



**United Nations Peacebuilding Support Office (PBSO)/ Peacebuilding Fund (PBF)**

**PROJECT DOCUMENT COVER SHEET**

<b>Project Title:</b> National Youth Service Programme for Peace and Development (NYSP)	<b>Recipient UN Organization(s):</b> UNICEF
<b>Project Contact:</b> Sheldon Yett, Representative UNICEF Liberia Address: Bright Building, Sekou Toure Ave., Mamba Point, Monrovia, Liberia Telephone: +231 (770) 267100 E-mail: syett@unicef.org  Sigbjorn Ljung Child Protection Officer, UNICEF Liberia E-mail: sljung@unicef.org	<b>Implementing Partner(s):</b> Ministry of Youth and Sports, Ministry of Education, USAID/ FED, Peace Corps
<b>Project Number:</b> <i>To be completed by UNDP MPTF Office</i>	<b>Project Location:</b> Liberia <b>Counties:</b> Bong, Bomi, Cape Mount, Gbarpolu, Grand Bassa, Grand Gedeh, Lofa, Margibi, Maryland, Nimba, Montserrado, Sinoe
<b>Project Description:</b> The project outcome of the NYSP is to 'reduce youth potential for violence' and promote national reconciliation, by enabling youth to become key actors in peacebuilding, institutional strengthening, public service delivery, private sector development and social cohesion.	<b>Total Project Cost:</b> US\$ 1,716,500 <b>Peacebuilding Fund:</b> US\$ 1,500,000 <b>UNDP BCPR TTF:</b> - <b>Government Input:</b> US\$ 216,500 (estimate) <b>Other:</b> -
	<b>Project Start Date and Duration:</b> 1 October 2013 – 31 October 2015 (2 years)
<b>Gender Marker Score<sup>1</sup>: 2</b> <i>Score 3 for projects that are targeted 100% to women beneficiaries and/or address specific hardships faced by women and girls in post-conflict situations; Score 2 for projects with specific component, activities and budget allocated to women; Score 1 for projects with women mentioned explicitly in its objectives, but no specific activities are formulated nor is a budget reserved; and Score 0 for projects that do not specifically mention women.</i>	

<sup>1</sup> The PBSO monitors the inclusion of women and girls in all PBF projects in line with SC Resolutions 1325, 1612, 1888, 1889. <sup>1</sup> PBF specific outcome areas: 1 Security Sector Reform; 2 Rule of Law; 3 (DD)R; 4 Political dialogues for Peace Agreements; 5. National reconciliation; 6. Democratic governance; 7. Management of natural resources (including land); 8. Short-term employment generation; 9. Sustainable livelihoods; 10. Public administration; and 11. Public service delivery (including infrastructure)

**PBF Outcomes<sup>2</sup>: Sustainable livelihoods**

**Project Outputs and Key Activities:**

*(A paragraph outlining key project outputs, activities and results)*

The programme will enhance access to quality education, youth development and livelihood opportunities through the provision of services by National Volunteers in 12 counties. Activities include competitive and transparent recruitment, training and deployment of NVs to selected schools, youth centers, agricultural projects, clinics and local public administration institutions. Transition to regular employment will also be addressed through career development activities.

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(for PRF-funded projects)

Co-Chairs of the Joint Steering Committee

Name of Senior UN Representative:

Mr. Aeneas C. Chuma

Title: Deputy SRSG/CDG

Signature:

Date & Seal:

21/10/13

Name of Government Representative:

Hon. Morris M. Dukuly

Title: Minister of Internal Affairs

Signature:

Date & Seal: 10/04/2013

Recipient UN Organization:

Name of Representative:

Mr. Sheldon Yett

Title: Representative, UNICEF Liberia

Signature:

Date & Seal:

10.10.2013

National Implementing Partner:

Name of Government Counterpart:

Hon. Eugene Lenn Nagbe

Title: Minister of Youth and Sports

Signature:

Date & Seal:

