



**PEACEBUILDING FUND
PEACEBUILDING AND RECOVERY FACILITY (PRF)**

Project Title: National Youth Service Programme for Peace and Development (NYSP)	Recipient UN Organization: UNICEF
Project Contact: Isabel Crowley Address: Telephone: 231 (0) 6702281 E-mail: icrowley@unicef.org	Implementing Partner(s): Ministry of Youth and Sport, Ministry of Education, Ministry of Agriculture, Ministry of Health and Social Welfare (GoL) ACDI/VOCA or other Agricultural NGO SPARK (NGO)
Project Number: (To be completed by UNDP MDTF Office)	Project Location: Bong, Lofa, Grand Gedeh, Grand Bassa, Sinoe, Maryland; with Youth Centers in Montserrado, Bomi, and Grand Cape Mount
Project Description: Skills training, career development, public service provision and reduced youth potential for violence through the creation of a National Youth Service Program.	Total Project Cost: 1,530,000.00 Peacebuilding Fund: 1,000,000.00 Government Input: 140,000.00 UNICEF: 390,000.00 Other: Total: 1,530,000.00
	Project Start Date and Duration: December, 2011 till March, 2013 (16 months)
Gender Marker Score¹: ____ <i>Score 3 for projects that are targeted 100% to women beneficiaries and/or address specific hardships faced by women and girls in post-conflict situations;</i> <i>Score 2 for projects with specific component, activities and budget allocated to women;</i>	

¹ The PBSO monitors the inclusion of women and girls in all PBF projects in line with:

- SC Resolution 1325 (inclusion of women in prevention and resolution of conflict and in peacebuilding)
- SC Resolution 1612 (protection of children affected by armed conflict);
- SC Resolution 1820 (prevention of sexual violence and women in situations of armed conflict); and
- SC Resolution 1888 (re-enforcing Resolution 1820)
- SC Resolution 1889 (re-enforcing Resolution 1325)

PBSO measures inclusion of women and girls at project planning stage based on intended results and allocated budgets. PBSO also monitors and documents the progress and results of these projects separately to inform the SC and UN system.

Score 1 for projects with women mentioned explicitly in its objectives, but no specific activities are formulated nor is a budget reserved; and

Score 0 for projects that do not specifically mention women.

PBF Priority Area(s) and Outcomes: LPP Component 2, Reconciliation: Outcome 2: Conflict mitigation, enhanced social cohesion, and youth empowerment. Output 3: Reduced youth potential for violence through the creation of a National Youth Service Program.

Outputs and Key Activities: The project will train National Youth Volunteers (NVs) in Peacebuilding and Leadership (3 weeks) and sector specific support (3 weeks); including Education, Health and Social Welfare service delivery, Agriculture, and Youth Center management. The NYSP will have both public sector service delivery and private sector development outputs depending on the sector area. The education sector will focus on providing teachers for primary and secondary institutions, as well as Youth literacy courses. The Health and Social Welfare component will focus on providing clinics with medically trained staff, sexual and reproductive health services, and psychosocial counseling. The Agricultural sector will support an additional 500 Youth under 'NYSP' rural livelihoods projects, including youth farming cooperatives and swamp rehabilitation projects. The MoYS currently has ten Youth Centers, which will each benefit from 2 NVs who can deliver computer literacy training, assist with resource management and operations, and deliver peacebuilding and leadership skills development. Finally, the project will develop a Business and Technical Skills component and private sector development in the form of an internship programme with major corporations and concession holders in Liberia, as well as developing employment opportunities for 'at-risk youth' with small and medium enterprises. This component will require research and development, to be implemented fully in the second year of the NYSP.

PROJECT DOCUMENT COVER SHEET

Co-chairs of the Joint Steering Committee <i>(for PRF-funded projects)</i>	
<p>Senior UN Representative</p> <p>Name of Senior UN Representative: Moustapha Soumaré'</p> <p>Signature: <u></u></p> <p>Title: Deputy Special Representative of the Secretary General for Recovery and Governance (DSRSG-R&G) and Resident Coordinator (RC)</p> <p>Date & Seal <u>23/11/2011</u></p>	<p>Representative of National Authority</p> <p>Name of Government Counterpart: Amara M. Konneh</p> <p>Signature: <u></u></p> <p>Title: Minister of Planning and Economic Affairs, Republic of Liberia (MoPEA)</p> <p>Date & Seal</p>
<p>Recipient UN Organization(s)</p> <p>Name of Representative: Isabel Crowley</p> <p>Signature: <u></u></p> <p>Name of Agency: United Nations Children's Fund (UNICEF)</p> <p>Date & Seal</p>	<p>National Implementing Partner(s)</p> <p>Name of Head of Partner: Etimonia Tarpeh</p> <p>Signature: <u></u></p> <p>Name of Institution: Ministry of Youth and Sport, Republic of Liberia (MoYS)</p> <p>Date & Seal</p>
<p>Peacebuilding Support Office (PBSO)</p> <p>Name of Representative:</p> <p>Signature: _____</p> <p>Peacebuilding Support Office, NY</p> <p>Date & Seal</p>	

Situation Analysis

Since the signing of the Comprehensive Peace Agreement in Accra at the end of 2003 and inauguration of the Sirleaf government in January 2006, Liberia has embarked on an agenda of peacebuilding and development. Major initiatives in the last 4 years include the Poverty Reduction Strategy (2008-2011) that identified Security, Economic Revitalization, Basic Services and Infrastructure, and Good Governance as the four major pillars for development and the first Peacebuilding Fund (2008-2010) with over 20 projects focused on the areas of 'Fostering National Reconciliation and Conflict Management', 'Critical Interventions to Promote Peace and Resolve Conflict', and 'Strengthening State Capacity for Peace Consolidation'. Currently the Government is simultaneously preparing for National elections, UNMIL drawdown, the development of a Medium to Long Term Growth Strategy (PRS II) – linked to an 18 year 'National Visioning 2030' plan, and the implementation of a second Peacebuilding Fund (2011-2013) that also puts Liberia on the UN Peacebuilding Commission agenda. It is critically important to ensure that poverty reduction and development strategies are integrated and complemented by peacebuilding and reconciliation interventions.

Liberia's future will be determined by harnessing the energy and creativity of its young people and ensuring that they are directed towards reconciliation, sustained peace, and national development. This will require concentrated attention and enormous investment in youth and adolescents in a holistic manner, to focus substantively on addressing the lack of educational opportunities, lack of access to health services—particularly mental health, limited livelihood and career opportunities, and addressing the human security risks they face in a fragile state that is one of the world's most impoverished.² While ensuring basic needs is critical, so is creating the conditions for inclusion so that Youth are at the forefront of political and civic engagement and honestly integrated into the decision making structures and processes at all levels of society.

In Liberia, Youth is defined as a person between the ages of 15-35, with 75% of the population below the age of 35 and of Liberia's 3.5 million approximately 1.14 million (33%) are 'adolescents' between the ages of 10-25. The categorization of Youth as encompassing such a wide segment of the population in Liberia highlights both the missed opportunities during the years of the civil crisis and the cultural context that ties adulthood to socio-economic accomplishment and status in society. Contemporary events in the Arab world demonstrate the power of young people for social change in the face of social exclusion and dissatisfaction. In Liberia, conflict practitioners believe that the huge participation of young people in the civil crisis was due to the lack of a concrete agenda for youth development and activities, lack of basic opportunities to enhance positive growth, and exclusion from the processes of governance and national decision making. While great gains have been made since the signing of the Accra Peace Agreement in 2003, many of the conflict factors/drivers that led to instability and violence in Liberia have not been adequately addressed and are still present – including ethnic and religious tensions, exclusionary and divisive politics, distrust in the formal security and legal institutions, limited access to basic services, and high unemployment. Access to Land and competition over valuable resources often becomes the flashpoint where conflict factors converge, particularly among the youth who have little opportunity.

² Liberia is listed as 165 out of 172 Nations on the Human Development Index, UNDP Human Development Report June, 2011.

The neglected needs and underdeveloped capacities of youth, as a group of people who feel the consequences of poverty and socio-political disruption most directly, are vitally important – particularly in the immediate term with up-coming national elections and the drawdown of UNMIL. A continued lack of engagement and lack of opportunities creates frustration and anger among youth, and a lack of channels and forums for them to voice their concerns and interests leaves them vulnerable to manipulation for political violence, social unrest, and criminal behavior. Additional pressures are present with the recent crisis in Cote d’Ivoire, with an influx of refugees and armed elements and reports of Liberian youth being mobilized to participate in the violence. The multiplier effects of these phenomena are exemplified by poverty-intensifying dynamics such as an increasingly frustrated and militarised youth population becoming engaged in “negative employment” - or the quasi-professional entrepreneurship of violence and other criminal activities. The gender dimension of “negative employment” is also evident in the increasing recourse to prostitution by young girls as an economic activity/occupation, with the attendant consequences of unwanted pregnancies and HIV/AIDS. The high level of sexual and gender-based violence (SGBV) that continues to be perpetuated against children, youth and women is a continuing aspect of the culture of impunity and weak state authority that requires urgent attention.

A recent report on the ‘Scope and Coverage on the Youth in the Poverty Reduction Strategy of Liberia concludes that while significant progress has been made, much work still needs to be done in the four pillar areas of the PRS. The report laments that the ‘mainstreaming’ of youth in the overall strategy has resulted in marginalization of youth and ‘compromised their priorities in education, employment, health and security and their gender dimensions’.³ It is reported that many females do not feel secure in their communities and even face sexual abuse (rape is the highest reported crime in Liberia), particularly in those areas that they should consider ‘safe’ (such as police stations, hospitals, churches and schools). Furthermore, the perception that youth are the primary perpetrators of violence and criminal behavior erodes self- confidence and reinforces negative self-images. Post-traumatic and mental health issues are still common among youth, especially some young men who exhibit aggressive violent behavior and commit sexual violence. Access to tertiary education and vocational training is still limited, with only 11% of the secondary school age population in school and the nation’s TVET institutions in a state of physical disrepair, curriculum outdated, and out of touch with market demands. This translates into limited skills and employment opportunities.⁴ The vast majority of Youth depend on multiple informal livelihood tactics for survival ‘hustling’ in urban environments and working in rural areas in the sectors of agriculture, forestry, mining and fishing – sometimes in quasi-legal or illegal activities. It is also important to note that often Youth are heads of household and responsible for the well-being of even younger adolescence and children.⁵ Under and unemployment remain incredibly high, with some estimates at around 88%, leading to rapid urbanization and intense competition for jobs.⁶

³ Amana, Adjoa. ‘Report on the Scope and Coverage on the Youth in the Poverty Reduction Strategy of Liberia’, 2010, UNFPA.

