

## Liberia MPTF PROJECT DOCUMENT

<b>Project Title: Socio-Economic Empowerment of Disadvantaged (SEED) Youth in Liberia</b> <b>Project Number from MPTF-O Gateway (if existing project):</b>	
<b>List all direct project recipient organizations (starting with Convening Agency), followed type of organization (UN, Government institution, etc.): UNDP, UNFPA</b> <b>List additional implementing partners, Governmental and non-Governmental:</b> WHO, IOM, Ministry of Youth and Sports (MoYS), Ministry of Health (MoH), Liberia Refugee Repatriation and Resettlement Commission (LRRRC), Monrovia City Corporation (MCC), Ministry of Public Works, Paynesville City Corporation (PCC) Youth Crime Watch of Liberia (YCWL) NC Sanitors and Services and Libra Sanitation.	
<b>Expected project commencement date<sup>1</sup>: December 2018 – May 2020</b> <b>Project duration in months: 18 months</b> <b>Geographic zones for project implementation: Montserrado County</b>	
<b>Total approved project budget* (by recipient organization):</b> <b>UNDP: \$ 900,000.56</b> <b>UNFPA: \$ 500,000.40</b> <b>Total: \$1,400,000.96</b> Any other existing funding for the project (amount and source): N/A Project total budget: <b>\$ 1,400,000.96</b>	
<b>1<sup>st</sup> tranche: 70%</b> UNDP: \$ 630,000.39 UNFPA: \$ 350,000.27 <b>Total: \$ 980,000.66</b>	<b>2<sup>nd</sup> tranche*: 30%</b> UNDP: \$ 270,000.17 UNFPA: \$ 150,000.12 <b>Total: \$ 420,000.29</b>
<b>Project Gender Marker score: <u>2</u><sup>2</sup></b> Specify % and \$ of total project budget allocated to activities in direct pursuit of gender equality and women's empowerment: <u>25% and \$350,000</u>	
<b>Project Risk Marker score: <u>1</u><sup>3</sup></b>	
<b>Sustainable Development Goal</b> to which the project contributes: <b>#1, #2, #3, #6, #8, #10, #11, #15, #16 and #17.</b> <b>UNDAF outcome(s)</b> to which the project contributes: 1. UNDAF outcome #1: Peace, security and rule of law; Peace and reconciliation where Liberia has an improved, coherent and inclusive mechanism for national reconciliation operationalized at national, regional county and local level. 2. UNDAF Outcome #2: Sustainable Economic transformation; Improved equal access to sustainable livelihoods opportunities in an innovative and competitive private sector for rural and urban areas.	
If applicable, <b>select PBF Focus Areas</b> which best summarizes the focus of the project ( <i>select ONLY one</i> ) <sup>4</sup> : (2.3) Conflict Prevention	
<b>Type of submission:</b>  <input checked="" type="checkbox"/> <b>New project</b>	<b>If it is a project amendment, select all changes that apply and provide a brief justification:</b>

<sup>1</sup> Note: actual commencement date will be the date of first funds transfer.

<sup>2</sup> **Score 3** for projects that have gender equality as a principal objective; **Score 2** for projects that have gender equality as a significant objective; **Score 1** for projects that contribute in some way to gender equality, but not significantly (less than 15% of budget)

<sup>3</sup> **Risk marker 0** = low risk to achieving outcomes; **Risk marker 1** = medium risk to achieving outcomes; **Risk marker 2** = high risk to achieving outcomes

<sup>4</sup> **PBF Focus Areas** are: (1.1) SSR, (1.2) Rule of Law; (1.3) DDR; (1.4) Political Dialogue; (2.1) National reconciliation; (2.2) Democratic Governance; (2.3) Conflict prevention/management; (3.1) Employment; (3.2) Equitable access to social services; (4.1) Strengthening of essential national state capacity; (4.2) extension of state authority/local administration; (4.3) Governance of peacebuilding resources (including PBF Secretariats)

<input type="checkbox"/> <b>Project amendment</b>	<p><b>Extension of duration:</b> <input type="checkbox"/> Additional duration in months:</p> <p><b>Change of project outcome/ scope:</b> <input type="checkbox"/></p> <p><b>Change of budget allocation between outcomes or budget categories of more than 15%:</b> <input type="checkbox"/></p> <p><b>Additional budget:</b> <input type="checkbox"/> Additional amount by recipient organization: USD XXXXX</p> <p><b>Brief justification for amendment:</b></p> <p><i>Note: If this is an amendment, show any changes to the project document in RED colour or TRACKED CHANGES, ensuring a new result framework and budget tables are included with clearly visible changes. Any parts of the document which are not affected, should remain the same. New project signatures are required.</i></p>
<b>Project focal point</b>	<p>A. UNDP: Eric Opoku, Community Development Specialist, eric.opoku@undp.org, +231 770181007</p> <p>B. UNFPA: Maybe Garmai Livingstone, livingstone@unfpa.org +231 770004008</p>

**PROJECT SIGNATURES:**

<p><b>Recipient Organization – UNDP</b></p> <p><i>Pa Lamin Beyai (Ph.D.)</i> UNDP Resident Representative, a.i.</p> <p>Signature [Redacted]</p> <p>Date &amp; Seal 13/12/2018</p>	<p><b>Recipient Organization – UNFPA</b></p> <p><i>Dr. Philderald E. Pratt</i> UNFPA Assistant</p> <p>Signature [Redacted]</p> <p>Date &amp; Seal 13-12-2018</p>
<p><b>Co-chair of the Steering Committee UN Resident Coordinator)</b></p> <p><i>Yacoub El Hillo</i> UN Resident Coordinator</p> <p>Signature [Redacted]</p> <p>Date &amp; Seal 14/12/2018</p>	<p><b>Co-chair of the Steering Committee (Minister of Finance and Development Planning of Liberia)</b></p> <p><i>Hon. Samuel D. Tweah</i> Minister, Ministry of Finance and Development Planning</p> <p>Signature [Redacted]</p> <p>Date &amp; Seal 17-12-18</p>
<p><b>Peacebuilding Support Office (PBSO)</b></p> <p><i>M. Oscar Fernandez-Taranco</i> Assistant Secretary-General, Peacebuilding Support Office</p> <p>Signature [Redacted]</p> <p>Date &amp; Seal [Redacted]</p>	

## I. Executive Summary

Liberia has enjoyed relative peace and stability, with successive governments making efforts to consolidate peace, strengthen governance, justice and public institutions while reducing poverty for about 4.6 million people. Nevertheless, the social, economic and political fabrics of the country has been torn and weakened by the legacy of the country's 14 years civil war, coupled with the shattering effects of the 2014-2015 Ebola Virus Disease (EVD). Presently, Liberia has experienced significant democratic consolidation and political and security transitions, particularly as it relates to the 2017 democratic election of President George Weah and the subsequent withdraw of the United Nations Missions in Liberia (UNMIL). This notwithstanding, to date, many of the ex-combatants of the past civil war are still unemployed or under-employed and have been joined by an increasing number of new street-absorbed youth who engage in illicit and risky activities, and are among the at-risk youth population segment referred to as Zogos (male) and Zogesse (female), in local nomenclature.<sup>5</sup> These are the main target beneficiaries of this project. They are small but significant subgroups of 25,000 to 100,000 young persons<sup>6</sup>. They are seen as wayward citizens, street criminals and thugs, and are the most marginalized group of youth in Liberia and represents a volatile mix of diverse groups that can easily be misused to foment chaos, distort the social fabric and create tension that can cause political and security instability in the country.

The literature on the history of conflicts in Liberia shows marginalization as the main root cause for the rebellion. Within the current socioeconomic environment, disadvantaged and at-risk Liberian youth (zogos/zogesse) have grown increasingly agitated with the lack of opportunities for them and often times resort to destructive and destabilizing activities, including violent protests, criminal behaviour, drug addiction and self-abuse, to express their concerns and deal with their issues. Acknowledging the UN global call for action through UNSC Resolution 2250 and 1325, Liberia's fragile context now more than ever before rests on the comprehensive inclusion and engagement of youth in peace and development processes. Taking this call to action into account, there remains a unique demographic of citizens such as the zogoes/zogesse who have suffered disproportionately as a result of their status and characteristics, justifies the support this project seeks to provide and integrate them into the mainstream society. Ultimately, if not positively engaged, this demographic of high-risk youth threatens the very foundations of progress by undermining the peace dividend gains made over the past 12 years.

Against this backdrop and within the context of Liberia's recent political and security transition, increased economic hardship and social volatility, the Socio-Economic Empowerment of Disadvantaged (SEED) Youth Project, as a pilot, resonates with concerns of the government, UN and other development partners about the need to address the increasing zogos menace. It will contribute to sustainable peace and social cohesion through the transformation of Zogos/Zogesse from potential agents/threats of conflicts to facilitators of peace and constructive citizens engaged in decent means of livelihood. On the basis of an agreed criteria, the project will strategically select 500 Zogos/Zogesse in Montserrado, and enroll them into a series of vocational trainings, practical field exercises and other interventions, aimed at rehabilitating them and influencing behavioral change. These will include engagement in meaningful and constructive thinking and activities, improved self-image and access to social and health services, and thus laying the foundations for their social reintegration.

The project thus has three phases/stages (which overlap): Phase (I.) Selection, Orientation and Rehabilitation; Phase (II.) Capacity Building, Vocational Skills-training and Social Reintegration; and Phase (III.) Job Creation and Linkage with Business Support Services, and its target county is Montserrado.

It is anticipated that through the SEED Project, beneficiaries will be rehabilitated, acquire vocational skills to earn their living, reintegrate into their families and communities, and participate effectively in local conflict prevention mechanisms, as their potential to destabilize their communities and the country are minimized, reduced and eventually eliminated.

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<sup>5</sup> Ross Mountain, UN Humanitarian Coordinator, 5003 online article.