Oct. 7, 2013



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## **PROJECT COMPONENTS:**

### **COMPONENT 1: (The “WHY”)**

#### **a) Project (Portfolio) Justification**

Since the signing of the Comprehensive Peace Agreement in Accra at the end of 2003 and inauguration of the Sirleaf government in January 2006, and second term in 2012, Liberia has embarked on an agenda of peacebuilding and development. As UNMIL prepares for drawing down, the GoL has developed their ‘Medium to Long Term Growth Strategy’ or Agenda for Transformation (AfT) – linked to an 18 year ‘National Visioning 2030’ plan, and the implementation of a second Peacebuilding Fund (2011-2013) that also puts Liberia on the UN Peacebuilding Commission agenda. In early 2012 the National Vision 2030 was launched by the President with two key strands: The Agenda for Transformation and the Strategic Roadmap for National Healing, Peacebuilding and Reconciliation. This demonstrates the critical importance of ensuring that poverty reduction and development frameworks are integrated and complemented by peacebuilding and reconciliation strategies. It is envisioned that the second tranche peacebuilding funds will be derived from and address key ‘thematic’ priorities captured under the Strategic Roadmap; one of these is Youth Social and Economic Recovery. As articulated in the Liberia Priority Plan (2013-2016), the National Youth Service Programme (NYSP) is captured under Priority Area 3 ‘Sustainable Livelihoods’. The NYSP will be the primary vehicle for addressing this thematic area and build on the accomplishments of the first tranche peacebuilding fund. It will also support the Cross-Cutting Pillar 5 in the AfT and the implementation of the National Youth Policy and Action Plan (2012-2017).

The programme reflects the Government commitments in the area of youth empowerment and peacebuilding/nation building and aims to fill in urgent financial gaps in the sector. The program is fully aligned with the Agenda for Transformation (Pillar 1. Peace and Reconciliation).

Liberia’s future will be determined by harnessing the energy and creativity of its young people and ensuring that they are directed towards reconciliation, sustained peace, and national development. This will require concentrated attention and enormous investment in youth and adolescents in a holistic manner, to focus substantively on addressing the lack of educational opportunities, lack of access to health services—particularly sexual and reproductive and mental health, limited livelihood and career opportunities, and addressing the human security risks they face in a fragile state that is one of the worlds most impoverished.<sup>3</sup> While ensuring basic needs is critical, so is creating the conditions for inclusion so that Youth are at the forefront of political and civic engagement and honestly integrated into the decision making structures and processes at all levels of society. Programme design and activities must recognize that Youth are a heterogeneous group and will have different needs based on their education and skills sets, whether they are in urban or rural areas, and their age and gender – as well as any physical disabilities, among other things. Basic and Post-Basic education and health are critical to human development and social empowerment, while skills training that can be matched with

<sup>3</sup> Liberia is listed as 165 out of 172 Nations on the Human Development Index, UNDP Human Development Report June, 2011.

employment or facilitate business and entrepreneurial opportunities are central to economic empowerment.

Under first tranche funding the NYSP had key catalytic effects in terms of financial leverage, with the Government of Australia (GoA) contributing \$800,000.00 to the programme – primarily to support the equipping and operationalizing of the nation's ten youth centers that will become hubs for youth development. Further funding came from the Government of the Netherlands (GoN), which provided funds to upscale the NYSP to two additional counties, provided bridge funding for a programme extension until the end of the 2013 school year, and cover Induction Training. WFP also supported the Agricultural sector. It is anticipated that both AusAid and the GoN donors will continue to support the programme, with new partners the Peace Corps and USAID Food and Enterprise Development (FED) providing additional technical and funding support based on signed MoUs with UNICEF. These MoUs are found in **Annex E**. Furthermore, an agreement of collaboration is being discussed between the World Bank and UNICEF Liberia that will be based on global principles and the recently launched Liberia Youth Employment Programme (LYEP), along with coordination to ensure the Bank's work on developing a Private Sector Development Strategy (PSDS) prioritizes youth employment.

## **COMPONENT 2: (the “What”)**

### **a) Project focus and target groups**

#### **- Project focus:**

The NYSP is an integrated peacebuilding and development programme that creates a platform for young university, college and technical school graduates to be afforded the opportunity to contribute to nation building and youth empowerment as National Volunteers (NVs). The NYSP recognizes that 'Youth' is a highly heterogeneous category and that young people have diverse and holistic requirements in order to expand their capacities and facilitate opportunity and empowerment. Therefore, the programme addresses youth related issues through a multi-faceted approach that is delivered through five key sectors in both public service delivery and private sector development. Education, Health, Peacebuilding and Leadership, Youth Development, and Agriculture. The programme expects to affect both personal and social-political level change, as the NVs will serve as agents of change in the community in the respective sectors and will strengthen the capacity of social services, conflict management, and skills training for livelihoods and employment. For 2013-14 the NYSP will focus on expanding its activities and partnerships linked to private sector development.

