



Peacebuilding Fund

2010 ANNUAL PROGRAMME¹ NARRATIVE REPORT

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Country and Thematic Area

*Sierra Leone, Youth Empowerment and
Employment*

Programme No: PBF/SLE/D-1

MDTF Office Atlas No: 56773, 56981,
56983

Programme Title:

Youth Enterprise Development

Participating Organization(s):

UNDP

Implementing Partners:

National Implementing Partners

- Ministry of Education, Youth and Sports
- National NGOs

International Implementing Partners

- International NGOs

Programme Budget (from the Fund):

USD 4,080,906.92

Programme Duration (in months):

Start date²: 17 May 2007

End date: 31 December 2010

¹ The term “programme” is used for programmes, joint programmes and projects.

² The start date is the date of the first transfer of funds from the MDTF Office as Administrative Agent.

I. Purpose

The youth are confronted with a number of considerable challenges - high levels of inactivity, especially for male and urban youth, high unemployment rates, up to four times higher than for older workers. urban youth aged 15-24 are ten times more likely to be unemployed than rural youth, high unemployment for young women in both urban and rural settings, high and growing levels of employment in the informal economy, where employment is often low paid and dangerous, lack of high quality skills, lack of business experience or knowledge of self-employment as an option, limited access to information on employment opportunities or different career pathways (such as self-employment) and limited abilities to access credit and business support networks.

A pervasive lack of youth participation in political, social and economic life was one of the root causes of the conflict. Evidence suggests that the conflict led to a partial break down of the traditional patrimonial system where elders exercised strong social controls over the younger generations. This freedom has led to a large increase in self-organized social activism amongst young people, yet at the same time institutional values towards youth have changed little, and tribal elders in rural areas are once again trying to reassert their influence.

So as to provide rapid employment opportunities and income generating activities for young people funds have been provided by the Government of Ireland (into the Youth Employment Basket Fund); the Governments of Norway and Sweden (into a parallel funding arrangement for the youth employment sector); and the Peacebuilding Fund (to the Youth Enterprise Development Programme). UNDP and the World Bank have provided funds to build the capacity of the Youth Employment Secretariat (YES). All the funds are managed by UNDP. The main partners are the Ministry of Education, Youth and Sports, Ministry of Employment and Social Security, UNIDO, ILO, GTZ and World Bank; Youth Collaborative Forum, Youth Groups and Networks, National and International NGOs.

The UN Support to the National Youth Employment 2006 (Basket Fund), the Youth Enterprise Development Programmes 2007 (PBF), and Youth Employment Regional Programme 2010 (YERP) aim to increase youth employment and prevent further marginalization of youth. They aim to support the creation of enterprises as a potential source for self-employment and to promote sustainable livelihoods for young people through entrepreneurship development, support to business development services, micro-finance, skills development and training and up scaling innovative projects, lessons learnt and successful experiences. The YES Secretariat is responsible for the overall strategic development and monitoring of the initiatives. Importantly, the YES is also responsible for the research and development of innovative approaches to genuinely create employment and income among the youth.

II. Resources

Financial Resources: USD 4,080,906.92

III. Implementation and Monitoring Arrangements

The programme has been directly executed by UNDP in collaboration with the Ministry of Education, Youth and Sports. The programme board provides the overall direction and oversight for project implementation. It comprise of Ministry of Trade and Industry, Ministry of Agriculture, Forestry, and Food Security, Ministry of Education Youth and Sports, Sierra Leone Business Forum, WB, Irish Aid, DFID representatives. The Board is supported by a Secretariat in the MEYS. In addition to the focused Project Board, there is a larger YES Steering Committee that includes representatives from UN agencies, international donor community, the government and civil society organizations whose role is to ensure

synergy among youth employment related interventions within the national programme and to steer the activities of the PBF project. Projects are implemented by collaborating NGOs, private sector operators, technical institutions in public and private sectors with oversight provided by the Youth Employment Secretariat in the MEYS.

An M&E Advisor provided crucial support in the areas of monitoring and evaluation and a robust M&E data collection, storage, processing and reporting framework has been created.

