



International
Labour
Organization

Creating the enabling environment to establish models for child labour free areas in Kenya: Support to the implementation of the National Action Plan for the Elimination of the Worst Forms of Child Labour with special focus on agriculture and older children (SNAP Kenya): KEN0950USA



Sustainability and Resource Mobilization Strategy

International
Programme
on the
Elimination of
Child Labour
(IPEC)

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List of abbreviations

ACRWC	African Charter on the Rights and Welfare of the Child
AIDS	Acquired Immune Deficiency Syndrome
ASAL	Arid and Semi-Arid Lands
CDL	Child Domestic Labour/ Domestic Child Labour
CLD	Child Labour Division
CLFA	Child Labour Free Areas
CLP	Child Labour Policy
CRC	UN Convention on the Rights of the Child
CSEC	Commercial Sexual Exploitation of Children
DCLC	District Child Labour Committee
DWCP	Decent Work Country Programme
EDCE	Early Development and Childhood Education
EFA	Education For All
EU	European Union
FAO	UN Food and Agriculture Organization
FDSE	Free Day Secondary Education
FGM	Female Genital Mutilation
FPE	Free Primary Education
GAP	ILO-IPEC's Global Action Plan
GDP	Gross Domestic Product
GER	Gross Enrolment Rate
HIV	Human Immunodeficiency Virus
IABA	Integrated Area Based Approach
IGA	Income-Generating Activity
ILO	International Labour Organization
IPEC	International Programme on the Elimination of Child Labour
KAP	Knowledge, Attitudes and Practice
KESSP	Kenya Education Sector Support Programme
KIHBS	Kenya Integrated Household and Budget Survey
KNBS	Kenya National Bureau of Statistics
KNUT	Kenya National Union of Teachers
KPAWU	Kenya Plantation and Agricultural Workers Union
Kshs	Kenya Shillings
KUDHEIHA	Kenya Union of Domestic, Hotels, Education Institutions, Health and Allied Workers
KUSPW	Kenya Union of Sugar Plantation Workers
LCLC	Local Child Labour Committee
MFI	Micro-Finance Institution
MGCASD	Ministry of Gender, Children Affairs and Social Development

MOA	Ministry of Agriculture
MOE	Ministry of Education
MOL	Ministry of Labour
MONP	Ministry of National Planning and Vision 2030
MOYAS	Ministry of Youth Affairs and Sports
MTP	Medium Term Plan
NACC	National AIDS Control Council
NAP	National Action Plan on the Elimination of the Worst Forms of Child Labour
NCP	National Children Policy
NER	Net Enrolment Rate
NFE	Non Formal Education
NFS	Non-Formal Schools
NGO	Non Governmental Organisation
NPA	National Action Plan
NSC	National Steering Committee
NYP	National Youth Policy
OVC	Orphans and Vulnerable Children
PoS	Project of Support
SECT	Sexual Exploitation of Children in Tourism
SWAP	Sector Wide Approach
TIVET	Technical, Industrial, Vocational and Entrepreneurship Training
UNDAF	United Nations Development Assistance Framework
UNICEF	United Nations Children Fund
WFCL	Worst Form of Child Labour

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Executive summary

The ILO/IPEC SNAP project is supporting the effective implementation of Kenya's National Action Plan (NAP) for the Elimination of Child Labour in Kenya 2004 -2015 (Revised 2008), which aims to eliminate all the worst forms of child labour in Kenya by 2015. The project, which is being implemented in 3 districts; Busia, Kilifi and Kitui (with an overall coordination office in Nairobi) started in February 2010 and will come to an end in November 2013.

Sustainability of impact or of progress toward project goals does not necessarily mean continuation of the same activities carried out by the ILO/IPEC under the original program. ILO/IPEC should be open to the fact that some communities, individuals, or other organizations sustain impacts through actions that are different from the program activities. In other cases, very few or no explicit activities are needed to sustain impact. Different types of program activities lend themselves to different approach to assuring sustainability.

The ideal situation of sustainable outcomes is typified by a pyramid lying on its broad base and largely supported by the community resources with ILO/IPEC taking on the facilitating role at the apex. In the phase out stage the donor can leave without upsetting/ interfering with the pyramid. More often than not the pyramid is inverted and sustainability starts by trying to turn the pyramid to its right position in order to align the relationships. This is the situation currently and to avoid upsetting the balance ILO/IPEC together with stakeholders must bring the pyramid to its rightful position gently for the remainder of the project and thereafter, ILO/ IPEC relegate its influence to facilitation.

The project will need to look at the following broad areas going forward;

- I. **Capacity development:** ILO/ IPEC will have to work with key stakeholders both within the public and private sector to build capacity of human resource across the rank and file more so at the local level. Supplementing this with the involvement of key private sector players, schools and the groups at the community level will ensure a strong foundation for sustainability.
- II. **Mobilizing resources:** There is a strong evidence of weakness among the implementing agencies in this area and hence the project will also need to invest in building the capacity of it's key partners on resource mobilization mechanisms both external and local to the communities they serve. A second challenge lies with finding creative ways and means to utilize community livelihood options to build agency and resilience.
- III. **Partnerships:** The project will have to spend more time to strengthen partnerships that are already identified both at the grassroots and national levels to anchor continuous and reliable provision of services. New partnerships will also be developed where possible.
- IV. **Policy:** ILO/IPEC will need to work with Ministry of Labour to anchor the gains made so far by ensuring operationalization of the National Action Plan on child labour. The ILO/ IPEC will also work closely with the Ministry of Gender, Children and Social Development to ensure the adoption of its interests and finalization of the children policy.