⁴ ‘Dreams Deferred: Educational and Skills-building Needs and Opportunities for Youth in Liberia’, Women’s Refugee Commission, Sept 2009.

⁵ Adjoa, Amana p. 9

⁶ National Working Group on Technical Vocational Education and Training (NWG/TVET), Assessment Report September, 2008.

A University of California Berkeley report on post-conflict reconstruction in Liberia highlights that while some of the underlying conflict factors and drivers of the war in Liberia are still present in Liberia, there is optimism for the prospect of peace in the country held by the majority. Some of the key underlying conflict factors still present are a large degree of socio-economic inequality between Monrovia and the rest of the country, with respondents prioritizing education, health and employment as the biggest priorities that the government must tackle. The top responses listed for building peace in the country were to unite the tribes of Liberia (74%), educate the Youth (57%), reduce poverty (46%), provide social services (40%), unite religious groups (26%), and address land ownership issues (25%).⁷ Under the first tranche of the PBF-L young people have played a critical peacebuilding role in communities across the country in managing and mediating conflict, in advocacy work, in civic and political engagement, and in development initiatives. Their leadership and role in Alternative Dispute Resolution (ADR) has been a direct consequence of projects under the PBF-L implemented by partnerships between the Government of Liberia and UN agencies. Further gains have been made under a number of UN Joint Programme initiatives supported by donors that are implemented by GoL line ministries. Examples of this are the Joint Programme on Youth Employment and Empowerment (JPYEE) and the Gender Equality and Women's Empowerment and Employment (GEWEE) that have built capacity in the Ministries of Youth and Sport and Gender and Development and had some impressive impact. However, funding for these programmes will be exhausted by June, 2012. Finally, modest gains have been made with the articulation and dissemination of a national Youth Policy, and the development of a National Youth Action Plan (NYAP). However, the NYAP has yet to be implemented.

Project Justification

In response to the immediate needs outlined above and building on the accomplishments of the first tranche of PBF-L funding and the UN Joint Programmes, the project aims to address a number of key issues related to youth that will have a catalytic effect at the local level and nationwide with regard to Peacebuilding, Reconciliation and achieving Development goals.⁸ Alongside its reconciliation and peacebuilding objectives, the programme will also focus on both public sector service delivery and private sector development, and be implemented to ensure synergies with ongoing youth initiatives, such as the Joint Programme on Youth Employment and Empowerment. In the public sector the programme will focus on the sectors of Education and Health and Social Welfare. For the private sector, the programme seeks to expand the livelihood and economic opportunities of youth through agricultural micro-projects and the development of a business and technical skills internship component.

These objectives will be accomplished by an up-scaling and modification of the National Youth Volunteer Service (NYVS) pilot project into a National Youth Service Programme for Peace and Development (NYSP), with the objective of linking youth leadership and national service to an

⁷ 'Talking Peace: A Population-Based Survey on Attitudes about Security, Dispute Resolution, and Post-Conflict Reconstruction in Liberia', Human Rights Center, University of California Berkeley (Vink, Pham, and Kreutzer) June, 2011.

⁸ It will weave together previous Reconciliation interventions under the PBF-L such as the UNHCR Community Empowerment Project, the UNDP Volunteers for Peace project, the UNICEF Youth Empowerment Skills for Peace project, and connect them to on-going efforts by the Peacebuilding Office and UNMIL to strengthen the capacities of Peace Committees nationwide.

overarching peacebuilding and development strategy. It will address lessons learned from the pilot NYVS, particularly the recognition that the public sector has minimal capacity to absorb NVs after they complete the programme. Therefore, more emphasis will be placed on balancing public sector service with private sector and development initiatives – particularly in Agriculture. It also recognizes that the World Bank Youth Empowerment Skills (YES) programme focuses almost exclusively on technical and vocational skills, as well as short term employment. This leaves a gap in the agricultural sector that the NYSP will be addressing. It will also fill some of the Joint Programme area gaps, particular with regard to female empowerment and Sexual and Reproductive and Psychosocial health.

Over the course of one year the PBF contribution will enable a total of 650 youth, including 150 National Youth Volunteers (NVs) and 500 ‘at-risk’ youth to benefit through **five (5) specific interventions** listed below. NVs will support public services delivery while gaining valuable on-the-job training through Education Support and Health and Social Welfare Support. A sub-set of NVs will provide much needed administrative, training, and peacebuilding support to existing Youth Centres. Finally, two interventions will be carried out that strengthen linkages between the NYSP and the private sector. In the first year, 500 ‘at-risk’ youth will benefit from Agriculture and Rural Livelihoods support. In parallel, the NYSP will focus on the development of a Business and Technical Skills Internship programme, to be implemented in the second year.

It is intended that the PBF contribution will be catalytic and based on its impact and value modified and scaled up in the second year. With support from international partners and the PBF, the NYSP will provide opportunities for skills and on the job training for over 1000 youth by the end of the second year and establish a standing National Youth Service Programme – as prescribed in the Statement of Mutual Commitments (SMC) and the Liberia Peacebuilding Programme (LPP). Targeted youth will contribute to peacebuilding and development initiatives across the country and therefore have a large impact on individuals, communities, and the nation. These achievements will be underpinned by a robust communication and media strategy to raise awareness and highlight the accomplishments of the programme.

All NVs will be trained in Peacebuilding and Leadership skills during the induction for the first 3 weeks to equip them to address peacebuilding, conflict resolution, and national development issues as unique youth leaders in their communities of assignment. Synergies can be achieved here with other components under the Reconciliation programming, such as ensuring the full participation of youth at the decentralized level in the platforms for dialogue and national visioning exercises. It will enable NVs to diffuse potential violent conflicts at the community level, mobilize their peers for dialogue on national development and other issues, and improve mutual trust, social cohesion and community relations.

Peacebuilding and Leadership

Peacebuilding and Leadership Skills will serve as the cornerstone of the NYSP, with all volunteers having a specific mandate to build peace in their locations of assignment and building clear linkages between peacebuilding, development, service delivery, and civic participation. Leadership skills are essential for the NVs that will be placed in communities in order to equip

and empower them to initiate and carry out community mobilization for various activities and mobilize participation that will increase social cohesion and integration. They will be able to create awareness about their situation and up-coming opportunities and build positive self-confidence that will influence and inspire others. This corresponds with a core element of the project which entails redirecting youth toward civic responsibility and promoting peace and reconciliation as the foundation for positive, non-violent change in Liberia.⁹ The training will focus on the following skills: team building, trust building, communication, strategic participation in community decision making processes, as well as problem respectively opportunity analysis.

Peacebuilding is about fostering non-violent communication skills such as peaceful conflict resolution methods and mediation. The training will focus on conflict management skills such as: self-awareness, self-respect and anger management. It will enhance the understanding and application of values such as equality, tolerance and respect. There will be specific modules developed to address pressing conflict factors in Liberia such as Land, Religion, and Ethnicity. Each will have an educational and skills component so that youth have the capacity to understand the context and practice conflict mediation related to incidents that involve these conflict factors. Efforts will be made to link NVs to existing Peace Committee structures at the County level and to build the capacity of District Level Peace and Development Committees. Experience in Liberia has shown that once communities have achieved comprehensive Reconciliation (inter-generational, inter-ethnic, intra/inter-communal, inter-religious) conflict decreases and attention becomes more focused on working together and community development. Under the previous NYVS projects, NVs have been supervised by the MoPEA County Development Offices. Making the linkages between Peace and Development actors is critical. Having youth involved in regular monthly meetings on Peace and Development issues will help them contribute to national processes at the decentralized level and raise awareness around the Liberia Peacebuilding Programme, the PRS II, and other critical policies and interventions. This will actualize civic and political engagement at the community level and the circulation of monthly reports will help youth across the country understand and take positions on the most pressing issues.

1. Education

While impressive gains have been made in access and completion of elementary school education, in alignment with the MDG 2 goal, this is underscored by a tremendous drop in secondary school enrollment and attendance. The consequences of this are great as primary school affords some level of protection to young people in fragile states. As a recent UNICEF report states post-primary school adolescents “descent into extreme marginality is frequently unavoidable and steep...and may yield some combination of fatalism, despair and frustration”.¹⁰ Furthermore, the attention to the quality and resources for those who do attend secondary school is often inadequate and weak. Therefore, in order to shift towards a Youth focused Service Programme; emphasis will be on placing NVs in secondary schools and include outreach to

⁹ Reference is made to some of the core principles and values underpinning the National Youth Policy, p.7.

¹⁰ Sommers, Marc. ‘Becoming Youth: Empowering Marginalized Adolescents in Conflict-Affected and Politically Unstable Countries’, ADAP/UNICEF, June 2011, p.5.

excluded community Youth to raise awareness about the importance of continuing education. With only 11% enrollment in secondary schools in Liberia, this is incredibly important.

The education component will focus on filling the serious gap of qualified human resources in the education sector by providing teaching services in secondary schools, adult literacy programs, and teacher training programs. Previous NVs have provided the following: teaching in elementary schools, improve English speaking skills in the Southeast (Maryland), fill gaps in subject areas at schools (such as Science courses in Grand Bassa), introduce Accelerated Learning Programme (ALP) methods and extra classrooms for grades 9-12 to prepare for the West Africa Examination, teach adult literacy to women in rural communities, establish regularity and conduct codes in schools, and capacity building of teachers through training on lesson planning and classroom management.

