to set labour standards, develop policies, and devise programmes promoting the Decent Work for All agenda among its Member States. ILO provides overall management, coordination and technical support for the project.	High	High	- Maintain cordial working relationship. - Resource mobilisation to support sustainability - Advocacy and lobbying - Documentation and information sharing - Accountability forums like the ILO conventions.

³ Have interest in sustainability of the project strategies and outcomes.

⁴ Have the power to drive the sustainability of the project strategies and outcomes.

	Organization	Stakeholder Description	Interest ³	Power ⁴	Strategy
5	Courts of law	Courts of law are key stakeholders in the enforcement of the law in the country. They include courts of judicature, magistrate courts and quasi courts such as labour offices and local council courts. They are ordinarily situated at district headquarters. Industrial court handles all labour related matters	Low	High	- Specialised Capacity building of the judiciary to appreciate the concepts. - Tooling of the judicial officers
6	National Organization for Trade Unions (NOTU)	The National Organization of Trade Unions (NOTU) is an umbrella body of all trade unions in Uganda. It promotes and protects the rights of the workers in Uganda.	High	High	- Capacity building - Partnerships with the federations to implement project interventions - Advocacy for revision and implementation of the legal and policy framework. - Resource mobilisation
7	Central Organization of Free Trade Unions	The Federation (COFTU) draws its members from manufacturing, plantation, clerical, workers from both Government and private sectors. membership that is drawn from all the sectors of the economy is close to 2 million members.	High	High	- Capacity building - Partnerships with the federations to implement project interventions - Advocacy for revision and implementation of the legal and policy framework. - Resource mobilisation
8	Federation of Uganda Employers (FUE)	Federation of Uganda Employers (FUE) is the voice of Employers on social and economic issues. It is recognized both locally and internationally as a top-notch employers' organization in Uganda. FUE is also affiliated to the International Organization of Employers (IOE), Business Africa and East African Employers Organization (EAEO). It is the officially recognized body that represents Ugandan Employers at the International Labour Organization's Annual Labour Conference.	High	High	- Capacity building - Partnerships with the federations to implement project interventions - Forging relationship with informal sector players within the supply chain to promote compliance.

	Organization	Stakeholder Description	Interest ³	Power ⁴	Strategy
9	Informal sector (in the Agricultural crops of Rice, Sugar, Coffee, Cocoa; Farmers, Out growers, Suppliers, Transporters, and Buyers)	These cover enterprises that are not incorporated according to the companies Act (LoU 2000. Cap. 110.) Do not have complete books of accounts, do not separate the legal entity from the owners within the fixed or without a fixed location.	Low	Low	- Capacity building - Awareness creation and information sharing. - Linkage to the formal economy to improve compliance - Self-regulations through development of operational guidelines
10	Ministry of Internal Affairs (MOIA)	The mandate of the Ministry of Internal Affairs is to guarantee Uganda's internal security, ensure law and order, peace and stability as well as citizen identification, protection and preservation.	High	High	- Partnerships and coordination of stakeholders to implement project interventions. - Awareness and Information sharing - Involvement in implementation of the interventions - Resource allocation and mobilisation
11	Uganda Police	The mandate of Uganda Police Force as provided in the Constitution of the Republic of Uganda, and Uganda Police Force Act Cap 303, is protection of life and property, prevention and detection of crime, keeping law and order, and maintenance of overall Security and Public Safety in Uganda. Uganda Police has a department of community policing, Family and child protection department, Criminal Investigation Department.	Low	High	- Capacity building - Retooling with working materials - Resource Allocation to support effective implementation
12	Coordination office Prevention of Trafficking in Persons (COPTIP)	COPTIP is mandated with formulating a comprehensive & integrated program to Prevent & suppress trafficking in persons. COPTIP develops measures & policies to protect, assist & support victims, taking in consideration age, gender & special needs of victims. COPTIP also conducts continuing research and study on the pattern & scheme of trafficking in persons to inform policy & program direction.	High	High	- Total involvement in implementation through partnership and collaboration - Resource Allocation and mobilization

	Organization	Stakeholder Description	Interest ³	Power ⁴	Strategy
14	Office of the Director of Public Prosecution (ODPP)	The core mandate of the ODPP is enshrined under Article 120 of the Constitution of the Republic of Uganda 1995 as amended and includes to direct the police to investigate any information of a criminal nature, institute criminal proceedings against any person or authority in any court in Uganda other than a court martial and control private prosecutions.	High	High	• Collaborations and partnerships • Capacity building
15	United States Embassy in Uganda	The mission of the United States Embassy is to advance the interests of the United States, and to serve and protect U.S. citizens in Uganda. There is specific interest in addressing trafficking in persons	High	High	• Cordial diplomatic relations • Resource mobilisation and allocation to support the sustainability of the interventions. • Lobby and advocacy • Documentation, reporting and information sharing
16	European Union		High	High	• Resource mobilization on projects addressing child labour
17	Civil society Organization	Civil society organizations complement the government interventions and service delivery at grass route, they contribute to research, capacity building, advocacy, lobbying and service delivery.	High	Low	• Funding & partnership • Capacity building • Monitoring and evaluation • Lobby and advocacy • Service delivery
18	East African Trade Union Confederation (EATUC)	EATUC's main goal is to integrate workers' interests and efforts in the East African region with a view to develop a common approach towards enhancing social and economic justice through the participation of workers' organizations at all levels of the regional integration.	High	Low	• Engage them in project activities • Advocacy • Lobby for resources
19	United Nations Office on Drugs and Crime (UNODC)	UN agency's that focus is the trafficking in and abuse of illicit drugs, crime prevention and criminal justice, international terrorism, and political corruption.	High	Low	
20	Ministry of Education & sports (MOES)	The mandate of the Ministry of Education and Sports (MoES) is to provide quality education and Sports services in the country which are constitutional obligations for the Ugandan State and Government.	High	High	• Partnership and collaboration • Resource mobilisation and allocation • Documentation and sharing information