1.0 Introduction

The ILO/IPEC SNAP project is supporting the effective implementation of Kenya's National Action Plan (NAP) for the Elimination of Child Labour in Kenya 2004 -2015 (Revised 2008), which aims to eliminate all the worst forms of child labour in Kenya by 2015. The project, which is being implemented in 3 districts; Busia, Kilifi and Kitui (with an overall coordination office in Nairobi) started in February 2010 and will come to an end in November 2013.

1.1 The immediate objectives of the SNAP project are:

- At the end of the project, relevant national policies, programmes and legislation harmonized with the National Action Plan to eliminate child Labour and enforced
- At the end of the project, the capacity of national and local authorities and social partners is enhanced to support the effective implementation of the National Action Plan
- By the end of the project, effective models for establishing child labour free areas are tested in three (3) Districts with documented processes and experiences

One of the main strategies that the project is using to achieve its objectives is supporting an enabling environment and governance structures, including direct action, to enable district/ division level authorities to create Child Labour Free Zones (CLFZs). At the start of the SNAP project, specific divisions in the districts were selected as target areas for the implementation of project activities leading to the creation of CLFZ and for identification of both direct and indirect beneficiaries for support under the SNAP project using an Integrated Area Based Approach (IABA) as the main delivery mechanism.

IABA comprises an integrated set of interventions that simultaneously address all the interlinked and systemic issues that perpetuate child labour in a particular area. It is a departure from other piecemeal approaches of addressing child labour. It is a strategy where eliminating child labour can be approached and managed as a process integrated in an area's approach to poverty elimination. The approach within ILO/IPEC context, is multi-pronged in that it aims at reaching out to all child labourers or those at risk; empowering local communities and improving families and communities' livelihoods; delivering ILO/ IPEC support services to child labourers and families as "one"; making a well defined geographical or administrative area (zone) "child labour free"; and thereby facilitating replication and scaling up of child labour free zones (CLFZ).

A CLFZ is an area, carefully chosen with evidence for development concentration, with the result that after some period of time systematic development work, all children will be in full time formal education and none in child labour. The "zone" refers to a well defined geographical area or administrative area. In these zones, all children will be systematically prevented or withdrawn from child labour and re-integrated into learning institutions and back to their families. A zone could be a state, or a district or even a village. A CLFZ approach entails a sustained engagement with the community to change attitudes toward and norms around child labour and to empower the community to eliminate child labour.

In view of these approaches, so as to build sustainability from the outset and to demonstrate the need for effective linkages across local services, the project is providing technical assistance to the local authorities on 'the how' to develop effective models for directing

actions towards withdrawal of children from all the worst forms of child labour and to prevent others from entering the vice. District Child Labour Committees (DCLCs) and Local Child Labour Committees (LCLCs) have therefore been reconstituted/ formed and strengthened in the three project districts. These committees comprise representatives of key stakeholders who have a role to play or can contribute towards elimination of child labour in the districts.

Through IABA, these committees use a holistic approach to solving child labour problems within their geographical areas. They also tap into existing resources to ensure that the necessary support is provided to child labourers and their families as needed. To enable this process, identification of existing and potential funding sources and mapping of organizations/ institutions that can support poverty reduction, education, training and youth employment at both national and local level has been completed. This could likely enable building of synergies and economies of scale necessary for the successful implementation of strategic public or national events such as the commemoration of the annual World Day Against Child Labour.

1.2 Why a resource mobilization and sustainability strategy

The project explicitly recognizes that no one project can, by itself, eliminate worst forms of child labour. Success in reaching the aim of the elimination of the worst forms of child labour by 2015 in Kenya rests largely on the government's capacity to mobilize the necessary human, financial and technical resources and its capacity to implement programme interventions that integrate and enhance sustainability.

Implementation of the NAP requires substantial amounts of resources, both financial and non-financial. The approach adopted by the SNAP project is to assist in leveraging the necessary resources through the full implementation by integrating the NAP into child protection, DWCP, other related international and national social and economic development programmes such as Medium-Term Plans (2008-2012) of Kenya Vision 2030 and Millennium Development Goals, including linking combating child labour with successful efforts to increase access to quality education, increase access to vocational training and decent work for the youth.

By utilizing the resource mobilization and sustainability strategy, the SNAP project expects to build the capacity of the institutions and partners that coordinate and deliver services to children, to enable them to leverage resources from available sources including from local communities, the private sector, decentralized government budgets, national and international NGOs, and other UN and international organizations and development partners.