<sup>6</sup> Study by Liberia Refugee Repatriation and Resettlement Commission (LRRRC), 2018.

## II. Context and Rationale for Support

The civil war in Liberia ended 15 years ago, but the scars of conflict and their associated defects continue to affect underprivileged youth, some of whom were child soldiers. One of the most pressing problems in Liberia today is youth employment. The data compiled by a range of organizations in recent years paint an extremely bleak picture<sup>7</sup>. At present, of the estimated 79 percent of the population aged 15-36, as high as about 85 percent are unemployed<sup>8</sup>. Youth poverty and exclusion are widespread and increasing. The vast majority of the youth is characterized by a combination of illiterate, semi-educated, school dropouts, unskilled, and unemployed individuals with very limited political and socio-economic opportunities.

A certain segment of the youth population is recognized by Government, civil society and donors alike to constitute a major challenge to the country's long-term peace and security. This segment is variously labelled as 'vulnerable', 'marginalized', 'high-risk', 'NEET' (not in education, employment or training), 'volatile', at-risk'. Many of them continue to encounter difficulties with (re)integrating into their communities and securing livelihoods, due to limited education, skills acquisition and opportunities. Severe drug and alcohol addiction is often attributed to direct result of the civil war, where young fighters were drugged to fight, kill and destroy property with little or no fear<sup>9</sup>. After three successful democratic elections in thirteen years, there is no concrete and sustained national agenda for youth development to address the challenges of limited empowerment and exclusion from the processes of governance and national decision making. They are often blamed for everything from fights to crime, riots and violent conflicts. The multiplier effects of these phenomena are exemplified by poverty-intensifying dynamics and the gender dimension 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 sexually-transmitted diseases.

The at-risk youth population is diverse and dynamic, and the crisis is exceedingly complex. One such group, the target of this project is referred to in local Liberian nomenclature as Zogos/Zogesse. They are small but significant subgroups of 25,000 to 100,000 young persons<sup>10</sup>. They are seen as wayward citizens, street criminals and thugs, and are the most marginalized group of youth in Liberia. Zogos comprised of mainly two sub-groups – (i) Ex-Combatant or Child Soldiers, constituting about 70%, and (ii) Civilian or Non-Combatant Zogos constituting the balance of 30%.

The former sub-group was poorly served by the official disarmament, demobilisation and reintegration programme and their social networks are dense. Not only do they have experience in warfare, but they suffer ongoing marginalization, economic constraints, and gender-based vulnerability, which leaves them prone to engagement in illicit activities, criminality and participation in violence, and, possibly, recruitment in mercenary activities. Each of these factors has the potential to raise the risk of rebellion, crime, or other aggression, risks greatest in weak states and uncertain economic climates like that of Liberia. They have more violent tendencies than the civilian sub-group. This category of youth has little or no employable skills, making youth employment as one of the biggest issue for this target group.

On the other hand, the Civilian or Non-combatants Zogos/Zogesse are those who came to live on the streets as a result of peer pressure, family breakdown, poverty, rural-urban migration, displacement, etc. They are becoming an increasingly serious problem in the country due to their fast-growing numbers within the last few years.<sup>11</sup> In all, it is estimated that there are about 25,000 to 30,000 Zogos living in Liberia (about 15,000 in

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<sup>7</sup> Source 5008 Population and Housing Census projections for 2017.

<sup>8</sup> ILO: Global Employment Trends for Youth 2017.

<sup>9</sup> Source 2015: <https://emu.edu/now/news/2015/07/lassana-kanneh-a-former-child-soldier-in-liberias-civil-war-shares-his-story-to-help-heal-himself>

<sup>10</sup> Study by Liberia Refugee Repatriation and Resettlement Commission (LRRRC), 2018.

<sup>11</sup> <https://frontpageafricaonline.com/news/2016news/new-breed-of-criminals-liberia-s-pickpockets-known-as-zogos/>

Montserrado County).<sup>12</sup> They are mostly found in ghettos, cemeteries, markets, unfinished buildings, liquor shops and on street corners,<sup>13</sup> and many of them use drugs.<sup>14</sup> Interventions will thus take into consideration their characteristics in selecting those who are capable of participation in the programme to a successful end.

Gender dynamics of Zogos/Zogesses are only little known, but LRRRC, the government institution that leads on the issues related to Zogos/Zogesse indicates that some Zogesse are involved in selling sex during the night or engaged in petty trade during the day. The daring Zogesses join their male counterparts to steal from passengers and rich sex clients. In addition to the available information, the project will conduct an initial assessment to establish more facts about Zogos/zogesse including the gender dynamics, and thus further inform the implementation strategy and interventions.

The zogos/zogesse have been rarely reached by government and community-based education and training programmes. With such numbers in communities in Montserrado County, enclaves, regarded as ‘hot spots’ and considered a major threat to peace and stability, they continue to be a source of concern. Although there is widespread recognition of a general ‘youth problem’ and there are many initiatives targeting youth at government, donor, UN Country Team and NGO level, to date, there has been little deliberate effort to understand or target Zogos/Zogesse. Yet it will be difficult to consolidate peace in Liberia if their ongoing marginalization is not adequately addressed. There is broad agreement that the problem is intensifying in large part because efforts made to mobilize the idle youth have been woefully inadequate, a view which now resonates heavily in UN circles.

Following the 2017 elections, one of the most pressing challenges for President Weah is boosting youth incomes and employment, especially that of high-risk Zogos/Zogesse. Weah acknowledged that his victory would not have been possible without the support of the youth in general and pledged to reintegrate Zogos/Zogesse into society, a commitment underscored by Vice President Jewel Taylor, who famously stated that “Zogos played a very important role in ensuring that CDC won the just-ended elections”. The presidential attention on Zogos appears to have bestowed renewed saliency on their existence as both agents for change. The Liberia Repatriation and Resettlement Commission (LRRRC), for example, has expanded its programme focus to include Zogos/Zogesse. Instrumentalization of Zogos/Zogesse is also evident, in which political leaders are trying to woo this high-risk group with promises of scholarship opportunities in China. Liberty Party’s plans to recruit Zogos for “Brumskine’s Zogos Army” underlines the group’s vulnerability and susceptibility to political manipulation and engagement in violence, and threat to peace and security. More recently, youth leaders of political parties have played key roles in organizing protests by the youth, including Zogos/Zogesse, against the alleged missing 16 billion Liberian Dollars.

As evidenced from the 2018 Social Cohesion and Reconciliation Index (SCORE) in Liberia, a supported and formalized alternative livelihood project featuring access to social services and engagement in peacebuilding could help to bring the youth unemployment crisis in Montserrado under control but is by no means the solution to the problem. But it could certainly engage a significant number of vulnerable and high-risk youth in a range of semi-skilled and skilled activities over the short term and provide fora to express their views, as they tend to get easily agitated with the government and spike off social tension and/or participate in riotous demonstrations. In the process, the government will be provided with some ‘space’ and time to develop more innovative employment strategies for under 36. This however does not necessarily mean that the project could not catalyse peace, social cohesion and economic development over the medium- to long-term if some of the youth have the foresight to invest their monies in worthwhile ventures.

The Social Economic Empowerment of Disadvantaged (SEED) Youth Project, therefore seeks to contribute to sustainable peace building and social cohesion by transforming the energy of Zogos/Zogesse into productive activities and influence behavioural change for social cohesion and reintegration into their respective communities through local community councils. Its central objective will be to work with Zogos/Zogesse to build their confidence, life and work skills, economic stability and broader acceptance in society. The rationale is straightforward: helping some of the most vulnerable, marginalized people and conflict-prone youth in Liberia, become active and recognized contributors to the country’s peace, economy and stability. The project will (i)

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<sup>12</sup> Study by Liberia Refugee Repatriation and Resettlement Commission (LRRRC), 2018.

<sup>13</sup> Study by Liberia Refugee Repatriation and Resettlement Commission (LRRRC), 2018.

<sup>14</sup> UN in 2016 quoted by K. N. Kollie, M. (2016). *Youth Unemployment in Post-Conflict Liberia. The Liberian Dialogue*. Retrieved 6 February 2018, from <http://theliberiandialogue.org/2016/05/26/youth-unemployment-in-post-conflict-liberia/>

increase their access to basic social services including psychosocial and mental health as a means of reorientation, (ii) ensure equitable access to sexual and reproductive health services, (iii) provide skills training and capacity building, and, (iv) invest in entrepreneurship development, in a bid to reduce their sense of social exclusion. Although female youth were harder to locate, during the planning stage, the project successfully reached and engaged at risk female youth.

### ***Project Alignment with Existing Governmental and UN Strategic Frameworks***

Increasing employability and employment of youth is a major challenge and a high priority for the Government of Liberia (GoL). In addressing this jobs challenge, the GoL has identified youth development as a priority in its Vision 2030 and the Strategic Roadmap for National Healing, Peacebuilding and Reconciliation (2013-2030). Youth development is also identified as a cross-cutting pillar in the government's Medium-Term Development Strategy – the Pro-Poor Agenda for Prosperity and Development (PAPD). The project is also aligned to the UNDAF, which is the collective UN support (Delivering as One – [DaO]) to the government of Liberia's Agenda for Transformation (AfT) and the Vision 2030. The project aligns to UNDAF outcomes: (1). Peace, Security and Rule of law; (2). Sustainable Economic transformation; and (3). UNDAF Cross-cutting area on youth. This broad appeal to improving alternative livelihoods in support of national reconciliation converges with the long-term strategic direction of both the UN and the government, which emphasized critical investments in strengthening youth employment and empowerment for conflict prevention. Liberia is at a critical milestone in its attempt to consolidate peace and enhance development to continue consolidation post-war recovery efforts. The current governance, peace and socio-economic related challenges that the new administration is enveloped, requires an integrated human-centered development approach that also analyses the needs of a recognized and larger youth demographic to ensure equitable access to social services and employment. SEED builds on the fruits of UN mandate in Liberia, which included the networks created to assist Liberian authorities with sustainable peace consolidation, prevention, resolution, social cohesion and stability.