	Organization	Stakeholder Description	Interest ³	Power ⁴	Strategy
21	United Nations High Commissioner for Refugees (UNHRC)	UNHCR is the UN Refugee Agency works to ensure that everybody has the right to seek asylum and find safe refuge, having fled violence, persecution or war at home.	High	Low	• Resource mobilisation and allocation • Documentation and sharing information • Advocacy
22	United Nations International Emergency Children's Fund (UNICEF)	A UN agency with a mandate to reach the most disadvantaged children and adolescents – and to protect the rights of every child, everywhere. UNICEF is a key partner in protecting the children from worst forms of child labour, forced labour and trafficking and ensuring they enjoy their childhood.	High	High	• Maintain cordial working relationship. • Continued Political will to allow operations
23	Kampala Capital City Authority (KCCA)	The Kampala Capital City Authority is the governing body of the Capital City and administers Capital City on behalf of the central government. The directorate of Gender, community service and production in charge of vulnerable groups. KCCA formulated ordinance on child protection	High	High	• Partnership and collaboration in implementation • Capacity building of different stakeholders including the OVCs
24	Ministry of local government. (district local governments and cities)	Ministry of local government is mandated to creation, supervision of service delivery.	High	High	• Capacity building, • Total involvement in direct implementation of the activities • Documentation and Monitoring • Resource allocation.
25	Cultural Institutions	Mandated to contribute social cohesion of society, promote culture and traditions.	High	Low	• Awareness raising • Capacity building and engagement • Partnership to run activities
26	Faith Based institutions	Mandated to do spiritual nurturing and social cohesion of society.	High	Low	• Engage in sensitization
27	Media owners/Media organizations	Key in creating visibility of the project activities, project outputs and outcomes to the general public Could also raise awareness on workers' rights and redress or grievance mechanisms such as through inspection and the critical role that employers' organizations and workers' associations can play in promoting responsible business conduct	High	Low	• Capacity building and awareness creation • Documentation and Information sharing • Advocacy

Stakeholder Mapping for Kenya

	Organization	Stakeholder Description	Interest ⁵	Power ⁶	Strategy
1	Ministry of Labour and social protection (MoLSP)	MoLSP is a ministry in Kenyan Government with a mandate in promotion of harmonious industrial relations; safety and health at workplace; employment promotion; industrial training; productivity management; planning for human resource development and utilization; registration and regulation of trade unions.	High	High	- Enhance coordination and partnerships with relevant actors. - Take a leading role on policy formulation, reviews and implementation; Integration of data, research and studies. - Development of coordination mechanisms and M&E frameworks
2	Central Organization for Trade Unions	COTU-K is the National Trade Union Centre in Kenya with a mandate to advance workers' rights; COTU-K mission is to Promote, Safeguard and Improve the welfare of all Workers through Social Dialogue and Effective Representation.	High	High	Representation, Advocacy, Capacity Building, Prevention, Compliance, Legal Aid
3	Federation of Kenyan Employers (FKE)	The Federation of Kenya Employers (FKE) is the national umbrella body and the voice of employers in Kenya. FKE charged with representing the interests of employers at the tripartite level involving the Government, Employers and Workers, and since its establishment has served as a platform for advocacy of key concerns of employers in the areas of employment, labour relations and social policy.	High	High	Representation, Advocacy, Capacity Building, Prevention, Compliance, Legal Aid
4	Child Labour Division of Ministry of Labour and Social Protection	A department within the MoLSP mandated to Coordinate the activities aligned to ending child labour in Kenya	High	High	- Partnership and collaboration, Evidence generation and dissemination. - Learning agenda forums, sustained capacity development. Strengthening M&E framework; mobilization and partnership collaboration strategies

⁵ Have interest in sustainability of the project strategies and outcomes.

⁶ Have the power to drive the sustainability of the project strategies and outcomes.

	Organization	Stakeholder Description	Interest ⁵	Power ⁶	Strategy
5	Directorate of Children's Services	A department within the MoLSP mandated to Safeguard and protect the rights and welfare of children; Lead, oversee, plan and coordinate child protection programmes and services in Kenya.	High	High	Coordination and partnership management Evidence generation and dissemination, Safeguarding policy formulation and implementation, CP service provision.
6	Civil Registration Department	Provide for the compulsory and immediate registration of all births and deaths that occur in Kenya, without regard to nationality	Low	High	Strengthen and coordinate the registration of births of children
7	DOSHS	A department with the MoLSP mandated to promote a safe and healthy workplace by implementing effective systems for the prevention of Occupational diseases, ill health accidents and damage to property in order to reduce the cost of production and improve productivity in all sectors of our economic activities	High	High	Enhance workplace safety and standards Policies and procedures enforcement strategy
8	National Labour Board	The role of the National Labour Board is to advise the CS on matters of labour legislation including matters concerning employment, legislation affecting employment, matters related to labour relations and trade union among others	High	High	Oversight and Coordination labour matters
9	Ministry of Agriculture and Livestock Development	A ministry in Kenyan Government whose key roles is to facilitate and create enabling environment for agricultural development; improve agriculture productivity and output and enhance national food security; Agriculture contributes immensely to child labour and this ministry is mandated with all functions about agriculture	Low	High	Mainstreaming policy and procedures, Capacity building and strengthening partnership and collaborations.
10	Ministry of Agriculture and Livestock Development	A ministry in Kenyan Government whose key roles is to facilitate and create enabling environment for agricultural development; improve agriculture productivity and output and enhance national food security; Agriculture contributes immensely to child labour and this ministry is mandated with all functions about agriculture	High	High	
11	Ministry of Education	The Ministry of Education (MOE) formulates and implements education and training policies, standards, curricula, examinations, and the granting of university charters.	High	High	Reintegration of CL FL, TIP victims to education systems, Implementation of school retention programs. Policy and procedures; Implementation. Mult-sectoral approach strategies.
12	Ministry of Health	To build a progressive, responsive and sustainable healthcare system for accelerated attainment of the highest standard of health to all Kenyans as enshrined in the Constitution of Kenya 2010.	Low	High	To strengthen healthcare system through collaboration and partnership