As part of the sustainability strategy, an exit strategy is also necessary to describe how and when ILO/ IPEC will cease its direct support to the Government, social partners and implementing partners, and the necessary steps to be taken to assure a smooth transition post-ILO-IPEC support. At national and local level, the projects overall exit strategy is closely linked to its capacity building strategy

1.3 Key objectives of the project

ILO/IPEC project aims to achieve the following objectives during and at the end of project implementation;

Objective 1: At the end of the project, relevant national policies, programmes and legislation harmonized with the national Action Plan to eliminate child Labour and enforced

Outputs

- Child labour further integrated into development policies, strategies, programmes and instruments
- Enhanced enforcement of legislation relevant to child labour
- Advocacy and communication strategy designed and implemented
- Partnerships and networks to support and coordinate activities on child labour at all levels developed and/or enhanced

Objective 2: At the end of the project, the capacity of national and local authorities and social partners is enhanced to support the effective implementation of the National Action Plan

Outputs

- Capacity of relevant institutions, structures and partners to take effective action against child labour strengthened
- Capacity of partners to collect and analyse information on child labour enhanced

Objective 3: By the end of the project, effective models for establishing child labour free areas are tested in three (3) Districts with documented processes and experiences

Outputs

- Models for effective local structures established or strengthened in selected child labour free areas
- Access and availability of relevant education and skills training enhanced
- Scalable models of intervention are implemented, documented and disseminated
- Socio-economic capacity of families to support their children's needs enhanced

1.4 The contextual setting of project sites

Busia District

Busia District is situated in western region of Kenya, bordering Uganda. The District has been a Beneficiary of previous support from ILO/ IPEC and has a strong DCLC). The larger Busia district currently has a population of 544,000 but it is now under sub-division. Busia town is a cross-border town with a population of approximately 44,000. The district has about 60% of its population living below the poverty line (estimated at less than US\$ 1 a day by estimates -Busia Child Survival Project First Annual Report, October 2006 by AMREF). The District is mainly an agricultural area with a vibrant trade with neighbouring Uganda; its economy is heavily reliant on fishing and commercial agriculture. In addition to subsistence crops, sugar cane is grown as a commercial crop. It is also a commercial hub with very active cross border trade providing a transit point for goods from Kenya to Uganda, Democratic Republic of the Congo, Burundi and Rwanda. Documented forms of child labour in the area include the following;

- Child labour in agriculture,
- Domestic child labour,
- Street working children,
- Children working in sand harvesting and
- Child trafficking.
- Cross Border Trafficking of goods

In addition, Busia district supplies other major destination with child labourers mainly landing in Nakuru town, Kisumu, Nairobi, and Mombasa cities to work as domestic child labourers. Some of these DCLs end up in sexual exploitation and commercial sexual exploitation. The district enjoys good infrastructure including schools, polytechnics, employers' organizations, trade union branches and local NGOs available to partner with.

Kitui Central District

Kitui Central District is situated in the Eastern region of Kenya and lies in the Arid and Semi-Arid (ASAL) part of the country. This part of Kenya does not receive sufficient amounts of rainfall which is usually once annually effectively resulting in heavy drought causing prolonged food insecurity. As an ASAL region, apart from cotton, not many crops are adaptable to this climatic condition. It is a poor district with about 60%-70% of its population living below the poverty line. The major economic activity is subsistence farming with livestock keeping (Bee keeping). Kitui town within the district is the main commercial town. Key documented child labour issues include;

- Children are found working in agriculture as well as herding cattle
- Children are in domestic child labour,
- Commercial sexual exploitation and
- Others work in the streets.

Cultural attitudes, especially towards female children, including early marriages and low value for education continue to push children into child labour in this district. The district is a supply source for domestic labour, with children being sent to other towns especially to Nairobi, Machakos, Thika and Mombasa to work as child domestic labourers. There are development partners working in the district with which partnerships can be built to provide schools services and youth polytechnics for skills training are available. Work carried out under the TBP to economically empower families and communities in the fight against child labour was fairly successful and will be further strengthened for future replication.

Kilifi District

Kilifi is in the Coast region of Kenya and is one of the poorest districts with about 70% of the population living below the poverty line. Before the ongoing subdivision of the district, it had a population of 544,000 people with Kilifi town having a population of 74,000. The district has a long coast line along which major tourist hotels have been built. The main economic activities in the area are tourism, commercial agriculture (sisal and horticulture farming) and subsistence agriculture, fishing and trade largely dominated by tourist artefacts. The main forms of child labour in the area include;

- Child labour in agriculture, fishing,

- Domestic child labour,
- Children working in street and informal economy and
- Children in commercial sexual exploitation.

Kilifi is also a source for child labourers supplying mainly the neighbouring Malindi town and Mombasa City. In addition, the area still practices awkward cultural practices that push children, especially girls, to child labour and including WFCL. The cultural practices include early marriages and low valuing of education, especially that of girls, among parents and communities.