2. Health (including Sexual and Reproductive Health, Psychosocial)

NVs selected to work in clinics will be recruited from professional institutions and non-universities that specialize in medical and health issues (such as Mother Patten School, United Methodist School of Nursing, Cuttington University School of Nursing, etc.) and seek to address the pressing need for professional nurses, midwives, and doctors. However, the emphasis under the new NYSP will be to shift to those who specialize in Sexual and Reproductive Health and Psychosocial (mental health) needs in areas that have a pressing need for these services to be delivered. This will address Youth specific concerns related to early pregnancy, STDs – including HIV/AIDS --, and address the legacies of SGBV in the country by conducting outreach to sex workers. It will also focus on the legacies of violence and address the psychosocial needs of Youth in fragile and marginalized conditions. This revised approach will resolve challenges encountered in the pilot phase, where NVs in the health sector were only able to help with administration, management, and awareness campaigns because they did not come from specialized backgrounds in medicine and health. However, health campaigns have been effective at improving personal and family hygiene, HIV/AIDS prevention, tuberculosis, yellow fever, and malaria – as well as changing people’s attitudes and behavior about seeking professional treatment at a hospital and HIV/AIDS testing and treatment. Advocacy and awareness campaigns will continue to be a major part of the health component of the NYSP.

3. Youth Center Management

Under the PBF-L project 3 youth centers were built and handed over to the MoYS, bringing the total number of MoYS Youth Centers nationally to ten. Youth centers have a lot of potential for becoming centers of creativity and capacity development and can offer resources such as: peacebuilding and leadership skills training, computer literacy, internet service, business skills center, library, sporting activities and events. Two volunteers will be deployed to be full time staff at the Youth Centers to develop activities and manage the resources there and assist with

capacity building of established Youth Center Management Teams. One NV will have a specialized degree in computer literacy (or a related field) and the other NV specialized experience in Peacebuilding and Leadership skills, so that together they can deliver educational and life skills courses utilizing the resources in the Youth Centers. Youth Centers also have the potential to develop job referral and job skills development services.

4. Agriculture and Rural Livelihoods

Agricultural production contributes towards 40 percent of Liberia's GDP and as a sector presents the greatest potential for generating sustainable livelihood options in rural areas, therefore it is important for development of this sector that also combines skills training for agriculture-related enterprise and connecting to markets.¹¹ Furthermore, increasing investment by private sector agricultural companies are bringing new employment opportunities for those youth residing in rural areas. However, incentives to enter the sector and opportunities for skills training and livelihood development remain weak, and as a consequence most youth are unable to exploit these new opportunities.¹² While most youth reside in rural areas, the majority of Liberian farmers are over the age of fifty.¹³ This alarming situation demands the need for livelihood support activities in order to begin to address the high levels of food insecurity which exist throughout the country.

Previous and current initiatives have established four centers for Agricultural training in Liberia and targeted high risk youth. These are Songhai, Tumutu, Panama, and Klay Agricultural Center and efforts will be made to link graduates to agricultural and rural livelihood projects. Access to land is critical for this, as is generating and sustaining interest which is dependent on creating secure and stable income. There are also existing youth farming cooperatives that could be strengthened. Furthermore, consultations need to be held with the private sector to both enhance skills and for job placement on concessions. Youth will be more interested in agricultural activities if they see it as generating a decent income. Some of the skills in demand that will be targeted include: Animal husbandry, aquaculture and swamp rehabilitation, crop management, market access, pest control, post-harvest preservation, tilling and planting, and vegetable gardening.¹⁴

Careful identification of 'at-risk youth' will be key to ensure the impact of this initiative. Therefore, the MoYS will put an institutional mechanism in place to identify those at risk groups that could best benefit from this intervention. An institutional mechanism will also ensure sustained attention to 'at-risk youth' in all future related programming, including a potential scaling up of this project.

¹¹ Liberia Food Security and Nutrition Strategy document, GOL, 2008. Liberia Agriculture Sector Investment Programme, Ministry of Agriculture, September 2010.

¹² Central Bank of Liberia "Annual Report for 2008", (Monrovia: GOL, January 27, 2009), p. 31

¹³ 2006 UNDP survey

¹⁴ See 'Dreams Deferred', pg 7.

Specifically, the project proposes to:

1. Identify existing cooperative Youth farms, as well as ‘high risk youth’, who have received some training or are otherwise engaged in the agricultural sector to train in general agriculture (rice and vegetable cultivation) to support employment generation in the agricultural sector.
2. Provide training to youth in groups in preparation for them to farm collectively upon completion of the project. Support can be provided by the Cooperative Development Agency (CDA) to provide mentoring to groups to establish their own cooperatives and strengthen the ones that currently exist.
3. Provide youth with tools, seeds and other agricultural inputs when they complete the course to empower them to start their own farm and increase food production.
4. Cash for Work assistance will be provided for the duration of the training to support beneficiaries who participate in activities such as lowland rehabilitation and development to create small irrigation schemes.
5. Build linkages between graduates of the project and private sector agricultural companies by focusing some of the training curriculum on industry specific techniques. The highest achieving graduates could develop skills which would prepare them to apply for apprenticeships working for private sector companies (in the interest of eventually achieving a permanent formal sector job).
6. Agricultural private sector companies will be invited to visit or meet with Youth Groups and Cooperatives to share information on how they could potentially provide a market for produce harvested by participating groups in the future. Private sector actors would be encouraged to provide some inputs to promote crop diversification, which will also serve to strengthen the resilience of the groups to shocks and their long-run sustainability.

The Agricultural component will require finalization based on an assessment of needs and collaboration with the implementing partner, but will ultimately be tasked with providing long term income generation and livelihoods to ‘at-risk youth’ in the agricultural sector.

5. Business and Technical Skills Development: Internship Programme

In order to balance public sector service provision with private sector development and job placement—research, assessment, and development of an internship programme, Small and Medium Enterprises (SMEs) job placement, and entrepreneurship development will commence in December, 2011 to be completed by latest May, 2012 in preparation for implementation in the second cycle – or earlier if additional funding can be sourced. This will involve developing partnerships with corporations and concessions holders in Liberia to identify skills that are needed for their businesses. Skills assessments and mapping will be conducted in order to establish what the needs are for Liberian enterprise and how that can be matched with technical and vocational school or community college graduates. Many of the corporations and

concessions holders operating in Liberia signed Corporate Social Responsibility (CSR) compacts with the government and have a budget associated with those agreements. Therefore, the objective will be to develop internship and skills training programmes for Youth with those corporations/concession holders in partnership with the Bureau of Concessions at the Ministry of Finance.¹⁵ In addition to these large corporations and companies, linkages will be made to SMEs in urban areas, as well as in developing creative business model ideas and training youth in entrepreneurial skills development, especially for providing opportunities to ‘at-risk’ youth. The Liberia-based NGO Spark has been identified as being able to deliver the requisite research, development, and strategy for this component, as well as provide the 2nd cycle trainings for those Youth identified.

Communication Strategy/Media

One of the recommendations of the UC Berkeley population survey on post-conflict reconstruction was to support the development of information and communication, including radio, so that citizens can be informed participants of the peacebuilding and development process, rather than bystanders.¹⁶ Improving the communication about activities and impact under the first tranche of the Liberia Peacebuilding Fund was also cited in the Mid Term Review (MTR) as critical, recognizing the low levels of visibility of PBF projects both individually and at the unified PBO level. More media exposure and the enhancement of communication strategies are necessary in order to raise awareness under the second tranche funding. This is particularly important as regards changing social perceptions, attitudes, and behaviors across the country. To this effect, increased visibility of the second tranche PBF-L Portfolio in Liberia through media coverage, press releases, fliers, bulletins and Newsletters, and radio talk-shows were efforts encouraged by the MTR recommendations and Recipient Agencies and their implementing partners. The NYSP will therefore develop and implement a robust communication strategy that focuses on achieving high visibility, building on the accomplishments and lessons learned from the communication strategy implemented on the Joint Programme for Youth Empowerment and Employment (JPYEE). Capacities development and training for journalism and reporting, community radio, drama, and the implementation of advocacy and awareness campaigns will therefore be an area for youth led activities. Within the limited budget, youth groups in local communities will be engaged on media literacy and broadcasting for community radio and drama for the production of local shows that highlight projects and impact relevant to the NYSP, particularly with regard to local peacebuilding and development initiatives. A communication specialist will be part of the NYSP team and be

¹⁵ Major corporations and companies in Liberia include (but are not limited to): Accelor Mittal, APM Terminals, Aqua Life, Buch, BP Billiton, Buchanan Renewables, Club Beer, Cellcom, Chevron, Club Beer, Eco-Bank, Lonestar, Odebrecht, Sime Darby, etc.

¹⁶ Berkeley Study p. 5

charged with developing and implementing the communication strategy, as well as conduct regular field visits to assist NVs with communication activities.

National Policy Linkages

Beyond the provision of security, social services, and creating the conditions for the access to employment and livelihoods--enhanced participation in governance processes and civic engagement is crucial, which will require robust capacity building. The National Youth Policy (NYP) was developed in 2005 and in 2008 a National Youth Action Plan (NYAP) was produced that focuses on 'promoting the overall well-being of young people by creating opportunities that will get them: Learning (Cognitive), Working (Vocational), Thriving (Physical), Connecting (Psychological/Emotional) and Contributing (Civic/Social)'.¹⁷ In order to achieve this the NYAP focuses on the following strategic areas of implementation: Coordination and Communication, Capacity Development for Youth-led organizations, Education and Training (TVET, Literacy, Life Skills), Youth Employment, Sexual and Reproductive Health (SRH), Youth and Conflict (Peacebuilding), the Environment, Sports and Recreation, Gender Equity and Women's Empowerment, Youth Leadership, and Juvenile Drug Abuse and Crime. The NYSP will therefore strive to operationalize the implementation of many of these strategic areas for intervention.