### ***Project Complementarity with Other Previous and/or Existing Interventions:***

This project has been developed and submitted by the UN Inter-Agency Youth Task force in Liberia that is represented at the National Peace-building Task Force chaired by the Ministry of Internal Affairs (MIA). It will be implemented, by drawing experiences and best practices from previous programmes like the National Youth Service Programme for Peace and Development (NYSP 2013 - 2015); the GOL/UN Joint Programme for Youth Employment and Empowerment (2010 – 2013); the Joint UN Programme on Accelerating Efforts to Advance the Rights of Adolescent Girls in Liberia. While drawing from the experience of previous programmes, this project has been designed to build synergies with ongoing Peace building initiatives like the UNDP supported Project on Increasing Youth Participation in the 2017 Legislative and Presidential Electoral Process (2017-18); the UN/GoL Joint Programme on Strengthening the Rule of Law in Liberia and Justice and Security for the Liberian People (2016 – 2019) as well as UNOPS – Cities Alliance “Slum Profiling in the 12 Greater Monrovia Local Authorities & Slum Dwellers Forums for Community Level Dialogues” project.

Piloted activities which present favorable dynamics for scaling up include the Joint-UNDP/UNMIL Quick Impact Project (QIP) *Youth Engagement for improved Community Sanitation and Revitalization* Project appropriately captures the thematic and outcome level objectives which the SEED project more systematically engages. Replicating the successful waste management cash-for-work (CfW) scheme under the QIP, the SEED project will fine-tune this model to provide quick relief for the target beneficiaries while facilitating a more sustainable business start-up package. It will equally explore opportunities to strengthen CSOs and private sector collaboration.

### ***Applying Lessons Learnt in SEED:***

Taking into account lessons learnt related to vocational and skills-training and youth employment models, as mentioned above, SEED has deepened its social capacity strengthening, or “soft” approach and this will ensure economic relief and psycho-social alleviation for the intended beneficiaries is sustainable. The basis for this innovative and adaptive component is hinged on the socio-economic reintegration objective linked to transformational youth engagement and empowerment. Lessons learnt from the above agencies (UNDP, UNFPA, ILO and UNOPS-Cities Alliance) interventions in youth employment/livelihood and skills development training in urban and slum communities accentuated the gaps in community-level reintegration, post-project sustainability and project implementation strategy. Thus, the SEED Project intends to address these three shortcomings by effecting a psychosocial restructuring of targeted beneficiaries that assesses their present mental, emotional and physical state prior to strapping them with resources (skills, money and knowledge) which

they are not adequately positioned to harness and build on. Lastly, SEED acknowledges past project failures, and will specifically conduct baseline assessment to identify preferred business ventures of target beneficiaries, work with existing community structures and mechanisms. This will enhance project sustainability. Key lessons from these projects include the fact that (i) selection of serious and committed participants is critical to the success of the vocational training; (ii) timely release of funds to allow adequate training and appropriate timing of relevant vocational training for instance in agriculture to the appropriate climatic conditions facilitates practical exercises and success of intervention; (iii) adequate involvement of key local stakeholders such as the local authorities (including the police) and community leaders (even if they are not the direct beneficiaries) ensures ownership, commitment and sustainability of the project interventions; and (iv) provision of comprehensive package of psychosocial, mental rehabilitation and sexual reproductive health services should be complemented with skills trainings and economic livelihood program. For example, empowering both Zogos and zogesse with economic livelihood skills will put both of them on par to compete for the job market. However, if the zogesse SRH needs are not addressed, they may be susceptible to STIs/HIV, unintended pregnancy, and subsequently the economic burden/impact associated with single parenthood and child welfare, thus limiting their ability to compete with their male counterparts.

### III. Project Content, Strategic Justification and Implementation Strategy

#### a) *Theory of Change:*

The target population of this project is Zogos/Zogesse, referencing the 2017 study “The Mounting Crisis of Street Absorbed Youth in Liberia.”<sup>15</sup> Their prime challenges and consequences of making the street their home include homelessness, hunger, exposure to substance abuse, drug and alcohol addiction and related sicknesses, deteriorating physical and mental health, lack of health treatment, violence, joblessness and lack of possible re-entry into education or skill development opportunities. The rest include involvement in crimes, acute marginalization, stigmatized and discrimination and inadequate access to social and basic psychosocial support needed to address the post-war trauma. These endless lists of interconnected issues are what the target group faces in Liberia, resulting in their frustration and aggression and significant potential to cause social tension, undermine reconciliation gains, threaten sustainability of peace and most convincingly, manifest in conflict alluded to within the context section of this proposal. Considering the basis of their frustration, agitation and potential destabilization tendencies, the conflict prevention strategy adopted therefore seeks to address the underlying factors mainly exclusivity, poverty and deprivation, through a combined approach of stakeholders’ sensitization/engagement and livelihood development for the zogos via vocational, business management and peace-building skills training, start-up capital/support as well as access to mental, psychosocial and sexual reproductive health services.

Thus, **IF** Zogos/Zogesse are rehabilitated and provided access to psychosocial support and services; **IF** Zogos/Zogesse are capacitated as agents of peace and effectively participate in local conflict prevention mechanisms; **IF** the Zogos/Zogesse are provided with access to sustainable job opportunities in Montserrado County through vocational and business management training, with basic start-up capital; and **IF** community leaders and members are adequately engaged and sensitized on the need and how to support Zogos/Zogesse to rehabilitate and reintegrate into their families and communities; **THEN** their economic and social status will improve, and peace and social cohesion in their communities and counties will be enhanced; **BECAUSE** they will be no longer perceived as actors of violence (due to behavioral change) and accepted as valued members of their families, and thus facilitate their reintegrated into their communities, through the combination of the community sensitization programmes, rehabilitation and economic empowerment of the zogos/zogesse.

***Strategic Justification:*** *Conflict dynamics addressed by the project.*

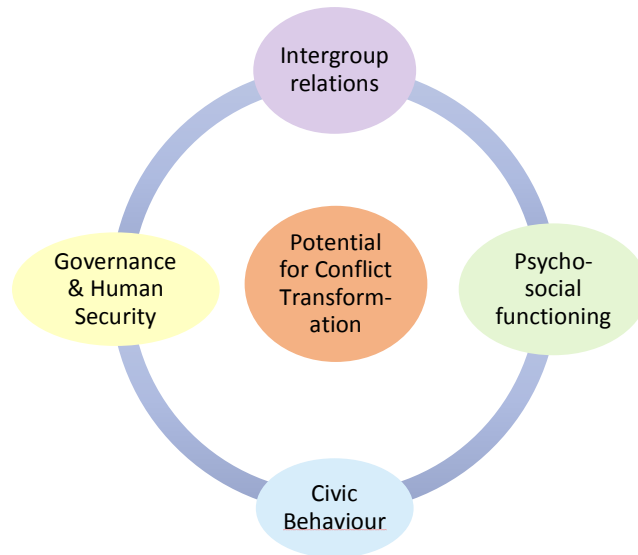
The project is premised on the conceptual framework developed by SCORE;<sup>16</sup> a robust diagnostic and predictive tool, developed by an international think-tank, the Centre for Sustainable Peace and Democratic Development

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<sup>15</sup> Study conducted by Centre for Liberia’s future in 2017

<sup>16</sup> A predictive and diagnostic tool that enables the impact of peacebuilding and reconciliation programmes to be

(SeeD) in partnership with UNDP in 2012. In 2016, UNDP and UNMIL applied this tool to the Liberian context in order to diagnose and predict analysis to understand social cohesion and identify potential fractures, hotspots and tension.



The conceptual framework for SCORE recognizes four factors i.e. inter-group relations, psychosocial functioning, civic behavior and governance and human security that together influence potential for conflict transformation. The SCORE tool provided an analysis of the prevailing strengths and weaknesses for each of the counties in influencing potential for conflict transformation. The selection of the two counties for this project is premised on this analysis and subsequent recommendations that were made. The table below outlines the identified strengths and weaknesses:

County	Weaknesses	Strengths
Montserrado	Perceived inefficacy of state service delivery, socio-economic decline, Authoritarian politics, Personal Insecurity	Information consumption, Strong executive skills, Strong Liberian identity, Efficacy of social capacity building processes

Common denominators on weaknesses for the Montserrado county were perceived inefficacy of state service delivery, personal insecurity, socio-economic decline, including economic, health and food insecurity, and authoritarian politics/values. In summary, given that the tool predicts that the abovementioned trends can be potential drivers for conflicts in the county and considering the lessons learned from the previous interventions, therefore, the following principles guide the proposed approaches of the SEED project.

- a) In order to build psychosocial resilience, the SCORE recommended provision of economic incentives, Micro and Small Enterprises (MSEs) grants, combined with psychological counseling to improve social capacity building particularly for youth and women empowerment.
- b) For improving human security and good governance, it was recommended that access and efficacy to public/community services is improved (e.g. access to state documents, education and health) to enhance civic trust.

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quantified and understood in order to increase their effectiveness and efficiency;



- c) Constructive civic engagement was recommended to consolidate democratic values and culture of human rights, as well as promote public participation and responsibility.

Economic empowerment is a crucial ingredient for players in any peace consolidation process in Liberia. However, more importantly, increasing their access to social services like health and addressing barriers to their engagement in peace building is a necessity that this project will prioritize if Liberia's post-conflict recovery and political transition gains are to be sustained. Therefore, the Social Economic Empowerment of Disadvantaged (SEED) youth Project seeks to contribute to sustainable peace building and social cohesion through a reduction in unemployment amongst very poor youth as well as marginalized and high-risk urban-street dwellers also referred to as Zogos/Zogesse.

