

**SECRETARY-GENERAL'S PEACEBUILDING FUND
PROJECT DOCUMENT TEMPLATE**



United Nations
Peacebuilding

PBF PROJECT DOCUMENT

Country(ies): Sierra Leone		
Project Title: Inclusive Conflict Prevention and Peace in Sierra Leone Project Number from MPTF-O Gateway (if existing project):		
PBF project modality: <input checked="" type="checkbox"/> IRF <input type="checkbox"/> PRF	If funding is disbursed into a national or regional trust fund (instead of into individual recipient agency accounts): <input type="checkbox"/> Country Trust Fund <input type="checkbox"/> Regional Trust Fund Name of Recipient Fund:	
List all direct project recipient organizations (starting with Convening Agency), followed by type of organization (UN, CSO etc.): <ul style="list-style-type: none"> ▪ Stichting Cordaid, CSO (convening agency) List additional implementing partners, specify the type of organization (Government, INGO, local CSO): <ul style="list-style-type: none"> ▪ Youth Partnership for Peace and Development (YPPD), CSO ▪ Youth-led CSOs and CBOs to be selected competitively 		
Project duration in months¹: 18 months Geographic zones (within the country) for project implementation: 2 sites in rural “upcountry” areas (Pujehun and Tonkolili districts) and 1 peri-urban site (Western Area Rural district)		
Does the project fall under one or more of the specific PBF priority windows below: <input type="checkbox"/> Gender promotion initiative ² <input checked="" type="checkbox"/> Youth promotion initiative ³ <input type="checkbox"/> Transition from UN or regional peacekeeping or special political missions <input type="checkbox"/> Cross-border or regional project		
Total PBF approved project budget* (by recipient organization): Cordaid: \$ 1.359.999,96 Cordaid Total: \$1.359.999,96 Any other existing funding for the project (amount and source): No		
PBF 1st tranche (35%): Cordaid: \$ 475.999,99 Cordaid Total: \$ 475.999,99	PBF 2nd tranche* (35%): Cordaid: \$ 475.999,99 Cordaid Total: \$ 475.999,99	PBF 3rd tranche* (30%): Cordaid: \$ 407.999,99 Cordaid Total: \$ 407.999,99
Provide a brief project description (describe the main project goal; do not list outcomes and outputs):		

¹ Note: actual commencement date will be the date of first funds transfer. Maximum project duration for IRF projects is 18 months, for PRF projects – 36 months.

² Check this box only if the project was approved under PBF’s special call for proposals, the Gender Promotion Initiative

³ Check this box only if the project was approved under PBF’s special call for proposals, the Youth Promotion Initiative

Deeply-entrenched gerontocratic and patriarchal norms and practices underpin Sierra Leone's governance arrangements, with adverse implications for young people broadly. These power relations exclude young people from effective access to community-based dispute resolution (CBDR), with conflict-generative results; and are especially exclusive of young women, who bear the brunt of insecurity, injustice, and systemic exclusion. In response, Cordaid and Youth Partnership for Peace and Development (YPPD) formulated the project described here, to enable young women and men, organized through youth-led CSOs and CBOs and working in solidarity with older women and men, to foster more inclusive, gender-sensitive, and conflict-sensitive CBDR mechanisms in rural and peri-urban Sierra Leone. By linking local-level evidence of how CBDR providers become more accessible and accountable to national advocacy, the proposed project will enable young women and men to create space for their own voices on inclusive, gender-sensitive forms of conflict prevention, with positive effects for all Sierra Leoneans as well as the country's conflict and fragility outlooks.

Summarize the in-country project consultation process prior to submission to PBSO, including with the PBF Steering Committee, civil society (including any women and youth organizations) and stakeholder communities (including women, youth and marginalized groups):

Cordaid and YPPD entered into a process of co-creation, jointly developing the proposal based on shared priorities and relevant expertise. YPPD consulted extensively with members of its youth network in both Freetown and upcountry. Cordaid also received feedback from the UN PBF focal point in Sierra Leone; consulted substantively with two relevant line ministries, Ministry of Gender and Children's Affairs (MoGCA) and Ministry of Youth; and consulted the National Youth Council.

Project Gender Marker score⁴: GM2 728.312,03 USD (53,55%)

Specify % and \$ of total project budget allocated to activities in pursuit of gender equality and women's empowerment:

Briefly explain through which major intervention(s) the project will contribute to gender equality and women's empowerment⁵:

Young women are at the centre of the TOC because their needs are most acute, and supporting CBDR providers to adapt their services to those needs are likely to have cascading effects on inclusiveness and responsiveness more broadly. Consistent with the commitments of Cordaid and YPPD to UN Security Council Resolutions (UNSCR) 1325 and on women, peace and security, the proposed project will also seek to transform unequal gender roles and power relations, focusing on institutionalizing space for the participation of women and young men on conflict resolution platforms as well as incorporating differentiated needs, experiences and concerns of young women and men, and working through mixed groups to engage male allies in tackling harmful masculinities and enhancing support for women's participation and leadership roles.

⁴ **Score 3** for projects that have gender equality as a principal objective and allocate at least 80% of the total project budget to Gender Equality and Women's Empowerment (GEWE)

Score 2 for projects that have gender equality as a significant objective and allocate between 30 and 79% of the total project budget to GEWE

Score 1 for projects that contribute in some way to gender equality, but not significantly (less than 30% of the total budget for GEWE)

⁵ Please consult the **PBF Guidance Note on Gender Marker Calculations and Gender-responsive Peacebuilding**

<p>Project Risk Marker score⁶: 1</p> <p>Select PBF Focus Areas which best summarizes the focus of the project (<i>select ONLY one</i>)⁷: 2.3</p> <p>If applicable, SDCF/UNDAF outcome(s) to which the project contributes:</p> <ul style="list-style-type: none"> ▪ Outcome Area 2: Transformational Governance ▪ Outcome Area 4: Protection and Empowerment of the Most Vulnerable <p>Development Goal(s) and Target(s) to which the project contributes:</p> <ul style="list-style-type: none"> ▪ SDG16 (targets 16.1, 16.3, 16.7) ▪ SDG5 (targets 5.1, 5.2) 	
<p>Type of submission:</p> <p><input checked="" type="checkbox"/> New project</p> <p><input type="checkbox"/> Project amendment</p>	<p>If it is a project amendment, select all changes that apply and provide a brief justification:</p> <p>Extension of duration: <input type="checkbox"/> Additional duration in months (number of months and new end date):</p> <p>Change of project outcome/ scope: <input type="checkbox"/></p> <p>Change of budget allocation between outcomes or budget categories of more than 15%: <input type="checkbox"/></p> <p>Additional PBF budget: <input type="checkbox"/> Additional amount by recipient organization: USD XXXXX</p> <p>Brief justification for amendment:</p> <p><i>Note: If this is an amendment, show any changes to the project document in RED colour or in 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>

⁶ **Risk marker 0** = low risk to achieving outcomes

Risk marker 1 = medium risk to achieving outcomes

Risk marker 2 = high risk to achieving outcomes

⁷ **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)

PROJECT SIGNATURES:

<p>Recipient Organization(s)</p> <p><i>Name of Representative L.C. Zevenbergen (CEO)</i></p> <p><i>Signature</i></p>  <p><i>Name of Agency Stichting Cordaid</i> <i>Date & Seal 30 09 2020</i></p>	<p>Representative of National Authorities</p> <p><i>Name of Government Counterpart Ministry of Gender and Children's Affairs</i></p> <p><i>Signature</i></p>   <p><i>Title Honourable Minister of Gender and Children's Affairs</i> <i>Date & Seal 7th October, 2020.</i></p>
<p>Head of UN Country Team</p> <p><i>Name of Representative</i></p> <p><i>Signature</i></p> <p><i>Title</i></p> <p><i>Date & Seal</i></p>  	<p>Peacebuilding Support Office (PBSO)</p> <p><i>Oscar Fernandez-Taranco</i></p> <p><i>Signature</i></p> <p><i>Assistant Secretary-General, Peacebuilding Support Office</i></p> <p><i>Date & Seal</i></p> 

I. Peacebuilding Context and Rationale for PBF support (4 pages max)

a) Brief summary of **conflict analysis findings**

Nearly two decades on from Sierra Leone's civil war (1991-2002), there is considerable continuity with pre-war structures and dynamics. The concentration of wealth and power in Freetown, the relative deprivation of rural and peri-urban areas, are fundamental features of the country's political economy. Mounting public frustration with weak rule of law, corruption, and poor accountability for chronic service delivery failures ensures that Sierra Leone remains fragile and prone to conflict recurrence.

As in any context, everyday conflicts are commonplace in Sierra Leone. In societies characterized by cohesion and the rule of law, social norms and institutions provide a framework for fair resolution of conflicts while protecting basic rights, and restrict the use of violence. Due to Sierra Leone's history of unequal power relations and weak rule of law, everyday conflicts are often resolved in favour of the most powerful party or left unaddressed, resulting in grievances and undermining social cohesion. In rural and peri-urban areas, people struggle to claim rights, address grievances, and resolve conflicts; the ability to do so invariably requires leverage or the intermediation of a powerful patron (*sababu*), such as a chief.

In rural and peri-urban Sierra Leone, the most important everyday conflicts are over land and natural resource rights, matters of family relations and inheritance, debts, petty theft, corruption, witchcraft, farmer-pastoralist disputes, and feuds between neighbours, villages, and schools⁹. The statutory justice system plays only a marginal role in resolving these problems, due to challenges identified in the 2018 UN Common Country Assessment, including long delays, weak institutional capacity (especially in rural areas), lack of judicial independence, and limited support to vulnerable victims. Magistrate's courts, at the lowest level of the statutory system, are viewed as distant and costly. For these reasons, a 2018 Afrobarometer survey found only one-third (32%) of Sierra Leoneans trusted the statutory courts¹⁰. Establishment of a Legal Aid Board (LAB) charged with regulating and expanding legal aid service provision has gone some way toward improving access to statutory justice, and LAB Community Advisory Bureaus (CABs) have become important service provision points for the poor.

Various forms of community-based dispute resolution (CBDR) are more commonly used by people to claim rights, address grievances, and resolve conflicts outside the magistrate's courts and in ways that are considered locally legitimate¹¹. Within these institutions, conflict resolution is normally facilitated by respected and influential intermediaries with customary or religious status, advocating settlements that reflect local norms and values. The most widely-used CBDR providers are:

- *Customary authorities*, including paramount chiefs and sub-chiefs with authority over 241 local courts, but also sometimes in irregular chiefdom courts ("chief barrays" or "kangaroo courts"), or acting as more informal mediators, arbitrators, conciliators and counsellors; as well as local court chairpersons, chiefdom speakers, family heads, breadwinners, elders, and secret societies. It is in the local courts, and through the intermediation of chiefs or elders, that 75% of rural Sierra Leoneans resolve problems at local level¹². While these mechanisms maintain equilibrium and order in communities, they also tend to reinforce gerontocratic and patriarchal power relations, with deleterious effects for youth and young women in particular.

⁹ See W. McIntyre Miller (2013)

¹⁰ See Afrobarometer (2018) <https://bit.ly/3k0Pczc>

¹¹ See OSIWA (2015) <https://bit.ly/3bG015g>

¹² See Namati (2014) <https://bit.ly/32dwTRm>

Chiefs are represented by the National Council of Paramount Chiefs (NCPC), and policy related to chieftaincy is managed by the Ministry of Local Government and Rural Development (MLGRD).

- *Local Police Partnership Boards* (LPPBs), established in line with the Local Needs Policing ethos of the Sierra Leone Police (SLP), enable communities to participate in solving local safety problems. LPPB members are volunteers operating without much financial support, who intervene on a range of criminal and civil matters and mediate minor disputes within communities and between communities and SLP. LPPBs are supported by SLP Community Relations Officers (CROs), include designated youth and women’s representatives, and have proven to be sustainable in the long-term.
- *District Security Committees* (DISECs) operating under the aegis of the Office of National Security (ONS), a secretariat reporting to the National Security Council (NSC) that advises the President on state security issues, and draws on a broad dispute resolution mandate. DISECs are often activated to respond to land and other disputes between or within communities or families, using mediation, conciliation and arbitration.