1.5 Key lessons from past initiatives

The NAP has established three intervention strategies in line with ILO Conventions No. 138 & 182 to eliminate and prevent child labour, particularly its worst forms. These are:

- **Prevention** to ensure that those children that are not yet in child labour but are vulnerable to fall into child labour do not become involved in child labour. The NAP states that prevention will be supported through advocacy and awareness raising on matters concerning importance of education and the effects of child labour.
- **Protection** to ensure that those children who are above the minimum age for entry into employment in Kenya can carry out their activities in safe undertakings and are protected from hazardous work and exploitation. This includes respect for the rights of the child workers.
- **Withdrawal, rehabilitation and integration** for children found working in worst forms of child labour or those below the age of 13 and in accordance with the Kenya Employment Act, 2007 and that those who have been removed do not return to child labour but are re-integrated to their families.

Some of the key lessons derived from earlier implementation experiences can be summarized in the following broad areas;

- I. **Unique role of employers' and workers' organizations:** Workers' and employers' organisations have provided significant support to activities aimed at reducing and preventing various forms of child labour. These organizations have a unique relationship in the work places; they have rallied their members/ affiliates and have created awareness on child labour, introduced child labour in their work place policies and in the negotiation of collective bargaining agreements. This group of social partners will still play a very important role in ensuring sustainability of certain activities especially through their wide and elaborate membership.
- II. **Youth employment and child labour:** The positive value of linking youth employment to the fight against child labour has been a key lesson learned in a number of ILO-IPEC projects around the world. In Kenya, many of the youth are unemployed due to lack of appropriate skills. Provision of skills to older children helps them transit to the world of decent work and decent jobs. The emphasis by the government of Kenya on youth empowerment and job creation is a platform that will still remain relevant and instrumental in providing transition for many older children rescued from child labour. In addition, funds set aside by the government for the youth can be leveraged to ensure economic empowerment for the youth.

- III. **Awareness raising and social mobilisation:** Where child labour projects have actively been implemented and where information from the media and other sources is readily available, there are high levels of awareness regarding the effects of the worst forms of child labour. The active involvement of media, while not the only effective means, is crucial to getting the message out. This underpins the importance of building and disseminating creative messages that target reduction and elimination of child labour using the appropriate medium with sound form and content.
- IV. **Direct action with beneficiary children:** Even though the most vulnerable children have many needs going beyond what the project can provide, the services that are actually provided, for example uniforms and learning materials, are key to retaining children in school. However, there is need to expand project beneficiaries to include children in secondary schools and those with other needs.
- V. **Linking project beneficiaries to social safety nets and economic empowerment programmes:** Social protection is crucial, especially for vulnerable children and families and those affected by HIV and AIDS, to maintain a minimum quality of life by ensuring a stable income to keep children in school, as well as to provide for the health and nutritional needs of the family. For sustainability and maintenance of the Child Labour Free Areas families must be supported to provide for the basic needs of their children. ILO/ IPEC experience in many countries has shown the effectiveness of integrating child labour concerns into various social safety nets – especially conditional cash transfer programmes and school feeding programmes
- VI. **Data collection and knowledge building:** Collaboration with the Kenyan National Bureau of Statistics (KNBS) and other research bodies, individual consultants and higher education institutes has greatly enhanced the data and knowledge on child labour available in the country. Further mainstreaming for inclusion of child labour data into other national data systems especially those dealing with OVCs and children in general is needed.
- VII. **Role of communities in the fight against child labour:** Success cannot be achieved without the central participation and project ownership of the local people. There is need for a more concerted effort at the local level involving all the stakeholders.

2.0 Saying goodbye!

An **exit strategy** for a project or program is a plan describing how the project or program intends to withdraw its resources while ensuring that the achievement of development goals is not jeopardized and that progress towards these goals continues un-disturbed. An exit strategy may use graduation from specific project areas as steps towards the eventual total withdrawal of resources, or exit may take place at one time across the entire program area. In both cases, the underlying goal of an exit strategy is to ensure sustainability of program impacts after a program ends.

An exit strategy includes the following elements:

- Clear identification of sustainable outcomes on which to build exit or phase out process.

- Specific criteria for graduation (of communities) and exit (of the program from the region);
- Measurable benchmarks for assessing progress toward agreed exit process milestones
- A time line,(should be guided by the project life since exit should be planned within the project duration) recognizing flexibility may be required;
- Setting partnership responsibilities and clear relationships on post project activities
- Mechanisms for periodic assessment of progress toward exit and for possible modification of the exit plan.

Sustainability of impact or of progress toward development goals does not necessarily mean continuation of the same activities carried out by the ILO/IPEC under the original program. ILO/ IPEC should be open to the fact that some communities, individuals, or other organizations sustain impacts through actions that are different from the program activities. In other cases, very few or no explicit activities are needed to sustain impact. Different types of program activities lend themselves to different approach to assuring sustainability

The activities that have been implemented to achieve the project objectives necessitate the following exit approaches for ILO/ IPEC project;

- Some program changes are self-sustaining like a functioning LCLC and DCLC; once they are achieved, outside inputs can be discontinued, but the impact of the changes continues. Such program components then are integrated into the functions and legal mandates of such institutions.
- When the community is capable of taking over program activities, either through community groups and organizations or through key individuals, responsibility for activities can be transferred to the community. The idea of Child Rights Clubs, Self help Groups, Youth groups can be trusted to carry on with the fight to eliminate child labour within their various activities and interests.
- In some cases other institutions (e.g., local, municipal, state, or national government, indigenous NGOs, or possibly other NGOs or donors) are well-positioned and willing to take over activities aimed at achieving program goals. This approach is dealt with in detail below.