Capacity building is crucial for Liberians to build a sustainable peace and take control of national development; therefore the strategy of the project will be to build the capacity both of university graduates and local communities by scaling up and transforming the NYVS. This involves adding two additional components to assist with job placement in the private sector: of 1) Agriculture training targeting 500 at-risk youth and 2) an Internship Programme designed to develop Business and Technical skills. The NVs will acquire new skills and field experience in supporting the agriculture, health, education, youth centers, and communications/access to information needs of local communities. Part of the service agreement will require NVs in the health and educational sectors as well as those based in the youth centers to conduct outreach to at-risk youth, while the agricultural component will focus exclusively on transferring and supporting at-risk youth on agricultural projects. Youth Centers will simultaneously be bolstered to serve as centers for excellence for youth needs across the country. The combination of academic knowledge and field experience will also enhance youth capacity to gain better access to the labor market. Youth volunteers will also lead the organization of initiatives and events aimed at raising awareness and conducting advocacy campaigns on peacebuilding and leadership, health and education, volunteerism in development, national policy issues and elections. These initiatives will empower local communities to become actively involved in the articulation of their needs and how to address them. A communication strategy will be put in place to highlight the activities and projects of the NVs as well as utilize youth led media to bring attention to the wider activities of the Peacebuilding Fund Liberia. A key tenant of the National Youth Policy is that any national development requires the support to youth-led programs and youth oriented initiatives are imperative. The NYVS has been an integral part of the post-violence recovery and reconstruction phase, articulating the needs, defining the roles and spelling out the responsibilities of young people of Liberia.¹⁸ The scaled up NYSP is a two

¹⁷ National Youth Policy Action Plan for Liberia, Ministry of Youth and Sport, Feb 2009

¹⁸ National Youth Policy for Liberia, p. 8 (check)

year pilot project that builds on the previous NYVS in order to operationalize the National Youth Policy and part of the National Youth Action Plan.

COMPONENT 3: Logical Framework

The NYVS has been funded in the last four years by the United Nations. The launching of a transformed NYVS into an NYSP in 2011-2012 has been accompanied by a commitment in funds by the GoL through the MoYS. This level of commitment will increase in subsequent years, but support will still be needed by the United Nations. This will require a commitment to fundraising and lobbying for greater GoL resources to be utilized for Youth development programmes. Furthermore, partnerships will be established with the private sector and linkages made to corporations that hold CSRs with the government. The establishment of public-private partnerships for Youth development will further ease the budgetary commitments by the UN. An exit strategy will need to be developed based on a multiple year time frame that is realistic and based on the guaranteed commitments of the GoL, the UN, and the private sector.

Part 1 (Strategic Level):

Objectives	Measurable indicators/Targets	Means of verification	Important assumptions
<p>PBF Priority Area:</p> <p>Reconciliation: Conflict mitigation, enhance social cohesion, and youth empowerment</p>	<p>See M&E framework for PBF-L</p>	<p>PBF-L Reconciliation portfolio M&E Framework</p>	<p>Development of National Framework and Policy for National Reconciliation</p> <p>Projects/Programmes developed and implemented to achieve goals of above</p>
<p>PBF Outcome(s):</p> <p>Reduced youth potential for violence through the creation of a National Youth Service Program</p>	<p>150 University or technical/ag institution educated and graduated Youth enrolled as National Youth leaders in NYSP programme, plus an additional 500 'at-risk' or disadvantaged youth enrolled in the Agricultural component</p>	<p>Project based M&E</p> <p>School and technical/ag institution records</p>	<p>Ability to recruit sufficient numbers of educated/graduated/certified youth in all component areas</p>

<p>OUTPUTS:</p> <p>1.1 150 National Youth Volunteers assigned to schools, health clinics (including SRH and psychosocial), youth centers, and agricultural projects in 9 counties (Bong, Lofa, Grand Gedeh, Maryland, Sinoe, Grand Bassa, Cape Mount, Montserrado, and Bomi)</p> <p>1.2 500 'at-risk' or disadvantaged youth assigned to agricultural/rural livelihood projects</p> <p>1.3 Educational facilities provided with teaching resources</p> <p>1.4 Health facilities provided with resources for advocacy and awareness campaigns, plus additional materials</p>	<p># of schools benefiting from the NVs assigned</p> <p># of health clinics benefiting from the NVs assigned</p> <p># of youth centers benefiting from the NVs assigned</p> <p># of agricultural projects benefiting from NVs assigned</p> <p># of 'at-risk' or disadvantaged youth receiving skills training in rural livelihoods/agriculture, peacebuilding and leadership skills and receiving support in cash or kind under the NYSP</p> <p># of textbooks and other resources distributed to schools in 6 counties</p> <p># of health facilities benefiting from resources distributed</p> <p># of health related advocacy and awareness campaigns</p>	<p>Project based M&E</p>	<p>Ability to identify institutions/projects in all 6 counties to absorb NVs and resources</p> <p>Ability to identify and recruit 500 'at-risk' or disadvantaged youth for agricultural/rural livelihood projects, plus ability to deliver comprehensive peacebuilding and leadership training by NVs assigned to these projects.</p> <p>Ability to source and deliver textbooks and resources at project budget cost for project</p> <p>Ability of NVs to conduct effective campaigns and for resources from project budget to be sufficient to cover these</p>
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<p>1.5 Youth centers provided with resources to facilitate computer literacy, a business center, reading and research materials, sporting and event activities, training, and job placement assistance</p>	<p>conducted</p> <p># of materials provided to Youth centers</p> <p># of classes held</p> <p># of community youth benefiting from Youth center activities and resources</p>		<p>activities</p> <p>Youth Center Management teams are effective in managing resources and delivering services and that project funding is sufficient</p>
<p>1.6 To promote awareness of both youth and communities in programme counties on peacebuilding, reconciliation, development, and major government policies</p>	<p># of awareness campaign resource materials produced and distributed to NVs</p> <p># of campaigns and activities related to peacebuilding, reconciliation, development initiatives and engagement of major government policies conducted</p>	<p>Focus Group discussions regarding behavioral change and civic engagement in the community</p>	<p>Civic engagement and participation of youth and communities related to peacebuilding, reconciliation, development initiatives and engagement of major government policies is strong</p>
<p>1.7 Community social cohesion is strengthened and local conflicts are reduced through Alternative Dispute Resolution mechanisms</p>	<p># of Peace Committees formed or strengthened in local communities</p> <p># of disputes that are resolved through ADR rather than the formal justice system</p>	<p>Police Records and Reports</p> <p>Focus group discussions with communities</p> <p>Baseline and Endline surveys</p> <p>Tracer Studies</p>	<p>Young people and communities actively engage in non-violent conflict management and choose to resolve minor non-criminal issues through ADR rather than the formal justice system</p>
<p>1.8 To provide an opportunity for university, college and</p>	<p># of NYSP beneficiaries who find employment or are engaged in sustained</p>	<p>Interviews with NVs</p>	<p>The ability of both the private and public sector to absorb NVs</p>

<p>technical/Ag institution graduates and 'at-risk' or disadvantaged Youth to acquire personal development, leadership, and technical skills that will enhance their capacity to access the labor market</p> <p>1.9 Development of a Business and Technical skills internship programme that engages partnership with corporations, SME's and/or supports Youth entrepreneurial activities</p>	<p>livelihood activities after completion of the programme</p> <p># of corporations who participate in future NYSP under their CSR compact obligations</p> <p># of SME's who participate to recruit new skilled Youth labor</p> <p># of entrepreneurial activities and businesses launched by future beneficiaries</p> <p># of Youth participating in the NYSP under the new Business/Technical skills component</p>	<p>Final report of Spark</p>	<p>and the ability of Agricultural/Rural livelihood beneficiaries to continue to work in the agricultural sector</p> <p>Corporations and SME's willingness to participate and support the NYSP</p> <p>Ability to identify skilled graduates who can fill positions available in the private sector</p>
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Part 2 (Implementation Level): Please see Budget (below) and Work Plan (Annex I).

COMPONENT 4: Budget

CATEGORY	Unit	Quantity	Period (Months)	Unit cost	TOTAL COST	UNICEF Contr.	Gvt. Contr.	PBF Contr.
						USD	USD	USD
1. Personnel								
Programme Manager/National Coordinator	Monthly salary	1	15	1,500	22,500		22,500	
County Programme Officers	Monthly salary	6	12	500	36,000		36,000	
Training Coordinator	Monthly salary	1	15	800	12,000		12,000	
Communications Officer	Monthly salary	1	15	800	12,000		12,000	
Project Assistant, Administration/Finance	Monthly salary	1	15	500	7,500		7,500	
Project Assistant, Administration/Logistics	Monthly salary	1	15	300	4,500		4,500	
Personnel sub-total					94,500		94,500	
2. Contracts (Professional Services, grants)								
Consultants: Baseline, midterm and endline survey -- Development of M&E/Reporting system	Lump sum	1	1	65,000	65,000			65,000
Technical input to ensure effective program implementation	Lump sum	1	12	150,000	150,000	150,000		
Communication Strategy designed and implemented, with Radio and print media support	Quarterly	4	12	4,800	19,200			19,200
Agricultural Sector Support (?)	Lump sum	1	-		270,000			270,000
Education Support	Lump Sum	1	-		60,000	60,000		
Health and Social Welfare Support	Lump Sum	1	-		60,000			60,000
Youth Center Support	Lump Sum	10	-	20,000	200,000	180,000	20,000	
Volunteer Living allowance (\$150), including rent and scratch cards (\$20)	Monthly	150	12	170	306,000			306,000
Volunteer Insurance	Monthly	150	12	15	27,000			27,000
Workshops and Conferences; Organise Career fair and graduation	Lump sum		-	15,000	15,000		15,000	
Private Sector Assessment and Development of Internship Programme (Spark)	Lump sum	1	-		25,000			25,000
Contracts sub-total					1,197,200	390,000	35,000	772,200
3. Training								

Recruitment Information Campaign	Lump Sum	1	-	3,000	3,000			3,000
Training of National Youth Service Officers, 6 week induction course for 150 NVs	Lump Sum	1	-	52,500	52,500			52,500
Induction Facilitators	Lump sum	1	-	9,975	9,975			9,975
Training sub-total					65,475			65,475
4. Transport								
Volunteer Deployment/Settling In and Repatriation	Individual	150	1	150	22,500			22,500
Transport sub-total					22,500			22,500
5. Supplies and Commodities								
Office supplies and operational support to field offices	Office	6	12	500	36,000			36,000
Supplies for Workshops and Conferences	Lump sum	1	-	3,000	3,000			3,000
Printing of Training Manuals on Peacebuilding and Leadership	Lump sum	1	-	1,000	1,000			1,000
Supplies and Commodities sub-total					40,000			40,000
6. Equipment								
Equipment sub-total					-			-
7. Travel								
Monitoring and field supervision (UNICEF, MYS and other partners)	Monthly	15	27	500	13,500			13,500
Travel sub-total					13,500			13,500
8. Miscellaneous								
Unforeseen	Lump sum						10,500	20,904
Miscellaneous sub-total							10,500	20,904
Project sub-total						390,000	140,000	934,579
Agency Management Support (7%)	UNICEF				65,421			65,421
TOTAL					1,530,000	390,000	140,000	1,000,000

* The Standard Financial Report that has been reviewed with the UNDG Financial Policies Working Group.