**b) *Expected Results:***

Taking cognizance of the above situation and associated challenges, the project seeks to contribute to the following outcomes:

**Outcome 1: Zogos/Zogesse in Montserrado county are socially reintegrated and peacefully co-exist with communities**

Considering the prevailing challenges outlined above, this outcome will take the targeted Zogos/Zogesse through continuous psychosocial counseling, drug rehabilitation and mental health support services, training in conflict prevention and mediation advocacy skills and leadership to meaningfully participate in local community structures, i.e., community councils and clearly articulate their concerns to relevant authorities and stakeholders. This will enable the target beneficiaries to appreciate developments around them as well as change their behavior and influence their engagement in community peace building processes that facilitate the change of community perception and minimize fear about the zogos/zogesse. Interventions under this outcome are also aimed at improving their access to relevant social services which will help mend their psychological, mental and social wellbeing, improving their livelihood and income-generating skills, engaging and sensitizing local authorities including the police, community leaders and members on how to accept, relate, co-exist and support family members (who are zogos and are willing to re-integrate with their families). It is anticipated that interventions under this outcome will encourage them to be responsible citizens, contributing effectively to their societies and communities and facilitate the re-integration of the target beneficiaries into their communities, with the support of all relevant authorities and stakeholders. It will be stressed to all key stakeholders including the zogos, city and community authorities and the police that the project is a pilot and their support and cooperation are critical for its success, sustainability and expansion.

**Outcome 2: Improved access of 500 Zogos, Zogesse in Montserrado county to sustainable livelihood and employment opportunities to enhance their resilience to conflict and social tension.**

This outcome seeks to reduce Zogos/Zogesse economic vulnerability while increasing their employability with skills and knowledge that will enable them to match the public and private job market demands that majority of street-absorbed youth in Liberia lack. This would directly increase their access to sustainable livelihoods and employment opportunities and hence empowers them to foster cohesion and consolidate peace processes in their communities and the country. This will be achieved by building their capacity for entrepreneurship (with special focus on women), to startup businesses, and organize themselves into Community Based Enterprises (CBEs) that can easily attract jobs and contracts for their members. This outcome seeks to divert their energies from crime and violence (through manipulation of unscrupulous individuals), into constructive engagements aimed at improving their livelihoods, helping them to build their lives and reintegration into their families and communities.

The project strategy for attaining these outcomes is as indicated below. It is followed by the expected outputs and activities.

**c) Project Implementation Strategy**

In the light of the prevailing dire socio-economic situation of the Zogos/Zogesse in the country and their potential to be social manes if not effectively engaged, as described in the background and justification of the project, the

project will employ a three-pronged mutually reinforcing strategic approach comprising: **(Phase I) Selection, orientation and rehabilitation (provision of psychosocial, mental and sexual reproductive health services); (Phase II) Social reintegration and capacity building (including vocational skills-training); and (Phase III) Job creation and linkages to Business Support Services.** This integrated strategy as elaborated upon below seeks to respond to and address the vulnerable and precarious condition of the Zogos and Zogesse – poverty, deprivation, exclusion and their potential threat to the peace and security of the country. Some components of the three phases will overlap, such as the provision of psychosocial counselling support and the social reintegration of the targeted beneficiaries, which will be targeting about 670 (400 Zogoes/270 Zogesse). Considering the characteristic of the Zogos/Zogesse, an anticipated risk/assumption is that about 20% - 25% may drop-off after the first phase. The second phase will therefore target to enroll about 500 (300 Zogos/200 Zogesse) into an agreed period of intensive skills training program.

In addition to the available information, the project will conduct an initial assessment to establish more facts about Zogos including the gender dynamics, and thus further inform the implementation strategy and interventions. The project will focus on those between 15 to 35-year old zogos/zogesse, who will potentially be productive.

#### **Phase I: Selection, Orientation and Rehabilitation of Beneficiaries:**

A key success determinant of the project is the seriousness of the selected direct project beneficiaries among zogos/zogesse. The cooperation and commitment of selected beneficiaries will ensure the successful implementation and sustainability of the project's interventions. In this regard, the project will undertake a rigorous selection and orientation process, in collaboration with key partners such as the Zogos/zogesse leaders, local authorities (including the police), community leaders (including youth and women representatives), relevant national and local government and non-governmental organisations, etc. It will involve the engagement of the existing community structures of the targeted youth population (*Zogos/Zogesse*) and the partners mentioned above in the selection of the project beneficiaries based on agreed criteria such as (a.) health needs of the beneficiaries, (b.) expressed seriousness for rehabilitation, (c.) convergence of personal interest and capabilities with project's skills development offers, (d) leadership role among the zogos communities and (e) potential ability to work in a group and apply skills and resources provided. Thus, the selection team will scrutinize interested Zogos/Zogesse against the agreed criteria and select 670 of the Zogos/Zogesse in Montserrado for Phase I. In all these, at least 40% female participation will be pursued. Through sensitization of all key actors/stakeholders, the process will be carefully managed to ensure that those who are not selected are not aggrieved to disrupt the project, stressing that its pilot nature and that fact that its success will ensure its sustainability and trickling down of its benefit to more beneficiaries. The selection and orientation, which is thus critical, will involve interviews of an initial long-list of interested participants, assessing them against the agreed criteria to select the best and ensure the success of the project. Considering the target group of the project, the interview team will include psychologists, mental health and micro/small business development professionals, as well as key project staff and partners. The project also takes cognizance of the interactions between the police and the zogos/zogesse as the latter pursues their duty to maintain peace and order. Some of these interactions may have been inappropriate and undesirable on both sides. Targeted involvement of the police throughout the project will thus be pursued in order to enhance police engagement with zogos/zogesse and also facilitate the attainment of the project objectives, in a peaceful atmosphere.

Following the selection of direct project beneficiaries, they will undergo an orientation session on the project, to help them to appreciate the entire formation and development process envisaged, and related timeframe, in order to secure their full commitment. In addition, other stakeholders such as the community leaders and members (including the youth and women), the police and local government authorities will be orientated on their respective roles for the success of the project. The orientation will be used to manage expectations and set the tone for projects commencement and behavioral change and social reintegration of the target beneficiaries. If necessary, sanctions for dropping out may be discussed and shared with the selected beneficiaries to emphasize the seriousness attached to the project and the need to stay on to the end.

**Provision of Psychosocial, mental and Sexual reproductive health:** Within this Phase (I) and following the selection and orientation of beneficiaries and other key stakeholders, psychosocial support, counseling, basic, sexual and reproductive health care services will be provided through designated youth drop-in centers to about 400 Zogos; 270 Zogesse. Medical professionals offering mental and SRH health services will provide a

developed package of integrated services to the Zogos/Zogesse in a friendly, confidential and accessible manner, while assessing their mental health, sense of civic responsibility, interests, creativity, and capacity to engage in and manage micro/small enterprises.

Outreach services from designated drop-in centers will be conducted to communities where the Zogos/Zogesse work and reside in order to extend services beyond the confines of the drop-in centers, using health mentors and mobile outreach units, to the benefit of any interested zogo/zogesse. Since this project is building on existing and on-going initiatives, sexual education for instance will be conducted based on an already developed and pretested manual that covers sexual gender-based violence, substance abuse and sexuality. Other training packages for service providers and defined packages of services for Zogos/Zogesse from the Ministry of Health will be utilized. Among others, these rehabilitation and orientation sessions will facilitate trust-building and re-integration between the Zogos/Zogesse and their communities, local authorities and decision-makers. They will also help refine their attitudes, behaviors and ultimately help them to earn the respect and acceptance of their communities through dialogue.

**Phase II: Capacity Building, Vocational Skills-Training and Social Reintegration:**

Upon completion of the selection and orientation process, the selected ones (including at least 40% young women) will be taken through a series of theoretical and practical training sessions on agreed vocational and business development and management topics. They will be equipped with sanitation and waste management skills (including recycling), in line with the City Corporations structures and processes; group formation and management skills e.g. Village Saving and Loans Associations (VSLAs), Community-Based Enterprises development and Trade Cooperatives). Training on the concept and management of VSLAs will help ensure a sustainable access to micro-credit for business expansion, and eventual graduation to accessing bigger credit *from Micro-finance institutions*.

The component seeks to address their immediate/short-term economic needs, while preparing them as well for reintegration into their families and communities. In order to facilitate the social reintegration, they will also be taken through conflict prevention and resolution, discipline and self-control, as well as peaceful-coexistence with others, drawing on existing structures, in order to drive their behavioral change and avoid duplication (from the beneficiaries' perspective).

The **social reintegration** will thus be a comprehensive and integrated process that involves a mutually re-enforcing components of the project which are (i) rehabilitating beneficiaries; (ii) providing them with skills training and start-up capital to strengthen their livelihoods/economic base and make them responsible and self-sustaining, while diverting their energies from crime and violence into constructive economic ventures; (iii) sensitizing the beneficiaries and other stakeholders such as the local authorities, police, community leaders and members (which will include families and friends of the zogos/zogesse) on need for discipline, self-control and conflict prevention/resolution, as well as the importance of peaceful co-existence through mutual respect and support to the needy, especially the zogos/zogesse. In addition, follow up by social workers will be undertaken to facilitate family/community support, prevent treatment relapses and strengthen the entire reintegration process.

Taking cognizance of their potential restlessness, training sessions will employ more interactive and participatory approaches to engage their energies, stimulate their creativity and thus sustain their interest in the training programme. It will blend "classroom" theoretical aspects (presentations, individual/groups exercises) with experiential practical field exercises on the various vocational skill areas, as well as cash-for-work (CfW) waste management value chain development and community beautification that is adaptable to their "unique" needs and conditions. Appreciation for team-building and team-work, as well as entrepreneurial and problem-solving skills will be infused into the trainees through healthy competitive approaches whereby winners will be given some reward or incentives, for solving some hypothetical or real social problems, where possible.