#### **- Key target groups/beneficiaries**

The key target social category is 'Youth'. In Liberia, Youth is defined as a person between the ages of 15-35, with 75% of the population below the age of 35 and of Liberia's 3.5 million approximately 1.14 million (33%) are 'adolescents' between the ages of 10-25. The categorization of Youth as encompassing such a wide segment of the population in Liberia highlights both the missed opportunities during the years of the civil crisis and the cultural context that ties adulthood to socio-economic accomplishment and status in society. Contemporary events in the Arab world demonstrate the power of young people for social change in the face of social exclusion and dissatisfaction. In

Liberia, conflict practitioners believe that the huge participation of young people in the civil crisis was due to the lack of a concrete agenda for youth development and activities, lack of basic opportunities to enhance positive growth, and exclusion from the processes of governance and national decision making.

While great gains have been made since the signing of the Accra Peace Agreement in 2003, many of the conflict factors/drivers that led to instability and violence in Liberia have not been adequately addressed and are still present – including ethnic and religious tensions, exclusionary and divisive politics, distrust in the formal security and legal institutions, limited access to basic services, and high unemployment. Access to land and competition over valuable resources often becomes the flashpoint where conflict factors converge, particularly among young people who may have little opportunity. The neglected needs and underdeveloped capacities of youth, as a social category marked by diversity but who share the consequences of poverty and socio-political disruption most directly, are vitally important. Programme interventions that target young people must be complemented by other interventions and policy implementation, specifically land reform (access to land) and private sector development are prioritized, as is capacity strengthening in the delivery of social services. The NYSP is a programme by youth, for youth. As college, university and technical school graduates NVs gain critical on the job skills training and experience while simultaneously delivering social services to other youth, adolescents and children. At-risk low skilled rural youth are also primary beneficiaries under the Agriculture sector, as NVs will serve as mentors to youth groups and cooperatives assigned under the USAID FED programme.

**b) Theory of changes: linking activities to results**

*- Theory of changes: What changes does the project aim to achieve that trigger and/or accelerate peace consolidation? Is there a clear focus on specific conflict drivers that can realistically be addressed within the agreed time and budget? What is the causal chain of events that is expected to lead to the desired peacebuilding outcomes?*

One of the primary conflict factors/drivers of the Liberia civil crisis was the demographic-structural 'youth bulge', a large population of politically marginalized and economically impoverished young people who had no access to education, skills training, livelihoods, or other opportunities. The peacebuilding and development process will only be successful once there are strong national education and skills training institutions in place that provide the building blocks for empowerment, employment opportunities and transformation. Education and skills training were key demands of ex-combatants at the end of the war, and continue to be the highest priority for young people in Liberia. The government will be tasked for prioritizing youth empowerment and matching education and skills training with actual jobs and livelihoods, which will need to be complemented by inclusive political systems and market development. Rural institutions and society in particular failed young people before the war, with limited or no access to education compounded by traditional elites (or corporate concession holders) dominating access to land and livelihoods. Inter-generational reconciliation and creating conditions of opportunity and prosperity in rural and peri-urban areas (essentially anywhere outside Monrovia) are critical to social, political, and economic transformation in Liberia.

Empowerment of young people across Liberia that will lead to meaningful and productive lives will likely not be achieved within a year; however there has been substantial impact at the