To a more limited extent, other actors involved in CBDR include those in the formal sector, such as Senior District Officers (SDOs) explicitly vested with dispute resolution authority in the local governance system, and members of sub-district Village and Ward Development Committees (VDCs and WDCs), intended to facilitate grassroots participation in development planning; and the informal sector, like community paralegals, faith leaders, mammy queens, *okada* (motorcycle) rider unions, and market traders’ associations. Notably, these CBDR structures are recognized at community level but not always well-linked to one another, and no national agency is tasked with overall oversight or monitoring. In Pujehun, a WFP-led, PBF-funded initiative is currently building a new infrastructure for inclusive dialogue around land conflict (in Makpele and Malen chiefdoms).

Due to conservative and gerontocratic social norms and systematic forms of exclusion, young people, and especially young women, are least likely to possess the leverage or patronage to claim rights, address grievances, and resolve disputes through CBDR mechanisms¹³. While young people make up 80% of Sierra Leone’s population, their autonomy, agency, and political and economic power is severely limited; collectively, they experience the structural and psychological exclusion rooted in reciprocal mistrust of duty-bearers and power-holders (as identified, for example, in *The Missing Peace: Independent Progress Study on Youth, Peace and Security*). Especially in rural and peri-urban areas, young women and men lack the *sababu* needed, for example, to find redress for abuse in a paramount chief’s court, or mobilize the SLP for protection when they experience violence. This leaves youth more vulnerable to insecurity and injustice, and it ensures that young people are seldom active participants in community-level conflict resolution, with often conflict-generative implications. Indeed, Sierra Leone’s Truth and Reconciliation Commission (TRC) noted that marginalization of youth, especially rural youth, and arbitrary and capricious application of customary law by the chieftaincy, were among factors that gave rise to the civil war¹⁴.

The intersection of generational and gendered exclusions means that young women are doubly disadvantaged. For example: about half of all Sierra Leonean women are victims of sexual and gender-based violence (SGBV) in their lifetimes¹⁵. Customary law reifies discriminatory attitudes and behaviours that deny women justice for SGBV; incidents of sexual violence are often regarded as local “disputes,” to be settled between families in private with money changing hands, thereby

¹³ “Youth” in Sierra Leone identifies someone considered socioeconomically subordinate who does not yet care for a family; emphasis is not on chronological age, but on whether social and economic “adulthood” has been achieved

¹⁴ See P. Richards (1996)

¹⁵ See UN Women (2020) <https://evaw-global-database.unwomen.org/en/countries/africa/sierra-leone>

disincentivizing women to report SGBV, and leaves offenders with impunity. Victim-shaming is a particular risk for young women, who may be blamed by community members (including older women) for bringing sexual violence or harassment onto themselves because of occupation, lifestyle or dress; young women may be deterred from seeking justice in community-based fora that afford no privacy, or place them at risk of vendetta-driven witchcraft accusations. Whereas customary institutions like women's secret societies may be able to support older women seeking justice or dispute resolution, younger women have fewer options for leverage.

The lack of youth participation in local-level CBDR is mirrored by the general weakness and non-inclusive implementation of conflict prevention policy at national level. Despite political commitments and donor investments (including, notably, UN PBF-funded initiatives), there is no dedicated, nationally-owned conflict prevention and resolution architecture. ONS plays a central role in a national early warning and response capability under the NSC, but multi-stakeholder cooperation around conflict prevention related to electoral cycles has not translated into a coherent policy or infrastructure for peace. This is especially concerning given that Sierra Leone will enter another contentious electoral cycle over the next three years.

The systematic exclusion of young women and men from CBDR disables their active citizenship and potential contributions to a more stable social contract. The risk that unresolved conflicts could be destabilizing has grown. A 2020 Afrobarometer survey¹⁶ found only half of Sierra Leoneans satisfied with government performance preventing or resolving violent community conflict, and only 20% meeting needs of youth. The absence of inclusive mechanisms that deal with power and resource-sharing among Sierra Leone's people at community level will aggravate local conflict, and a return to instability remains a significant risk.

- b) A brief description of how the project aligns with/ supports **existing** Governmental and UN **strategic frameworks**, how it ensures **national ownership**

The project will contribute to realization of Sierra Leone's Medium-Term National Development Plan 2019-23, especially:

- Policy Cluster Four on governance and accountability, including key targets related to national cohesion (4.1), promoting inclusive and accountable justice institutions (4.5), and building public trust in state institutions (4.6)
- Policy Cluster Five on empowering women and adolescents, including key targets related to women (5.1), and children and adolescents (5.2),

Moreover, the project aligns with key Sierra Leone government strategic frameworks, including those of policy priorities of MoGCA, including the National Male Involvement Strategy for SGBV Prevention, and Ministry of Youth; and efforts to localize implementation of UNSCRs 1325 and 1820 on women, peace and security (as included in the Sierra Leone National Action Plan 2019-23, which prioritizes preventing community-level conflict and SGBV), and 2250 on youth, peace and security.

Sierra Leone's national peacebuilding policy is fragmented across multiple strategies and plans. Insofar as it is the agency with the most relevant mandate vis-à-vis conflict prevention, ONS is a key stakeholder and project activities are aligned with ONS plans and actions. The proposed project is also consistent with the findings and recommendations of the TRC, especially those articles relevant to rural power relations, youth participation, and gender equity and equality.

¹⁶ See Afrobarometer (2020) <https://bit.ly/2Zj1ryU>

The project supports implementation of the UNSDCF cycle 2020-2023, specifically Outcome Area 2 on transformational governance, and Outcome Area 4 on protection and empowerment of the most vulnerable. The project will support Sierra Leone to realize its commitments related to the 2030 Agenda, especially SDGs 5 and 16. Notably, Sierra Leone has prioritized SDG16 as a pioneering member of the Pathfinders for Peaceful, Just, and Inclusive Societies, a global platform working to catalyze action to implement SDG16 and related goals (“SDG16+”). The project will be closely aligned with SDG16+ targets and indicators.

National ownership will be ensured through the active participation of key state duty-bearers in the implementation and strategic oversight of the project. ONS Directorate of Provincial and Border Security at ONS expressed clear interest in collaboration to support DISECs to respond more effectively to conflict drivers by engaging youth and women, and to respond to recommendations arising from youth-led research and advocacy; Cordaid and YPPD consulted substantively with LAB, Ministry of Youth, MLGRD, MoGCA, National Youth Council, and SLP. Cordaid and YPPD will conclude memoranda of understanding with each of the key stakeholders involved in implementation (specifically, LAB, MLGRD or NCPC, ONS and SLP); the project management board will include representatives nominated by MoGCA and ONS, respectively, and additional representatives of LAB, MLGRD and SLP, based on the interest of those stakeholders.

- c) A brief explanation of how the project fills any strategic gaps and complements any other relevant interventions, PBF funded or otherwise.

Project name (duration)	Donor and budget	Project focus	Difference from/ complementarity to current proposal
Mitigating Localized Resources-based Conflicts and Increasing Community Resilience	PBF (implemented by WFP and UNDP, Vice President’s Office) (budget \$3m)	Mitigate local conflicts, increase community resilience and local government responsiveness, develop alternative livelihoods	Geographic focus on Moyamba and Pujehun; dialogue platforms established by project will be complementary in Pujehun
People’s Planning Process	UNDP Neal Deal Implementation Facility (implemented by Fambul Tok) (budget \$7m)	Establishment of Inclusive District Peace and Development Committees	Geographic focus on Kailahun, Koinadugu and Moyamba
Protection of Women through Empowerment and Response	USAID (implemented by International Rescue Committee) (budget \$450 000)	Empower women and girls to pursue potential free from violence, inequality; prevent SGBV and promote women to seek SGBV services	Geographic focus in Kono; prioritizes access of SGBV survivors to appropriate health services (as opposed to justice or CBDR services)
United for Greater Governance and Participation	EU (implemented by SFCG) (budget \$600 000)	Empower rural communities to strengthen local governance, with a strong focus on youth-led CSOs and local-level accountability	Engages with local governance actors, including customary authorities, but does not focus in on CBDR, conflict prevention

II. Project content, strategic justification and implementation strategy (4 pages max)

a) A brief **description of the project** focus and approach

The project responds directly to root causes of conflict in Sierra Leone identified in the conflict analysis, specifically: (1) the *general systematic exclusion* of rural and peri-urban youth; and (2) the *specific exclusion* of rural and peri-urban youth from opportunities to defend their rights and resolve conflicts through existing CBDR mechanisms, and to contribute to conflict prevention at national level. The project builds on the premise of UNSCR 2250 that recognizes the positive role young people play in contributing to solutions for peace; and applies a people-centred, bottom-up approach that will be further adapted to the contexts of each of 3 intervention sites.

Despite constituting a majority of Sierra Leone's population, young women and men struggle to claim rights, address grievances, and resolve conflicts through the most widely-used CBDR mechanisms at local level, especially in rural and peri-urban areas. The continued exclusion of young women and men from CBDR has an adverse impact not only on security and justice outcomes for youth themselves, but also on Sierra Leone's prospects for stability.

In response, Cordaid and YPPD will implement the project to produce *an enabling environment for young women and men, working intergenerationally, to encourage active citizenship and collectively influence conflict prevention practices at local and national levels, contributing to a more inclusive and peaceful society for all Sierra Leoneans*. This headline goal will be achieved through delivery of 3 inter-related project elements: (1) equipping and mobilizing young people to identify and take action on key drivers of conflict, insecurity and injustice in their communities; (2) supporting and influencing CBDR mechanisms to adopt more inclusive, gender-sensitive, and conflict-sensitive practices, with specific focus on addressing needs of young women; and, (3) enabling young people, working intergenerationally, to advocate for evidence-based conflict prevention policy and practice, and build trust with key conflict prevention stakeholders

Solid community-based research and analysis will underpin the project implementation strategy. Gender-sensitive youth profiling and participatory youth-led narrative inquiry at each of the 3 implementation sites will establish a baseline of the needs of young women and men, structural barriers to their participation in CBDR and conflict prevention, and the dynamics of conflict, insecurity and injustice in their own communities. Insights produced from the youth profiling and narrative inquiry exercises will be validated in 3 community-level consultations and documented as a policy report for use in knowledge-sharing and advocacy. Based on data provided by this locally-grounded research, Cordaid and YPPD will design training workshops for 360 young female and male leaders with modules on personal and organizational leadership, organizing, conflict analysis and mitigation, advocacy, and public communication skills. Central to the training will be a gender-transformative approach, challenging harmful gender norms (like victim-shaming of young women who experience SGBV) and violent masculinities that reinforce conflict and injustice at local level, and engaging young men as allies in defending women's rights. Cordaid and YPPD will also facilitate networking of youth-led groups with other relevant local civil society actors, especially more established older activists; and interface with local community leaders, including chiefs.

Female and male young leaders, equipped with detailed local-level analysis of key dynamics as well as necessary skills and networks, will then be provided with technical and financial support to take action on CBDR in their own communities. Cordaid and YPPD will invite pre-screened local youth-led CSOs and CBOs to participate in a co-creation workshop supporting them to develop innovative, context-specific actions that demand more inclusivity (especially accessibility and accountability to

youth), gender-sensitivity, and conflict-sensitivity from CBDR providers. Small grants of \$5000-\$15 000 will be provided to 9 youth-led advocacy initiatives across 3 sites, including: conducting policy-relevant research; boosting youth knowledge of statutory and customary laws and dispute resolution procedures; monitoring CBDR providers; or engaging CBDR providers through advice, dialogue, and trust-building activities similar and complementary to those described below. In conjunction with these youth-led CSOs and CBOs, and CBDR providers, the project will also develop a community-based verification system for young people, especially young women, to monitor change in CBDR activities and outcomes. These Responsiveness and Accountability Plans (RAPs), detailed frameworks for cooperation between youth and CBDR providers that include community-devised performance pledges, codes of conduct, and grievance mechanisms, will link reporting to national oversight mechanisms like the Human Rights Commission of Sierra Leone (HRCSL).

Cordaid and YPPD will complement the work of youth-led CSOs and CBOs through direct engagement with the most important providers of CBDR in rural and peri-urban Sierra Leone, specifically: customary authorities, LPPBs, and DISECs. This engagement will take two main forms: a minimum of 30 *youth palavers*, facilitated dialogues between youth and CBDR providers, will enable youth and external experts to engage change-minded CBDR providers around basic rights norms and standards, procedural safeguards, coordination, and inclusion of young women and men, and foster progress toward specific performance pledges by CBDRs that initiate development of RAPs, or take the form of dialogues on specific instances of injustice in the informal sector; and *technical advice and training* to support 240 CBDR providers (min. 60 female) to establish codes of conduct, standard operating procedures, and protocols that entrench basic rights norms and standards, respect for jurisdictional boundaries and coordination, conflict-sensitivity, procedural safeguards, restorative justice principles (including non-financial reparation), effective record-keeping.