	Organization	Stakeholder Description	Interest ⁵	Power ⁶	Strategy
13	Ministry of Interior and National Administration	The Ministry of Interior and Coordination of National Government is charged with the responsibility of public administration, internal security, printing of Government documents, Immigration and Registration of Persons,	High	High	- Coordination of national programs and enforcement of laws and policies. Multi-sectoral approach strategies. - Sustained capacity Building of LEAS and NGAOs
14	National Council for Children Services	It is a State Corporation under the Ministry of Labour and Social protection. It is established under section 41 of the Children Act 2022. Its mandate is to regulate, coordinate and oversight children services in Kenya and advise the government on all matters relating to children	High	High	Strengthening oversight and coordination of child protection services
15	National Council for Occupational Safety and Health (NACOSH)	The NACOSH is established under OSHA, 2007 to advise the Minister on formulation of Occupational Safety and Health (OSH) Policy framework, Legislative proposals on OSH to give effect to ILO conventions, promotion of best OSH practices, Law review and Statistical analysis of work-related fatalities and injuries.	High	High	Strengthening and coordinate Occupational Safety and Health programs and policy.
16	National Counter-Trafficking in Persons Secretariat	CTIP secretariat is to coordinate all repatriation and rehabilitative, protection, preventive services for a VOTs in Kenya	High	High	Coordination and partnership management Evidence generation and dissemination, Safeguarding policy formulation and implementation, TIP service provision.
17	County Child Labour Committees.				Coordination and collaboration strategies in elimination of Child labour; Resource mobilization strategies
18	National Police Service	The role of the national police service is to prevent and detect crimes, apprehend offenders, protect life and property and enforce laws and regulations.	High	High	- Enforcement of laws and community policies. - Sustained capacity Building. Safeguarding and protection and safeguarding services
19	Office of the Director of Public Prosecutions	The Office of the Director of Public Prosecutions is the National Prosecuting Authority in Kenya. The Constitution mandates it to prosecute all criminal cases in the country including those for CL, FL and HT	Low	High	Enforcement of laws and policies Enhanced services and referral for protection of victims of CL FC TIP Advisory role on policies and laws , data management.

	Organization	Stakeholder Description	Interest ⁵	Power ⁶	Strategy
20	State Law Office	An office of the Attorney general created under the Kenyan constitution to advise the government on all legal matters, draft bills, subsidiary legislation, notices of appointment to state corporations, constitutional and public offices, and review of laws and also negotiate, draft and vet local and international instruments, treaties and agreements involving the Government and its Institutions	Low	High	Formulation law and policies on TIP FL and CL. Law and Policy Advisory role. Sustained capacity building and partnership and collaboration strategies with agencies and actors.
21	International Labor Organization	UN agency mandated to set labour standards, develop policies, and devise programmes promoting the Decent Work for All agenda among its Member States. ILO provides overall management, coordination, and technical support for the project.	High	High	
22	Judiciary	Mandated interpreting laws related to CL, FL and HT	Low	High	Adjudication of laws Enhanced services and referral for protection of victims of CL FC TIP; Advisory role on policies and laws , data management.
23	National Employment Authority	It mainly provides for a comprehensive institutional framework for: employment management; enhancement of employment promotion interventions; and increasing access to employment by the youth, minorities and marginalized groups and for connected purposes.	high	high	Employment promotion strategies
24	Street Families Trust Fund	The mandate of the Trust Fund is to coordinate rehabilitation programmes for street families	High	High	Safeguarding and protection service, Resource mobilization and partnership d collaboration strategies.
25	UNHRC)	UN Refugee Agency, is a global organization dedicated to saving lives, protecting rights and building a better future for refugees, forcibly displaced communities and stateless people	High	High	
26	UNICEF	A UN agency with a mandate to reach the most disadvantaged children and adolescents – and to protect the rights of every child, everywhere. UNICEF is a key partner in protecting the children from the worst forms of child labour, forced labour and trafficking, and ensuring they enjoy their childhood.	High	High	
27	United Nations Office on Drugs and Crime (UNODC)	UN agency's that focus is the trafficking in and abuse of illicit drugs, crime prevention and criminal justice, international terrorism, and political corruption	High	High	
28	United States Embassy in Nairobi	The mission of the U.S. Embassy is to advance the interests of the United States, who are the donors of CAPSA project	High	High	

	Organization	Stakeholder Description	Interest ⁵	Power ⁶	Strategy
29	Deutsche Stiftung Weltbevölkerung (DSW)	DSW is an international development organization with the goal of promoting the potential of the largest youth generation of all time, realizing human rights and thus contributing to sustainable population development.	High	Low	National and county level – Training, Advocacy
30	HAART Kenya	A non-governmental organization working in Kenya dedicated to ending all forms of human trafficking in Kenya and East Africa	High	High	National and County - Advocacy, Child participation, Rehabilitation and Reintegration
31	KAACR	KAACR is national umbrella body for NGO's cooperation and exchange of information on children rights in Kenya	High	High	National and County - Child participation, Advocacy
32	KUDHEIHA	KUDHEIHA stands for the Kenya Union of Domestic, Hotels, Educational Institutions, Hospitals and Allied Workers. It is a trade union registered under the then Trade Union Act cap.233 now repealed to Labour Institution Act 2007 mandated by the same Act to represent employees engaged in sectors of Domestic, Hospitals, Hotels, Educational Institution	High	High	Representation, Advocacy, Capacity Building, Prevention, Compliance, Legal Aid
33	Centre for Domestic Training and Development (CDTD)	A CSO working in Kenya to promote the rights of women and in the space of child labour, forced labour, and human trafficking. They provide shelter, support services, and economic empowerment to the vulnerable groups.	High	High	National and county level - co-ordination of the NSN, Protection and Prevention, Rehabilitation and Reintegration, Advocacy, Child participation
34	County Children Advisory Committee (CCAC)	It is a structure created by the 2022 Children's act to partake in all child protection activities at the County level.	High	High	- Coordination and collaboration strategies, resource mobilization strategies, Sustained capacity development strategies - Data use in decision-making, Tracking emerging issues and consolidation of impacts, emerging trends on CL TP and FL through learning agenda fora.
35	African Network for the Prevention and Protection Against Child Abuse and Neglect (ANPPCAN)	A CSO with pan-African network that promotes child rights and child protection in Africa, working with the project in Kenya and Uganda	High	High	National and County level advocacy, Child Participation, Social Protection