personal and socio-political level from the NYSP. Each NV will be afforded the opportunity to learn on the job skills while simultaneously contributing to national development and reconciliation. Many NVs are known to use their experience from this programme to find gainful employment. Beyond the individual level, young people across Liberia can recognize that the GoL has created a programme that selects its most educated for a year of service in the communities across Liberia to ensure that social service delivery improves and that young people are better equipped to learn and stay healthy. If local people can see that government services are improving, then levels of distrust and accusations of corruption should diminish. Better, accessible, community services will build confidence in the government and those young people who are leaders in the community delivering them will gain on the job skills and as a result become better candidates on the job market. NVs will receive a Volunteer Living Allowance (VLA) incentive that will cover housing, communication, transportations, health care and other costs. They will assist in teaching students, delivering health treatment and education, facilitating youth development, and enhancing skills for jobs and income in rural and peri-urban communities. It has been suggested that the NYSP would be gradually restructured and absorbed under the wider Liberia Youth Employment Programme, with UNICEF and the World Bank providing technical support to this process. This will allow future volunteer batches (from 2015 onwards) to be integrated into the MoYS regular budget. For the 5<sup>th</sup> (2013-14) and subsequent batches of NVs, the MoYS has committed itself to drawing up a comprehensive exit strategy for former NVs to assist and facilitate them with transition into the work-force. The Ministry will provide scholarships for selected NVs, and create synergies with government and private partners that will absorb NVs in the job market after completing one year of service.

### **COMPONENT 3: (the “How” or Implementation Strategy)**

#### **a) Implementation approach**

- Prioritisation and phasing of support: *How is the project prioritizing and sequencing activities? Is the project targeting specific conflict-prone areas only? Which ones: urban or rural high risk areas? Is there a phasing of support/ activities? Will e.g. ‘public security’ be addressed first before the next area of engagement will be tackled (e.g. reconciliation)? Which conflict factors will be addressed in a short term (triggers) and a longer term (root causes)? Does the project include a regional dimension (e.g. South –South exchanges)? How are ‘do not harm’ principles and gender balance taken into account?*

Under the first tranche PBF-L the GoL’s priority was to build upon and re-design an existing National Youth Volunteer Service (NYVS) managed by UNDP/UNV, with ownership and management transferred to the MoYS. This transfer of ownership and funding delays led to an interruption of programme continuity, which has now been restored and the programme is linked both to the GoL budget year and aligned with the school year (July 13 – June 14). NVs are recruited, vetted and selected to begin Induction training, both general and sector-based (in Education, Health, Youth Development Center Management, and Agriculture), in July. Training is completed and NVs are deployed by the end of August to their institutions or projects of selection to serve until the end of June the following year.

Some of the results from the programme are that 33 % of the NVs have managed to find work within 3 months after completing the programme. The number of students at schools



where NVs have been deployed have increased and some schools have upgraded from junior high schools to senior high schools as a result of having the NVs. Schools that have NVs have also managed to offer more subjects, like math and science. The agriculture NVs have reached 876 at risk youth with their agriculture training.

A number of steps have been taken this year to greater address the issues of gender sensitivity and balance across the programme as a whole. Recruitment of females is challenging in Liberia based on structural factors, including high rates of teenage pregnancy and a tradition of favoring males for education and opportunity over females. However, it is very encouraging to see that after encouraging females to apply for the programme this year the NYSP has managed to achieve 37% female recruitment, an increase of 10% from the previous year. Furthermore, the criteria for selecting NVs have been aligned with MoE policies. NVs are deployed as teacher assistants, not teachers. The training has also been designed to address gender issues. Liberia suffers from a high percentage of school drop outs which are mostly female. Therefore an addition was made to the education training which included specific training on the importance of female education as well as techniques and methods to encourage girls to stay on at school. UNICEF also conducted one day of child protection and well-being training as part of the peacebuilding training for all NVs, which made focus towards gender sensitivity issues so that the NVs can become agents of positive change in their communities to tackle prevailing negative attitudes to gender equality. The following highlights implementation approach per sector:

#### Peacebuilding and Leadership:

The Induction Training is designed with one week of intensive peacebuilding and leadership skills training for all NVs in each sector; with specifics in motivation, career development, community entry and community participatory approaches, child protection and gender issues, report writing and youth development, as well as the leadership and peacebuilding skills. In addition to this the POs under the MoYS will receive TOT training in peacebuilding and leadership skills in order to provide follow up monthly workshops and activities for NVs to ensure continued development of skills and sustained quality of deliverance. From the above activities the NVs will become leaders and mentors as well as trainers to the youth in their assigned Counties, with the view to develop their own skills whilst transferring those acquired skills to others. They will also promote peace and reconciliation in the communities through the skills acquired in the continued training.