Finally, young women and men that have been involved in community-based research or engagement with CBDR providers at local level will be supported to advocate for application of their insights and perspectives in national-level conflict prevention policy, and build trust with key conflict prevention institutions. Advocacy and dialogue actions will build on established links with national conflict prevention stakeholders, especially NCPC, ONS, and SLP, ensuring lessons learned in rural and peri-urban areas are translated into Sierra Leone-wide policies and plans, such as ONS and SLP conflict early warning mechanisms (including those set-up to prevent electoral violence). This component of the programme will also include 2 national knowledge-sharing activities: the *youth conflict prevention summit* (in month 12) ensuring that youth-led CSOs and CBOs involved in the project link-up with the broader Sierra Leonean youth movement (as well as the National Youth Commission and All Political Parties Youth and Women Associations); and the *national youth palaver* (toward project conclusion) nurturing dialogue around CBDR and conflict prevention with key institutional stakeholders (ONS, SLP, NCPC and LAB, plus relevant ministries, MPs, independent oversight institutions such as HRCSL, electoral institutions like the National Electoral Commission and Political Parties Registration Commission, and others).

Based on a joint lobbying strategy developed by youth-led CSOs and CBOs, youth from rural and peri-urban areas will travel to Freetown to interact with key domestic and duty-bearers and power-holders relevant to conflict prevention in min. 30 discrete advocacy and dialogue actions. The knowledge-sharing events and advocacy actions will be supported by strategic engagement with the Sierra Leonean media (including TV, radio, and social media), spotlighting the stories of young women and men working on conflict prevention in their communities. In this way, existing conflict prevention mechanisms at national level will be informed by, and grow more responsive and accountable to, Sierra Leone's youth.

In line with UNSCR 1325 and the standards set out in Cordaid's *Handbook on Gender, Peacebuilding and Statebuilding*, the project will incorporate a gendered perspective in context, conflict and needs analysis. Project implementation will utilize gender- (as well as age) disaggregated indicators, contribute directly to addressing harmful gender norms throughout the project cycle (for instance, by stressing the role of young men as allies in combating SGBV during training activities, and ensuring that space is made for young women to be heard on security policy), and advocating for policy changes that have a direct effect on gender-related injustices.

b) Provide a **project-level 'theory of change'**

It is expected that project interventions will lead to changes in the conflict factors identified in the conflict analysis on the basis of the following Theory of Change (TOC):

If young women and men are organized through youth-led CSOs and CBOs that provide them with a platform for collective action (assumption 1), and

If young women and men are aware of their rights and able to generate locally-grounded insights on conflict, insecurity and injustice (assumption 2), and

And if knowledge and insights are used constructively by advocacy-capable youth-led CSOs and CBOs, working in solidarity with older women and men, to influence the behaviour of CBDR providers at local level (assumption 3),

Then more inclusive, gender-sensitive and conflict-sensitive CBDR practices will become the norm in rural and peri-urban Sierra Leone (assumption 4),

And if this progress is linked to national advocacy, influencing national policymakers to adopt and scale-up the practices of more responsive and accountable local-level CBDR mechanisms, thereby ensuring that these become a sound basis for national conflict prevention policies (assumption 5),

Then young women and men, working intergenerationally, will be able to collectively shape an environment for conflict prevention at all levels that is more conducive to their participation and responsive to their needs (assumption 6),

Because change in the behaviour of duty-bearers and power-holders at both local and national levels results from the combination of public demand (advocacy) informed by the presentation of evidence, and public accountability (monitoring)

Core assumptions underpinning this TOC are further unpacked below:

- *Assumption 1:* Young women and men do not possess the *sababu* to effectively influence conflict prevention at local and national levels; collective action through representative CSOs and CBOs is essential for young people to make change on a macro-level
- *Assumption 2:* Young women and men lack knowledge of their rights under the law, and even in those instances where they possess sufficient knowledge, their ability to claim those rights is constrained by an inadequate evidence base that renders advocacy demands unpersuasive
- *Assumption 3:* Youth-led CSOs and CBOs are often oriented toward service provision rather than toward advocacy, and lack financing and networks for collaboration both amongst themselves and with older activists that would serve as force-multipliers for advocacy
- *Assumption 4:* The main driver of change in the behaviour of CBDR providers is likely to be well-articulated demands from the young majority, linked to accountability measures (such as the RAPs described in the previous section), rather than technical assistance
- *Assumption 5:* Effectiveness of action at local level exerts a demonstration effect that can persuade duty-bearers and power-holders to shift public policy at national level
- *Assumption 6:* Irrespective of the scope of changes in the behaviour of CBDR providers at local level, those changes are not sustainable in the long-term or broadly replicable unless supported by an enabling environment political and policy environment, which requires durable changes at the national level

c) **Provide a narrative description of key project components** (outcomes and outputs)

Outcome 1: Young women and men, working intergenerationally, are equipped and mobilized to identify and take action on key drivers of conflict, insecurity and injustice in their communities (\$393.194 / \$248.199,50 (GWE: 65%))

Output 1.1 Policy-relevant research on key drivers of conflict conducted by young women and men

Output 1.2 Strengthened youth leadership capacities consistent with principles of active citizenship

Outcome 2: CBDR mechanisms adopt more inclusive, gender-sensitive, and conflict-sensitive practices, with specific focus on addressing needs of young women (\$351.935/ \$222.618,70 (GWE: 63,3%))

Output 2.1 Youth-led advocacy actions demand and advise on improved CBDR inclusivity, gender-sensitivity, conflict-sensitivity, and accountability, based on local contexts

Output 2.2 CBDR providers trained, advised on adoption of inclusive, gender-sensitive, conflict-sensitive practices

Outcome 3: Young women and men, working intergenerationally, take a leading role in advocating for evidence-based conflict prevention policy and practice, and build trust with key conflict prevention stakeholders \$260.461 / \$156.276,60 (GEWE: 60%)

Output 3.1: Youth-led groups supported to network and share knowledge on conflict prevention at national level

Output 3.2: Evidence on local-level CBDR actions used to inform national-level advocacy on conflict prevention

d) **Project targeting** – provide a justification for geographic zones, criteria for beneficiary selection, expected number and type of stakeholders/beneficiaries

The project will be implemented at 3 sites: 2 in rural “upcountry” areas and 1 in a peri-urban area. Sites in rural Sierra Leone will be located in two of the poorest districts in Sierra Leone, according to the Sierra Leone Multidimensional Poverty Index 2019: Pujehun and Tonkolili. In recent years, both districts have been roiled by local conflict over large-scale land acquisitions and extractive investments; the machinations of agro-industrial and mining concerns have exacerbated existing social tensions amongst a multitude of local actors, including SLP and other security forces, political parties, secret societies, land owners and users, and CSOs. The peri-urban site will be in Western Area Rural district, in or around Waterloo; in peri-urban Sierra Leone, some of the sharpest inequalities and resulting social frictions are present, and public anxiety about youth gangs (“cliques”) has given rise to punitive securitized responses. Further site specification will be based on identification of relevant youth-led CSOs and CBOs active in the identified districts.

Main direct beneficiaries of the project will be:

- 360 young women and men (min. 180 female, 120 people at each site), members of youth-led CSOs, CBOs and networks. They will be selected on the basis of their knowledge, skills and existing circles of influence by youth-led CSOs and CBOs pre-screened by Cordaid and YPPD. and empowered through leadership training.
- 9 youth-led CSOs, CBOs or networks (min. 1 at each site) will be sub-granted to support research and advocacy activities. They will be selected on the basis of representativeness and local legitimacy with young people in the communities they serve; project implementation track records; and integrity.
- 240 members of CBDR providers (min. 60 female), including paramount chiefs, sub-chiefs, chieftom speakers, local court chairpersons and record-keepers, Customary Law Officers and

Local Court Supervisors (lawyers supervising the operations of local courts at provincial and district levels) and District Appeal Courts (to which local court appeals are directed); LPPB members and SLP CROs; DISEC members; LAB personnel; and, in Pujehun, personnel associated with the WFP-led land conflict dialogue mechanisms. Other CBDR providers, such as SDOs, VDC and WDC members, local mammy queens, and CAB personnel, may be invited to participate based on the input of youth-led CSOs and CBOs). CBDR providers will benefit from dialogue, RAPs, and improved public perception and legitimacy.

Indirect beneficiaries will include:

- National policymakers, including personnel from the ONS, SLP, NCPC, and LAB, as well as the Office of the President and Chief Minister, relevant line ministries (MLGRD and MoGCA, internal affairs, justice), relevant parliamentary committees, independent oversight institutions such as HRCSL, electoral institutions, National Youth Commission, and political party representatives. These policymakers will benefit from practical recommendations and increased informed state-citizen dialogue with young women and men, contributing to enhanced state legitimacy and policy outcomes better-aligned with public preferences.
- International policymakers, such as the UN Country Team (especially UN Development Programme, UN Women) and key diplomatic missions (esp. major donor partners), who will benefit from youth-informed advice for improved conflict prevention policy and practice
- approximately 150 000 young women and men at 3 sites will benefit from CBDR practices more inclusive of young people and women
- broader youth population in Sierra Leone will benefit from national conflict prevention policy and practice more inclusive of young people and their aspirations

III. Project management and coordination (4 pages max)

- a) **Recipient organizations and implementing partners** – list all direct recipient organizations and their implementing partners (international and local)

Stichting Cordaid (convening organization) will coordinate implementation of the project, lead monitoring and evaluation, and fulfil administrative responsibilities toward UN PBF. Cordaid will also lead youth profiling and story collection, conclude sub-grant agreements with CSOs for youth-led advocacy initiatives, provide technical support to CBDR providers and related stakeholders, and reinforce local partner capacities and understanding of the subject matter to ensure compliance and effective project delivery. Cordaid is an international NGO with more than a century of experience in humanitarian assistance and development cooperation in conflict-affected and fragile states. Cordaid is supported by 320 000 members of the Dutch public and by international donors. Cordaid has successfully co-created and co-implemented projects in Sierra Leone and elsewhere in concert with local CSOs, including the Context Matters project, which works to ensure the voices of the most excluded constituencies like women and youth are heard in determination of security and justice priorities, and has worked with LPPBs and DISECs; an ongoing project supporting Sierra Leone's government on prevention of SGBV and teenaged pregnancies; and UK- and Germany-funded projects on health care provision. Note that no part of a potential PBF grant will be channeled through the for-profit entities owned or controlled by Stichting Cordaid.

YPPD (partner organization) will lead the youth leadership development dimension of the programme, support development of RAPs, facilitate palavers connecting youth and CBDR providers, and coordinate networking and lobbying actions. YPPD will also have specific responsibility for ensuring all aspects of the project are gender-sensitive and foreground the needs of young women. YPPD is a youth empowerment think tank with over 15 years' experience in

enhancing the capacity of young people, their communities and institutions to promote peace and create open societies that promote human rights and sustainable development. Since its establishment, YPPD has been able to increase young people’s understanding of practical approaches to building functioning societies that promote peace and mutual coexistence while strengthening voices and actions which demand equity and accountability. It maintains the view that young people can be agents of positive change and works for ways to enable them to step forward for positive social transformation. It is a platform for diverse kinds of actions committed to engaging key stakeholders at different levels of development across the country.

Cordaid and YPPD have been closely linked through the global Civil Society Platform for Peacebuilding and Statebuilding. Cordaid sought to collaborate with YPPD in response to the UNPBF GYPI 2020 call due to YPPD’s extensive network of activist young women and men, with members spread across Sierra Leone; and its established capabilities and credibility as a peacebuilding advocacy NGO, including contacts with elected officials and civil servants in Freetown. Cordaid and YPPD will conclude a specific partnership agreement for the purpose of implementing the project.