2.1 Phase Over to Communities: Factors for Success

As ILO/ IPEC consider phasing over activities to the community, sustaining desired outcomes depends on a number of factors. These factors include:

- Recognition by community members of the value and need to protect children from the WFCL in their anthropological orientation while living out their visible and valued outcomes.
- Ownership and commitment to continue on the part of the community or community group.
- Capacity development: Extent of transfer to community members, groups and service providers of the technical skills and knowledge needed to generate desired outcomes.
- Institutional capacity of community-based organizations and health facilities(largely for first hand diagnosis and medical attention for abuse victims), and capacity of key individuals in those organizations. This is to backstop medical, psycho-social support and counseling needs.
- Regular contact with stakeholders can also help maintain high levels of morale and motivation. Vertical linkages involve having local CBOs and the implementing partners receive assistance from the government or other organizations.

The goal of an exit strategy is not only to maintain benefits achieved, but also to enable further progress toward the program's development goals. Ideally, an exit strategy sets in place a system whereby the benefits expand beyond the original beneficiaries and their communities. Community based promoters can be valuable vehicles for disseminating messages and awareness on child labour issues.

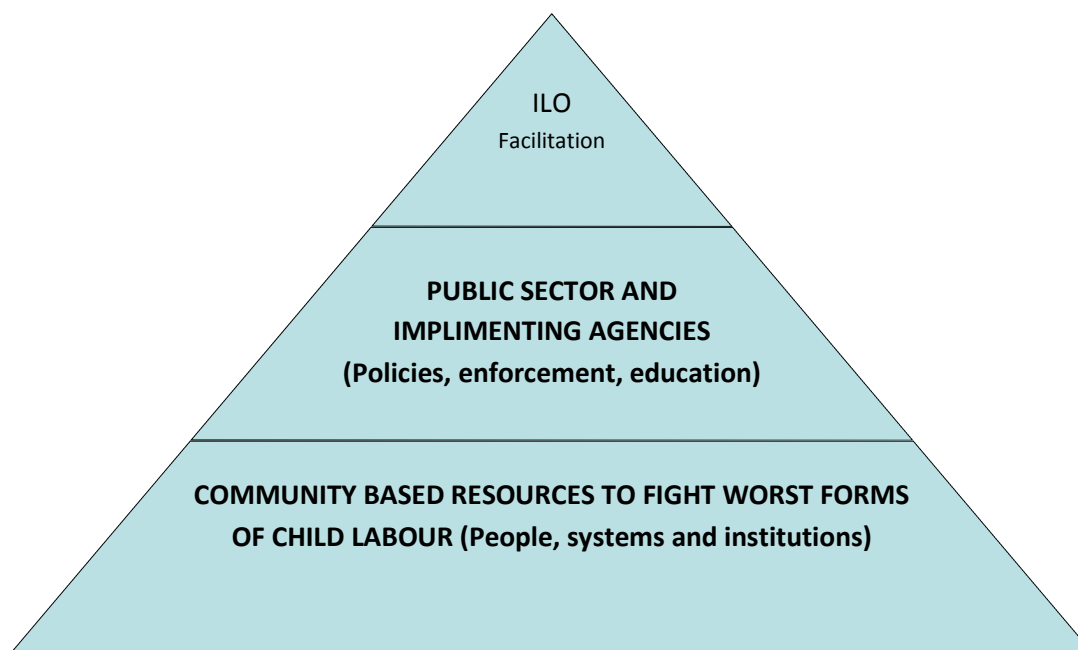
2.2 Phase over to the government or other permanent organizations

This approach to exit is for an institution that is present and active in the program area on a long-term basis to take over responsibility for project activities. Most often, this phase over approach aims to integrate program activities into existing public sector programs. In many ways, obtaining government commitment to maintain a program seems ideal, especially in the case where continued resource, staff, or infrastructure inputs are needed. ILO/ IPEC having worked with the implementing agencies in the three districts anchoring the activities of the project, this relationship now need to move to another level where ILO will assess the internal capacities of the partners to deliver beyond the project life. Weaknesses within the organization that are identified should be addressed before the phase out and reviewed on a regular basis.

An exit strategy that involves phase over to the government must be based on a realistic assessment of government capacity, commitment and resources. ILO/ IPEC project has had a long history of relationship with government through the Ministry of Labour and has a good understanding of the challenges at this level. Priority in this level is the full implementation of the NAP which will offer the legal framework for public sector involvement and ensure budgetary allocation for officers tasked with the delivery of outcomes. To a large extent the project should seek to accomplish the following at this level:

- Facilitate the passing and operationalization of the NAP through partnership with ministry of Labour and key stakeholders.
- Address the capacity gaps within the ministry and the key stakeholders in and around the holistic approaches to dealing with child labour issues and more specifically the district level labour officers to take up child labour issues as part of their job requirements.
- Ensure that the National Steering Committee is active and delivering on their mandate to support the efforts of elimination of the worst form of child labour.
- Leveraging on the membership of the Federation of Kenya Employers, seek to build strong private sector support for the issues around child labour through their corporate social responsibility efforts.