#### Education:

While impressive gains have been made in access and completion of elementary school education, in alignment with the MDG 2 goal, this is underscored by a tremendous drop in secondary school enrollment and attendance. The consequences of this are great as primary school affords some level of protection to young people in fragile states. As a recent UNICEF report states post-primary school adolescents “descent into extreme marginality is frequently unavoidable and steep...and may yield some combination of fatalism, despair and frustration”.<sup>4</sup> Furthermore, the attention to the quality and resources for those who do attend secondary school is often inadequate and weak. Therefore, in order to shift towards a youth focus in education; emphasis will be on placing NVs in secondary schools and include outreach to excluded community youth to raise awareness

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<sup>4</sup> Sommers, Marc. 'Becoming Youth: Empowering Marginalized Adolescents in Conflict-Affected and Politically Unstable Countries', ADAP/UNICEF, June 2011, p.5.

about the importance of continuing education. With only 11% enrollment in secondary schools in Liberia, this is incredibly important.

A comprehensive partnership has been established between the NYSP and Peace Corps. On top of the general induction training planned, NVs in the Education sector have received 3 weeks of sector specific training from the Peace Corps, designed to follow their existing and highly successful training methodology used for Peace Corps Volunteers. This partnership will continue throughout the NVs year of service. NV's will be assigned to secondary schools and paired with a Peace Corps Volunteer to ensure peer-to-peer mentoring and cross-cultural exchange during the period of service. In-service training will also be provided on a regular basis by the Peace Corps technical training team.

#### Health

NVs selected to work in clinics will be recruited from professional institutions and non-universities that specialize in medical and health issues (such as Mother Patten School, United Methodist School of Nursing, Cuttington University School of Nursing, etc.) and seek to address the pressing need for professional nurses, midwives, and doctors. However, the emphasis under the 5<sup>th</sup> batch NYSP will be to shift to those who specialize in Sexual and Reproductive Health and Psychosocial (mental health) needs in areas that have a pressing need for these services to be delivered. This will address Youth specific concerns related to early pregnancy, STDs – including HIV/AIDS –, and address the legacies of SGBV in the country by conducting outreach to sex workers. It will also focus on the legacies of violence and address the psychosocial needs of Youth in fragile and marginalized conditions. The fifth batch is the first to have both female and male Ns in the health sector.

#### Youth Development Centers:

During the training the NVs for the Youth Centers will receive two weeks of sector specific training. This will be focused around business skills and with further attention to leadership skills, as the NVs will be seen as mentors and leaders to the youth in the local communities. The Youth Centers are designed to be a hub of activity where youth from the local communities can feel comfortable attending, to advance or acquire skills such as reading and writing through access to the library facilities, or receive computer literacy classes from the NVs. They will also hold sporting activities and peacebuilding and reconciliation workshops to promote and advocate for greater social cohesion and integration with the youth and the wider community. The Youth Centers will be centers of support, guidance and advancement for the youth.

Currently, new equipment and resources are being procured for all the Youth Centers: computers, printers, copiers, library facilities, sporting equipment, stationary, ice boxes, soft drinks and so on. This is initially to provide the necessary items for the NVs to conduct said activities, but also with the view to create a completely self-sustaining YC. The printers, copiers, internet access and soft drinks will be offered at better-than-market prices to offer the youth affordable services but also to create a sustainable system at the YCs to address the issue of sustainability in the project. In addition to this, due to the high cost and low reliability of running the YCs on generators, the YCs are now all being equipped with solar panels. Under the fifth batch all the ten YCs will have both male and female NVs.

### Agriculture:

A partnership with USAID FED has been created for the Agricultural sector. FED will be conducting the two weeks of sector specific training for the NVs, in agricultural techniques and practices as well as private sector business skills, such as access to markets. They will also be providing them with manuals and extension materials. The NVs in Agriculture will be deployed in Bong, Lofa, Nimba, Grand Bassa and rural Montserrado and they will receive support from both the POs under the MoYS and FED, who will also be providing a technical supervisor to provide consistent and sustained support to all the NVs throughout their year of service. In addition to this, FED will provide UNICEF and the MoYS with monthly updates on each of the NVs. The agriculture sector focuses on reaching female and male at risk youth with the training.