Agency	Total budget in previous calendar year	Key sources of budget (which donors etc.)	Location of in-country offices	No. of existing staff, of which in project zones	Highlight any existing expert staff of relevance to project
Convening Organization: Stichting Cordaid	\$161.4m	NL, World Bank, EU, Global Fund	Freetown (main office), Kambia, Pujehun	48 (Freetown, Kailahun, Kambia, Pujehun)	Staff expertise in project design, gender mainstreaming, advocacy
Implementing partners:					
Recipient Organization: YPPD	\$285 000	UN-Habitat, UNDP/GEF, Save the Children UK, IOM/UNDEF	Freetown (main office), Bo	12 (Freetown, Bo)	Staff expertise in project design, conflict prevention, peacebuilding, WPS and YPS agendas
Implementing partners:					

b) Project management and coordination – Indicate the project implementation team

Cordaid and YPPD will implement the project as co-equal partners, establishing a management board to provide strategic direction to the project implementation team, exercise oversight, and ensure accountability to beneficiaries and the donor. The management board will consist of one representative of each of the partner organizations, with one partner serving as chair on a rotational basis; two youth representatives, drawn from amongst beneficiaries; two representatives of the Government of Sierra Leone, nominated by MoGCA and ONS, respectively; additional representatives of LAB, MLGRD or SLP, based on the interest of those stakeholders; and the UN PBF Focal Point in Sierra Leone, as feasible.

Operating under the authority of the management board, an integrated project implementation team will ensure delivery of project outputs on-time and on-budget. The project implementation team will include: *Project Coordinator*, Cordaid-based, 100% project-funded, with overall responsibility for project implementation at strategic level (including collaboration between Cordaid and YPPD), and

promoting effective collaboration between the partner organizations; *Project Manager*, YPPD-based, 100% project-funded, delivering an advocacy and communications plan that amplifies youth voices, promotes dissemination of results, and maximizes visibility for partners and PBF; *CBDR Expert*, Cordaid-based, 100% project-funded, providing technical support both to youth-led groups and CBDR providers to promote inclusive, gender-sensitive and conflict-sensitive practices; *Learning and Development Advisor*, YPPD-based, 100% project-funded, providing support to youth training, networking and lobbying activities; *Gender Advisor*, YPPD-based, 100% project-funded, providing technical and training support to integration of gender-sensitivity across the project; *M&E Officers* (2), based at each of the partner organizations, each 50% project-funded, monitoring daily progress of project activities; and *Financial and Administrative Officers* (2), based at each of the partner organizations, 100% project-funded, ensuring efficiency and compliance of financial processes. Cordaid’s Country Director (5%) will provide oversight and backstop the Project Coordinator.

c) **Risk management** – Identify project-specific risks and how they will be managed

Project specific risk	Risk level (low, medium, high)	Mitigation strategy (including Do No Harm considerations)
<i>Risk 1: Diverging ways of working between partners prevents effective implementation of a joint agenda</i>	Medium	Facilitate sensitization of partner organizations to each other’s ways of working, expectations; generate a joint agenda to aid implementation
<i>Risk 2: Conservative and masculinized cultural norms and practices generate opposition to participation of women in project activities</i>	Medium	Direct engagement with local authorities, power-holders to build support incrementally; inclusive, locally-owned intervention strategy; local context analysis and risk assessments updated regularly, to ensure project participants, staff and partners are not put at serious risk (Do No Harm)
<i>Risk 3: Ongoing disruption resulting from the COVID-19 pandemic</i>	Medium	Compliance with WHO, national public health prevention guidelines; plan for remote monitoring utilize alternative models for training, mobile-based communication whenever mobility is restricted
<i>Risk 4: Lack of civic space and / or intra-communal pressure inhibits project participants and partners, with adverse impacts on project implementation; adverse political interference</i>	High	Brief and lobby national officials and local power-holders to build trust; demonstrate flexibility to partners, enabling them to adjust activities in case of insecurity; tap UN RC, PDA for political facilitation; where feasible, mobilize local partners to reach out to local government representatives and power-holders who can

		provide protection or mediation
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- d) **Monitoring and evaluation** – Describe the M&E approach for the project, including M&E expertise in the project team and main means and timing of collecting data

Cordaid has institutional capabilities and experience enabling it to monitor, evaluate, and assess the impact of projects in line with the quality standards of major bilateral and multilateral donors, and to support the capacity of partners to do the same. The M&E plan is outlined in brief below:

- *Baseline assessment* (at project launch) will survey the relevant knowledge, attitudes and skills of youth selected to participate in capacity development, generate in-person focus group data from communities where project interventions will be implemented, and furnish a snapshot of the inclusiveness of relevant policy processes, enabling project partners and stakeholders to co-determine project targets and monitoring system.
- *Joint kick-off workshop* (at month 3) with partners, stakeholders and community representatives will include introduction to and validation of the project and the TOC, and explanation of outcomes, outputs, activities, assumptions and indicators.
- *Monthly narrative and financial reporting* of the project implementation team to the management board.
- *Mid-point outcome harvesting workshop* (at project mid-point) will enable project staff and key stakeholders to engage with diverse data sources (including the online self-assessment tool established for youth leaders, monthly narrative and financial reports, and open-source documentation) to harvest and reflect on project progress.
- *Final evaluation* (at project conclusion) will measure progress of young leader knowledge, attitudes, and skills trained and mobilized by the project; assess the development of youth organizations associated with the project in relation to activities; and review feedback from communities where project interventions were implemented; and analyze institutional and policy change effected through project activities.
- *Project financial audit* (at project conclusion) will ensure transparency, accountability and value-for-money.

Cordaid has developed global expertise in ensuring that all data collection is sex-disaggregated, to better understand and adapt to the distinctive needs of women and men. Moreover, M&E tools will be participatory and youth-friendly; and balance quantitative and qualitative measures, mixing methods such as quantitative baseline assessments and participant self-assessments with evidence from focus group discussions, key informant interviews, and media monitoring.

The project budget allocates 5,14% of total expenditure to M&E, excluding: provision for M&E Officers which is allocated to staff costs (\$25.430), but including the joint kick off workshop, project baseline, ongoing monitoring activities including regular meetings amongst partners, a mid-point outcome harvesting workshop (\$20.000) and an independent final evaluation (\$25.347). The project financial audit (\$20.000) is separately budgeted. Needs assessments in preparation of program activities and capacity building on monitoring, evaluation and learning of CBDR mechanism for youth leaders is part of the budget foreseen under the project outcomes.

- e) **Project exit strategy/ sustainability** – Briefly explain the project’s exit strategy to ensure that the project can be wrapped up at the end of the project duration, either through sustainability measures, agreements with other donors for follow-up funding or end of activities which do not need further support. If support from other donors is expected, explain

what the project will do concretely and pro-actively to try to ensure this support from the start. Consider possible partnerships with other donors or IFIs.

The project's engagement with existing youth-led CSOs and CBOs, and its advocacy focus, underpin the exit strategy. Emerging young leaders based in established CSOs and CBOs will share the insights and lessons learned produced through project activities at community level with relevant local, national and international policymakers, and advocate for changes that open-up conflict prevention mechanisms at local and national levels to young people. By working to strengthen the leadership and advocacy capabilities of young women and men already active in civil society structures, and supporting their efforts to generate policy shifts aligned with project aims, Cordaid and YPPD will ensure that change processes set in motion by project interventions will continue after both organizations withdraw.

Sustainability is enhanced by the focus of Cordaid and YPPD on ensuring that young leaders, with their collective large scope of interests and capacities, drive the project. Actions implemented throughout the project will contribute globally not only to developing and reinforcing the capacities and competencies of these young leaders, but also embedding them in institutional frameworks that channel and sustain their activities in a strategic manner, and ensure the strongest possible coordination with communities and local authorities. A focus on public communication skills will increase the probability of young leaders not only mobilizing a broader cross-section of community members, including young women and men, but also exerting a demonstration effect in their communities, whereby others are inspired to adopt new attitudes and behaviours aligned with project aims.

Moreover, the project's rootedness in existing CBDR mechanisms at local level, and conflict prevention policy and practice at national level, will sustain project effect's in the long-term. The project relies on changes occurring within deeply-embedded institutions in Sierra Leonean life, as opposed to ad hoc donor-driven initiatives. Rather than create new mechanisms for youth participation in conflict prevention, the project engages with existing, locally-legitimate CBDR providers in ways that will improve their responsiveness to youth and women, and their conflict-sensitivity. Scaling-up successful practices at local level through advocacy at national level will seek to persuade duty-bearers and power-holders to adopt more youth-inclusive, gender-sensitive behaviours and entrench those in policy.

IV. Project budget

Provide brief additional information on projects costs, highlighting any specific choices that have underpinned the budget preparation, especially for personnel, travel or other indirect project support, to demonstrate value for money for the project. Proposed budget for all projects must include sufficient funds for an independent evaluation. Proposed budget for projects involving non-UN direct recipients must include funds for independent audit. Fill out **Annex A.2** on project value for money.

Please note that in nearly all cases, the Peacebuilding Fund transfers project funds in a series of performance-based tranches. PBF's standard approach is to transfer project funds in two tranches for UN recipients and three tranches for non-UN recipients, releasing second and third tranches upon demonstration that performance benchmarks have been met. All projects include the following two standard performance benchmarks: 1) at least 75% of funds from the first tranche have been committed, and 2) all project reporting obligations have been met. In addition to these standard benchmarks and depending on the risk rating or other context-specific factors, additional benchmarks may be indicated for the release of second and third tranches.

Please specify below any context-specific factors that may be relevant for the release of second and third tranches. These may include the successful conduct of elections, passage of key legislation, the standing up of key counterpart units or offices, or other performance indicators that are necessary before project implementation may advance. Within your response, please reflect how performance-based tranches affect project sequencing considerations.

Fill out two tables in the Excel budget **Annex D**.

In the first Excel budget table in Annex D, please include the percentage towards Gender Equality and Women's Empowerment (GEWE) for every activity. Also provide a clear justification for every GEWE allocation (e.g. training will have a session on gender equality, specific efforts will be made to ensure equal representation of women etc.).

The attached project budget outlines an expenditure planning framework that can be justified as follows:

- Personnel complement (4-member team from Cordaid, and 5-member team from YPPD, with in-kind advisory support from Cordaid Global Office) is sufficient to ensure necessary management, technical and monitoring capacity is available for project implementation, distributed across the implementing partners. A small portion of staff budget (less than 1%) is reserved for support of international experts in country to provide expertise on CBDR mechanism, data collection, training curriculum and to strengthen the development of the international lobby and advocacy strategy. Other support from international experts of the Cordaid GO is via in-kind contribution.
- The national staff is based in Freetown, provision for regular travel to the project sites is foreseen in the budget.
- For all the relevant program staff of Cordaid and YPPD strong track record in working with youth is part of the qualifications and ensuring that gender equality and a gender-transformative approach is centred in all aspects of project youth leadership development activities is part of the responsibilities.
- Cordaid regularly trains all her staff and partners as part of our integrity management and policies and code of conduct. Cordaid follows the Above all, Do No Harm principle and exercises Due Diligence. This means that misconduct cannot be seen as 'collateral damage' of otherwise good work, but that the dignity and well-being of people and the integrity of resources are core elements of quality programming
- Allocation of more than 47% of the program budget to YPPD and other Sierra Leonean CSOs promotes meaningful local ownership and burden-sharing across the consortium. This includes 98.635 USD for grants to youth-led advocacy initiatives across 3 sites. In addition 2% of indirect support costs is allocated to YPPD.
- Significant resources (5,14% of total budget) have been allocated to monitoring, evaluation and impact assessment activities, in order to ensure project implementation (including course corrections throughout the project cycle) is based on sound analysis of the context and end results can be measured against a detailed baseline.

No parts of the PBF grant will be channeled through the for-profit entities owned or controlled by Stichting Cordaid.