The ideal situation of sustainable outcomes is typified by a pyramid lying on its broad base and largely supported by the community resources with the donor agency taking on the facilitating role at the apex. In the phase out stage the donor can leave without upsetting the pyramid. More often than not the pyramid is inverted and sustainability starts by trying to turn the pyramid to its right position in order to align the relationships. This is the situation currently and to avoid upsetting the balance ILO/IPEC must bring the pyramid to its rightful position gently for the remainder of the project and relegate its influence to facilitation.



A sustainable child labour program resting on community based resources

2.3 Conceptual Description of Sustainability

In the context of ILO/ IPEC, sustainability can be considered through the following different lenses:

- I. **Sustainability of Outcomes:** Simply put, this concerns whether the improvements and the gains registered by the project on the beneficiaries will endure beyond the project completion.

- II. **Sustainability of Process:** A development project provides a set of direct and indirect services. These services are its process to beneficiary communities. Sustainability of the process depends on individuals and institutions to continue providing those same services after the assistance and subsidies of a project ends. Certainly in the case of ILO/IPEC this depends on the viability of existing and established institutions and their capacity and potential for survival and continued function. It may be important to look again and assess the implementing agencies' internal abilities to stay the course of child labour against the backdrop of their program portfolios.
- III. **Sustainability of Resources:** This theme refers to the extent to which activities promoted by the project will preserve/deplete the natural resource base. The project will reflect on the lessons gained from IABA, its effectiveness in mobilizing and using local resources to improve livelihood and sustain outcomes.
- IV. **Sustaining human capacity:** Any meaningful sustainability thinking must work within the precincts of a strong human capacity component. This is true at all level of the pyramid and more so at the community level where the need to keep the services available to the beneficiaries is greater.

2.4 Mobilizing and utilizing resources for sustainability

- I. **Resources for human Capacity:** This is the most critical of the sustainability factors. The human element in sustainability of community based project cannot be over emphasized. Key areas for ILO/ IPEC to critically consider include;
 - a. Building the capacity of paralegals and other community resource persons not only to deliver the messages about child labour but true and accurate information. It is also important to consider incentives for the paralegals and their institutions (*incentives that may include monetary, recognition and constant training*).
 - b. At the school and family levels where children spend most of their time and be equipped for preventive actions and support to the rescued.
 - c. At the LCLC and the DLCL where stakeholders and members should be equipped to deal with all issues relating to child labour and also manage partnerships and relationships to mobilize resources to support sustainability of the outcomes.
 - d. At the government (ministry) level to ensure that policy institutions are functional and are responsive to the emerging challenges and issues in child labour. This should also extend to the key stake holders.
- II. **Resources for institutional development:** It has been proved that good outcomes that are not anchored on strong institutions eventually die off. Care should be taken by the project together with stakeholders to conduct a SWOT analysis so as intervene for both partners and local institutions that will take over the sustainability of the outcomes. This can be looked at from the following points;
 - a. Leadership structure of the said institutions
 - b. Processes and systems within such organizations
 - c. Quality of staff of such organizations and their capacity to handle child labour issues.

- d. The level of focus for such institutions on child labour. Is child labour one of the weak programs for marketing purposes?

III. Resources through partnerships: Financial and non-financial resources required for sustainability can be mobilized through strong and functional partnerships. The project should build on private sector and other partners to house functions that will require constant financial obligations as follows;

- a. Advertisements and media campaigns that are effective but require more financial capital. The project may consider packaging child labour messages to help market certain children focused products or school stationery like books, rulers and pens.
- b. Private sector player can adopt certain child right clubs or even schools for agreed period and ensure that child labour related activities become part of their CSR initiatives.
- c. Lobby and campaign for the various business excellence awards to include awards of efforts for elimination of child labour. This will compel such companies to focus on child labour issues to boost their scores.
- d. Utilize the various devolved funds at the grass root (*mainly constituency development fund and bursary, women and youth enterprise funds among others*) to ensure income generation and bursary are supported for the identified cases.

IV. Resources for community support and livelihood options: The three districts as profiled before are unique in their challenges and forms of identified and documented child labour. It is evident that the approaches that will be used by ILO/ IPEC to facilitate sustainability will vary in this context;

- a. Kitui will need approaches that enhance resilience of the community and ensure food security. This can be achieved through working with both government and development partner's efforts within the area. These livelihood approaches require a level of understanding of models and community coping mechanism to ensure that advice given on interventions are informed and targeted.
- b. Kilifi needs livelihood approaches that build on the available resources accruing from tourism without jeopardizing the fight on child labour and CSEC. These should also work to promote the values of education to ensure that every child grows in the environment where education is available and accessible to them. It is important at this point to understand that the facets of poverty are complicated and cannot be addressed by one size fits all.
- c. Busia appears more complicated since it exhibits weak signs of food insecurity on the surface yet the irony is the high incidence of poverty. The visible effect of urbanization and location of the town as a transit port has complicated the economic dynamics of the district. The time spent on the farms does not seem to deliver the quick returns that are characterizing cross border trade. Designing a functional livelihood program for such areas requires a deeper understanding of functional value chains and the appropriate points at which the local community can participate.