The project is implemented under the DEX modality, and procurement under this project has been conducted in accordance with the UNDP rules and regulations.

IV. Results

5.1 Youth Enterprise Development

In response to a call for proposals in August 2008, over 100 proposals were received and reviewed. After a rigorous appraisal process 17 projects ranging from skills development to enterprise development, agriculture and agro processing were selected by the YES Steering Committee. The approved projects operate in thirteen districts (including Western Area Urban and Rural) targeting over 15, 000 youth.

All 17 Implementing Partners completed the projects and submitted the project completion reports to YES Secretariat. Official programme graduation ceremonies were held, and various local stakeholders attended. The local councils in the provinces commended the initiatives of youth businesses and expressed high expectations that youth contribute to local economy and development through their skills and businesses. The YES Secretariat conducted the M&E trip and verified the completion and outputs of the 17 IPs as each project targeted.

Youth beneficiaries who received the Programme's support for 12 months are now operating their own businesses. Upon completion of business development training, many of youth business groups have opened their own formal bank accounts for sustaining and expanding their business further. Each project establishes youth business associations to play an advisory role for youth members even after they graduated from the programme. Moreover, the youth who were supported over the last 12 months are expected to play a peer support role to the new youth business beneficiaries next year.

On-the-job training in business enterprises

2,895 youth were trained in the establishment and management of private sector enterprises such as starting the own business enterprises, working as apprentices in existing micro and small businesses and engaged in microfranchise businesses

Among these 8 projects in Skills Development and Youth Enterprise, the following results have been identified as the significant outcome. It contributed to;

- 1) Waged employment secured for apprentices at the outset through special arrangements signed by implementing partners and artisans.
- 2) The promotion of entrepreneurial development in emerging trades such as, mobile phone repairs, selling phone credit cards etc.
- 3) Exposure of youth entrepreneurs to savings and access to formal commercial institutions for business support.
- 4) Enhanced employability of youth through basic life skills training, technical training, apprenticeship and work experience.

In particular, the integrated skills trainings which all IPs applied to include basic literacy and numeracy training as well as life skills and conflict management training brought a positive impact on youth. It improved their social skills and gave them a positive view of life and their future. Many youth were seen in negative terms. Now many of these ‘troublesome youth’ are nominated as youth and women’s representatives of the village committee to contribute to development and solidarity of own community. Through their attitude change and the local community’s perception youth are more encouraged and motivated to develop themselves for their life and community.

Promotion of agribusiness managed by the youth

The projects in agriculture benefited 6,150 youth in acquired technical knowledge and skills on agro-business, environmental management, business planning and management, and improved agriculture production and marketing.

The farmers groups were generating income through crop processing by the end of 3rd quarter. The members received seeds and equipments and basic literacy and numeracy training to manage the capital and profit to be able to upscale their agriculture activity to an agro-business. The best performing projects identified the following positive results:

- 1) Encourage the pursuit of agriculture as a business (new and existing producers' cooperatives)
- 2) Attract urban youth to establish new agribusinesses
- 3) Support new and existing producers' cooperatives to maximise profit through appropriate crop selection, expansion and marketing of commodities
- 4) Explicitly links agriculture to industry and commerce
- 5) Support both producers cooperatives and large-scale agribusiness

Within the agricultural component of the programme, five initiatives were singled-out as providing additional services (such as access to finance and Business Development Skills support) that expanded the potential for job creation, collectively enabling the employment of youth as waged workers, employers, own-account farmers and members of producers' cooperatives. Each category emphasize the pursuit of agriculture as a business endeavour and if given the correct support, have potential for replication and/or scaling-up.

5.2 TECVOC Skills Development Programme

The TECVOC Skills Development Programme was proposed by the MEYS as a new project in 2008 and approved by the National Inter-Ministerial Steering Committee in March 2009. Upon completion of an assessment of 35 schools nationwide in capacities of service providing and tool and equipments, the Steering Committee identified 9 eligible TECVOC (technical and vocational training) institutions in 5 districts to sponsor 1,530 students and provide upgraded tools and equipments to increase the quality of training.