** The rate shall be within the range of 5% to 9%, with overall expected average of 7% of the total of categories 1-8., as agreed to by Recipient UN Organizations in MOU signed with the PBF's Administrative Agent, the UNDP MDTF Office

PBF PROJECT BUDGET	
CATEGORIES	AMOUNT
1. Supplies, commodities, equipment and transport	40,000 USD
2. Personnel (staff, consultants and travel)	36,000 USD
3. Training of counterparts	65,475 USD
4. Contracts	772,200 USD
5. Other direct costs	20,904 USD
Sub-Total Project Costs	934,579 USD
Indirect Support Costs**	65,421 USD
TOTAL	1,000,000 USD

COMPONENT 5: Management Arrangements

The managerial arrangements included in this section aim at 1) ensuring full ownership and direction from the Government of Liberia; 2) ensuring coherence between the two components of the LPP (Justice & Security and National Reconciliation), and 3) effective Monitoring & Evaluation mechanisms to measure progress towards the specified outputs and outcomes.

Based on regular guidance and advice received from the PBC Liberia configuration, the Joint Steering Committee will ensure overall guidance and direction in terms of implementation of the LPP on the ground. The Peacebuilding Office will support the JSC in this task by acting as its Secretariat and by rolling out the Monitoring & Evaluation (M&E) Plan for the Programme.

The Ministry of Internal Affairs will recruit a programme manager for the reconciliation component, to be financed by the PBF. The programme manager will chair regular meetings of the Reconciliation Technical Advisory Group (TAG). The PBO will also act as the Secretariat to the National Reconciliation TAG.

In particular, the Justice and security and Reconciliation Programme Managers will be responsible for:

- Day-to-day management of the respective programmes;
- Strategic planning, monitoring and oversight;
- Reporting progress to the JSC using output indicators (see M&E plan);
- Ensuring coherence amongst projects in the programme;
- Preparing workplans and annual reports
- Ensuring appropriate coordination with other actors within the sector; and,
- Ensuring that the activities are conflict-sensitive.

a. Joint Steering Committee

Under the overall direction of the PBC Liberia configuration the Joint Steering Committee is the coordination body between the Government of Liberia and the international community on related peacebuilding actions.

As such, the Joint Steering Committee will be responsible for:

- Providing the overall vision and direction to the LPP and taking the final decision on the sequencing of priorities based on both advice from the technical advisory groups and given the available budget.
- Ensuring coordination, coherence and synergy between the Justice & Security and the Reconciliation components;
- Ensuring that the do-no-harm principle is applied and that all the interventions under the LPP are conflict sensitive;
- Ensuring that the LPP is instrumental and conducive to facilitate UNMIL transition;
- Approving Annual Reports of the two components;
- Ensuring that the Government of Liberia allocates adequate funding to ensure sustainability of the Programme.
- Making final decision on the appropriate implementing partner for specific output activities
- Review and endorse Government of Liberia progress reports to be submitted to the PBC on a nine month basis as agreed in the Statement of Mutual Commitments.

b. Peacebuilding Office

The Peacebuilding Office assists the Joint Steering Committee and the two Programme Managers to ensure effective implementation and to support Monitoring & Evaluation (M&E) aspects.

In particular, the PBO will be responsible for:

- Support to the MIA Programme Manger in managing the reconciliation component of the programme
- Acting as the secretariat to the Reconciliation Technical Advisory Group
- Support to the Justice and Security Programme Manger in managing the justice and security component of the programme
- Acting as the secretariat to the Justice and Security/hub Technical Advisory Group
- Acting as the JSC's Secretariat, preparing JSC meetings and producing the necessary documentation for effective decision making;
- Rolling out the Monitoring & Evaluation plan and produce quarterly reports for the JSC members on the progress made by the LPP (based on output indicators, contained in the M&E plan);

- Bringing to the JSC's attention any outstanding issues regarding the implementation of the LPP and the progress towards the PPP outcomes;
- Reviewing Programme component achievements through the M&E plan, in reference to the output and outcome indicators;
- Coordinate the writing of the GoL progress report for review by the JSC and Government for submission to the PBC as agreed in the SMC;
- Follow – up and report to the JSC on the extent to which the commitments agreed in the SMC are being implemented;
- Follow-up with Recipient Agencies and implementing partners and ensure quarterly and annual reports on projects are submitted to the MDTF and the PBSO and uploaded on the MDTF Office Gateway.
- Ensure coordination and coherence between the outcomes and outputs set out in the programme

The Peacebuilding Office will be assisted by technical expertise provided by UNMIL, in both security and justice reform and on national reconciliation. The UNMIL provided technical support will support both the efforts of the programme managers and the PBO. Under the direct supervision of the PBO, a Monitoring & Evaluation Specialist will ensure the roll out of the Monitoring and Evaluation Plan and build the M& E capacity of the PBO.

c. Implementing Partners

For each output activity, UN agencies will perform as Recipient Agencies and/or Implementing Partners where applicable, as detailed in the results and resources framework. Where more than one UN agency is identified as an Implementing Partner, where applicable, this should be reflected in the Annual Workplan to be approved firstly by the JSC and then submitted to the Programme Manager. The Workplan must clearly identify the results (outputs) to be delivered by each of the Implementing Partners. Rules and regulations of the Implementing Partners will be applicable for procurement and other operational requirements.

The UN agencies designated as Implementing Partners will be the recipients of PBF funds, and therefore accountable for the effective disbursement and use of those funds. The UN agencies designated to receive PBF funds are required to allocate funds from other sources to complement the investment made through PBF funds, and to reflect, in their own programming tools, the priorities identified in this LPP.

The Implementing Partners can subcontract NGOs and other civil society organizations to take forward particular projects or activities. Agreements signed with these NGOs and civil society organizations must clearly identify the results to be delivered, the timeframe for delivery, and the budget attached to these activities. If applicable, partners will be selected by taking into account past performance in implementing PBF funds from the first *tranche*. The partners will be responsible for reporting on substantive and financial aspects, as established in a signed agreement.

The UNICEF Youth Project component will have a Project Management Board that consists of the following representatives:

- Government Line Ministries (including MoYS, MoE, MoHSW, MoA, and MoF)
- UN Agencies (including UNICEF, UNDP, UNFPA, WFP, FAO, and UN Women)
- UNMIL (including Civil Affairs, Human Rights, and RRR)
- Youth Groups
- Civil Society Organizations
- NGOs serving as implementing partners (including ACDI/VOCA and Spark)

The PMB will serve as the Steering/Technical Committee to the project to address project level decisions and technical issues.

COMPONENT 6: Monitoring and evaluation

At the overall LPP level M&E systems and mechanisms will be ensured based on the following:

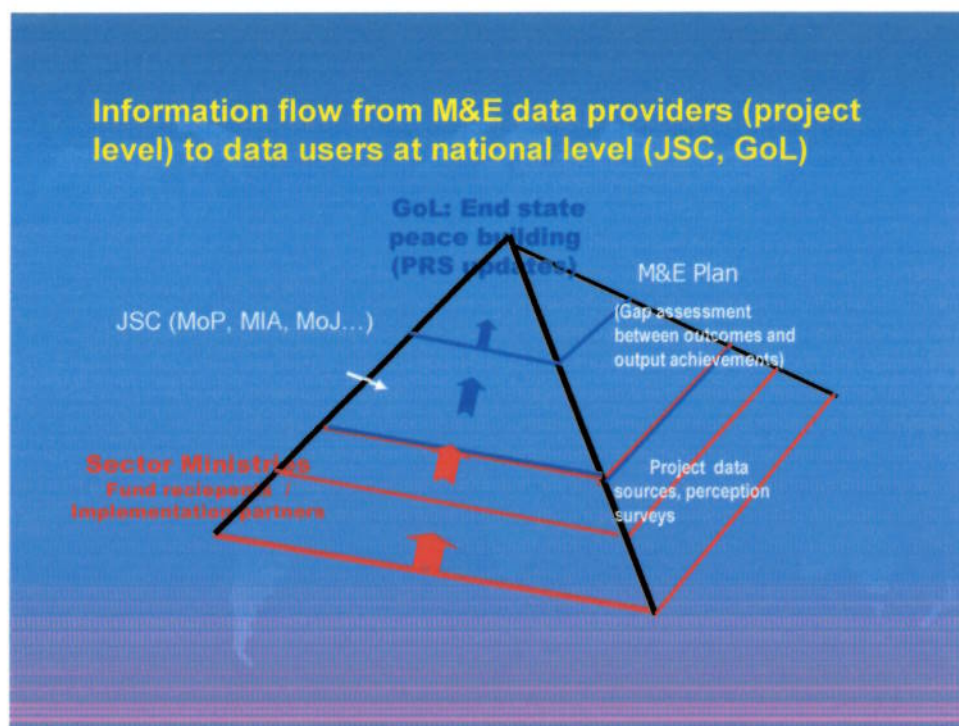
a. The Context: M&E drives results improvements

Considerable commitments from the GoL exist to manage the peacebuilding programme towards 'results'. As this programme adheres to innovative approaches in peacebuilding sector reforms, a strong emphasis is put on M&E. The status of progress and the quality of intermediate results need to be assessed on a regular basis and the implementation strategies timely aligned - if necessary - to improve overall programme effectiveness. This section determines how to proceed with performance assessments of results in terms of:

- ***Outcomes*** and related indicators against which the overall programme effectiveness will be measured (strategic performance management framework, Annex 1) and
- ***Outputs*** and related indicators against which the delivery performance of implementation agencies will be assessed. The scope of outputs and allocated budget for their delivery is presented in the Results and Resource Framework (Annex 2).