	Organization	Stakeholder Description	Interest ⁵	Power ⁶	Strategy
36	African Institute of Child Studies (AICS)	A pan African organization providing knowledge management and capacity building on children services	High	Low	National and County - Research
37	Azadi	Azadi is a counter-trafficking NGO that provides support to survivors of trafficking.	High	Low	National and County level -Lived experiences, Survivor Leadership Advocacy, Research, Livelihood support for people with lived experiences
38	Bungoma County Children Rights Network		High	Low	County level (Bungoma) - Advocacy, Documentation and Awareness Creation
39	Candle of Hope Foundation (COHF)	Candle of Hope Foundation (COHF) is a multi-faceted women-led organization that implements humanitarian & development initiatives through community-initiated programs that enhance empowerment, sustainability and resilience.	High	High	National and County Level – Rescue, Legal Aid, Advocacy
40	Centre for Rights Education and Awareness (CREAW Kenya)	A national feminist women's right Non-Governmental Organization	High	High	National and County level -Advocacy, Legal Aid, and Improved Livelihoods
41	Childline Kenya	A CSO offering legal guidance to children and families on issues like child abuse, neglect, custody, and other matters related to child protection	High	Low	National and County Referral pathways and data collection
42	Compassion International		High	High	National and county level – Child participation, Advocacy, Livelihood support
43	Survivors Network	A dependable and strong national survivors support movement that can amplify the voices of the survivors	High	Low	National and County level -Lived experiences, Advocacy
44	The Collaborative Centre for Gender and Development (CCGD)	Collaborative Centre for Gender and Development is a Non-Governmental Organization that does policy advocacy for gender equality.	High	Low	Research, Advocacy
45	Domestic Worker Placement Agencies / Bureaus	Private recruitment agencies that recruit and place domestic workers into employment.	Low	High	Advocacy, Prevention, Livelihoods
46	International Justice Mission (IJM)	It's a National Org focusing on provision of legal Aid Services & Capacity Building	Low	High	International National and County-level Legal aid

	Organization	Stakeholder Description	Interest ⁵	Power ⁶	Strategy
47	Transport Industry Associations	Association that advocates for policies that increase investment in transport business and improve profitability of the industry.	Low	Low	Identification of potential victims and referral
48	Women Educational Researchers of Kenya (WERK)	WERK is a non-profit organization that links research to advocacy and action for betterment of the lives of girls and women, boys and men in Kenya.	Low	High	National and County level –Research and Advocacy
49	DWRoK	A survivor led organization working with the returnees to help them rebuild their lives	High	Low	National and County Level – Rescue, Legal Aid, Advocacy
50	Focal Advocacy for Children and Teenagers Support (FACTS)		High	Low	County Level (Bungoma and Trans Nzoia) – Sensitization and Awareness creation, training and child participation, documentation
51	Associations in the Informal Sectors		High	High	Awareness raising and referral
52	Equity Bank Foundation		Low	High	Resource mobilization, advocacy, training
53	Grassroots Organizations Operation Together in Sisterhood (GROOTS)	GROOTS Kenya is a national movement of grassroots women-led community-based groups (CBOs)and Self Help Groups (SHGs) in Kenya	High	Low	National level – Shelter services and advocacy
54	KCB Foundation		Low	High	Resource mobilization, advocacy, training
55	Kenya Airways	This is a private corporation that is the carrier airline of Kenya.	High	High	Awareness raising, repatriation, repatriation, identifying victims of HT, CL, FL
56	Kenya Association of Travel Agencies (KATA)	It's a national umbrella body for travel agents.	Low	Low	Advocacy, Awareness Raising, Prevention, Reporting, Identification
57	Kenya Hoteliers Association	An association or organizations and establishment that render hospitality services.	High	High	Prevention, Referral, Advocacy, Awareness Raising
58	Mombasa Cement		Low	High	Resource mobilization, advocacy, training
59	Safaricom Foundation		Low	High	Resource mobilization, advocacy, training
60	Simba Cement		Low	High	Resource mobilization, advocacy, training

	Organization	Stakeholder Description	Interest ⁵	Power ⁶	Strategy
61	TATA Chemicals	A corporation with interest in chemicals, crop protection and specialty chemistry products.	Low	High	Resource mobilization, advocacy, training
62	Legacy Educational Center (LEC)	LEC Community Organization is a Community Based Organization focused at improving the living conditions of slum dwellers especially children's youths and women.	High	Low	County level (Nairobi, and Busia) – Advocacy, Livelihood Support,
63	Private Recruitment Agencies (ASMAK, CAPEA)	Professional bodies of private employment agencies	High	High	Prevention, Awareness Raising, Capacity building
64	Scrap metal dealers	Corporations recover salvageable parts from motor vehicles for reuse and resale.	Low	Low	Prevention
65	Security Companies and Security Guards Associations	Associations of Corporations that provide security services	Low	Low	Prevention, Monitoring, Identification, Reporting, Referral
66	Pubs, Entertainment and Restaurants Association of Kenya (PERAK)	PERAK is an association that represents members who run and manage entertainment venues.	Low	Low	Awareness raising Identification of Victims Prevention, Monitoring, Identification
67	Media	Mainstream media and social media	High	High	Awareness Raising, Documentary/ Lived Experiences/ Survivor Voices, Investigative Journalism, Referral
68	Agricultural Associations	In the Tea, Coffee, Sugar, Flower etc. sectors	High	High	Advocacy, Awareness Raising, Resource mobilization, Prevention
69	Academia Organizations Associations	A corporation of higher education	Low	High	Research, Data, and training

Risk Probability and Impact Register

Risk is defined as an uncertain event or condition that, if it occurs, has a positive or negative effect on one or more project objectives⁷. Besides the achievement of the objectives, project risks may also affect the timelines and/or budget. Risk identification is therefore important to assist in the management of identifying, analyzing, and mitigating these risks to increase the likelihood of project success. The risk probability and impact register is a tool that is used in identification and rating different risk factors and how they are likely to affect the project. The difference between risks and assumptions is that assumptions are general conditions under which the hypothesis or strategy for achieving the project's objectives will hold true⁸. The risks are classified based on probability and impact based on the following classifications⁹:

Low probability/low impact risks – Risks in the bottom left corner are minimal and can often be ignored.