All nine institutions received two groups of tools and equipments for the various skill areas, including masonry, refrigeration, welding, Air Conditioning, carpentry, catering, home management, tailoring and hairdressing and 1,530 students completed the first academic year of tecvoc training course. In these training areas, the trainees began generating income through services and products that they produced, particularly in areas of catering, hairdressing, tailoring and carpentry. The average income that the students generate is approximately Le. 40,000 (USD10) per student per week and it benefited youth to earn own income and to procure materials to continue their business activities. The TECVOC programme,

therefore, supported youth providing theoretical and practical course as well as opportunities of on-the-job training to develop their entrepreneurship.

The Programme was also extended by six months to ensure the quality of skills learned and will be supported by the Delivering as One Fund starting from October 2010 to March 2011.

5.3 Youth Employment and Empowerment

In 2010, several new initiatives began based on the Biannual Work Plan 2010-2011 which is based on the new National Strategy on Youth Employment 2010-2012, UN Joint Vision Programme 19, Youth Employment and Development.

The new National Strategy on Youth Employment 2010-2012 emphasizes the points below:

1. Focus on employment;
2. Linking interventions in Labour Supply, Labour Demand and Matching of Supply and Demand for synergies and sustainability;
3. Systematic inclusion of private sector needs and contributions (Public Private Partnerships);
4. Careful balance of quick wins and long-term development .

Based on the new national strategy and UN Joint Vision Programme 19, contributions of UNDP were designed as follows:

- 1) Sector Coordination;
- 2) Develop Capacity of National Institutions;
- 3) Disseminate Successful Practices;
- 4) Development of New Initiatives;
- 5) Facilitate Youth Empowerment;
- 6) Promotion of Research on Youth.

Progress on programme delivery in 2010 was as follows:

5.3.1 Deliverable 1) Sector Coordination

As one of leading agencies on UN Joint Vision Programme 19 and Youth Working Group which consists of line Ministries, UN agencies and other international development agencies, UNDP has played a crucial role to bring key stakeholders in a coordination mechanism. At the technical group meeting, three best practices were presented by one international NGO, one private sector and one national agency to disseminate the successful programme and share the lessons learnt and best approaches. In addition, INDP has built close partnerships with World Bank and GTZ who both have financial and technical roles in the sector. A Joint Response Concept between the Government, UNCT, World Bank and GTZ has been established to comprehensively address the needs to develop three strategic areas of Labour Supply, Labour Demand and Matching of Supply and Demand. This strategy will be utilized for further fund raising to meet the national target of 100,000 job creation per year.

5.3.2 Deliverable 2-6) Programme Delivery

To deliver UNDP's programme deliverables, eight programme outputs (2010-2011) and eight programme targets (2010) were established as indicated in the tables below:

Table 1: Youth Employment & Empowerment Outputs for 2010-2011

Output 1	Youth employment initiatives are effective and well coordinated at national and district level through establishment of National Youth Commission and 14 Youth District Offices.
Output 2	Employment opportunities increased through best practice initiatives.
Output 3	PPP system established and operationalized.
Output 4	Availability of quality, market-driven skills training improved.
Output 5	Un- and semi skilled youth enabled to improve skills through quality monitored apprenticeship programmes.
Output 6	Established and operationalized matching service for graduates and high-skilled youth placements in relevant institutions and agencies.
Output 7	Strengthened youth representation and empowerment
Output 8	Research on Youth promoted.

Table 2: Youth Employment & Empowerment Targets for 2010

Target 1	National Youth Commission fully operationalized and function of existing 8 District Youth Officers strengthened to establish Local Business Network.
Target 2	1,000 youth employed through expansion of best practice initiatives.
Target 3	1,000 youth employed through PPP programme.
Target 4	1,500 youth participated in market-drives skills training with upgraded tools/equipments.
Target 5	200 Un- and semi skilled youth enabled to improve skills through quality monitored apprenticeship programmes.
Target 6	Two Career and Placement Advisory Services (CAPS) established for 200 graduates and high-skilled youth placements in relevant institutions and agencies.
Target 7	14 District Youth Councils/149 Chiefdom Youth Councils activated.
Target 8	Partnership with Universities on Youth Research established and 3 researches published.