*- Project implementation modalities: Describe the implementation modality of the project (ex. UN Joint Project Pass-through modality or single RUNO's project). The project needs to have a Project Manager/Coordinator, responsible for its daily implementation. Describe the role and functions of the Project Manager/Coordinator and its team, if existing.<sup>5</sup>*

A dedicated funding mechanism for National Reconciliation initiatives will be established as part of the UN One Programme in support of key national priorities. It is expected that a "Basket Fund" modality will be applied, and funding for reconciliation programmes will be mobilized through the GOL budget allocation, the PBF and UN Agencies including UNDP, UNICEF, UN Women and UNESCO. Additional funding may be mobilized through the efforts of the Liberia Country Specific Configuration of the PBC as well as other partners. The management arrangements of the overall programme, comprising of four levels, are detailed in the Priority Plan. At the project level, UNICEF is the recipient agency and provides overall management and technical support, with the Ministry of Youth and Sport as the implementing partner under UNICEF's Direct Cash Transfer (DCT) arrangements. Certain activities may be implemented by a firm, consultant, or NGO. The NYSP management team at the MoYS is comprised of one programme manager, one training coordinator, one finance officer, one logistics/supply officer, one communication officer, and eight county programme officers (POs). The core NYSP team manages the daily implementation from the MoYS and the POs manage and supervise NVs at the county level. Both the central (Monrovia) and decentralized (county) level will have monthly coordination meetings both by programme and by Sector with stakeholders and partners. POs submit monthly progress reports to the UNICEF Programme Specialist/Officer and the NYSP Programme Manager. The ToRs of the Programme Manager/Officer(s) are found in **Annex F**.

### **b) Budget**

*- Budget break-down into categories: Using the table below, break down the proposed budget for the project(s) according to key budget categories. This is the Standard Format\* agreed by UNDG Financial Policies Working Group with necessary modifications to suit the expected PBF project activities. The use of the budget format is mandatory as it allows the UNDP MPTF Office as the PBF Administrative Agent to consolidate and synthesize the periodic financial expenditure reports that will be submitted by Recipient UN*

<sup>5</sup> It is recommended to annex ToRs of the Project Manager/Coordinator to the Project.

*Organizations. Recipient UN Organizations are required to attach a copy of the project budget, showing in detail the different budget lines that lead to the final figures in the standard format of their organization to facilitate review*

The budget found in **Annex G** contains both UNICEF's PBF-L Direct Cash Transfer (DCT) with the Ministry of Youth and Sport and Agency Costs highlighted by Blue in the first number box. UNICEF Liberia PBF-L supported costs are for an NOB Staff position and Operational costs only. The remaining funds will be transferred to the GoL partner.

CATEGORIES	Amount (US\$) Recipient UN Agency - UNICEF
1. Staff and other personnel	330,000
2. Supplies, Commodities, Materials	8,300
3. Equipment, Vehicles, and Furniture (including Depreciation)	0
4. Contractual services	0
5. Travel	45,060
6. Transfers and Grants to Counterparts	900,109
7. General Operating and other Direct Costs	118,400
<b>Sub-Total Project Costs</b>	<b>1,401,869</b>
8. Indirect Support Costs*	98,131
<b>TOTAL</b>	<b>1,500,000</b>

\* The rate shall not exceed 7% of the total of categories 1-7, as specified in the PBF MOU and should follow the rules and guidelines of each recipient organization. Note that Agency-incurred direct project implementation costs should be charged to the relevant budget line, according to the Agency's regulations, rules and procedures.

#### c) Sustainability

Sustainability of projects: Describe how the project's achievements can be sustained. How does the project intend to consolidate its gains after its completion? What are the mechanisms in place to ensure that the peacebuilding results are consolidated? What institution will be in charge of carrying on the work afterwards? With which source of funding? What are the major steps of an exit strategy?