High probability/low impact risks – Risks in the top left corner are of moderate importance. While these events are likely to occur, their impact is minimal. The strategy to manage these risks is to reduce the likelihood that they'll occur.

Low probability/high risks – Risks in the bottom right corner are of high importance if they do occur, but they're unlikely to happen. For these, however, project managers should reduce the impact they'll have if they do occur by having mitigation or contingency plans in place.

High probability/high impact risks – Risks towards the top right corner are of critical importance. These are top priorities and are risks that project managers must pay close attention to.



⁷ FY 2021 Management Procedures and Guidelines for Cooperative Agreements

⁸ Ibid

⁹ US DOL OTLA.2018. Sustainability Guide. A Practical Tool for Sustaining Development Gains

Risk Probability and Impact Register Matrix

The Strengthening Capacity of Governments to Address Child Labour and/or Forced Labour, and Violations of Acceptable Conditions of Work in Sub Saharan Africa (CAPSA) Risk Probability and Impact Register				
Outcome	Risks	Probability	Impact	Mitigation
Project Objective: to strengthen the capacity of the GOK and additional Sub-Saharan African countries to address child labor, forced labor/human trafficking and violations of acceptable conditions of work				
Outcome 1: Improved enforcement of the legal framework and/or policies pertaining to child labor and/or forced labor, and violations of acceptable conditions of work	1. Reshuffles and transfers 2. Lack of political will 3. Lack of enough resources and logistics 4. Lack of Shelters/Facilities 5. Inadequate capacity building of law enforcers 6. NON-prioritization of CL, FL, & TIP 7. The application of the Principal Local Revenue in National Budget Allocations 8. Cultural /Religious belief, norms and practices 9. Change in government.	High	High	• Provide adequate resources and capacity building of the technical and political members • Advocacy • Resource mobilization • More awareness creation within communities on CL, FL, & TIP • Refresher training for law enforcers and prosecutors • Policy position papers to influence prioritization of CL, FL, TIP • Creation of children fund



The Strengthening Capacity of Governments to Address Child Labour and/or Forced Labour, and Violations of Acceptable Conditions of Work in Sub Saharan Africa (CAPSA) Risk Probability and Impact Register				
Outcome	Risks	Probability	Impact	Mitigation
Output 1.1: Targeted technical assistance to revise the legal and policy framework to address child labor, forced labor and violations of acceptable conditions of work is strengthened in line with international standards is provided	1. Policy not being revised, implemented and disseminated 2. Lengthy processes involved in the development of policies, and getting parliamentary teams approval. 3. legal and policy not being revised 4. High probability of the documents being subjected to change during the approval process. 5. Limited follow-up in the implementation of the policy. 6. Under funding of Labour offices (human resources, capacity strengthened and motivation 7. Change in leadership within ministries and Re-prioritization of activities 8. Omission of key stakeholders in consultations 9. Ignorance of existing legal frameworks locally and internationally.	High	High	• Have a conducive environment to work on the revision (away from workplace). • Involve more key stakeholders, (MOJCA Expertise) • Close consultation with the line ministries to identify the legal and policy needs. • Project adopt a long-term advocacy agenda. • Multi-sectoral coordination • Bring more partners on board to support Labour offices. • Continuous lobbying of fund. • Continuous lobbying of policy makers (away from the office) • Flexibility of funding

The Strengthening Capacity of Governments to Address Child Labour and/or Forced Labour, and Violations of Acceptable Conditions of Work in Sub Saharan Africa (CAPSA) Risk Probability and Impact Register				
Outcome	Risks	Probability	Impact	Mitigation
Output 1.2: The governing structures for child labor, forced labor, human trafficking and violations of acceptable conditions of work are established	1. Cases will remain under-reported unaddressed. 2. Uncoordinated children's actors in various MDAs, LGs and CSOs. 3. Poor case management 4. Lack of recognition of structures in law i.e. child labour committees, TWC and 5. lack of funding for functionality 6. Poor coordination of the governing structures 7. Duplication of structures and agencies 8. Lack of quality data collection and harmonization of data collection 9. Changes in governance structures through issuance of orders 10. Lack of funding for functionality 11. Structures are being absorbed into other government programmes.	High	High	• Coordinate and collaborate with all stakeholders. • Support advocacy engagements aimed at resource allocation to structures. • Capacity building for systems and structures. • Lobbying for increase government funding • Lobby for amendment and review of the legislation and policies. • Integration of data collection and fine tune data systems to collect quality data. • Streamlining government programs with existing structures



The Strengthening Capacity of Governments to Address Child Labour and/or Forced Labour, and Violations of Acceptable Conditions of Work in Sub Saharan Africa (CAPSA) Risk Probability and Impact Register				
Outcome	Risks	Probability	Impact	Mitigation
Output 1.3: Law enforcement personnel are trained to enforce laws and policies relating to child labor, forced labor and violations of acceptable conditions of work	1. Officers can do wrong poor investigations. 2. Law may not be enforced. 3. Political involvement/ politicking of the issues 4. Enforcement officer's high turnover 5. Insecurity and attack during workplace enforcement visits 6. Lack of funding for training of officers 7. Short-term donor funded projects geared towards donor demand 8. Inadequate facilitation for means/ patrols/ security 9. Cultural /traditional beliefs/practices and interferences 10. Inadequate facilitation for means/ patrols/ security	High	High	• Involve Top Management of all stakeholders to embrace the training, to prioritize and include it in the workplan. • Motivate trainees to attend. • Targeting politicians with information and training • Train a wide range of law enforcement officers • Collaborating with police for security and other stakeholders • Government to lobby for specific priorities in donor funded projects. • Increase man powers for enforcement • Provide security for officers on duty • Awareness and community dialogues for cultural/ traditional engagements