Both results frameworks are in line with the major strategic areas for peacebuilding as articulated in the Poverty Reduction Strategy (PRS), the sector strategies of the line ministries, the Priority Plan (PP) and the Statement of Mutual Commitment (SMC). The M&E system for the LPP will, therefore, rely to the largest extent on existing data sources from Government institutions, UN agencies and implementation partners.

The graphic below demonstrates the information flow between data providers and end users in line with the management arrangements as described in section IV.



The information flow starts at the bottom relying on project based M&E systems put in place by implementation partners with clearly assigned reporting lines to UN recipient agencies. Easy access to the results of the status of project delivery by the two programme managers is crucial to keep oversight, and support their reporting functions to the TAGs and decision makers at the ministerial level. While the main emphasis in reporting at this level will be on the project output delivery and their ‘leverage’ for outcome achievements within the two programme components, the reporting to the JSC and the GoL as the end users of M&E data will be focused on the status of sector changes, and their strategic relevance and sustainability for the overall peacebuilding process.

The substance of the information flow mainly depends on the clarity of key actors at each level in their ‘double role’, being data user and data provider at the same time, and transferring M&E data to the higher level only ‘in demand’ of specific management needs. The data flow from the bottom to the top strongly relies on the functionality of project based M&E systems and the data quality that is needed to ensure a substantive and result oriented reporting.

b. The Strategic Performance Management Framework (Annex 1)

This overall programmatic planning framework

- outlines the ‘added value’ of strategic results (=sector changes) that need to be achieved at the end of funding if a stable status of conditions for peace has been reached, and
- demonstrates *how* these results might be sustained within the given three-year programme life cycle.

The underlying assumption here is that the results of each programme component build on intermediate results achieved within current programmes and reflect, - as a result, - the additional expected 'value'. This approach opens opportunities to achieve and sustain not only 'quick impacts' within the given scope of time but also triggers 'incentives' for additional funding commitments (catalytic leverage) from the government and donors.

The indicators at the outcome level present a 'mix' of quantitative and qualitative measurements that will be needed to provide the most comprehensive picture on changes achieved for each sector component, and their relevance for peace consolidating after the UNMIL drawn down.

Monitoring, evaluation and reporting procedures:

As the status of the overall programme for each outcome can be only properly assessed after a certain time period, regular 'reality checks' will be needed to assess the status of gaps between the output and outcome achievements. The strategic performance management framework will be used as the major reference for internal and external assessments. Particular attention will be paid to the results of perception surveys which are key instruments to measure the quality of 'real time' changes.

The main users of this framework will be the JSC who will conduct internal performance reviews twice a year. The monitoring of critical assumptions and risks for result achievements will be integral part of these reviews. Independent evaluation teams will refer to the same framework to assess the implementation status at mid-term (mid 2012) and to ascertain whether the overall results achievement is on target by the end of the programme (2013). Considering the multiple pilots within the security and justice sector, the results of independent evaluations will be of particular value not only for assessing the success or failure e.g. of the first regional hub before replication starts into new regions. The in-depth analysis of the findings of an independent external evaluation in Autumn 2011 should be mandatory for release of funds for expansion beyond the pilot hub.

For purposes of transparency and accountability, the results of the biannual internal assessments and external evaluations will be circulated for feedback to the GoL, involved funding agencies and partners. External evaluations will comply with the norms and standards of OECD/DAC and UNEG principles. The JSC is mandated to respond formally to the findings of the external evaluations.

c. The Results and Resource framework (Annex 2)

The regular and systematic monitoring of output achievements during the project implementations provides the necessary insights to assess if programme related activities deliver 'results', and if not, to analyze why they are behind target and then to undertake immediate corrections. The results and resource framework reflects an integral part of an RBM concept that will provide guidance to the JSC for the performance based

- Selection of fund recipients in their capacities to deliver the expected outputs according to the expected needs for outcome achievements, and

- Monitoring and reporting against the output targets as agreed in the RRF.

Monitoring and reporting procedures:

The monitoring of the extent to which implementing partners are making progress, or may require strategic realignment from the JSC in their programme support, will follow the roadmap of milestones as outlined in the Annual Workplans (AWP) of the implementation partners. Data collection for tracking the indicators will rely on existing M&E systems of programme fund recipients which will be fully accountable for the delivery performance of fund users. As there will no longer be a requirement for project submission as a precondition to the release of funds, reporting against the outputs as formulated in the results and resource framework will be mandatory as the primary point of reference for assessing performance delivery. The Memorandum of Understanding signed between the JSC and the funding recipient prior to fund transfer must include clear reference to the relevant outputs, indicators and targets.

The programme managers in the relevant ministry will be in charge of coordinating the data collection with support from the PBO. In order to achieve a minimum quality standard and substance of reporting, the same reporting templates must be used for quarterly and bi-annual reporting (reference to MDTF templates). While the quarterly reporting provides insights on the status of budget disbursements and the accomplishment of major activities, the bi-annual and annual reporting will focus on the status of outcome and output achievements, related costs, and immediate actions to be taken to improve performance.

The funding recipients are responsible for ensuring easy access to data sources at project level and the quality of M&E data before their use by the programme managers and PBO for higher level reporting.

d. Need of human and financial resources

Taking into account the future mandate of PBO, technical and financial capacities need to be enhanced with the recruitment of an international M&E expert to provide professional support in data management to ensure substantive reporting.

e. UNICEF project M&E

The immediate focus of M&E will be to track programme outputs and to disaggregate data (by gender, age, location, and heterogeneous qualities of youth), but ultimately the goal is to monitor the *impact* of the LPP. This will require more innovative M&E systems, particularly with regard to Reconciliation components that require more qualitative over quantitative data collection and analysis, such as capturing attitude, perceptions, and behavioral change over time. Furthermore, the LPP requires a human rights based approach to specific monitoring in both the planning and implementation processes to address the question of to what extent interventions are addressing the gender dimension and the various socio-demographic characteristics that exist within the category of “youth” (urban/rural, educated/uneducated, disabled persons, PLWHA, etc). It is also required that the Programme conduct tracer studies of beneficiaries to track the impact of particular interventions. In order to accomplish this goal, innovative technology that has been

proven in the field for human rights based data collection will be aligned with a data base to be established for utilizing mapping systems and information sharing capacities that are available to all stakeholders.

Partnerships and Technological Applications

Humanity United has been sponsoring post-conflict stabilization efforts in Liberia through multiple initiatives to support the highest levels of visionary thinking in policy, research, and technology -- with a particular focus of resources to pioneers at the field and grassroots level. Currently, the Initiative for Vulnerable Populations at the University of California Berkeley (IVP) has released a nationwide survey on perceptions and attitudes about: Post war disputes and resolution mechanisms, justice, economic and social development programs, community cohesion, and mental health impact of exposure to violence. The survey is a result of extensive consultations with government, UN agencies, and non-governmental organizations in Liberia. The methodology used to collect and analyze data on perceptions related to post-conflict reconstruction could be utilized and tailored to measure LPP specific programming on Reconciliation, particularly with regard to the Land and Youth components.

In an effort to improve field-based data collection and provide on-time data for decision-making, IVP developed a method utilizing a PDA/Smart Phone device with GPS and cellular phone, and a custom software, KoBo. The PDAs have five major benefits: they are discreet, save time, reduce errors, are cost-effective, and allow for real time transfer of analysis and data. The devices have been used to gather data and proven successful in country wide surveys conducted in Uganda (2007, 2010) and the Central African Republic (2009), with current projects underway in Liberia, Cambodia and the Philippines. The IVP Berkeley team has worked in the past with UNDP in developing a custom KoBo demobilization and weapon registration system that tracked beneficiaries through their DDR cards.

The KoBo software can be customized and therefore easily utilized for the purpose of monitoring and reporting on LPP project specific activities and outputs, as well as impact. It stores both quantitative and qualitative data, with the ability to take pictures and record personal testimonials (or Most Significant Change stories). Preliminary meetings with the IVP Berkeley team confirm that the PDAs equipped with KoBo customized software for the LPP could be developed, with relatively short training periods on using the PDA/Smart Phones to collect data in the field.

Humanity United also supports Ushahidi in Liberia, an open source platform that can be used for mapping project activities, data, and reporting. Currently under discussion is aligning KoBo software to the Ushahidi mapping and information sharing platform, which would serve the purpose of better coordinating activities and information across the LPP. If this pilot activity proves successful, it could be scaled up to be used across UN agencies and Implementing partners. Data collection, reporting, and mapping could also be configured to feed into UNICEF's 'Real Time Monitoring of the Most Vulnerable' (RTMMV) project that is global in scope and addresses information gathering and reporting on UNICEF's key concerns, as well as establishing baseline studies for future projects.

Specific Requirements

Implementation of this innovative flexible data collection, reporting, and mapping system for the joint purpose of Monitoring and Evaluation, Reporting, Baseline Studies, and Coordination will require the following:

- Budget for sub-contracting procurement of PDAs/Smart Phones's with KoBo software and salaries for training and data base establishment through the Berkeley Human Rights Center Initiative for Vulnerable Populations.
- Identification of key focal point persons responsible for M&E and coordination across the LPP (including UN agencies and the GoL), who are willing to be trained to utilize and update such a database.
- Close collaboration between partners to convert JPYEE indicators and qualitative assessment tools to KoBo software and database establishment.
- Work Plan (Timeline and Training Schedule).