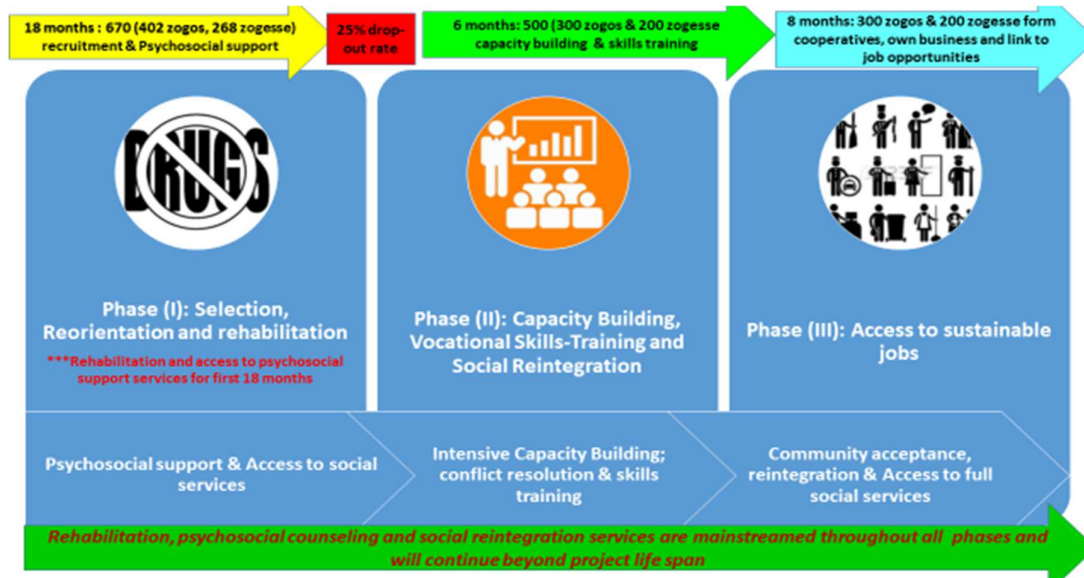
Phase II will conclude with helping the youth organize themselves into relevant SMEs and VSLAs to ensure the provision of collective support and checks-and-balances on each member, to ensure the micro-finance available under the VSLA is sustained for their collective benefit. Members of a VSLA may be involved in different businesses. The Association provides social and economic security and enhance their bargaining power as groups. Successful trainees will be given certificates at the end of the training, during the graduation ceremony.

**Phase III: Job Creation and Linkages to Business Support Services**

In this Phase, formed VSLAs and business groups will be provided with relevant start-up resources including equipment and basic capital through the VSLAs. Technical and advisory support will also be provided as appropriate to about 500 anticipated graduates. These will enable them to apply skills learned, start their own micro/small sanitation and waste management businesses to improve their lives. Sustainability of these businesses will be enhanced by linking them to potential markets in the communities and the City Corporations, other employment opportunities, technical and advisory support services from relevant Microfinance Institutions (MFIs) and other relevant business entities through the support of UNDP Business Opportunities Support Services (BOSS) project. Collaboration with other projects by sister UN agencies such as UNIDO, government and non-governmental organisations targeting zogos/zogesse will be pursued to ensure complementarity and resource sufficiency.

Linkage to a network of allied business and institutions such as the City Corporations, local authorities, the Environmental Protection Association (EPA), communities’ development structures, environmental NGOs and waste recycling entities will be built and/or strengthened. Similarly, those trained in agricultural or construction related skills as the needs assessment and project interventions may dictate, will also be linked accordingly to relevant support. This is to ensure synergy-building and complementarity. In the process of building such linkages and where weaknesses are determined, the stakeholders will be engaged to seek collective solutions, which may open new business opportunities for project beneficiaries. UNDP BOSS project will utilize its County Service Centers in Montserrat as an incubation and advisory hub to strengthen cooperatives capacity while offering placement opportunities and contracts with public and private partners. The post-training business support through the above network is intended to strengthen the existing linkages and sustain businesses.

**Project implementation Strategy Diagram**



**Expected Outputs and Activities:**

**Outcome 1.: 500 Zogos/Zogesse in Montserrat county are socially reintegrated and peacefully co-exist with families/community members.**

**Output 1.1: Capacity of three drop-in centers strengthened to provide psycho-social, mental and Sexual and Reproductive Health services to 500 Zogos/Zogesse in Montserrat County.**

**Intro:** This output serves as a precursor for the overall success of the project, as it ensures a strengthened transitory drop-in center and subsequent selection, rehabilitation and re-orientation of the project target

beneficiaries towards constructive engagement in productive activity. It seeks to reform the psyche, emotions and behavior of Zogos/Zogesse by addressing their physical, mental, psychosocial and sexual and reproductive health needs as well as detoxifying and strengthening their psychological and social resilience. The output focuses on the provision of comprehensive package of psychosocial, mental, sexual reproductive health and rights rehabilitation services to the project target beneficiaries. Three existing MOH owned drop-in centers will be refurbished and equipped with drugs and medical supplies to ensure quality services delivery to the Zogos/Zogesse. The services of the drop-in centers will be open to all interested zogos/zogesse throughout the project, including the 500 that will be selected for the vocational training. This will serve as a risk mitigation strategy based on the principles of “leave no one behind” and “do no harm” by ensuring that those not enrolled in skills training/economic livelihood component still have access to some of the services provided by the project. Furthermore, it will help address other health problems of the zogos/zogesse, due to their marginalization and thus associated with being left out of mainstreamed health care service delivery are also addressed. With this, the risk associated with feeling of being disenfranchised will be minimized.

Activity 1.1.1: Conduct capacity assessment of 3 existing youth drop-in centers (1 Bong mines bridge/Bushrod Island, 1 Paynesville, Newport Street/Central Monrovia) to determine gaps in quality standard psycho-social, mental and rehabilitation and sexual and reproductive health services.

Activity 1.1.2: Strengthen the capacity of 3 youth drop-in centers (with drugs, medical equipment and supplies) to provide psychosocial support, mental and sexual reproductive health information and services to 500 Zogos/Zogesse in Montserrado County

Activity 1.1.3: Conduct induction sessions for existing mental health clinicians to provide psychosocial support service to Zogos/Zogesse

Activity 1.1.4: Multi-media awareness and sensitization on service availability at drop-in centers and IEC/behavioral change communication targeting Zogos and Zogesse

Activity 1.1.5: Conduct monthly mobile health outreaches at hotspots and communities where Zogos/Zogesse congregate

Activity 1.1.6: Develop specialized training manual on drug addiction counselling, rehabilitation and integration of drug-addicted clients to ensure sustainability of this output

## **Output 1.2: 500 Zogos/Zogesse reintegrated and peacefully co-exist with community members in Montserrado County.**

**Intro:** This output intends to optimize resources invested in youths’ development towards sustained social reintegration and peaceful coexistence with community members. Blended with rehabilitation, social workers will work with target beneficiaries, their families and community leaders to foster reintegration. Under this output, project target beneficiaries will also be equipped with conflict prevention and mediation skills that will enable them manage anger and high expectations influenced by promises made to them during campaigns and existing programmes. This will advance their understanding of how to peacefully deal with conflict as an alternative to their common approach of violence and deviant activities. Similarly, key stakeholders such as local authorities (including the police), community leaders (including youth and women representatives) will equally be taken through conflict prevention and mediation skills and how to co-exist with the zogos/zogoes, respect their rights, facilitate their reintegration, and thus reduce their marginalization, frustration and resort to criminal and violent activities. Continuous follow-up and community engagement strategies will be instituted to ensure community acceptance.

Activity 1.2.1: Select and orientate Zogos/Zogesse involving community and zogos leaders and relevant institutions.

Activity 1.2.2: Harmonize and simplify UN peace-building materials and develop various training manuals for Zogos/Zogesse, community leaders and other stakeholders

Activity 1.2.3: Train 500 Zogos/Zogesse in conflict prevention, mediation, and social cohesion

Activity 1.2.4: Conduct orientation/sensitization of the Local authorities, Police, Community leaders and members including youth and women groups to peacefully co-exist with target group.

Activity 1.2.5: Carryout follow up engagement by social workers to encourage reintegration of Zogos/Zogesse into families and communities

**Outcome 2: Improved access of 500 Zogos/Zogesse in Montserrado county to sustainable livelihood and employment opportunities to enhance their resilience to conflict and social tension.**

**Output 2.1: 500 Zogos/Zogesse empowered with skills in entrepreneurship, small enterprise development and management and to establish sustainable Small and Micro Enterprises (SMEs) for waste management and other business entities.**

*Intro:* It is dedicated to the vocational and technical skills capacity building for the targeted Zogos/Zogesse by providing them with tangible skills training and development that is anchored in a sustainable business incubation model approach for their economic empowerment.

Activity 2.1.1: Reassess vocational training needs of Zogos/Zogesse to inform the choice of vocational and technical training program and make available options for training opportunities

Activity 2.1.2: Train 500 Zogos/Zogesse in entrepreneurial, business, financial management and other relevant skills that correspond to industry/business intervention.

Activity 2.1.3: Support organization of the target beneficiaries into VSLAs and cooperatives, facilitate job placements and strengthen networks of affiliated business entities, industries and markets.

**Output 2.2: Immediate needs of 500 Zogos and Zogesse are met as part of capacity building training through cash for work and field practicum to support the city corporations of Montserrado County.**

*Intro:* Delivering on the waste management and value chain development, Output 2.2 blends an economic relief strategy through immediate CfW assistance while equipping young Zogos/Zogesse with the capacity to carry-out effective clean-up exercises. Output 2.2 provides justification for creating linkages and building synergies with the national clean-up campaign alongside government counterparts. Supporting relevant stakeholders in the national priority for clean cities and communities, buttresses national ownership.