The Strengthening Capacity of Governments to Address Child Labour and/or Forced Labour, and Violations of Acceptable Conditions of Work in Sub Saharan Africa (CAPSA) Risk Probability and Impact Register				
Outcome	Risks	Probability	Impact	Mitigation
Output 1.3B: Selected Companies in the coffee, tea, sugarcane, rice sectors engaged in initiatives to improve employment conditions for new job entrants	1. Employment conditions remain unimproved. 2. Failure of enforcement of employment laws and regulations. 3. Denial of Freedom of Association and right to collective bargaining by Companies 4. Restricted entry to some workplaces	Low	High	• Develop a standard induction manual / procedure and a toolkit for a harmonized labour and OSH inspection at the workplace. • Work with the COTU-K to promote unionization and social dialogue institutions like the labour board • Work and support labour officers to undertake workplace inspections. • Work with FKE to garner buy-in. • Dissemination of existing laws and policies • Strengthening enforcement mechanisms of the labour inspectorate • Strengthen, promote and enforce OSH policies at the workplace. • Improve coordination mechanisms • Budget allocation



The Strengthening Capacity of Governments to Address Child Labour and/or Forced Labour, and Violations of Acceptable Conditions of Work in Sub Saharan Africa (CAPSA) Risk Probability and Impact Register				
Outcome	Risks	Probability	Impact	Mitigation
Outcome 2: Improved assistance services for victims of child labor and/or forced labor are improved				
Output 2.1: Existing services, structures and systems to support victims of child labor and forced labor are mapped and gaps identified	1. Structures not aligned to present challenges. 2. Victims are not receiving effective services. 3. Inadequate child labour structures. 4. inadequate capacity to identify / map gaps, emerging trends on CL FL TIP 5. Inadequate capacity to intervene and implement or act on the gaps or risks identified or mapped. 6. lack of standard operational coordination framework 7. lack of entrenchment of county child labour committee into law to support coordination and support services	High	High	• Map out all existing services, structures and systems and referral pathways • Present gaps to be identified and mitigated. • Support advocacy for increased resource allocation • Support monitoring activities by the regulators • Continuous capacity building of the frontline workers, case workers and service providers. • Establishment of county projects Development oversight team on services that can mobilize resources and identify capacity gaps that need to be strengthened. • Development of an operational framework that will support coordination in a consultative manner • legal policy entrenchment to support the operations of CCLs services.

The Strengthening Capacity of Governments to Address Child Labour and/or Forced Labour, and Violations of Acceptable Conditions of Work in Sub Saharan Africa (CAPSA) Risk Probability and Impact Register				
Outcome	Risks	Probability	Impact	Mitigation
Output 2.2: Coordination mechanisms are convened among civil society organizations (CSOs), community-based organizations (CBOs), government agencies and social partners	Duplication of efforts Wastage of resources. ineffective cross- learning. challenges in scalability and sustainability unhealthy competition and conflicts among actors low impact realization lack of trust and transparency among the players	High	Low	- Establish coordination and referral mechanisms. - Strengthening district, county and national monitoring committee. - Enforcing government procedures
Output 2.3: Frontline service providers to assist victims of child labor and forced labor are trained	- Gaps in investigations. - Gaps in case management in general - Challenges in law enforcement - Low capacity in safeguarding, preventive, rehabilitative and protection services. - Lack of child protection policies amongst actors. - Possible transfers / services - Ratio of personnel training to population - May fail to facilitate them to work effectively - Budget limitations	High	High	- Deliberate capacity building on cases management involving critical frontline workers on CL FL and TIP in ca - Proper induction for frontline workers. - selfcare and debriefing sessions for Frontline workers. - Roll out more training and inclusion of child labour in the curriculum - Budget allocation



The Strengthening Capacity of Governments to Address Child Labour and/or Forced Labour, and Violations of Acceptable Conditions of Work in Sub Saharan Africa (CAPSA) Risk Probability and Impact Register				
Outcome	Risks	Probability	Impact	Mitigation
Outcome 3: Strengthened partnerships to accelerate progress in addressing child labor and/or forced labor, and violations of acceptable conditions of work				
Output 3.1 A comprehensive strategy to facilitate effective communication and increase knowledge (sharing lessons between partners and stakeholders is implemented.	1. Ineffective communication 2. Bureaucracy in chains of communication 3. The communication message may be distorted 4. Limited feedback, follow-up and sharing success stories 5. No communication at all	High	High	- Strengthening feedback mechanisms among stakeholders - Develop a comprehensive communication strategy, and share lessons learned between stakeholders - Proper documentation creating harmony in information being shared across board - Establish a common communication platform - Communication strategy for all stakeholders - Incentives
Output 3.2: Multi-stakeholder efforts to address the elimination of child labor and forced labor/human trafficking are coordinated in order to leverage resources and avoid duplication	1. Ineffective use of resources 2. Competing priorities 3. Lack of resources hindering participation of some agencies 4. Constant change of representatives 5. Ineffective coordination 6. Agencies working in isolation 7. Uncoordinated operations by respective key stakeholders 8. Lack of information sharing 9. There may not be adequate information collected	High	High	- Establish coordination and referral mechanisms - Co creation and co-planning through an established work plan - Leveraging existing resources that are not necessarily donor funds as well as monetary funds - Joint committees - Joint operations - Establish communication channels - Proper documentation to ensure proper handover - Information repository

The Strengthening Capacity of Governments to Address Child Labour and/or Forced Labour, and Violations of Acceptable Conditions of Work in Sub Saharan Africa (CAPSA) Risk Probability and Impact Register				
Outcome	Risks	Probability	Impact	Mitigation
Output 3.4: Targeted advocacy and awareness-raising is conducted around issues of child labor, forced labor, trafficking in persons and violations of acceptable conditions of work among employers and workers	1. Lack of flexibility in programming i.e scope and beneficiaries 2. Lack of common advocacy messaging 3. Inadequate resources 4. Cultural norms and beliefs 5. Political interference	High	High	- Co-planning and co-creating in advocacy and awareness forums. E.g 12th June 30th July etc - Partnerships - Budget allocation - Community dialogues
Output 3.5: Cross-country, regional and transnational information-sharing events on issues related to forced labor and violations of acceptable conditions of work are conducted	1. Duplication of efforts 2. Differences in laws and policies between countries 3. Lack of resources 4. Inadequate resources 5. Language barrier 6. Inaccessibility of some areas e.g. network coverage 7. Cultural /Traditional Diversity Challenges/	High	High	- Conduct cross-country, regional and transnational information sharing forums. - Leverage existing resources - Utilization of existing resources - Utilization of regional bodies e.g EAC and existing cross-country networks. - Resource mobilization - Mindset change - Translate material into local language