During discussions, it emerged that the depth of understanding of IABA among the implementing agencies was low and they lacked confidence regarding their efforts in it hence casts doubt on their ability to catalyze tangible livelihood outcomes. However, it is important to note that all the implementing agencies in one way or another contribute to the objectives of IABA but they are not aware about it. ILO/IPEC may have to consider further training of the implementing partners or seek targeted partnerships with other organizations with strong focus on livelihoods. It is also important to keep in mind that interventions in this sector are long term and diverse, quick returns may not be easy to realize.

3.0 Action plan for sustainability and resource mobilization

- I. At the implementing agencies;** The project need to carefully consider the following actions at this level during the remaining project implementation period;
 - a. Re-visit the selection criteria for the implementing agencies and asses based on the partnership duration, their organization focus and long term ability to deliver on child labour issues. Critically, at this point is to review their program portfolio and note how much time is devoted to child labour and whether mainstreaming is just but a terminology.
 - b. Asses the level of human capacity and leadership. This should be done with a view to leveraging on their strengths while addressing the weaknesses within the project duration while capitalizing on the strengths.
 - c. Target to help the agencies to structure and nurture partnerships both at local and national level while creating a peer learning mechanism among them.
- II. At the community based institutions;** The project will specifically seek appropriate models of capacity development for the identified institutions (LCLC, DCLC and Child rights clubs) in order to facilitate their functionality and relevance;
 - a. Seek innovative ways to incentivize community based workers on child labour recognizing that people to not devote themselves for free.
 - b. Review IEC materials and make them region specific to ensure that the local community can identify with the issues in their language and context
 - c. Loop in the government agencies in the process to ensure that legal support is accorded to paralegals. Of interest would be to explore how the children officers and the juvenile court can play a role in prevention and education.
 - d. Livelihood institutions like the SHGs and the local farmer cooperative societies can also use their meetings to educate their members on child labour. Some product certification bodies like Flo-cert have a lot of emphasis on child labour, cooperative subscribing to such bodies can be partners in education.

Challenges working with the community;

- a. The is bound to be more community based organizations who previously operated nationally moving down to the county level to take advantage of the devolved resources. This will definitely generate internal competition for resources at the community level.
- b. Community based structures need to be anchored to sustain voluntary services and referral systems.

- c. A user friendly DBMR (Direct Beneficiary Monitoring Report) which should be adopted as a child monitoring system both at the county and national levels. This will facilitate more accurate planning.
- d. Climatic changes: The effect of climate change on livelihoods will always need to be taken seriously as this will from time to time cause shocks to the vulnerable or food insecure communities.

III. Within the government : Given the good relationship between ILO/ IPEC and the Ministry of Labour, the following action steps are recommended;

- a. Identification of focal point labour officers to deal with and coordinate efforts around the districts/ counties. Such officers' will need proper orientation and training on progress and issues around child labour including all the legal and policy documents on children matters.
- b. Facilitate active involvement of the National steering committee on policy matters on child labour and to provide responsive support to stakeholders.
- c. Operationalize the NAP
- d. Facilitate inter-ministerial cooperation regarding issues of child labour

Challenges to look out for as a result of the new constitution;

- a. Devolution in the new constitution: The county administrative structures and their relationship to the central government is still under discussion hence the need to beware of the impact this will pose to existing partnerships.
- b. This being an election year, the perception of the people at the grassroots has to be taken into consideration. A simple propaganda can be very costly.
- c. The change of administrative structures would also change the pace of the project implementation. There would therefore be need to get and share information to create awareness to the various members among the project partners on progress on some of the envisioned changes.

IV. Working with key stakeholders: It is important to ILO/ IPEC to revisit stakeholder analysis if that has been done. If not it may be advisable to carry out one especially during the midterm review. This will help segregate stakeholders and their level of influence especially in the devolved governments; mainly county level, regional and national level. In the end it will ensure that the project is clear on who to engage at what level with clear expected outcomes. The multi stakeholder forum at the district level is a good place to start from. Engagement with COTU is one of the valuable links that the project need to develop and bring forth innovative ways in which the workers union can champion the course of child labour.

V. Working with the private sector: While there is a link presented by Federation of Kenya Employers (FKE), the project need to leverage this to achieve the following;

- a. Seek to bring on board the business award system to emphasize child labour issues as part of the scoring system
- b. Engage the corporate social responsibility departments of companies to finance some marketing support initiatives and especially endorsing child rights on their products

- c. Package value for their involvement and ensure that they get recognition for their efforts. FKE would be very instrumental in leading the thought around engagement with their members.

Challenges from the private sector;

- a. Agriculturally based companies especially in the sugar sector may suffer shocks from time to time due to regional preferential trade agreements such as COMESA. When such treaties expire and the companies are exposed to the open markets, more often the coping effect results in job losses which increase vulnerability.
- b. While there has been a lot of emphasis on the large corporates as the phase of the private sector, it is equally important to consider the MSME (Micro Small and Medium Enterprise) that contribute significantly to the GDP of Kenya.
- c. Companies in the private sector are keen on win-win partnerships.