Annex A.1: Checklist of project implementation readiness

Question	Yes	No	Comment
Planning			
1. Have all implementing partners been identified? If not, what steps remain and proposed timeline		X	Youth-led groups will base project concepts on outcome of research activities (i.e. narrative inquiry), and will be supported through a project development workshop, after which 9 sub-grantees will be selected
2. Have TORs for key project staff been finalized and ready to advertise? Please attach to the submission	X		ToRs attached to the document
3. Have project sites been identified? If not, what will be the process and timeline	X		Pujehun, Tonkolili and Western Area Rural districts have been identified; further site specification will be based on assessment of presence of local youth-led groups
4. Have local communities and government offices been consulted/ sensitized on the existence of the project? Please state when this was done or when it will be done.	X		MoGCA, Ministry of Youth and National Youth Council consulted prior to concept note submission; LAB, MLGRD, ONS and SLP during development of full proposal
5. Has any preliminary analysis/ identification of lessons learned/ existing activities been done? If not, what analysis remains to be done to enable implementation and proposed timeline?		X	Baseline research (via gender-sensitive youth profiling and youth-led narrative inquiry) will be conducted in the first months of the project
6. Have beneficiary criteria been identified? If not, what will be the process and timeline.	X		
7. Have any agreements been made with the relevant Government counterparts relating to project implementation sites, approaches, Government contribution?	X		LAB, MLGRD, ONS and SLP will be key stakeholders during implementation; ONS will sit on project management board
8. Have clear arrangements been made on project implementing approach between project recipient organizations?	X		

9. What other preparatory activities need to be undertaken before actual project implementation can begin and how long will this take?	N/A	
Gender		
10. Did UN gender expertise inform the design of the project (e.g. has a gender adviser/expert/focal point or UN Women colleague provided input)?		X Cordaid has strong internal gender expertise that was applied in project development
11. Did consultations with women and/or youth organizations inform the design of the project?	X	Main project partner is a youth organization whose members were consulted; National Youth Council also consulted
12. Are the indicators and targets in the results framework disaggregated by sex and age?	X	
13. Does the budget annex include allocations towards GEWE for all activities and clear justifications for GEWE allocations?	X	

Annex A.2: Checklist for project value for money

Question	Yes	No	Project Comment
1. Does the project have a budget narrative justification, which provides additional project specific information on any major budget choices or higher than usual staffing, operational or travel costs, so as to explain how the project ensures value for money?	X		There is a budget justification provided but there are no budget choices relating to higher than usual staffing, operational or travel costs.
2. Are unit costs (e.g. for travel, consultancies, procurement of materials etc.) comparable with those used in similar interventions (either in similar country contexts, within regions, or in past interventions in the same country context)? If not, this needs to be explained in the budget narrative section.	X		Yes, we have kept the unit costs of travel mode including expenses for rental of vehicles for travel to the sites and fuel comparable and included modest reimbursement for staff.
3. Is the proposed budget proportionate to the expected project outcomes and to the scope of the project (e.g. number, size and remoteness of geographic zones and number of proposed direct and indirect beneficiaries)? Provide any comments.	X		Yes, the program does an in-depth investment in a youth led national NGO YPPD, 360 youth leaders (F/M) and youth CBOs from 3 different geographical sites, 240 CBDR providers to structurally improve CBDR mechanism in addressing the needs of young people specifically young women.
4. Is the percentage of staffing and operational costs by the Receiving UN Agency and by any implementing partners clearly visible and reasonable for the context (i.e. no more than 20% for staffing, reasonable operational costs, including travel and direct operational costs) unless well justified in narrative section?	X		Yes, the total budget for staff that is assigned from the recipient organization is approximately 12% of the total budget. Travel budget (9,5%) includes travel of beneficiaries and staff for training, networking, lobby and advocacy purposes. Less than 5% for general operating and other costs.
5. Are staff costs proportionate to the amount of work required for the activity? And is the project using local rather than international staff/expertise wherever possible? What is the justification for use of international staff, if applicable?	X		The project uses local staff leading the program. The percentage is 12% of which a modest percentage, less than 1% is reserved for support of international experts in country to provide support on CBDR mechanism and development of training curriculum, data collection, facilitate international lobby & advocacy. Other support from international experts of the GO is via in-kind contribution.

6. Does the project propose purchase of materials, equipment and infrastructure for more than 15% of the budget? If yes, please state what measures are being taken to ensure value for money in the procurement process and their maintenance/ sustainable use for peacebuilding after the project end.		X	No the percentage dedicated is only 1%.
7. Does the project propose purchase of a vehicle(s) for the project? If yes, please provide justification as to why existing vehicles/ hire vehicles cannot be used.		X	No, in order to keep the budget available for program costs as much as possible no vehicles are foreseen. Rental of vehicle is foreseen.
8. Do the implementing agencies or the UN Mission bring any additional non-PBF source of funding/ in-kind support to the project? Please explain what is provided. And if not, why not.		X	Expertise from the Global Office Cordaid is provided in-kind (Security & Justice expert with expertise on informal justice mechanism and Gender and & Youth Adviser). UNPBF Country Team offers in-kind support on curriculum development / training for the youth on conflict analysis and mitigation.

Annex B.1: Project Administrative arrangements for UN Recipient Organizations

(This section uses standard wording – please do not remove)

The UNDP MPTF Office serves as the Administrative Agent (AA) of the PBF and is responsible for the receipt of donor contributions, the transfer of funds to Recipient UN Organizations, the consolidation of narrative and financial reports and the submission of these to the PBSO and the PBF donors. As the Administrative Agent of the PBF, MPTF Office transfers funds to RUNOS on the basis of the signed Memorandum of Understanding between each RUNO and the MPTF Office.

AA Functions

On behalf of the Recipient Organizations, and in accordance with the UNDG-approved “Protocol on the Administrative Agent for Multi Donor Trust Funds and Joint Programmes, and One UN funds” (2008), the MPTF Office as the AA of the PBF will:

- Disburse funds to each of the RUNO in accordance with instructions from the PBSO. The AA will normally make each disbursement within three (3) to five (5) business days after having received instructions from the PBSO along with the relevant Submission form and Project document signed by all participants concerned;
- Consolidate the financial statements (Annual and Final), based on submissions provided to the AA by RUNOS and provide the PBF annual consolidated progress reports to the donors and the PBSO;
- Proceed with the operational and financial closure of the project in the MPTF Office system once the completion is completed by the RUNO. A project will be considered as operationally closed upon submission of a joint final narrative report. In order for the MPTF Office to financially closed a project, each RUNO must refund unspent balance of over 250 USD, indirect cost (GMS) should not exceed 7% and submission of a certified final financial statement by the recipient organizations’ headquarters);
- Disburse funds to any RUNO for any cost extension that the PBSO may decide in accordance with the PBF rules & regulations.

Accountability, transparency and reporting of the Recipient United Nations Organizations

Recipient United Nations Organizations will assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. Such funds will be administered by each RUNO in accordance with its own regulations, rules, directives and procedures.

Each RUNO shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent from the PBF account. This separate ledger account shall be administered by each RUNO in accordance with its own regulations, rules, directives and procedures, including those relating to interest. The separate ledger account shall be subject exclusively to the internal and external auditing procedures laid down in the financial regulations, rules, directives and procedures applicable to the RUNO.

Each RUNO will provide the Administrative Agent and the PBSO (for narrative reports only) with:

Type of report	Due when	Submitted by
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Semi-annual project progress report	15 June	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual project progress report	15 November	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
End of project report covering entire project duration	Within three months from the operational project closure (it can be submitted instead of an annual report if timing coincides)	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual strategic peacebuilding and PBF progress report (for PRF allocations only), which may contain a request for additional PBF allocation if the context requires it	1 December	PBF Secretariat on behalf of the PBF Steering Committee, where it exists or Head of UN Country Team where it does not.

Financial reporting and timeline

Timeline	Event
30 April	Annual reporting – Report Q4 expenses (Jan. to Dec. of previous year)
<i>Certified final financial report to be provided by 30 June of the calendar year after project closure</i>	

UNEX also opens for voluntary financial reporting for UN recipient organizations the following dates

31 July	Voluntary Q2 expenses (January to June)
31 October	Voluntary Q3 expenses (January to September)

Unspent Balance exceeding USD 250, at the closure of the project would have to be refunded and a notification sent to the MPTF Office, no later than six months (30 June) of the year following the completion of the activities.

Ownership of Equipment, Supplies and Other Property

Ownership of equipment, supplies and other property financed from the PBF shall vest in the RUNO undertaking the activities. Matters relating to the transfer of ownership by the RUNO shall be determined in accordance with its own applicable policies and procedures.

Public Disclosure

The PBSO and Administrative Agent will ensure that operations of the PBF are publicly disclosed on the PBF website (www.un.org/peacebuilding/fund) and the Administrative Agent’s website (www.mptf.undp.org).

Annex B.2: Project Administrative arrangements for Non-UN Recipient Organizations

(This section uses standard wording – please do not remove)

Accountability, transparency and reporting of the Recipient Non-United Nations Organization:

The Recipient Non-United Nations Organization will assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. Such funds will be administered by each recipient in accordance with its own regulations, rules, directives and procedures.

The Recipient Non-United Nations Organization will have full responsibility for ensuring that the Activity is implemented in accordance with the signed Project Document;

In the event of a financial review, audit or evaluation recommended by PBSO, the cost of such activity should be included in the project budget;

Ensure professional management of the Activity, including performance monitoring and reporting activities in accordance with PBSO guidelines.

Ensure compliance with the Financing Agreement and relevant applicable clauses in the Fund MOU.

Reporting:

Each Receipt will provide the Administrative Agent and the PBSO (for narrative reports only) with:

Type of report	Due when	Submitted by
Bi-annual project progress report	15 June	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual project progress report	15 November	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
End of project report covering entire project duration	Within three months from the operational project closure (it can be submitted instead of an annual report if timing coincides)	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual strategic peacebuilding and PBF	1 December	PBF Secretariat on behalf of the PBF Steering Committee, where it exists or

progress report (for PRF allocations only), which may contain a request for additional PBF allocation if the context requires it		Head of UN Country Team where it does not.
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Financial reports and timeline

Timeline	Event
28 February	Annual reporting – Report Q4 expenses (Jan. to Dec. of previous year)
30 April	Report Q1 expenses (January to March)
31 July	Report Q2 expenses (January to June)
31 October	Report Q3 expenses (January to September)
<i>Certified final financial report to be provided at the quarter following the project financial closure</i>	

Unspent Balance exceeding USD 250 at the closure of the project would have to be refunded and a notification sent to the Administrative Agent, no later than three months (31 March) of the year following the completion of the activities.

Ownership of Equipment, Supplies and Other Property

Matters relating to the transfer of ownership by the Recipient Non-UN Recipient Organization will be determined in accordance with applicable policies and procedures defined by the PBSO.

Public Disclosure

The PBSO and Administrative Agent will ensure that operations of the PBF are publicly disclosed on the PBF website (www.un.org/peacebuilding/fund) and the Administrative Agent website (www.mptf.undp.org).

Final Project Audit for non-UN recipient organization projects

An independent project audit will be requested by the end of the project. The audit report needs to be attached to the final narrative project report. The cost of such activity must be included in the project budget.

Special Provisions regarding Financing of Terrorism

Consistent with UN Security Council Resolutions relating to terrorism, including UN Security Council Resolution 1373 (2001) and 1267 (1999) and related resolutions, the Participants are firmly committed to the international fight against terrorism, and in particular, against the financing of terrorism. Similarly, all Recipient Organizations recognize their obligation to comply with any applicable sanctions imposed by the UN Security Council. Each of the Recipient Organizations will use all reasonable efforts to ensure that the funds transferred to it in accordance with this agreement are not used to provide support or assistance to individuals or entities associated with terrorism as designated by any UN Security Council sanctions regime. If, during the term of this agreement, a Recipient Organization determines that there are credible allegations that funds transferred to it in accordance with this agreement have been used to provide support or assistance to individuals or

entities associated with terrorism as designated by any UN Security Council sanctions regime it will as soon as it becomes aware of it inform the head of PBSO, the Administrative Agent and the donor(s) and, in consultation with the donors as appropriate, determine an appropriate response.

Non-UN recipient organization (NUNO) eligibility:

In order to be declared eligible to receive PBF funds directly, NUNOs must be assessed as technically, financially and legally sound by the PBF and its agent, the Multi Partner Trust Fund Office (MPTFO). Prior to submitting a finalized project document, it is the responsibility of each NUNO to liaise with PBSO and MPTFO and provide all the necessary documents (see below) to demonstrate that all the criteria have been fulfilled and to be declared as eligible for direct PBF funds.

The NUNO must provide (in a timely fashion, ensuring PBSO and MPTFO have sufficient time to review the package) the documentation demonstrating that the NUNO:

- Has previously received funding from the UN, the PBF, or any of the contributors to the PBF, in the country of project implementation.
- Has a current valid registration as a non-profit, tax exempt organization with a social based mission in both the country where headquarter is located and in country of project implementation for the duration of the proposed grant. (**NOTE:** If registration is done on an annual basis in the country, the organization must have the current registration and obtain renewals for the duration of the project, in order to receive subsequent funding tranches).
- Produces an annual report that includes the proposed country for the grant.
- Commissions audited financial statements, available for the last two years, including the auditor opinion letter. The financial statements should include the legal organization that will sign the agreement (and oversee the country of implementation, if applicable) as well as the activities of the country of implementation. (**NOTE:** If these are not available for the country of proposed project implementation, the CSO will also need to provide the latest two audit reports for a program or project-based audit in country.) The letter from the auditor should also state whether the auditor firm is part of the nationally qualified audit firms.
- Demonstrates an annual budget in the country of proposed project implementation for the previous two calendar years, which is at least twice the annualized budget sought from PBF for the project.¹⁷
- Demonstrates at least 3 years of experience in the country where grant is sought.
- Provides a clear explanation of the CSO's legal structure, including the specific entity which will enter into the legal agreement with the MPTF-O for the PBF grant.