EXIT STRATEGY FOR KENYA

No.	Activity	Status	Way forward	Timelines	Remarks
1	Review of the National Policy on Elimination of Child Labour	-Draft in place awaiting hand over to the Principal Secretary and AG	Prepare a cabinet memo and appraise the CS, PS Request for AG comments on it	Cabinet Memo – Sep to Oct	Request for an internal budget or approach external partners to support the remaining activities (lobbying, launching, piloting)
2	Development of the NAP	-Draft in place awaiting hand over to the Principal Secretary and AG	Prepare a cabinet memo and appraise the CS, PS Request for AG comments on it	Cabinet Memo – Sep to Oct	Request for an internal budget or approach external partners to support the remaining activities (lobbying, launching, piloting)
3	Draft National Wages and Remuneration Policy	-Draft in place awaiting hand over to the Principal Secretary and AG	Prepare a cabinet memo and appraise the CS, PS Request for AG comments on it	Cabinet Memo – Sep to Oct	Request for an internal budget or approach external partners to support the remaining activities (lobbying, launching, piloting)
4	Hazardous Work List and Light Work for Children	-Draft in place awaiting hand over to the Principal Secretary and AG	Prepare a cabinet memo and appraise the CS, PS Request for AG comments on it	Cabinet Memo – Sep to Oct	Request for an internal budget or approach external partners to support the remaining activities (lobbying, launching, piloting)
5	Developing Child Labour Indicators for the CPMIS	Revision completed and training of counsellors and hotline staff done			DCS to pick it up
6	Bungoma Child Protection Policy				This is at the Approval level by the county assembly
7	Mombasa County Policy on Elimination of Child Labour	Consultant hired, and validation of the draft policy done			Mombasa County government to finalize and present the policy to the assembly for approval
8	Nairobi City County Child Protection and Safeguarding Policy				Approved by the County assembly of Nairobi City County

No.	Activity	Status	Way forward	Timelines	Remarks
9	Kajiado County Child Protection Policy	Consultant hired, working with Kajiado stakeholders to finalize the policy	Kajiado County government to pick up the finalization and approval at assembly level		Kajiado County government to finalize and present the policy to the assembly for approval
10	Kwale County Child Protection Policy	Kwale hired, working with Kajiado stakeholders to finalize the policy	Kwale County government to pick up the finalization and approval at assembly level		Kwale County government to finalize and present the policy to the assembly for approval
11	OSH Training Curriculum				Handed over to the Secretary OSH
12	Regulations Under the OSH	Activity completed through DOSH	DOSH Secretary to pick the follow up implementation		
13	Inspection Tools Under OSH	Activity completed through DOSH	DOSH Secretary to pick the follow up implementation		
14	Tom Mboya Labour College Training Manual on Child Labour		COTU-K to facilitate the roll out		
15	Tom Mboya Labour College Training Manual on Trafficking in Persons		COTU-K to facilitate the roll out		
16	FKE – Standard Employment Contract		FKE to facilitate the roll out to its members		
17	FKE – SME Toolkit on Child Labour		Final document published for sharing		
18	FKE – Handbook on Child Labour		Final document published for sharing		
19	National Productivity Framework and Indices				Final report was handed over to National Productivity.
20	ODPP – Handbook on Child Labour for Prosecutors		Completed		
21	ODPP Fact Sheet on Child Labour		Completed		
22	SOPs for victims trust fund				
23	National action plan on trafficking		Completed and launched in August 2023		
24	SOPs for Shelters		Completed		
25	Minimum Standards of Care for Victims of CL, FL, and VoT				

No.	Activity	Status	Way forward	Timelines	Remarks
26	GBV Child Protection Service Directory - Kajiado **Planned for all the other counties		Finalized and handed over to Kajiado County in July 2024		
27	Referral Pathways – Kajiado, Kwale, Bungoma, Nairobi, Mombasa				
28	Sensitization Forum in Nairobi				
29	Child Protection Unit at Green Park Terminus		Established in October 2022		
30	Capacity Building of the Child Labour Committees		Roll out to other counties		Continuous
31	Establishing and Strengthening of Child Rights Clubs in all Target Counties				Kajiado - ANNPCAN
32	Strengthening Children Assemblies				
33	Commemoration of WDAFL		Ministry to pick this up yearly together with the other partners		
34	Commemoration of IDWD		Ministry to pick this up yearly together with the other partners		
35	Commemoration of WDATIP		Ministry to pick this up yearly together with the other partners		
36	Developing the Alliance 8.7 Roadmap		Final roadmap handed over to the Ministry, presentation to the governing council in December 2024		
37	Strengthening National Steering Committee on Child Labour		Continuous		Ministry to regularise the meeting with support from other stakeholders
38	Strengthening Technical Working Committee on Child Labour		Continuous		Ministry to regularise the meeting with support from other stakeholders
39	Grassroot Awareness Creation and Media Engagement				

No.	Activity	Status	Way forward	Timelines	Remarks
40	Convening the National Shelters Network Conference and Strengthening Co-ordination				
41	Knowledge sharing forums				
42	Consultative Forum for Stakeholder in Labour Migration on Migrant Workers				



UGANDA

No	Activity	Status	Way forward	Timelines	Remarks
1	Position Paper on the Worsening Situation of Child Labour in Uganda	Draft paper in place	- The consultant to finalise the incorporation of the feedback from the consultations - The paper to be presented to the Ministry of Gender, Labour and Social Development - After completion of the paper, the paper will be presented to Cabinet for approval and make a case for increased resource allocation to the ministry to address child labour	20th September Consultant to submit the final paper to ILO and Ministry Project team 30th September 2024 the project team to submit the final paper to MGLSD.	- The activity is still ongoing. - ILO - MGLSD – Focal Point Child Labour
2	Developed Model Policy on Child Labour, Forced Labour and Trafficking in Persons for Employers	- Policy is in place - Dissemination has been done to 12 employers	- Roll it out to 40% of the members in the Sugar, Coffee, tea and Rice Sectors - Mainstream	By 31 st December 2025	Ongoing