During the reporting period, initiation of programmes to achieve Targets 1, 2, 5, 6 and 8 has started in addition to the on-going programme of Target 4 (TECVOC Skills Development Programme).

❖ ***Target 1: National Youth Commission(NAYCOM) fully operationalized and function of existing 8 Districts Youth Officers strengthened to establish Local Business Network***

The parliament passed the Act of National Youth Commission on 24th January 2010. The appointment of Commissioner by the President is expected during the next quarter. UNDP plans to support the establishment of NAYCOM through refurbishment of office however the location of commission has not been declared by the Government.

While awaiting the official establishment of NAYCOM, UNDP and YES Secretariat have designed the support to enhance the capacity of existing Youth Officers in eight districts/locations (Freetown, Waterloo, Makeni, Bo, Kenema, Kabala, Bo, Kono and Kailahun) with establishing a new District Youth Office in Port Loko.

Support to Youth Officers has two components; one is to enhance their capacities of M&E on business and employment programme and the other is to strengthen the logistic capacity of Youth Officers to play a key role to mobilize local business stakeholders and youth groups. Two trainings on Business Development and M&E, therefore, have been designed to be held in April and May 2010. In addition, an assessment of work facilities and logistic capacities of each District Youth Office (computer, printer, photocopy machine, generator, motorcycle) was completed in March and UNDP will start a procurement process from April. Through these supports, Youth Officers are expected to establish district-based local business networks under the new national strategy.

In May, the MEYS submitted the request letter to the Commission of Assets to allocate the premise for the NAYCOM and the MEYS submitted the recommended names of Commissioner, Deputy Commissioner and Board members which consist of Chairman, one representative from each region and three representatives of youth organizations (including one female and one disabled) to the President during the last week of June. Official appointment will be subjected to parliamentary approval. In late 2010, the refurbishment of NAYCOM's premises and procurement of office facilities began.

In addition to the support to establish NAYCOM, UNDP has played a key role to strengthen the capacity of District Youth Officers. To strengthen their roles to promote youth employment and business initiation/expansion at the district level, Business Development Support and M&E training were conducted in May and June respectively. 14 District Youth Officers/Assistants/Volunteers participated with 2 Government officials from the MEYS and 11 District Youth Councilors. Importantly, the link newly established between the District Youth Officers who are appointed by the MEYS and District Youth Councilors who are selected by the local election was highly recognized as an immediate key achievement of this initiative since both actors have to coordinate each other toward the common target of youth employment and empowerment at the grassroots level.

District Based Opportunity Mapping in five districts will be completed and the master copy of report will be submitted by the MoFED to YES/UNDP. Based on the report, the Opportunity Network will be established in 2011.

❖ ***Target 2: 1,000 youth employed through expansion of best practice initiatives.***

An impact assessment of the on-going 17 projects has been completed in December 2009 and the results were published as the Mid-Term-Review report. In this report, YES M&E Unit recommended four IPs'

projects to be up-scaled or replicated. These four projects are Microfranchise, Integrated Pro-Poor Growth Programme, Microfinance for Vulnerable Youth and Fruits Processing Agribusiness. Considering the highly commendable outcomes of projects and possibility of business expansion by youth themselves, Microfranchise and Integrated Pro-Poor Growth Programme were recommended for expansion. Under this best practice dissemination, Bo and Moyamba districts are newly added to replicate the programme targeting 1,000 youth in total. MoA with two IPs are finalized and implementation will start from April.

Based on the recommendation made by the YES's Mid-Term Review report and consultative meeting between the donor communities, three projects were supported to expand as best practices; microfranchise, integrated agribusiness and microfinance for vulnerable rural youth. All IPs received the 1st tranche of fund and have started implementation since April. They conducted the Baseline and Business Market Survey to select the targeted business area and products at each project location in Freetown, Kono, Kenema, Bonth, Moyamba, Bo, Pujehun and Tonkolili, identified 1,254 youth as beneficiaries and 854 youth participated in life and basic business skills to establish their own businesses.