¹⁷ Annualized PBF project budget is obtained by dividing the PBF project budget by the number of project duration months and multiplying by 12.

Annex C: Project Results Framework (MUST include sex- and age disaggregated targets)

Outcomes	Outputs	Indicators	Means of Verification/ frequency of collection	Indicator milestones
<p>Outcome 1: Young women and men, working intergenerationally, are equipped and mobilized to identify and take action on key drivers of conflict, insecurity and injustice in their communities</p> <p>SDG targets: 5.1, 5.2, 16.1, 16.3, 16.7</p>		<p>Outcome Indicator 1a Improved knowledge, attitudes and skills of young women and men at 3 sites related to personal and organizational leadership, organizing, conflict analysis and mitigation, advocacy, and engaging young men as allies in defending women's rights</p> <p>Baseline: aggregate and gender-disaggregated scores on key knowledge, attitudes and skills Target: 70% of young women and men meet project standard score on key knowledge, attitudes and skills</p>	- Online or app-based assessment tool, data collected pre-training and at 3 milestones over course of project until conclusion	Month 18
		<p>Outcome Indicator 1b Improved perception of young women and men of the space for their engagement and willingness of decision-makers to respond to their demands</p> <p>Baseline: gender-disaggregated perception scores of space for engagement and willingness of decision-makers to respond Target: 50% of young women and men report improved perception scores</p>	- Online or app-based assessment tool, data collected pre-training and at 3 milestones over course of project until conclusion	Month 18
		<p>Outcome Indicator 1c</p> <p>Baseline: Target:</p>		
	<p>Output 1.1 Policy-relevant research on key drivers of conflict conducted by young women and men</p> <p>Indicative activities:</p> <ul style="list-style-type: none"> Design and delivery of gender-sensitive youth profiling (baseline survey) to understand needs, structural barriers at 3 sites 	<p>Output Indicator 1.1.1 Gender-sensitive youth profiling exercises conducted at 3 sites</p> <p>Baseline: no youth profiling available Target: 3 youth profiling exercises available, 50% of respondents female</p>	- Youth profiles	Month 3
		<p>Output Indicator 1.1.2 Data collection strategies implemented, stories documented; joint analysis workshops with community members designed and implemented,</p>	- Documentation of stories collected - Workshop reports - Workshop attendance records	Month 5

	<ul style="list-style-type: none"> Organize training for youth-led CSOs, CBOs to conduct story collection Generate insights through story collection on dynamics of conflict, insecurity and injustice focusing on young people, especially young women, with 3 intra-community assessments to understand local context Validate insights with communities, and document for knowledge-sharing 	<p>Baseline: no community-level data available Target: community-level data available</p>		
		<p>Output indicator 1.2.3 Key issues on conflict, insecurity and injustice focusing on young people, especially young women, identified; analysis and recommendations for youth crafted and validated</p> <p>Baseline: no joint analysis and recommendations Target: joint analysis and recommendations available and disseminated</p>	- Documentation of issues, analysis and recommendations	Month 6
	<p>Output 1.2 Strengthened youth leadership capacities consistent with principles of active citizenship</p> <p>Indicative activities:</p> <ul style="list-style-type: none"> Identify, screen and select 360 young leaders from youth-led CSOs, CBOs, networks Develop young leader training curricula Provide training on leadership, organizing, conflict analysis and mitigation, advocacy, and engaging young men as allies in defending women's rights Facilitate networking of youth-led groups with other relevant civil society actors, including those led by more senior civil society activists, and interface with community leaders 	<p>Output Indicator 1.2.1 Training curricula for young leaders produced by project partners, including modules on leadership, organizing, conflict analysis and mitigation, advocacy, and engaging young men as allies in defending women's rights</p> <p>Baseline: no training curricula Target: training curricula developed</p>	- Training materials - Training development reports	Month 3
		<p>Output Indicator 1.2.2 No. youth leaders identified, screened and selected</p> <p>Baseline: no youth leaders selected Target: 360 youth leaders (min. 180 female) selected</p>	- Candidate applications and screens - Letters of approval to candidates	Month 3
		<p>Output Indicator 1.2.3 Training curricula implemented</p> <p>Baseline: no implementation of training curricula Target: training curricula implemented</p>	- Curricula modules available - Workshop attendance records - Workshop evaluation forms	Month 8
<p>Outcome 2: CBDR mechanisms adopt more inclusive, gender-sensitive and conflict-sensitive practices, with specific focus on addressing needs of young women</p>		<p>Outcome Indicator 2a Improved youth perception of CBDR provider performance in four areas (inclusiveness, especially accessibility and accountability toward youth; gender-sensitivity; conflict-sensitivity)</p>	- Online- or app-based perception assessment tool, data collected from youth leaders and a control group pre-project and at 3 milestones over course of project until conclusion	Month 18

SDG targets: 5.1, 5.2, 16.1, 16.3, 16.7		Baseline: aggregate and gender-disaggregated perception scores on key aspects of inclusiveness, gender-sensitivity and conflict-sensitivity Target: 70% of CBDR providers improve perception scores, and 50% meet project standard perception scores		
		Outcome Indicator 2b Improved self-assessment of CBDR providers in inclusiveness in three areas (inclusiveness, especially accessibility and accountability toward youth; gender-sensitivity; conflict-sensitivity) Baseline: aggregate and gender-disaggregated scores on key aspects of inclusiveness, gender-sensitivity and conflict-sensitivity Target: 70% of CBDR providers improve self-assessment scores	- Online or app-based self-perception assessment tool, data collected from CBDR providers at time of project contact, and at project conclusion	Month 18
		Outcome Indicator 2c Increased youth satisfaction with responsiveness and accountability of local CBDR providers Baseline: aggregate and gender-disaggregated satisfaction scores from baseline assessment Target: 50% of youth, and 50% of young women, report improved perception	- Baseline assessment research	Month 18
	Output 2.1 Youth-led advocacy actions demand and advise on improved CBDR inclusivity, gender-sensitivity, conflict-sensitivity, and accountability based on local contexts	Output Indicator 2.1.1 Implementation, evaluation of 9 sub-granted projects aimed to improve inclusiveness, gender-sensitivity and conflict-sensitivity of CBDR Baseline: no projects implemented Target: 9 projects implemented	- Financial and narrative reports from grantees - Documented feedback from communities, CBDR providers	Month 18
	Indicative activities: ▪ Support local implementing partners to develop youth-led advocacy initiatives to improve inclusiveness, gender-sensitivity, conflict-sensitivity of CBDR	Output Indicator 2.1.2 Young women and men actively monitor change in CBDR activities and outcomes and provide regular feedback to CBDR providers on inclusivity, gender-sensitivity and conflict-sensitivity Baseline: no community-based verification system	- Financial and narrative reports from grantees - Documented feedback from communities, CBDR providers - Records of meetings related to verification system	Month 18

	<ul style="list-style-type: none"> Provide small grants to 9 youth-led advocacy initiatives across 3 sites, monitor and evaluate results Develop community-based verification system for young people, especially young women, to monitor CBDR providers, provide regular feedback 	<p>Target: active monitoring of CBDR by young people via community-based verification system</p> <p>Output Indicator 2.1.3</p> <p>Baseline: Target:</p>		
	<p>Output 2.2 CBDR providers trained, advised on adoption of inclusive, gender-sensitive conflict-sensitive practices</p> <p>Indicative activities:</p> <ul style="list-style-type: none"> Train, provide technical advice to 240 members (min. 60 female) of LPPBs, DISECs, chiefs, and other CBDR providers Establish standard operating procedures, protocols for CBDR mechanisms to entrench new practices Foster improved dialogue between youth, CBDR providers through min. 30 community dialogues, ensuring rights-based inclusion of marginalized groups 	<p>Output Indicator 2.2.1 Needs of 240 CBDR providers (min. 60 female) assessed and plan for provision of training and technical advice developed</p> <p>Baseline: no assessment of CBDR provider needs or plan for support Target: assessment and planning completed</p>	<ul style="list-style-type: none"> - Needs assessment report - Training and advisory plan 	Month 3
		<p>Output Indicator 2.2.2 SOPs, protocols, and other relevant documents, agreements, commitments etc. adopted and publicly disseminated</p> <p>Baseline: no publicly disseminated SOPs, protocols etc. for CBDR providers Target: 40 relevant SOPs, protocols, etc. publicly disseminated, representing min. 20 different CBDR providers</p>	<ul style="list-style-type: none"> - Publicly available documents - Recordings of public events involving CBDR commitments 	Month 3
		<p>Output Indicator 2.2.3 Implementation of community dialogues between youth and CBDR providers</p> <p>Baseline: no community dialogues between youth and CBDR providers Target: 30 youth palavers implemented, with average minimum 40% female youth participation</p>	<ul style="list-style-type: none"> - Recordings, photos of youth palavers - Participant lists, estimates - Minutes of youth palavers 	Month 8
<p>Outcome 3: Young women and men, working intergenerationally, take a leading role in advocating for evidence-based conflict prevention policy and practice,</p>		<p>Outcome Indicator 3a Increase in perception of participation and influence in conflict prevention policy processes among young leaders engaged in the project</p>	<ul style="list-style-type: none"> - Online assessment tool, data collected at 3 milestones over course of project until conclusion 	Month 18

<p>and build trust with key conflict prevention stakeholders</p> <p>SDG targets: 5.1, 5.2, 16.1, 16.3, 16.7</p>		<p>Baseline: % respondents rating participation in listed processes as "sometimes accessible" or "always accessible," % female young leaders rating; % rating their role as "very influential" or "somewhat influential," % female young leaders rating</p> <p>Target: +25% against baseline</p>		
		<p>Outcome Indicator 3b</p> <p>Inclusiveness of key policy processes (no. % youth, no % female youth engaged; direct engagement of youth-led CSOs and CBOs; outcome doc including youth- and gender-specific measures and targets; advocacy positions of youth-led reflected in outcome docs; advocacy positions based on youth-led research reflected in outcome docs) increased</p> <p>Baseline: determined in baseline assessment</p> <p>Target: +25% against baseline</p>	<ul style="list-style-type: none"> - Analysis conducted by project partners using open-source information (press releases, memoranda, meeting reports) and direct requests from key stakeholders 	
	<p>Output 3.1</p> <p>Youth-led groups supported to network and share knowledge on conflict prevention at national level</p> <p>Indicative activities:</p> <ul style="list-style-type: none"> ▪ Facilitate national networking amongst diverse youth-led groups and with older civil society activists, including via regular in-person and web-based meetings ▪ Support knowledge-sharing activities linking diverse youth-led groups, including two national events 	<p>Output Indicator 3.1.1</p> <p>Web-based dialogues and networking</p> <p>Baseline: no national networking of diverse youth-led groups on conflict prevention</p> <p>Target: 10 web-based dialogues and 1 national event</p>	<ul style="list-style-type: none"> - Dialogue, conference minutes - Conference joint declaration - Participant lists 	Month 18
		<p>Output Indicator 3.1.2</p> <p>National knowledge-sharing amongst youth and between youth and key stakeholders on conflict prevention, security and justice via national events</p> <p>Baseline: no national knowledge-sharing dialogue</p> <p>Target: 2 national events</p>	<ul style="list-style-type: none"> - Dialogue, conference minutes - Conference joint declaration - Participant lists 	Month 18
	<p>Output 3.2</p> <p>Evidence on local-level CBDR actions used to inform national-level advocacy on conflict prevention</p> <p>Indicative activities:</p>	<p>Output Indicator 3.1.1</p> <p>Min. 20 briefings with duty-bearers and power-holders at national level, including ONS, SLP, NCP, LAB, Office of the President and Chief Minister, relevant line ministries (MLGRD, MoGCA, etc.), relevant parliamentary committees, HRCSL, Office of the Ombudsman, electoral</p>	<ul style="list-style-type: none"> - Meeting minutes - Supplemental correspondence - Advocacy policy documents including advocacy messages - Photos - Participant lists 	Month 18