Activity 2.2.1. Procurement of basic tools/materials for solid waste management

Activity 2.2.2: Organize and carry out community cleaning-up campaigns

Activity 2.2.3 Provide motivational incentive and feeding for 500 Zogos and Zogesse through institutional feeding and cash-for-work program

**Output 2.3: 500 Zogos/Zogesse supported with start-up capital to undertake businesses through VSLAs and/or microfinance institutions (MFIs), including working with City Corporations on waste management in Montserrado.**

*Intro:* This output provides the critical financial injection needed to kick-start MSEs of the trained Zogos/Zogesse within the CBE model. It seeks to build upon achievement at the national level entrenched in youth vocational skills-training and entrepreneurship and business development programme. Towards strengthening the waste management chain, support will be provided to the City Council via provision of waste buckets. This will ensure that households' waste collected by the trainees' CBEs (at minimal fees paid by the households), are adequately disposed of at City Corporations' designated collection points, for timely transfers to the appropriate waste refill and treatment sites.

Activity 2.3.1: Provide small grants/startup kits to youth-led businesses/cooperatives, linking them to sustainable employment opportunities.

Activity 2.3.2: Facilitate graduation of promising enterprises into commercial credit access through the UNDP Business Opportunities and Support Service (BOSS) Project.

Activity 2.3.3: Support organization of the trained Zogos/Zogesse into VSLAs and/or Cooperatives, strengthening networks of affiliated business entities, industries and markets, and provide post-training monitoring and technical advisory support services for the project target beneficiaries.

## **II. Project Management and Coordination**

The coordination and oversight arrangement of the LMPTF is composed of three layers:

- i. The Steering Committee is co-chaired by the Minister of Finance and Development Planning the UN Resident Coordinator and a designated representative of development partners' group. The Steering Committee will provide strategic guidance and ensure oversight of the LMPTF, including: approving projects and allocating funding; supervising the progress of the Fund's results framework (program-related and financial); reviewing risks; reviewing and approving LMPTF reports.
- ii. The Thematic Working Groups consists of Government, donor representatives, UN System and Fund's Secretariat. The Thematic Working Group meet on a quarterly basis and they are responsible for: 1) reviewing projects to ensure technical quality and relevancy; 2) ensuring project quality; 3) recommending projects to the Steering Committee for approval; and 4) making recommendations to the Secretariat and the MPTFO regarding Fund's report presentation, monitoring and evaluation. In addition, The Thematic Working Groups ensure that projects are (i) aligned to Government priorities and the TOR of the LMPTF; (ii) coordinated with existing and foreseen activities within the sector and (iii) developed in consultation with the relevant national institutions.
- iii. At the project level, project coordination meeting should take place on a monthly basis to ensure inclusive consultation and coordination among all stakeholders (UN agencies, Government, implementing partners, LMPTF/PBF Secretariat, etc.). At the meeting, stakeholders will monitor progress made against the joint work plan and understand the issues that require collective actions for next months.

The project will be implemented in line with PBF 2018 Guidelines.

### **Recipient organizations and implementing partners**

The project will have both UNDP and UNFPA as direct RUNOs, with UNDP being the lead agency for its overall implementation, working closely with UNFPA, other UN agencies, all relevant national institutions and civil society organization as implementing partners. The role of UNDP will include convening coordination meetings and facilitation joint implementation and monitoring and evaluation exercises and consolidation of reports.

Below are brief justifications for the selection of the UN implementing Agencies and other partners:

#### **UNDP:**

UNDP's mandate on and contribution to inclusive governance, conflict prevention and resolution as well as peace consolidation and sustainable development underlie the justification for its involvement and leadership on this project with UNFPA and other national stakeholders to address the youth dividend in the governance and development of the country. UNDP has successfully managed a number of complex programmes and projects since 1977 in the area of justice, security and national reconciliation, given its crucial role in assisting peacebuilding efforts in Liberia, and a long-standing experience and capacity in managing funds from various donors. The objectives under this project complements and ensures continuity in previous and on-going project such as the youth and elections project under which UNDP consolidates peace interventions/processes in Liberia, by facilitating the involvement of the youth in process towards social cohesion. This is particularly pertinent in the light of UNMIL's exit from Liberia. The organization has also led the mobilization of both domestic and international partners to implement a set of targeted initiatives in the security sector, including restoration of state authority, social cohesion, reconciliation, access to justice and in SALW control, DDR and SSR. UNDP is thus familiar to most of the youth issues and key relevant stakeholders in and out of the country, having worked with them during the DDR process. Other previous youth interventions include the National Youth Volunteers Scheme (NYVS), which metamorphosed into the National Youth Service Programme (NYSP) under UNICEF; the CLORY project; Vocational Training of selected youth at the Centre Songhai; and the Joint-UNDP/UNMIL Quick Impact Project (QIP) *Youth Engagement for improved Community Sanitation and Revitalization* Project. These accentuate UNDP's capability as leading organization given overlapping outcomes to the SEED project.

#### **UNFPA:**

In partnership with young people, national and international organizations, UNFPA, the lead UN Agency for delivering a world where every pregnancy is wanted, every child birth is safe and every young person's potential is fulfilled, assists countries to identify and implement policies and programs to secure the health, development and human rights of adolescents and youth. Furthermore, in order to contribute to high quality outcomes for young people, UNFPA upholds the principles of accountability to key stakeholders' especially young people,

delivery through partnerships, respect for diversity with a focus on the most disadvantaged, and tailoring actions to national and local contexts. With offices in 140 countries, specialized expertise in demography and in sexual and reproductive health and rights and partnering with others in the UN system, UNFPA's contribution to the advancement of adolescents and youth has five strategic prongs: (1.) Enable Evidence-Based Advocacy for Comprehensive Policy and Program Development, Investment and Implementation; (2.) Promote Comprehensive Sexuality Education; (3.) Build Capacity for Sexual and Reproductive Health Service Delivery (including HIV prevention, treatment and care); (4.) Take Bold Initiatives to Reach Marginalized and Disadvantaged Adolescents and Youth, especially Girls; and (5.) Promote Youth Leadership and Participation. In cognizance of pronged-three and four of its Global Strategy on Adolescent and Youth, UNFPA relies on its rich experience in programming for youth and long-standing partnership with government, youth institutions and networks and other non-government youth stakeholders to implement youth empowerment programs including the UN/GOL Joint Program for Youth Employment and Empowerment (JPYEE), Joint Programme for Accelerating Action to Advance the Rights of Adolescent Girls in Liberia, UN/GOL Joint Programme for SGBV, Support for the Development of Liberia Youth Policy and Action Plan (2012 – 2017), Liberian Youth Common Position for Post 2015 Development Agenda and the most recent PBSO funded Youth in Elections project implemented with UNDP in 2017/18.

### **Collaborating Partners – Roles, Functions and Comparative Advantage:**

Whereas various UN, government and civil society organizations have been identified as potential collaborating partners, the final list of selected implementing partners will be provided within one month of project start after assessment of their capacities to contribute and implement some aspects of expected results, in line with UNDP/UNFPA procurement rules and procedures. They include WHO, ILO, IOM, Ministry of Youth and Sports, Ministry of Internal Affairs (MIA), Ministry of Health, and Ministry of State and Presidential Affairs (MoSPA), Ministry of Public Works (MPW), Monrovia City Corporation (MCC), Federation of Liberia Youth (FLY), NC Sanitors and Services, Libra Sanitation, Liberia Refugee Repatriation and Resettlement Commission (LRRRC) and Youth Crime Watch of Liberia (YCWL). UNDP's Business Opportunities and Support Services (BOSS) Project will serve as the collaborating/responsible partner, drawing on its extensive technical knowledge and experiences relating to decentralization and support to the Micro and SME policy implementation and establishment of business support infrastructure at the County level. Involvement of the final selected partners will be based on key project activities and outcome of the initial project rapid and needs assessments, in respect of the project target beneficiaries and counties.

**Project Technical Team (Quality Assurance):** A technical team comprising of both UNFPA and UNDP programme personnel will provide technical support and guidance for effective and quality implementation of the project. The technical Team will meet on a monthly basis and as much it deems necessary by UNDP.

**Project Implementation Team:** UNDP and UNFPA functional relationship will consist of project management, coordination and overall implementation. As UNDP and UNFPA have launched a series of joint projects, there exists a smooth and complimentary working relationship between both agencies and most recently, the high delivery of the 2017 Youth and Election Project illustrates this positive dimension effortlessly. UNFPA will dedicate at least three programme staff to oversee implementation of this project. These will include one National programme specialist on ASRH (20%), one National Programme Associate (35%) on ASRH and one finance associate (20%). Similarly, UNDP will dedicate at least three programme staff to oversee implementation of SEED Project. These include one Project Manager, a Monitoring and Evaluation Officer, and an Admin/Finance Associate.

**Risk Assessment and Management:** The project's main assumptions are that Zogos/Zogesse across the two counties are susceptible to dangerous behavior which undermine their development, empowerment and employment, while enhancing their inclination as potential triggers of violence and instability without robust programmatic interventions that builds their capacity and skills development towards sustainable economic opportunities embedded in livelihood initiatives and pro-poor programming. Key anticipated project risks may include: (i) Inadequate cooperation of target population; (ii) Delay in receipt of funds that might cause delays in implementation; and (iii) Delayed cooperation of authorities of some partner institutions and communities (See details in Annex A).



**Monitoring and Evaluation:** An indicative project result framework including performance indicators for all outputs is included as Annex B. This project will be subject to UNDP's monitoring and evaluation procedures, in collaboration with all relevant partners (national and local). By way of building synergies, project M&E Officer will liaise with partners institutions' M&E officers to develop participatory and M&E plan and system at the start of the project, involving the PBF/LMPTF Secretariat. It will include project progress monitoring by the Project Manager and team, and review by the Project Technical Team, during monthly coordination meeting, as well as joint field visits to ascertain development on the ground. The results of such mission shall be reported to the TWG and the steering committee. Thus, the mechanisms that will be used to monitor the annual work plan will include: (i) Project resource/result framework; (ii) M&E plan; (iii) Mid-Year progress and financial reports prepared by the Project Manager with support of the implementation team; (iv) Field mission reports; Bi-annual progress and End of project narrative and financial reports prepared by the RUNOs, with inputs from relevant partners.