❖ **Target 5:** 200 Un- and semi skilled youth enabled to improve skills through quality monitored apprenticeship programmes.

The Youth Technical Working Group which consists of the Ministry of Education, Youth and Sports, the Ministry of Employment and Social Security, NaCSA, UNDP, ILO, UNIDO, GTZ and World Bank commended one good practice of apprenticeship which was recommended by the MTR report. It applies an integrated approach of various training such as basic literacy and numeracy, life skills training, skills training, apprenticeship and micro investment. The programme demonstrated comprehensive impact on individual youth and youth business guaranteeing the retaining youth in the trained area through initiation of own business upon completion of apprentices. To disseminate the programme, ILO and UNIDO joined UNDP to provide technical expertise in the component of business development. The pilot location was selected in Bombali (mainly in Makeni city) and pre-assessment of local partners and market condition has been completed. Three local partners were identified and joint programme planning will be completed in April targeting to start implementation by May.

The apprenticeship programme in Bombali has been jointly developed among the implementing partners; COOPI as a leading NGO, SLIBA, as a business development training provider, Future in Our Hands as a facilitator of the job apprenticeships and SPW as a life skills training provider. The role of UNDP is focused on development of business friendly environment through establishing the District-Based Opportunity Network and UNIDO and ILO are expected to assist SLIBA to provide technical support in BDS training. The joint concept paper was completed and the proposal will be finalized by the end of July to start implementation from August.

❖ **Target 6:** Two Career and Placement Advisory Services (CAPS) established for 200 graduates and high-skilled youth placements in relevant institutions and agencies.

Most of the preparatory work for the CAPS was completed including project proposal, budgets, workplan and organisational structure in 2010. The premises to locate the programme at Fourah Bay College, University of Sierra Leone have been identified and are available.

As the first initiative of CAPS implementation, the BoQ to refurbish the premise of CAPS FBC and the list of procurement have been completed. The University developed the strong ownership and leadership to be a driving force of programme implementation through establishing the management team and business plan. Both CAPS are expected to be operational in early 2011.

❖ ***Target 8: Partnership with Universities on Youth Research established and 5 researches published.***

Project proposals including budget and workplans for the research programme with Fourah Bay College, University of Sierra Leone were finalized and a MoA between Fourah Bay College (Peace and Conflict Studies) and UNDP was signed in 2010. The first proposal which was finalized by the end of 1st quarter needed to be revised due to the requirement of research findings to be utilized for new youth employment programme formulation. The first initial research on “Rural and Urban Youth Migration” was agreed upon and completed and three themes of subsequent research were designed.

The collaboration and coordination systems among the UN agencies and other development agencies have significantly improved in all aspects of programme formulation and planning during 2010. The main improvement has been in the institutional collaboration with ILO and UNIDO specifically to implement UN Joint Vision Programme 19 Youth Employment and Development.

V. Abbreviations and Acronyms

BDS – Business Development Skills

BoQ – Bill of Quantities

CAPS – Career Advisory Placement Services

COOPI - Cooperazione Internazionale

DEX – Direct Execution Modality

FBC – Fourah Bay College

GTZ - Gesellschaft für Technische Zusammenarbeit

ILO – International Labour Organisation

MEYS – Ministry of Education, Youth and Sports

MoA – Memorandum of Agreement

MoFED – Ministry of Finance and Economic Development

MTR – Mid-Term Review

NaCSA – National Commission for Social Action

NAYCOM – National Youth Commission

NGO – Non-Governmental Organisation

SLIBA – Sierra Leone Indigenous Business Association

SPW - Student Partnerships Worldwide

TECVOC – Technical and Vocational

UNDP – United Nations Development Programme

UNIDO – United Nations Industrial Development Organisation

YES – Youth Employment Secretariat