Timeline November 2011- 2011

Consultant work with UNICEF M&E office and key stakeholders on the following scope of works within the timeline specified below:

January, 2012	Develop forms for data collection and baseline study Program forms into Kobo
February, 2012	Training for Monitoring Staff on Data Collection with Kobo
March, 2012	Collect Assessment/Baseline Data from the field
March- December, 2012	Utilize KoBo to monitor Programme, with mid-term review of data in June
February, 2013	Collect End-line survey Data from field, analyse data
March, 2013	Final Report

COMPONENT 7: Analysis of risks and assumptions

Nature of the Risk	Level	Mitigation Strategy
<p><u>Security situation/mob violence</u> Repeated incidents of mob violence occur in certain counties with potential impact on reconciliation efforts. The occurrence of incidence of mob violence are very difficult to predict and can be catalyzed by any random number of different triggers. Moreover, mob violence can be very difficult to control and can easily get out of hand if police reinforcements are not available.</p> <p>In the pre- and post-electoral period, risk of mob violence may be higher.</p>	<p>Medium</p>	<p>Early warning mechanisms, including UNMIL’s JMAC and the Liberian National Security Agency will be used to identify and gather information about community and mob violence. UNMIL staff and NGOs will be invited by the JSC to analyze risks when signs of unrest appear.</p>
<p><u>Sustainability</u> The Statement of Mutual Commitment clearly states that the GoL will invest its own resources to sustain operational needs of the hubs, as well as to gradually increase the sustained presence of justice and security institutions nationwide. This is a real challenge, however, given that the overall annual budget in Liberia is in the range of 380,000,000 USD. A similar strategy has not been put in place for the Reconciliation component.</p>	<p>High</p>	<p>MoJ and MoF will agree on a sustainability plan that will allow the Government to gradually phase in assumptions of the recurrent costs for the hubs and other operational needs of justice and security institutions. This plan will set financial milestones to be reflected in the national budget, starting in 2012.</p> <p>The IMF and UNMIL is supporting the government to project the cost of running the security sector over the coming five years, so that more effective budgetary planning can be put in place.</p> <p>The JSC will monitor the progress of GoL towards the financial milestones.</p> <p>There is little engagement with questions of sustainability with regard to the Reconciliation component, this will threaten the sustainability of the Youth empowerment project and other Reconciliation activities</p>
<p><u>UNMIL transition</u> The progressive transition process of UNMIL may create security challenges if national security institutions are not adequately equipped and deployed. The UNMIL Transition Planning Working</p>	<p>Medium</p>	<p>The GOL-UNMIL transition working group will update the JSC on issues that may put at risk the implementation of the LPP.</p> <p>The JSC will discuss and adapt interventions under the LPP to address these issues.</p>

<p>Group points to considerable gaps in the Liberian security sector, especially around issues such as infrastructure, logistics, communications and mobility. The LNP and BIN will be particularly vulnerable as many of the activities currently undertaken by UNMIL will fall to these two security agencies.</p>		<p>The LPP is geared towards filling the gaps in the security sector, notably through the justice and security hubs, as a means of mitigating the risks deriving from UNMIL transition.</p>
<p><u>Funding available</u> The full implementation of the priority areas of the LPP will depend on the success of resource mobilization. In addition to the resources allocated by the PBF and the existing contributions to the JSTF, bilateral and government contributions are required.</p> <p>A limited number of donors in Liberia remain actively involved in peacebuilding support.</p>	<p>Medium</p>	<p>A resource mobilization strategy will be designed and put in place by the PBC Chair of the Liberia Country Configuration with support from the DSRSG/R&G in consultation with the JSC. The Chair of the PBC configuration for Liberia will advocate for Member States and the private sector to contribute to the LPP.</p> <p>This resource mobilization strategy has yet to include any of the activities under the Youth component of Reconciliation.</p> <p>Briefing sessions to Member States will be organized in New York and elsewhere.</p> <p>The donor group on justice and security will be encouraged to reach out to other prospective donors interested in peacebuilding.</p>
<p><u>Geopolitical context</u> Fallout from situation in Cote d'Ivoire, including influx of refugees into Liberia, could negatively impact on implementation and overall government prioritization.</p> <p>There are over 120,000 refugees in Liberia (April 2011). Refugees are not only putting pressure on limited local services, shelter and food, but there is evidence of militia crossing the border, which could potentially see the security crisis spill over into Liberia.</p>	<p>High</p>	<p>The situation on the border region will be closely monitored and deterrence measures put in place, if possible. Accurate and regular information flow will be pursued to enable early planning.</p> <p>Early action by the Justice and Security Trust Fund to consolidate the security sector along the coast with Cote d'Ivoire will assist in mitigating the spillover of conflict into Liberia.</p>
<p><u>Lack of consensus</u> Some of the Programme outputs still require clarity and political consensus to be effectively implemented. Lack of consensus between national actors in some critical aspects of the Programme</p>	<p>Medium</p>	<p>The Programme Managers and the Implementing Partners will identify those issues that require consensus building, and bring to the attention of the JSC.</p> <p>The JSC will contact relevant national partners</p>

<p>could hamper or delay implementation.</p> <p>This is especially the case in terms of how the service component of the hubs will operate and whether the government has effectively planned for the deployment of staff into the hubs.</p> <p>The social cohesion aspect of the reconciliation component is another area that could lead to contention, as issues to be discussed may be very political and/or sensitive, especially in the run up to elections.</p>		<p>and mediate/advocate for solutions.</p> <p>The Justice and Security Technical Advisory Group and the Reconciliation Technical Advisory Group will meet regularly in order to address any challenges and/or misunderstandings that crop up during the implementation phase.</p>
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ANNEX I: NATIONAL YOUTH SERVICE PROGRAMME WORK PLAN

OUTPUT	ACTIVITIES	TIMELINE												RESPONSIBLE OFFICER	BACKSTOP	PROCUREMENT	TO DO					
		2011						2012														
		NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT									
Launching of the NYSP	<p>ASSESSMENT OF 6 COUNTRIES AND IDENTIFICATION of institutions, partners, and stakeholders. Agricultural component implementing partner(s) identified. Business Technical Skills component development (NGO Spark identified). Berkeley Population Initiatives for M&E development</p>																		PM		Assesment report due 7 December. Potential partners for Ag components already contacted include ACDI/VOCA. Advance meetings with MoA, FAO/WFP, and other Ag NGOs. Discussions on-going with Berkeley team (now at Harvard) for M&E system plus baseline/endpoint.	
	<p>Review MoYS Project Office supplies, furniture, and equipments</p>																		PM	Additional materials as assessed	Check with MOYS internet connection; power supply during working hrs; security ; discuss insurance of office equipment	
	<p>Recruitment/Re-signing of NYSP National counterpart to the Project Manager and NYSP support personnel</p>																		PM		Meeting and discussion on designated personnel with the MYS; Meeting with UNDP regarding performance and handover	
	<p>Development of M&E and reporting system, plus endpoint and baseline survey questions. Trainees identified for conducting (County Project Officers included)</p>																		M&E systems development Consultants (Berkeley/Harvard team)	PM		TOR and contracts for M&E systems development consultants, including deliverables and timeframe/activities
	<p>Conduct baseline Survey</p>																		M&E systems development Consultants (Berkeley/Harvard team)	PM		Endline to be conducted after Graduation of NV's
	<p>Development of Communication strategy and budget by Comm Consultant, to be integrated into Workplan</p>																		Comm Consultant			Communications officer responsible for strategy activities and Workplan
	<p>Prepare a leaflet with major information on the NYSP programme and deadline for application ; and a poster to be displayed on the university campuses, health institutions, and agricultural centers of excellence.</p>																		PM/IMoYS/MoA	PM		Include all necessary information in the documents. Link with requirements in the recruitment policy, and reference person; Do 2000 copies of posters and leaflets
	<p>Prepare NV application forms for distribution to the universities and other institutions and at the forthcoming NYSP launching/sensitization workshop at UL.</p>																		PM/IMoYS			Ensure access to information for Agricultural component, will require more targeted outreach
	<p>Logo for the project, (Redesign?)</p>																		PM/UNDP		1000 t-shirts procured, to be ready mid December (one month)	Source previous logo from UNDP/LUNV, discuss re-design with stakeholders
	<p>Produce 1000 T-shirts for the launching of the NYSP to be distributed to Friends of NYSP, volunteers and people in the community</p>																		PM			Prepare with Comm Consultant and ensure that logo is included