A Final independent evaluation of the project will also be conducted.

**Communication and Donor Visibility:** In close consultation with the LMPTF/PBF Secretariat, the project team will ensure donors' visibility throughout the project period. The websites of the various partner agencies will be used, including UNDP and UNFPA regional websites, as well as those of the national partners, where possible. Twitter and Facebook and other appropriate social media will also be used to give visibility to the project and donor, sharing success stories of those who have benefited from the project. Other communications products that will be employed include, photographs, banners, leaflets, factsheets, brochures and flyers, as well as 3-5-minute videos, with beneficiaries' firsthand account of their impression of the project. And interviews national radio and TV stations with project staff, partners and leadership of UNDP, UNFPA and partner institutions.

**Project Exit/Sustainability Strategy:** Considering that the sustainability of the project rests more on government and other national partners including the project beneficiaries, UNDP and UNFPA will work in close collaboration with the relevant City Corporate, the Ministry of Youth and Sports, the LRRRC and other government ministries and agencies, as well as local and international partners to provide accommodation for needy zogos/zogesse, and advocate for deepening national commitment, ownership and engagement on this issue and project. In this regard, continuous effort will be made towards getting government to strengthen national policies, legislation, structures, and programmes with dedicated annual national budgetary allocation through relevant national entities such as the LRRRC, the Ministries, City Corporations, etc. for youth development in order to ensure sustainability. It will help the Government and the implementing UN agencies to secure potential donors' confidence to continuously engage and scale up the initiatives. In that regard, the project team will actively produce communication materials and engage with donors from the onset of the project to garner their support.

The social and health related services will be integrated into existing government facilities that will continue to function beyond the project implementation scope. Furthermore, the equipment and supplies procured for the project will be handed over to the government to continue service provision to beneficiaries. The VLSA and CBEs business development model will ensure self-reliance scheme for post-project sustainability. The equipment and tools for waste management will be handed to the City Corporations and overseen by BOSS County Service Centers (that overlap with the project geographic locations), to be used for continuous waste management contracts manned by CBEs of transformed project beneficiaries in support of the ongoing President's Clean City Campaign.

### III. Project Budget (ANNEX C)

Fill out TWO budget tables in the EXCEL file – **Annex C**. Proposed budget for all projects must include funds for independent evaluation. In the case of the National Window, proposed budget for projects must include funds for independent audit.

- c) Project **result and resource framework**, outlining all project results, outputs, activities with indicators of progress, baselines and targets (must be gender- and age-sensitive), and resources.

Outcomes/Outputs	Performance Indicators	Means of Verification	Activities	Budget (USD)
<b>Outcome 1.: Zogos/Zogesse in Montserrado county are socially reintegrated and peacefully co-exist with communities</b>	<p><b>Outcome indicator 1.1:</b> Percentage of Zogos/Zogesse accessing SRH, psycho-social, mental health and drug rehabilitation services at the MOH drop-in centers</p> <p><b>Baseline:</b> 0 (2018 December) <b>Target:</b> 100% (2020 June) <b>Milestones:</b> (Bi-annually)</p> <p><b>Outcome indicator 1.2:</b> Percentage of Zogos/Zogesse reintegrated and co-existing with families/community members in Montserrado county</p> <p><b>Baseline:</b> 0 (2018 December) <b>Target:</b> 40% Zogos and 40% zogese (2020 June) <b>Milestones:</b> (Bi-annually)</p>	<p><b>Data Source:</b> Project progress report, End of project evaluation report</p> <p><b>Data Collection:</b> (method/ who/when) Primary and secondary data collection approaches such as interviews, observation, review of reports including project monitoring and evaluation reports.</p>	<p>Monitoring and supportive supervision</p> <p>End of project evaluation</p>	<b>US\$ 492,090</b>
<b>Output 1.1: Capacity of three drop-in centers strengthened to provide psycho-social, mental and SRH services to 670 Zogos/Zogesse in Montserrado County</b>	<p><b>Output Indicator 1.1.1:</b> Number of drop-in centers capacitated and providing psycho-social, mental and SRH services to Zogos, Zogesse</p> <p><b>Baseline:</b> 3 drop-in centers exist with limited capacity <b>Target:</b> 3 (2020 June) <b>Milestones:</b> (Quarterly or bi-annually)</p>	<p><b>Data Collection:</b> Observations, and/or interviews.</p>	<p>Activity 1.1.1: Conduct capacity assessment of 3 existing youth drop-in centers (1 Bong mines bridge/Bushrod Island, 1 Paynesville, Newport Street/Central Monrovia) to determine gaps in quality standard psycho-social, mental and rehabilitation and sexual and reproductive health services</p> <p>Activity 1.1.2: Provide drugs, medical equipment and supplies to 3 youth drop-in centers to address the gaps</p>	<b>8,000.00</b>  <b>217,400.00</b>

	<p><b>Output Indicator 1.1.2:</b> Number of Zogos, Zogesse provided with psychosocial support services (disaggregated by age, sex and category)</p> <p><b>Baseline:</b> 0 <b>Target:</b> 670 (400 Zogoes/270 Zogesse) <b>Milestones:</b> (Quarterly and bi-annually).</p> <p><b>Output Indicator 1.1.3:</b> Number of Zogos and Zogesse successfully rehabilitated from drug use (disaggregated by age, sex)</p> <p><b>Baseline:</b> 0 (2018 December) <b>Target:</b> 100 (60 zogos and 40 zogesse: 30% treatment success rate for 200 zogos and 100 zogeese by 2020 June) <b>Milestones:</b> (Quarterly and bi-annually)</p> <p><b>Output indicator 1.1.4</b> Number of project beneficiaries accessing sexual and reproductive health information and services (disaggregated by age, sex and category)</p> <p><b>Baseline:</b> 0 (2018 December) <b>Target:</b> 500 (2020 June) <b>Milestones:</b> (Quarterly and bi-annually)</p>	<p><b>Data Source:</b> Field and monitoring visits, and progress reports.</p>	<p>in psychosocial support, mental and sexual reproductive health information and service provision</p> <p>Activity 1.1.3: Conduct induction sessions for existing mental health clinicians to enhance psychosocial support services to Zogos/Zogesse</p> <p>Activity 1.1.4: Multi-media awareness and sensitization on service availability at drop-in centers and IEC/behavioral change communication targeting Zogos and Zogesse</p> <p>Activity 1.1.5: Conduct monthly mobile health outreach sites to reach zogos and zogesse in community settings</p> <p>Activity 1.1.6: Develop specialized training manual on drug addiction counselling, rehabilitation and integration of drug-addicted clients to ensure sustainability of this output</p>	<p><b>25,000.00</b></p> <p><b>25,000.00</b></p> <p><b>118,000.00</b></p> <p><b>19,090.00</b></p> <p><b><u>US\$ 412,090</u></b></p>
<p><b>Output 1.2: 500 Zogos/Zogesse rehabilitated, reintegrated and peacefully co-exist with community members in Montserrado County</b></p>	<p><b>Output indicator 1.2.1:</b> Number of Zogos/Zogesse engaged in peacebuilding and conflict resolution initiatives in their communities. (disaggregated by age, sex and category)</p> <p><b>Baseline:</b> 0 <b>Target:</b> 500 (300 zogos/200 zogeese) (Quarterly and bi-annually)</p>	<p><b>Data Collection:</b> Observations, and/or interviews.</p> <p><b>Data Source:</b> Field and monitoring visits, and progress reports.</p>	<p>Activity 1.2.1: Select and orientate Zogos/Zogesse involving community and Zogos leaders and relevant institutions</p> <p>Activity 1.2.2: Harmonize and simplify UN peace-building materials and develop various training manuals for Zogos/Zogesse, community leaders and other stakeholders.</p> <p>Activity 1.2.3: Train 500 Zogos/Zogesse in conflict prevention, mediation, and social cohesion;</p>	<p><b>15,000</b></p> <p><b>15,000</b></p> <p><b>30,000</b></p>

	<p><b>Output indicator 1.2.2:</b> Number Zogos/zogesse reintegrated into their communities</p> <p><b>Baseline:</b> 0 <b>Target:</b> 500 (300 zogos/200 zogeese) <b>Milestones:</b> (Quarterly and bi-annually)</p>		<p>Activity 1.2.4: Conduct orientation/sensitization of Local authorities, Police, Community leaders and members including youth and women groups to peacefully co-exist with target group.</p> <p>Activity 1.2.5: Carryout follow up engagement by social workers to encourage reintegration of Zogos/Zogesse into families and communities</p>	<p><b>10,000</b></p> <p><b>10,000</b></p> <p><b><u>\$80,000</u></b></p>
<p><b>Outcome 2: Improved access of 500 Zogos, Zogesse in Motserrado county to sustainable livelihood and employment opportunities to enhance their resilience to conflict and social tension.</b></p>	<p><b>Outcome Indicator 2:</b> 1 Percentage of project beneficiaries with livelihood skills</p> <p><b>Baseline:</b> 0 (2018 December) <b>Target:</b> 100% (2020 June) <b>Milestones:</b> (Bi-annually)</p> <p><b>Outcome Indicator 2.2:</b> Percentage of target beneficiaries with access to jobs opportunities.</p> <p><b>Baseline:</b> 0 (2018 December) <b>Target:</b> 50% (2020 June) <b>Milestones:</b> (Bi-annually)</p>	<p><b>Data Source:</b> Project progress report, End of project evaluation report</p> <p><b>Data Collection:</b> (method/ who/when) Primary and secondary data collection approaches such as interviews, observation, review of reports including project monitoring and evaluation reports.</p>	<p>Monitoring and supportive supervision End of project evaluation</p>	<p><b>US\$ 637,000</b></p>
<p><b>Output 2.1: 500 Zogos/Zogesse empowered with skills in entrepreneurship, small enterprise development and management and to establish sustainable Small and Micro Enterprises (SMEs) for waste management and other business entities.</b></p>	<p><b>Output Indicator 2.1.1:</b> Number of Zogos/Zogesse trained (disaggregated by sex and type of trade)</p> <p>Baseline: 0 (2018 December) Target: 500 (2020 June) Milestones: (Quarterly and bi-annually)</p> <p>Output Indicator 2.1.2 Number of target youth engaged in relevant trade and industry after graduation.</p> <p>Baseline: 0 Target: 100 (50% of trainees) Milestones: (bi-annually)</p>	<p><b>Data Collection:</b> Observations, and/or interviews.</p> <p><b>Data Source:</b> Field and monitoring visits, and progress reports.</p>	<p>2.1.1: Reassess vocational training needs of Zogos/Zogesse to inform the choice of vocational/technical training program.</p> <p>2.1.2: Train 500 Zogos/Zogesse in entrepreneurial, business, financial management and other relevant vocational skills that corresponds to industry/business needs.</p> <p>2.1.3: Support organization of the target beneficiaries into VSLAs and cooperatives, facilitate job placements and strengthen networks of affiliated business entities, industries and markets.</p>	<p><b>10,000</b></p> <p><b>150,000</b></p> <p><b>40,000</b></p>