	<ul style="list-style-type: none"> ▪ Organize and facilitate youth-led groups to jointly devise and implement a lobbying strategy targeting key domestic and international stakeholders ▪ Organize and support min. 20 discrete advocacy actions with key state duty-bearers and power-holders ▪ Organize and support min. 10 discrete advocacy actions with key international stakeholders ▪ Strategically engage media to spotlight young women and men as conflict prevention leaders ▪ Support project partners to track and document policy impact 	<p>institutions, National Youth Commission, and political party representatives</p> <p>Baseline: determined in baseline assessment Target: min. 20 briefings conducted</p>		
		<p>Output Indicator 3.1.2 Min. 10 briefings conducted with key international stakeholders such as UN Country Team and key diplomatic missions (esp. major donor partners)</p> <p>Baseline: determined in baseline assessment Target: min. 10 briefings conducted</p>	<ul style="list-style-type: none"> - Meeting minutes - Supplemental correspondence - Advocacy policy documents including advocacy messages - Photos - Participant lists 	Month 18
		<p>Output Indicator 3.1.3 Project-related media coverage reaches 500 000 people over a period of 18 months, via print, TV, radio or social media</p> <p>Baseline: no youth-informed public communications reinforcing youth leadership on conflict prevention, security, justice Target: media outreach implemented</p>	<ul style="list-style-type: none"> - Documentation of messaging, directions to media, youth inputs - Print clippings, recordings of TV and radio broadcasts, screenshots of social media hits 	Month 18
		<p>Output Indicator 3.1.4 Policy impact tracked and documented by partners</p> <p>Baseline: no tracking of policy impact Target: 1 policy impact report consolidated with feedback from partners</p>	<ul style="list-style-type: none"> - Publicly available documents (press releases, memoranda, laws, strategies) - Meeting minutes - Supplemental correspondence 	Month 18

Attachment Annex A.1.Key Staff ToRs:

Job title: Project Coordinator, Project Title (national post)

Organization: Cordaid

Duty station: Freetown, Sierra Leone

Job type: Full-time

Reports to: Country Director

Cordaid in brief

Cordaid believes in a world without poverty and exclusion. We strive for just and sustainable societies where every person counts. We stand for knowledge and talent sharing between North and South, between farmers and businesses, between activists and policymakers. Where poverty, conflict and exclusion divide societies, we connect people and communities. We stand for professionalism, expertise and solidarity across borders. We aim to maximize our social impact and contribute to systemic change. We operate where natural disasters strike, where conflicts tear up communities and where lack of opportunities and service delivery keep families in extreme poverty.

Description of the project

Project Title is a project funded by the UN Peacebuilding Fund (UNPBF) that aims to *enable young women and men, organized through youth-led CSOs and CBOs and working in solidarity with older women and men, to foster more inclusive, gender-sensitive, and conflict-sensitive community-based dispute resolution (CBDR) mechanisms in rural and peri-urban Sierra Leone.* This headline goal will be achieved through: (1) equipping and mobilizing young people to identify and take action on key drivers of conflict, insecurity and injustice in their communities; (2) supporting and influencing CBDR mechanisms to adopt more inclusive, gender-sensitive, and conflict-sensitive practices, with specific focus on addressing needs of young women; and (3) enabling young people, working intergenerationally, to advocate for evidence-based conflict prevention policy and practice, and build trust with key conflict prevention stakeholders. The project will be implemented as a collaboration between Cordaid, a Dutch international humanitarian and development NGO, and Youth Partnership for Peace and Development (YPPD), one of Sierra Leone's leading youth organizations.

Job overview

The Project Coordinator will have overall responsibility for project implementation at strategic level, and promoting effective collaboration between the partner organizations.

Key responsibilities

- Develop and implement an effective project implementation strategy in collaboration with YPPD's Project Manager and other stakeholders
- Initiate and maintain mechanisms for ongoing cooperation, communication, joint planning, and problem-shooting across the partnership
- Ensure all project-based needs and requirements are shared with project personnel in a timely way, and resources effectively planned and allocated, for optimal value-for-money implementation
- Ensure achievement of consistently excellent standards in the management of human, financial and technical resources of the project, including inspiring and maintaining high standards of work for project staff
- Lead project quality control and contractual compliance, and monitor overall financial integrity of the project
- Regularly update project context analysis and risklog
- Operationalize and further develop / adapt, where needed, the national advocacy strategy, taking into consideration context analysis
- Advise the core project team on meaningful engagement with key actors and institutions

- Oversee implementation of risk mitigation and lead crisis response actions as needed
- Devise and implement a strategic external communications plan (including crisis communications) and represent the project externally
- Establish and maintain close relations with key Sierra Leone government and international stakeholders, participating in relevant networks, working groups, and other coordination bodies at national level
- Produce reports to the management board, and respond to periodic management board requests for information
- Ensure effective reporting to the donor that builds trust and transparency
- Implement overall monitoring, evaluation and reporting framework
- Consolidate tracking of project indicators against targets

Qualifications

- 10+ years of professional experience successfully managing projects in Sierra Leone or similar contexts, preferably in the fields of conflict prevention and peacebuilding, security and justice, and / or youth mobilization and advocacy
- Outstanding diplomatic and consensus-building skills, able to build and sustain effective working relationships with partners, key stakeholders, senior officials, etc.
- Superior communication skills in English, fluency or facility in other Sierra Leonean languages preferred
- Academic qualification in a relevant discipline (anthropology, development studies, economics, political science), ideally at graduate level
- Proven sharp analytical skills
- Proactive, entrepreneurial, and effective in a fast-paced cross-cultural work environment
- Strong written and verbal skills for communicating with a diverse audience, including internally and external high-level stakeholders
- Experience working within the Caritas network an asset

Job title: Project Manager YPPD, Project Title (national post)

Organization: Youth Partnership for Peace and Development

Duty station: Freetown, Sierra Leone

Job type: Full-time

Reports to: YPPD Executive Coordinator

YPPD in brief

The Youth Partnership for Peace and Development (YPPD) is a youth empowerment think tank established to enhance the capacity of young people and their communities to promote Peace, Human Rights, Health, and inclusion of marginalized groups, as well as the creation of open societies that promote sustainable development. Since its establishment in Sierra Leone, the organization has and continues to increase young people's understanding to finding practical approaches to building wholesomely functioning societies that promotes peace and mutual co-existence while deepening voices and actions which demands equity and accountability for all. It maintains the view that young people can be agents of positive change and works for ways of enabling youth to step forward for social transformation.

The overarching goal of YPPD is to contribute to the endeavours of supporting youth development, peaceful conflict resolution, stability, sustainable development, peace and democracy in Sierra Leone. It works to increase the capacity of vulnerable groups through training, partnership, advocacy, enhancing the youth knowledge base and equipping them with livelihood skills. It is a platform for diverse kinds of actions committed to engaging key stakeholders at different levels of development across the country. YPPD's work is inspired by the daily struggles of our communities and the enormous opportunity that exists in collaboratively working with others in the search for sustainable solutions.

YPPD envisions a society where young people regardless of their social status are empowered and capable enough to lead, participate and influence in order to gain access to equal opportunities as stakeholders across all sectors of mainstream development.

Description of the project

Project Title is a project funded by the UN Peacebuilding Fund (UNPBF) that aims to *enable young women and men, organized through youth-led CSOs and CBOs and working in solidarity with older women and men, to foster more inclusive, gender-sensitive, and conflict-sensitive community-based dispute resolution (CBDR) mechanisms in rural and peri-urban Sierra Leone.* This headline goal will be achieved through: (1) equipping and mobilizing young people to identify and take action on key drivers of conflict, insecurity and injustice in their communities; (2) supporting and influencing CBDR mechanisms to adopt more inclusive, gender-sensitive, and conflict-sensitive practices, with specific focus on addressing needs of young women; and (3) enabling young people, working intergenerationally, to advocate for evidence-based conflict prevention policy and practice, and build trust with key conflict prevention stakeholders. The project will be implemented as a collaboration between Youth Partnership for Peace and Development (YPPD), one of Sierra Leone's leading youth organizations, and Cordaid, a Dutch international humanitarian and development NGO.

Job overview

Under the overall coordination of the Project Coordinator at Cordaid, the Project Manager will have responsibility for implementation of all YPPD project activities.

Key responsibilities

- Develop and implement an effective project implementation strategy in collaboration with the Project Coordinator at Cordaid and other stakeholders
- Lead the work of delivering an advocacy and communications plan that amplifies youth voices, promoting dissemination of results and maximizing visibility for partners and UNPBF
- Ensure all project-based needs and requirements are shared with project personnel in a timely way, and resources effectively planned and allocated, for optimal value-for-money implementation
- Lead project quality control and contractual compliance, and monitor overall financial integrity, for YPPD within the project
- Contribute to risk mitigation and lead crisis response actions as needed
- Establish and maintain relevant relations with key Sierra Leone government and international stakeholders
- Support implementation of overall monitoring, evaluation and reporting framework
- Contribute to tracking of project indicators against targets

Qualifications

- 5+ years of professional experience successfully managing projects in Sierra Leone or similar contexts, preferably in the fields of conflict prevention and peacebuilding and / or youth mobilization and advocacy
- Strong track record working with and for youth
- Superior communication skills in English, fluency or facility in other Sierra Leonean languages preferred
- Academic qualification in a relevant discipline (anthropology, development studies, economics, political science) preferred
- Proven sharp analytical skills
- Proactive, entrepreneurial, and effective in a fast-paced cross-cultural work environment
- Strong written and verbal skills for communicating with a diverse audience, including internally and external high-level stakeholders
- Experience working within the Caritas network an asset

Job title: Gender Advisor, Project Title (national post)
Organization: Youth Partnership for Peace and Development
Duty station: Freetown, Sierra Leone
Job type: Full-time
Reports to: Project Manager YPPD

YPPD in brief

The Youth Partnership for Peace and Development (YPPD) is a youth empowerment think tank established to enhance the capacity of young people and their communities to promote Peace, Human Rights, Health, and inclusion of marginalized groups, as well as the creation of open societies that promote sustainable development. Since its establishment in Sierra Leone, the organization has and continues to increase young people's understanding to finding practical approaches to building wholesomely functioning societies that promotes peace and mutual co-existence while deepening voices and actions which demands equity and accountability for all. It maintains the view that young people can be agents of positive change and works for ways of enabling youth to step forward for social transformation.

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Description of the project

Project Title is a project funded by the UN Peacebuilding Fund (UNPBF) that aims to *enable young women and men, organized through youth-led CSOs and CBOs and working in solidarity with older women and men, to foster more inclusive, gender-sensitive, and conflict-sensitive community-based dispute resolution (CBDR) mechanisms in rural and peri-urban Sierra Leone.* This headline goal will be achieved through: (1) equipping and mobilizing young people to identify and take action on key drivers of conflict, insecurity and injustice in their communities; (2) supporting and influencing CBDR mechanisms to adopt more inclusive, gender-sensitive, and conflict-sensitive practices, with specific focus on addressing needs of young women; and (3) enabling young people, working intergenerationally, to advocate for evidence-based conflict prevention policy and practice, and build trust with key conflict prevention stakeholders. The project will be implemented as a collaboration between Youth Partnership for Peace and Development (YPPD), one of Sierra Leone's leading youth organizations, and Cordaid, a Dutch international humanitarian and development NGO.

Job overview

Reporting to the Project Manager, the Gender Advisor will have responsibility for providing technical expertise and leadership that ensures the project is both gender-sensitive and gender-transformative.

Key responsibilities

- Conduct and consolidate rapid gender analyses of situations at project sites and use this information to develop, with partners, gender-based action plans for various aspects of the project

- Incorporate gender dimension into needs assessments, research frameworks and youth self-assessment tool
- Advise and assist in the development of gender-sensitive training materials, adapt existing training resources and support their integration into internal and external training initiatives
- Assist all implementing actors (Cordaid, YPPD, and other partners) to incorporate gender analysis, use gender-disaggregated data, and build-in gender-transformative elements to their project activities
- Assist community-based dispute resolution (CBDR) providers to systematically integrate gender-sensitivity in their work, especially through responsiveness and accountability toward young women
- Facilitate a community of practice of young female activists within the ambit of the project
- Form strategic alliances with key actors internally and externally to advocate for gender-sensitive and gender-transformative programming and policies
- Support implementation of overall monitoring, evaluation and reporting framework
- Contribute to tracking of project indicators against targets
- Perform other tasks as assigned

Qualifications

- 5+ years of professional experience in a gender-focused role in the fields of conflict prevention and peacebuilding, security and justice, public affairs, or youth mobilization and advocacy; previous experience in a gender advisory role strongly preferred
- Strong track record working with and for youth
- Superior communication skills in English, fluency or facility in other Sierra Leonean languages preferred
- Academic qualification in a relevant discipline (anthropology, development studies, education, women's studies) preferred
- Proven sharp analytical skills
- Proactive, entrepreneurial, and effective in a fast-paced cross-cultural work environment
- Strong written and verbal skills for communicating with a diverse audience, including internally and external high-level stakeholders

Job title: Community-Based Dispute Resolution Expert, Project Title (national post)

Organization: Cordaid

Duty station: Freetown, Sierra Leone

Job type: Full-time

Reports to: Project Coordinator, Project Title

Cordaid in brief

Cordaid believes in a world without poverty and exclusion. We strive for just and sustainable societies where every person counts. We stand for knowledge and talent sharing between North and South, between farmers and businesses, between activists and policymakers. Where poverty, conflict and exclusion divide societies, we connect people and communities. We stand for professionalism, expertise and solidarity across borders. We aim to maximize our social impact and contribute to systemic change. We operate where natural disasters strike, where conflicts tear up communities and where lack of opportunities and service delivery keep families in extreme poverty.