No	Activity	Status	Way forward	Timelines	Remarks
3	1. Sensitised employers in the sugar rice and coffee sectors on elimination of child labour, forced labour and trafficking in persons 2. Sensitised of workers in tea sector, management of Tea Companies in Kisaru and Bugambe on C190 3. Sensitised workers on the Fundamental principles and rights at work 4. sensitised Union leaders and NOTU Secretariat on Child labour, Forced Labour and Human Trafficking 5. sensitised members of NOTU in tea sector on collective bargaining 6. Awareness raising on existing assistance services for victims and survivors of Child Labour, Forced Labour and trafficking in persons in the communities of Jinja, Iganga, Bugiri and Mbale 7. Sensitisation of frontline workers under DLG Hoima 8. sensitisation of communities in Hoima on Child Labour 9. sensitisation of enforcement officers under MOIA on child labour and trafficking in persons	Sensitised the following; - Employers in the 3 sectors - Local District Councillors - Media	- Sensitise all members of FUE including, Media, District Leaders especially the Councillors - Sensitise informal sector		5,000,000 people sensitised by 2025

No	Activity	Status	Way forward	Timelines	Remarks
4	Development of Byelaws	Developed Byelaws in six sub-counties	- Dissemination and enforcement - Scale up to other sub-counties - Mainstream in the daily work at the lower levels	By 31st December 2025	To be led by: Labour Officers FUE, Unions CSOs
5	Development of Ordinances	- Developed 2 Ordinances - Iganga Ordinance is Partially signed at AG's Office - Bugiri Ordinance is back at the District and the District Council is addressing comments from AG's office - Implementation of the KCCA Ordinance	- Follow up with AG's office to secure the fully signed copy of the Iganga Ordinance - Draw a sensitisation and dissemination plan for the dissemination of the Ordinance (Iganga) - Finalise the Bugiri Ordinance and resubmit to the AG's Office. - Once approved, sensitise and disseminate to the communities - Enforcement of the Ordinance. - Scale up to other Districts - Continued implementation and dissemination of the Ordinance. Bench marking by other districts based on the success stories	- Iganga Ordinance to be Launched By 31st December 2024 - Bugiri Ordinance to be submitted to AG by 31st October 2024	Led by PLA and Labour Officers of Bugiri and Iganga

No	Activity	Status	Way forward	Timelines	Remarks
6	1. Conduct a Training of Trainers in the sugar, coffee and rice sector 2. Training of Frontline workers 3. Training of the Members of the Labour Advisory on labour laws and conventions 4. Training of Labour Officers on Identification and management of cases of trafficking in Persons	50 trained. These comprised of lead farmers, from the Sugarcane growers association, coffee and rice through the cooperatives (BCU) Police, CDOs, Parish Chiefs, CSOs and Media trained in Hoima	• Engage ToTs in dissemination of the knowledge attained to these sectors with emphasis on out growers • Follow up and conduct monitoring	By 31 st December 2025	Ongoing
7	Establishment and Strengthen Child Well-being Committees	1. Committees established in Jinja, Iganga, Bugiri, Masindi and Mbale. 2. Established Committees at the sub-county level in these districts. 3. All 17 sub counties in Mbale have functional CWCs 4. Masindi has 11 functional child wellbeing Committees 5. Committees strengthened in Hoima and Kikube	• Districts to plan and budget for the Committees' quarterly meetings • Benchmarking by other districts that don't have CWCs • Utilisation of the Committees as a resource mobilisation tool	Mainstream to ensure inclusion in every budget cycle	Probation and Labour Officers to lead on budgeting MGLSD to lead the benchmarking Masindi CWCs are being supported by Batwana, EACLA and IDI

No	Activity	Status	Way forward	Timelines	Remarks
8	Commemoration of the World Day Against Child Labour	Supported Celebrations in 2023 and 2022	- Stakeholder collaboration to support the national celebrations - Extend celebration to the district level	Annually	Ongoing To be led by the District Labour Officers
9	Policy Review and Development	Reviewed: - Employment Regulations, 2011 - Employment (Employment of Children) Regulations - Employment (Violence and Harassment) Regulations Developed: - Employment (Criminal Proceedings) Regulations - Employment (Apprenticeship) Regulations - Development of the Labour Inspection Checklist - Regional Consultations on all documents completed	- MGLSD finalise internal approvals - Submission to FPC - Rolling out of the Labour Checklist to the Labour Officers is underway	- Internal approvals completed by 30th October 2024 - Clearance by AG's office by 30th December 2024 - Mainstreaming of the Checklist in the day-to-day inspections	- Ongoing - Led by Focal Point Child Labour MGLSD

No	Activity	Status	Way forward	Timelines	Remarks
10	Review of the McLeod Russel's Violence and Harassment Policy	Draft policy in place and has been handed over the Mgt for their internal policies	Follow up	Finalised by 30 th October 2024	Ongoing Led by NUPAWU, NOTU & ILO
11	Developed a model CBA	Model CBA drafted	Scaling up and adoption by members	Finalised by 31 st December 2025	Ongoing Led by NOTU and FUE
12	Development of District Action Plans on child Labour in Masindi	Approved by the Masindi District Council	Dissemination to all stakeholders within the district	By 31 st December 2024	Ongoing Led by EACLA and Labour Officer
13	Supported the Industrial Court with 7 sets of the reviewed Laws of Uganda				
14	Regional Dissemination meetings of the COPTIP and Directory of Services				





CAPSA Project Sustainability Plan

Strengthening Capacity of Governments to Address Child Labor
and/or Forced Labor, and Violations of Acceptable Conditions of
Work in Sub-Saharan Africa



International
Labour
Organization

CAPSA

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