	<p>Output indicator 2.1.3 Number of successful SMEs/CBEs established by trained Zogos/Zogesse and YWSN</p> <p>Baseline: 0 (2018 December) Target: 10 (2020 June) Milestones: (Quarterly and bi-annually)</p> <p>Output indicator 2.1.4: Number of zogos, zogese successfully placed (disaggregated by type of trade)</p> <p>Baseline: 0 (2018 December) Target: 150 (2020 June) Milestones: (Quarterly and bi-annually)</p>			<b><u>200,000</u></b>
<p><b>Output 2.2: 500 Zogos/Zogesse supported through the Monrovia City Corporation (MCC) with start-up capital to strengthen waste management processes in Montserrado for the trainees through microfinance institutions (MFIs).</b></p>	<p>Output indicator 2.3.1 Number of Zogos, Zogesse participating in city clean-up exercises.</p> <p>Baseline: 0 (2018 December) Target: 500 (2020 June) Milestones: (Quarterly and bi-annually)</p> <p>Output indicator 2.3.2: Number of cities benefiting from clean-up exercises</p> <p>Baseline: 0 Target: 2: Monrovia and Paynesville, 2020 June) Milestones: (Quarterly and bi-annually).</p>	<p><b>Data Collection:</b> Observations, and/or interviews.</p> <p><b>Data Source:</b> Field and monitoring visits, and progress reports.</p>	<p>Activity 2.2.1. Procure basic tools/materials that are required for solid waste management</p> <p>Activity 2.2.2: Organize and carry community cleaning-up campaigns</p> <p>Activity 2.2.3 Provide motivational incentive and feeding for 500 Zogos and Zogesse through cash-for-work program</p>	<p><b>96,000</b></p> <p><b>10,000</b></p> <p><b>106,000</b></p> <p><b><u>212,000</u></b></p>

<b>Output 2.3: 500 Zogos and Zogesse capacitated with start-up capital to own businesses and linked to sustainable job and employment opportunities.</b>	Output indicator 2.3.1: Number of trained Zogos/Zogesse provided with start-up capital  Baseline: 0 (2018 December) Target: 500 (2020 June) Milestones: (Quarterly or bi-annually)	<b>Data Collection:</b> Observations, and/or interviews.  <b>Data Source:</b> Field and monitoring visits, and progress reports.	2.3.1: Provide small grants/startup kits to youth-led businesses/cooperatives, linking them to sustainable employment opportunities.	<b>200,000</b>
	Output indicator 2.3.2: Percentage of promising CBEs accessing commercial credit through BOSS Project  Baseline: 0 Target: 100% Milestones: (Quarterly or bi-annually)		2.3.2: Facilitate graduation of promising enterprises into commercial credit access through the UNDP Business Opportunities and Support Service (BOSS) Project.	<b>5,000</b>
	Output indicator 2.3.3: Number of trained Zogos/Zogesse formed into cooperatives and utilizing VSLA model.  Baseline: 0 Target: 500 Milestones: (Quarterly or bi-annually)		2.3.3: Support organization of the trained Zogos/Zogesse into VSLAs and/or Cooperatives, strengthen networks of affiliated business entities, industries and markets, and provide post-training monitoring and technical advisory support/services for the project target beneficiaries.	<b>20,000</b>
				<b><u>225,000</u></b>
<b>Spot checks &amp; Project Evaluation</b>				<b>10,000.00</b>
<b>Project Management and Operational Cost</b>				<b>\$179,322.10</b>
<b>TOTAL</b>				<b>\$1,308,412.10</b>
<b>GMS</b>				<b>\$91,588.85</b>
<b>Grand Total</b>				<b>\$1,400,000.96</b>

## Annex A. Risk Log

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Last Update Date	Status
1	Failure of the Government to maintain youth as a priority and commit resources in the final outcome document of the Pro-Poor Agenda for Prosperity and Development		Political	Describe the potential effect on the project if this risk were to occur  Enter probability on a scale from 0 (low) to 2 (high) P = 1  Enter impact on a scale from 0 (low) to 2 (high) I = 1	What actions have been taken/will be taken to counter this risk  Advocacy to maintain youth as a priority and lobby for government to commit resources for programs targeting disadvantaged youth in effort to sustain peace in the absence of UNMIL	PBO and IAYTF	July 18, 2018	e.g. dead, reducing, increasing, no change Empowerment of disadvantaged/high risk youth has been included in the draft PAPD
2	Relapse/Return of the disadvantaged youth to old habit or status quo due to the inability of the Drug Enforcement Agency reduce/prevent the infiltration of illegal drugs and substances into the country		Regulatory	P = 2  I = 2	Establish partnership and network with the Drug Enforcement Agency to enforce the Control Substances ACT	PBO Project management team	Dec. 2018	TBD
3	Sale of project materials/tools by the disadvantaged youth to support cravings/habits		Strategic/operational	P=2  I = 2	Establish a performance-based motivation package based on the utilization of assigned tools/materials to achieve assigned tasks  Mobilize and form allies with influential leaders of disadvantaged youth to serve as	Project Manager  Implementing partners  Influential leaders of disadvantage youth	Dec. 2018	TBD

					custodian of materials & tools procured for use by the project			
4.	Potential of violence protest from Zogos/disadvantaged youth who will not be selected as beneficiaries		Strategic	P =1 I = 2	Project team will develop selection criteria and utilize a through process to enroll beneficiaries into the project.  The project team will also engage with the community leaders, relevant government authorities to send coherent messaging towards communities for clear communication on the purpose of the project.	Project Management	Dec. 2018	TBD
5.	Youth conflict and violence: Misunderstanding and misinformation to Zogos/Zogees and community members concerning their roles and the projects objective/outcome.		Strategic	P – 2 I – 2	Alongside IPs, project management team intends to develop a comprehensive pre-deployment orientation and sensitization component to address high expectations and communicate the nature and objective of project.	Project Management	Dec. 2018	TBD
6.	Weather and road conditions during rainy season in Liberia prove an obstinate risk in delaying and interfering with output activities		Environmental	P – 2 I – 1	Project Management Team intends to employ foresight planning and coordination w/ IPs, beneficiaries and gov. partners to plan ahead and submit request accordingly, as well consider spacing events to allow adequate scheduling.	Project management and relevant IPs	Dec. 2018	TBD
7.	Financial resources are very tightly budgeted to support the largest number of beneficiaries. This would put a strain on the project's flexibility for any unforeseen circumstances.		Operational	P – 2 I – 2	Anticipated mitigation measures include exploring possible collaboration with sister UN agencies such as UNIDO, as well as government, non-governmental organisations and other development partners, to	Project management and relevant IPs	Dec. 2018	TBD



					help free some costs or budget lines. In addition, the project will seek to mobilize additional resources from other partners from the onset of the project implementation.			
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## Annex B. Monitoring and Evaluation Plan

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
<b>Track results progress</b>	Progress data against the results indicators in the Results and Resource Framework will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly or biannually	Slower than expected progress will be addressed by project management.		
<b>Project coordination meeting</b>	Ensure inclusive consultation and coordination among all stakeholders (UN agencies, Government, IPs, LMPTF/PBF Secretariat, etc.) to ensure joint delivery of quality results as planned.	Monthly	Monitor progress made against the joint work plan. All stakeholders understand the issues that require collective actions for next 1-2 months.		
<b>Monitor and Manage Risk</b>	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
<b>Learn</b>	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
<b>Annual Project Quality Assurance</b>	The quality of the project will be assessed to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
<b>Project Report</b>	Progress report will be presented to the LMPTF Steering Committee and key stakeholders, consisting of progress data showing the results achieved against pre-	Bi-annual and at the end of the project (final report)	Timely production of quality reports (narrative and financial). Using PBF templates		

	defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.				
<b>Project Review</b>	The LMPTF Secretariat will hold regular project reviews to assess the performance of the project and review the multi-year work plan to ensure realistic budgeting over the life of the project. In the project's final year, the Secretariat shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	2 times ( mid-term and end of the project)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

#### Evaluation and Audit Plan

<b>Evaluation / Audit Title</b>	<b>Partners (if joint)</b>	<b>Planned Completion Date</b>	<b>Key Evaluation Stakeholders</b>	<b>Cost and Source of Funding</b>
Mid-term evaluation/review	PBO, UNDP, UNFPA, MYS, MFDP	November 2019	Government Ministries and Agencies and CSOs involved in project implementation	US\$ 5,500
End of Project Evaluation	Independent Consultancy	October 2020	PBO, UNDP, UNFPA, MYS, MFDP, Government Ministries and Agencies and CSOs involved in project implementation	US\$ 15,000