Description of the project

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identify and take action on key drivers of conflict, insecurity and injustice in their communities; (2) supporting and influencing CBDR mechanisms to adopt more inclusive, gender-sensitive, and conflict-sensitive practices, with specific focus on addressing needs of young women; and (3) enabling young people, working intergenerationally, to advocate for evidence-based conflict prevention policy and practice, and build trust with key conflict prevention stakeholders. The project will be implemented as a collaboration between Cordaid, a Dutch international humanitarian and development NGO, and Youth Partnership for Peace and Development (YPPD), one of Sierra Leone's leading youth organizations.

Job overview

Reporting to the Project Coordinator, the Expert will be responsible for delivery of project outputs related to strengthening the inclusiveness, gender-sensitivity, and conflict-sensitivity of community-based dispute resolution (CBDR) in Sierra Leone.

Key responsibilities

- Establish and maintain strong working relationships with CBDR providers at project sites, including customary actors, local courts, District Security Committees, Local Police Partnership Boards, and others as deemed relevant
- Work with youth-led partners to design and implement youth-led advocacy initiatives that will contribute to improving inclusiveness, gender-sensitivity and conflict-sensitivity of local CBDR, including through the design and implementation of community-based verification systems (“Responsiveness and Accountability Plans”)
- Train CBDR providers on adoption of inclusive, gender-sensitive, conflict-sensitive practices, and provide technical advice and counsel on strategic planning, external communication, conflict-sensitivity, and mediation practice, as needed
- Support CBDR providers to establish codes of conduct, standard operating procedures, and protocols that entrench basic rights norms and standards, respect for jurisdictional boundaries and coordination, procedural safeguards, restorative justice principles (including non-financial reparation), and effective record-keeping.
- Support delivery of dialogues between youth and CBDR providers at community level
- Advise, as needed, national-level institutions that oversee or regulate CBDR on scaling-up successful practices from local level
- Perform other tasks as directed by Project Coordinator

Qualifications

- 8+ years of professional experience providing analysis and advice on conflict prevention, local governance, mediation, or other relevant topics in the Sierra Leonean context
- Superior diplomatic and verbal communication skills in English and relevant Sierra Leonean languages, and proven ability to navigate effectively and build multi-stakeholder partnerships involving grassroots and high-level stakeholders
- Academic qualification in a relevant discipline (anthropology, development studies, economics, political science), ideally at graduate level
- Proactive, entrepreneurial, and effective in a fast-paced cross-cultural work environment
- Strong knowledge of governance arrangements in rural Sierra Leone, and established relationships with key actors such as customary authorities, a significant asset
- Experience working within the Caritas network an asset

Job title: M&E Officer, Project Title (national post)

Organization: Cordaid

Duty station: Freetown, Sierra Leone

Job type: Full-time (50% on project)

Reports to: Project Coordinator

Cordaid in brief

Cordaid believes in a world without poverty and exclusion. We strive for just and sustainable societies where every person counts. We stand for knowledge and talent sharing between North and South, between farmers and businesses, between activists and policymakers. Where poverty, conflict and exclusion divide societies, we connect people and communities. We stand for professionalism, expertise and solidarity across borders. We aim to maximize our social impact and contribute to systemic change. We operate where natural disasters strike, where conflicts tear up communities and where lack of opportunities and service delivery keep families in extreme poverty.

Description of the project

Project Title is a project funded by the UN Peacebuilding Fund (UNPBF) that aims to *enable young women and men, organized through youth-led CSOs and CBOs and working in solidarity with older women and men, to foster more inclusive, gender-sensitive, and conflict-sensitive community-based dispute resolution (CBDR) mechanisms in rural and peri-urban Sierra Leone.* This headline goal will be achieved through: (1) equipping and mobilizing young people to identify and take action on key drivers of conflict, insecurity and injustice in their communities; (2) supporting and influencing CBDR mechanisms to adopt more inclusive, gender-sensitive, and conflict-sensitive practices, with specific focus on addressing needs of young women; and (3) enabling young people, working intergenerationally, to advocate for evidence-based conflict prevention policy and practice, and build trust with key conflict prevention stakeholders. The project will be implemented as a collaboration between Cordaid, a Dutch international humanitarian and development NGO, and Youth Partnership for Peace and Development (YPPD), one of Sierra Leone's leading youth organizations.

Job overview

Reporting to the Project Coordinator, the M&E Officer will implement a monitoring, evaluation and reporting plan that ensures Cordaid and the project demonstrate effective accountability to the donor, stakeholders, and beneficiaries, and which is able to produce evidence of impact at project closure.

Key responsibilities

- Develop and strengthen monitoring, inspection and evaluation procedures
- Monitor all project activities, expenditures and progress towards achieving the project output
- Recommend further improvement of the results framework
- Develop and elaborate monitoring and impact indicators
- Monitor and evaluate overall progress on achievement of results
- Monitor the sustainability of project results
- Provide feedback to the Project Coordinator on project strategies and activities
- Propose strategies to the Project Coordinator for improving the efficiency and effectiveness of the project by identifying bottlenecks in completing project activities and developing plans to minimize or eliminate such bottlenecks
- Report monthly, quarterly, and annual progress on all project activities to the Project Coordinator
- Participate in project reviews and planning workshops and assist the Project Coordinator in preparing relevant reports
- Assist project personnel with M&E tools and in supporting them in their use
- Perform other tasks as assigned

Profile

- In-depth knowledge of M&E and reporting, based on previous professional experience in similar roles
- Good understanding of capacity assessment methodologies, and excellent ability to identify significant capacity building opportunities
- Ability to lead implementation of new systems (business side), and affect staff behavioural/ attitudinal change
- Superior communication skills in English (verbal and written)
- Effective in a fast-paced cross-cultural work environment
- Strong analytical, writing and verbal skills for communicating with a diverse audience, including internally and external high-level stakeholders

Job title: Learning and Development Advisor, Project Title (national post)

Organization: Youth Partnership for Peace and Development

Duty station: Freetown, Sierra Leone

Job type: Full-time

Reports to: Project Manager YPPD

YPPD in brief

The Youth Partnership for Peace and Development (YPPD) is a youth empowerment think tank established to enhance the capacity of young people and their communities to promote Peace, Human Rights, Health, and inclusion of marginalized groups, as well as the creation of open societies that promote sustainable development. Since its establishment in Sierra Leone, the organization has and continues to increase young people's understanding to finding practical approaches to building wholesomely functioning societies that promotes peace and mutual co-existence while deepening voices and actions which demands equity and accountability for all. It maintains the view that young people can be agents of positive change and works for ways of enabling youth to step forward for social transformation.

The overarching goal of YPPD is to contribute to the endeavours of supporting youth development, peaceful conflict resolution, stability, sustainable development, peace and democracy in Sierra Leone. It works to increase the capacity of vulnerable groups through training, partnership, advocacy, enhancing the youth knowledge base and equipping them with livelihood skills. It is a platform for diverse kinds of actions committed to engaging key stakeholders at different levels of development across the country. YPPD's work is inspired by the daily struggles of our communities and the enormous opportunity that exists in collaboratively working with others in the search for sustainable solutions.

YPPD envisions a society where young people regardless of their social status are empowered and capable enough to lead, participate and influence in order to gain access to equal opportunities as stakeholders across all sectors of mainstream development.

Description of the project

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Development (YPPD), one of Sierra Leone’s leading youth organizations, and Cordaid, a Dutch international humanitarian and development NGO.

Job overview

Reporting to the Project Manager, the Learning and Development Advisor will have responsibility for implementation of all YPPD youth training, networking and lobbying activities.

Key responsibilities

- Design and implement the youth leadership development dimension of the project, including contribution to youth self-assessment tools and preparation and delivery of youth training workshops with modules on personal and organizational leadership, organizing, advocacy, and public communication skills
- Ensure that gender equality and a gender-transformative approach is centred in all aspects of project youth leadership development activities
- Establish working relationships as needed with key national stakeholders
- In collaboration with the Project Manager and youth-led groups, design and deliver an advocacy plan that amplifies youth voices with key national stakeholders
- Support the lobbying actions of youth-led groups associated with the project, including through preparation and accompaniment of youth lobbyists
- Lead development and delivery of two national knowledge-sharing activities, a youth conflict prevention summit and a national youth palaver, both in conjunction with youth-led groups and other stakeholders
- Support implementation of overall monitoring, evaluation and reporting framework
- Contribute to tracking of project indicators against targets
- Perform other tasks as assigned

Qualifications

- 5+ years of professional experience as an educator, trainer, lobbyist or youth organizer; experience that combines training with lobbying or youth organizing will be a significant asset
- Strong track record working with and for youth
- Superior communication skills in English, fluency or facility in other Sierra Leonean languages preferred
- Academic qualification in a relevant discipline (anthropology, development studies, education, political science) preferred
- Proven sharp analytical skills
- Proactive, entrepreneurial, and effective in a fast-paced cross-cultural work environment
- Strong written and verbal skills for communicating with a diverse audience, including internally and external high-level stakeholders

Job title: Financial and Administration Officer, Project Title (national post)

Organization: Cordaid

Duty station: Freetown, Sierra Leone

Job type: Full-time (50% on project)

Reports to: Project Coordinator

Cordaid in brief

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Job overview

Reporting to the Project Coordinator, the Financial and Administration Officer ensures the efficiency of financial and administrative processes, and compliance with partner and UNPBF financial standards.

Key responsibilities

- Prepare regular finance reports on budget performance (income and expenditures overviews) and position of liquidity (bank and cash balances)
- Prepare budgets in coordination with management
- Record and maintain financial transactions (accounting) including recording receipts and disbursements such as ledgers, cash books, vouchers etc.
- Safeguard proper use of internal control procedures including the monthly reconciliation and control of bank and cash balances and reconciling data for recurring or special reports
- Draft the annual accounts of the office
- Liaise with the independent auditor(s)
- Manage all petty cash transactions and maintain records of these disbursements and balance accounts as required
- Maintain contacts with local banks for verifying accounts status, collecting bank statements, verifying currency exchange rates and similar direct transactions
- Process payments by issuing payment vouchers and checks
- Assist the Project Coordinator to ensure that partner finances are maintained and reported in an accurate and timely manner
- Ensure that Cordaid and UNPBF financial and procurement policies and procedures are adhered to
- Arrange and maintain proper filing system and archive
- Ensure the local tax matters, including income tax, payroll taxes and other taxes are adequately handled in compliance with the laws of Sierra Leone
- Undertake office administrative and logistical tasks such as visa applications, work permit, tax exemption applications, domestic and international travel arrangements, accommodation, bookings, airport pick-ups, office purchases and transport/ logistics of Cordaid staff and consultants as required
- Maintain documentation of vehicles, check the logbooks of vehicles
- Procure and supply daily needs for the office
- Ensure that project staff and partners manage and utilize project resources and assets as per Cordaid policy
- Manage meetings, take and distribute minutes, and liaise with other Cordaid and partner personnel as needed
- Perform other tasks as assigned

Profile

- Higher diploma in accounting or business administration, certification such as ACCA, CPA etc. strongly preferred
- Min. 3 years experience in a finance, administrative, or logistical support role
- Proficiency in the use of computer programs like MS Word, MS Excel and ability to operate computerized accounting applications at a high level
- Previous experience working with an international NGO
- Demonstrated experience with office administration and management
- Demonstrated experience working in procurement
- Knowledge of general accepted accounting principles
- Strong communication skills in English (verbal and written)