<p>Training preparations Organize meetings with contacts at the universities and other institutions to introduce training coordinator Preparation of NVs County Specific Briefing Kit</p>	<p>TC PM PM/MoYS/TC</p>	<p>Continuing identifying training resource persons and agreeing on responsibilities; review the National Youth Policy Framework and prepare powerpoints. Previous personnel contacted, plus sourcing for Peacebuilding and Leadership (Action Aid) and Agriculture</p> <p>Generate contact list consolidation of information from the field</p>	<p>TC PM</p>	<p>TC PM</p>	<p>TC PM</p>	<p>TC PM</p>	<p>TC PM</p>	<p>TC PM</p>	<p>TC PM</p>	<p>TC PM</p>
<p>Prepare official communication to all Universities Presidents informing them about the launching/sensitization workshop of the NYSP at UL and inviting them to the same. Prepare an article to serve as official notification to the general public through newspapers and radios on the commencement of the NYSP programme, application procedure, and the authorities to contact for additional information Meeting with Prof. Sayindee Debey or current contact to prepare for the launching/sensitization workshop at UL Meeting with Friends of NYSP to discuss their role in the sensitization/launching (placing posters, etc)</p>	<p>TC PM</p>	<p>Communications officer responsible, utilize previous for model, but update Preparation of sensitization agenda; venue booked; major stakeholders invited; speech prepared (Hon. Minister to speak), TARGETED AUDIENCE (?)</p>	<p>TC PM</p>	<p>TC PM</p>	<p>TC PM</p>	<p>TC PM</p>	<p>TC PM</p>	<p>TC PM</p>	<p>TC PM</p>	
<p>Prepare progress report on the NYSP including the achievements of the national project officers in the six counties (Bong, Lofa, Grand Bassa, Maryland, Sinoe and Grand Gedeh) Design NV interview form</p>	<p>PM PM</p>	<p>One consolidated report from the activities in the counties (monthly reports to be submitted, form to be developed) Attention to Agricultural component Prepare letter of invitation for the members of the SC and a package to include the Agenda of the SC meeting, NYSP Work Plan, Recruitment policy, Conditions of Service, NYSP Progress report, NYSP application forms, and draft NVs Interview Form. Establish frequency of meetings and mechanism for SC, DSA and transport issues will need to be addressed for field staff.</p>	<p>PM PM</p>	<p>PM PM</p>	<p>PM PM</p>	<p>PM PM</p>	<p>PM PM</p>	<p>PM PM</p>	<p>PM PM</p>	
<p>Preparation for the first steering committee meeting.</p>	<p>PM</p>	<p>Discussion and endorsement of workplan, PRS II issues, presentation of deadlines for recruitment and training Send out the article/notification to radio houses and newspapers. Prepare 25 copies of all relevant documents for the SC meeting; send out invitations with package to SC members Invitations -- to the MYS, partners and stakeholders, plus university reps.</p>	<p>PM</p>	<p>PM</p>	<p>PM</p>	<p>PM</p>	<p>PM</p>	<p>PM</p>	<p>PM</p>	
<p>Project team meeting in Monrovia in combination with the SC meeting</p>	<p>PM</p>	<p>Discussion and endorsement of workplan, PRS II issues, presentation of deadlines for recruitment and training Send out the article/notification to radio houses and newspapers. Prepare 25 copies of all relevant documents for the SC meeting; send out invitations with package to SC members Invitations -- to the MYS, partners and stakeholders, plus university reps.</p>	<p>PM</p>	<p>PM</p>	<p>PM</p>	<p>PM</p>	<p>PM</p>	<p>PM</p>	<p>PM</p>	
<p>Steering Committee meets to (i) approve project Work Plan; (ii) appoint interview panel for the screening and selection of NVs; set up NV recruitment team; (iv) approve NVs application and interview form, and (v) review NVs recruitment policy for amendments.</p>	<p>PM</p>	<p>Discussion and endorsement of workplan, PRS II issues, presentation of deadlines for recruitment and training Send out the article/notification to radio houses and newspapers. Prepare 25 copies of all relevant documents for the SC meeting; send out invitations with package to SC members Invitations -- to the MYS, partners and stakeholders, plus university reps.</p>	<p>PM</p>	<p>PM</p>	<p>PM</p>	<p>PM</p>	<p>PM</p>	<p>PM</p>	<p>PM</p>	
<p>Preparation for the launching/sensitization of NYSP. Launching/sensitization takes place.</p>	<p>PM/MoYS/Co mm TC</p>	<p>Radio and Newspaper announcements</p>	<p>PM/MoYS/Co mm</p>	<p>PM/MoYS/Co mm</p>	<p>PM/MoYS/Co mm</p>	<p>PM/MoYS/Co mm</p>	<p>PM/MoYS/Co mm</p>	<p>PM/MoYS/Co mm</p>	<p>PM/MoYS/Co mm</p>	

Recruitment of Peace Corps Personnel

Candidates apply for the NYSP	PM			Letters to be written to UL, UMU, AMEU, Stella Maris, and Cuttington Universities making the forms available to them and requesting them to assist in the distribution
Candidates apply for the NYSP and Universities assist in the distribution of NYSP applications	PM		Application deadline 22 Oct	Shortlisting of candidates for interview; applications of candidates in folders with CVs ; interview assessment form for each candidate ; invitations to candidates ; invitations and interview guidelines to panel members ; announcement in newspapers and radios
More radio and newspaper campaign on NYSP continues	PM	PA		Procure 200 folders. O
More radio and newspaper campaign on NYSP continues/First screening of NVs applications begin	PM			
Second screening of applications and Preparations for the first batch interview				
Special radio interview with the Minister of Youth and Sports to get more applicants to the NYSP programme, and distribution of applications continues..				Make more application forms available at the universities (UL, UMU, AMEU, STELLA MARIS, AND CUTTINGTON)
First Batch NVs interview	PM/TC			Invitation letters for the SC meeting; collection of course materials; completion of procurement of training materials and items needed for deployment (I.D. cards; T-shirts; motorbikes, etc)
Preparations for the second steering committee, induction course and deployment to the field continue	PM/TC			
Completion of NVs recruitment and conduct of the second steering committee meeting	PM/TC		Meeting of the second SC takes place on 22 Nov. SC meets to review selection of NVs; endorse training modules, evaluation forms, debriefing package, and approve microproposals guidelines for the screening and selection of microproject proposal and project format	produce offer letters, print relevant documents to accompany offer – Conditions of service, project brief, information on Induction course; prepare NVs contract; Send out offer letter with NVs contract, conditions of service, and project brief. Notification in the radio and Newspapers announcing the candidates selected and requesting them to come to x place to collect offer letter. Deadline for NVs acceptance is 26 October
Missions to the field to (i) check on communities assessed by County Project Officers; (ii) officially recruit elementary schools, clinics, and host families already identified by Project officers; (iii) determine positions for the NYSP signs in the communities; orient the Project Officers in the field, school principals, and clinic directors on the NVs monitoring and evaluation methods.	TC	PM		Travel arrangements (transport, DSA, Security clearance); notification to the field officers about the mission; setting up meetings with authorities in the counties

Training of Peace Corps	Preparations for the conduct of training									TC	Prepare facilitators and course materials matrix; Training Needs checklist; and training logistics checklist
	Agreeing with facilitators on their responsibilities and obtaining course materials.									TC	Review induction course outline and training schedule; Revise training schedule to include subject areas not already on the schedule, Meet potential course facilitators to discuss course content and agree on responsibilities; Collect training modules from potential facilitators; Get in touch with facilitators coming from overseas (Ghana; U.K.) and agree on training content and responsibility.
	Preparations for the conduct of training (procure training materials)									PM	Procure all necessary materials required
	Preparation of modules on Peacebuilding and Leadership. Preparation of modules on Agriculture, Education and Health.									TC	Identify resources persons to do modules. Modules to be ready by 15 January 2012.
	Preparation of NVs General Debriefing Package (Conditions of Service; TOR; etc)									PM	leaflet to be prepared, part of the training
	Travel arrangements for facilitators coming from overseas, arrangements for M&E trainers plus schedule developed.									TC/PA	be sure transportation from the training venue is insured, they are coming on time, teaching materials provided, video projectors and other facilities provided
	Payment arrangement for facilitators									TC	Prepare communication to an university Presidents on induction course; reserve training venue (MoYS); photocopy of training schedule, Agenda for the opening ceremony, all training modules, and prepare invitations to guests for the opening. Photocopy of leaflets, debriefing package for volunteers and training evaluation questionnaire; Inform Newspapers and radio houses
	Preparation for the conduct of training continues									PM	Induction planned for 6 weeks, with 3 weeks sector specific and 3 weeks Peacebuilding and Leadership (but could be shortened to 4 weeks plus a mid-term 2 week refresher?)
	NVs Induction Course Takes place									PA	Reimbursement at the end of every week of training
	NVs local transport reimbursements arrangements (home-training venue-home).									TC	Reserving the venue, invitation to guests, invitation to media and the press, etc
	Preparations for the Induction course closure party.									PA	Prepare in advance payment of NVs first monthly allowance and settling-in grant
	Closure party, and the payment of NVs allowances and Settling in Grant									PM/INGO	Work plan to be developed and integrated by partner

Deployment to the field

Spark to launch assessment and development work on 6 month contract, with final report and arrangements finalized by June	PM/NGO					Work plan to be developed and integrated by partner
Preparation for NVs deployment to the field Official notification to the selected, clinics, schools and host families in Bong, Lofa, Maryland, Sinoe, GB and GG counties on the arrival of the NVs.	TC				150 I.D. Cards for NVs going to the field (order to be placed once NVs identified); 24 NYSP signs (order to be placed) Travel arrangements for PM and NV's; Rent buses to take NVs to counties of assignment OR disburse transportation allowance (?)	Ensure that sufficient outreach materials already in place, and County Specific briefing kit is in place; Reserving buses to transport NVs to duty stations (UNMIL possible?); I.D. Card for volunteers; Procurement of motorbikes for NVs monitoring in the counties; Insurance for NVs; Determining NGOs to help NVs implement micro-projects;
Assigning of NVs to schools and clinics and preparation of posting letters and I.Ds.	Project Officers County	PM				Ensure that letters signed by the Minister MoYS
Placement of Signs in the NYSP communities in the counties.	Project Officers County	PM				
NVs prepare for deployment (shopping for necessities, etc).	NVs					be sure in the briefing kit written by the County Project Officers there are reliable info on where mattresses and mosquito net can be purchased
NVs deployment to the field; and the commencement of the nine months field assignment.	County Project Officers	PM		02-Jan-08	Send posting list of NVs to County Project Officers together with instructions for receiving NVs and delivering them to host families	Send posting list of NVs to County Project Officers together with instructions for receiving NVs and delivering them to host families
NVs CV and evaluation data base set up	TC			selection of IT company will do the database		NGO/IT company/MoYS to set up and manage database.
Supervision and monitoring of NVs in the field by school principals, clinic directors and County Project Officers	NC/County Project Officers/Schools/Clinics	PM		Papers and note books for report writing		County program officers send to project office in Monrovia NVs reports, completed NVs assessment forms from schools, clinics, and communities
Supervision and monitoring of NVs in the field by school principals, clinic directors and County Project Officers	NC/County Project Officers/Schools/Clinics	PM		Papers and note books for report writing		County program officers send to project office in Monrovia NVs reports, completed NVs assessment forms from schools, clinics, and communities
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Supervision and monitoring of NVs in the field by school principals, clinic directors and County Project Officers	NC/County Project Officers/Schools/Clinics	PM		Papers and note books for report writing		County program officers send to project office in Monrovia NVs reports, completed NVs assessment forms from schools, clinics, and communities