SUSTAINABILITY MATRIX FOR ILO/IPEC PROJECT			
Sustainability areas	Strategic requirements	Sustainability model	Resource mobilization Strategies
Sustaining Activities	• Important that this must directly address children and the family • Strengthening existing community structures - o Volunteers/ Paralegals - o Referrals - o Support establishment of clubs in schools (Child Participation) - o County CLCs/ LCLCs - o Trade Unions (KNUT, KUPPET) • Establish a network of stakeholders working on children issues • Strengthening awareness and community	• ILO will need to spend more resources in the remaining period to strengthen the functions, organization and capacity of the local partners and institutions listed. • Work with the Ministry of Labour, COTU and FKE to institutionalize child labour in their programs not just in law but in practice.	• Leverage resources from the community such as CDF, women and youth funds and LATF to support bursaries and income generation for households. • Strong partnerships with private sector CSR to champion and support the course of child labour • Targeted aspect of activities can be handled by particular CSR initiatives.
Sustaining Capacity	• Use of Community Own Resource Persons (CORPs) as role models within the community supported by the paralegals • Building in motivational incentives to catalyze service providers • Build capacity of the LCLC and DCLC to effectively deal with prevention and education (awareness) • Build capacity of district labour officers to integrate child labour in their routine performance requirements.	• Review training materials and models to align with local community requirement • Focus on outcome driven capacity development and not just training	• The project can leverage from its budget during the remaining period to build or strengthen capacity of the affiliate unions and FKE to carry on human capacity development especially within their large membership base..
Sustaining Results	• Emphasis on continued awareness and focus on prevention of worst forms of child labour. This can be embedded in child friendly institutions like schools and the family • Integration back to descent work will require involvement of ministry of labour to look at courses and vocational skills that can help the rescued. A discussion with the National youth service and Directorate of Industrial training may be useful.	• Ensure that there is consistency of content and awareness messages across all partners. • Build using the IAB approach strong livelihood options for households.	• Having worked out incentives for the community workers and having reviewed IEC materials, the project can use the paralegals and community based workers to spread the message on benefits of prevention. • Other organizations and farmer groups can also play a part in ensuring that the message of prevention reaches community regularly. • Other CSOs within the districts that have a strong focus on children and youth.
Sustaining Ideas or Models	• The project will need to emphasize the use of DBMR (direct beneficiary monitoring and reporting) to bring out tangible figures and facts on progress. • Peer monitoring and documentation of best practices and creating forums for learning and dissemination.	• Regularize forums where stake holders can share experiences and researchers can disseminate some of the findings of ongoing research.	• This is one function ILO can retain. Facilitating such forums and publishing the proceeding will help build knowledge around child labour in Kenya while contributing to policy issues.

4.0 CONCLUSIONS AND RECOMMENDATIONS

The project will need to look at the following broad areas going forward;

- I. **Capacity development:** ILO/ IPEC will have to work with key stakeholders both within the public and private sector to build capacity of human resource across the rank and file more so at the local level. Supplementing this with the involvement of serious private sector players, schools and the groups at the community level will ensure a strong foundation for sustainability.
- II. **Mobilizing resources:** There is a strong evidence of weakness among the implementing agencies in this area and hence the project will also need to invest in building the capacity of the partners on resource mobilization mechanisms both external and local to the communities they serve. A second challenge lies with finding creative ways and means to utilize community livelihood options to build agency and resilience.
- III. **Partnerships:** The project will have to spend more time to strengthen partnerships that are already identified both at the grassroots and national levels to anchor continuous and reliable provision of services.
- IV. **Policy:** ILO will need to work with Ministry of Labour to anchor the gains made so far by ensuring operationalization of the National Action Plan on child labour.
- V. **Social capital:** Building social capital among beneficiary communities to strengthen resilience and coping mechanism will ensure that gains made are sustained. This can be achieved through enhancing skills and knowledge, promoting participation in formal and informal traditional social protection mechanism, reviving the traditional community based child protection mechanism, improving household income among others.
- VI. **Access to services:** While the project may not directly provide this, ensuring that the community can access essential services that enhance and promote safety and welfare of children through partnership will go a long way in supporting the community efforts.
- VII. **Increased participation and connection with the community especially hard to reach families and children:** This calls for a deliberate effort from partners who will make it their priority to understand, respect and support this special group. More often than not they are the most affected and also the most isolated or marginalized.
- VIII. **Increased confidence:** Poverty has a way of depriving humanity of dignity of life. Partners dealing with child labour need to be aware of this and ensure that all intervention preserves the dignity of the person and build confidence. The choice of language in communication, handling of support all should be done bearing in mind the dignity of the human person.
- IX. **Improved relationships between agencies and families:** The relationship between agencies and families should be structured within the premises of respect. It should not appear to imply simply donor- beneficiary model, rather it should foster mutual cooperation that builds social support within the community.