The NYSP is building strong partnerships with development partners that have technical expertise in key sectors. UNICEF, MoYS, and the Peace Corps signed a MoU to focus on the secondary school Education sub-sector for the next batch of NVs. A similar agreement has been signed with USAID Food Enterprise Development (FED) to partner in the Agricultural sector. These development partners bring critical resources and technical expertise to the NYSP. Furthermore, an agreement of collaboration is being discussed between the World Bank and UNICEF Liberia based on global principles and the recently launched Liberia Youth Employment Programme (LYEP), along with coordination to ensure the Bank's work on designing a Private Sector Development

Strategy (PSDS) prioritizes youth employment. The PSDS is intended to overcome constraints to the development of the competitiveness of local firms and the linkages of local firms to concessionaires, with the goal of increasing employment and income, particularly for youth. These partnerships are improving the sustainability and technical expertise of the programme, but legislative action will be required by the Government in order to ensure long term sustainability of youth programming. The revised National Youth Policy, National Youth Action Plan, and draft legislation are all positive steps in this direction. The NYSP will require further PBF funding for 2013-15 while these processes and mechanisms are put in place to ensure for sustainability and full national ownership. UNICEF will assist with leveraging funds from donors and has a long-term commitment to the NYSP and youth programming in Liberia. The Ministry of Youth and Sports has committed the full amount of its contribution to the NYSP under the 'exit strategy' budget line and will be responsible for the full planning and execution of this. Follow up activities for NVs being advance by the MoYS include a robust exit training on career development skills, potential scholarships for those who wish to pursue higher education, potential linkages to private sector loans, and potential conversion of experience and education to allow for fast track acceptance for a teaching career to be determined by the MoE and MoYS partners. Finally, the GoL might favor those who complete NYSP service for government jobs and careers.

#### d) Risk management

*Risks: Using the table below, identify the major risks that might cause failure, their likelihood of occurrence, the repercussions on the implementation process and results achievement and proposed risk management strategies. Consider risk relating to political and security situation, socio-economic issues, managerial issues and anything else*

Risk	Likelihood (high, medium, low)	Severity of impact on project (high, medium, low)	Mitigating Strategy
Possible delays in administrative and financial processes that can delay implementation.	High	Medium	<ul style="list-style-type: none"> <li>Ensure committed focal points are assigned from the MoYS at technical and political levels.</li> <li>Stay in close contact with senior management at the Ministry to ensure committed funds utilization.</li> </ul> (Responsibility of UNICEF and MoYS)
Adequate coordination and commitment of all concerned actors, changes in core leadership positions in the ministries including MoYS, MoE	Medium	High	<ul style="list-style-type: none"> <li>Engage in continues advocacy and dialogue to ensure sustained political commitment</li> <li>Ensure effective coordination and information sharing among all concerned stakeholders</li> </ul> (Responsibility of UNICEF, MoYS, MoE and other partners)

Security situation and civil unrest in the light of Senatorial elections in 2014.	Medium	High	<ul style="list-style-type: none"> <li>Strengthened role of community actors and youth groups to peacefully mitigate conflict and engage in dialogue.</li> </ul> (Responsibility of UNICEF, MoYS, MoE, UNMIL (Peace Committees) and other partners)
Long term financial sustainability and government ownership	Medium	High	<ul style="list-style-type: none"> <li>Continuous advocacy to align all existing youth programmes funded by the Government, World Bank and others, and build on existing structures and achievements</li> <li>Sustained partnerships with Peace Corps and Food and Enterprise Development Agency and mobilization of key stakeholders</li> </ul> (Responsibility of UNICEF, MoYS and other partners)
Limited implementation capacity Implementing Partners	Medium	High	<ul style="list-style-type: none"> <li>Further capacity development in the area of project management, M&amp;E and reporting, with technical support from PBO and other key stakeholders.</li> <li>Continued support for capacity development at MoYS through NYSP technical team and the RME Unit.</li> </ul> (Responsibility of UNICEF, MoYS and other partners)

**e) Results framework and Monitoring and evaluation:**

- **Results framework:** *Provide a Results framework for the project/portfolio, using the table below. At the start of the Framework summarise in one-two sentences the underlying roadmap for peacebuilding, the purpose of PBF support and the underpinning theory of change. Further instructions and examples for each table column are contained at the bottom of the table.*

## Results Framework for PRF projects

### Policy statement / national roadmap for peace building:

To ensure long-term peace and stability through 1) managing tensions in society to reduce the risk of future conflict; 2) increasing social cohesion; and 3) ensuring that the principles of human rights are upheld.

### Purpose of PBF support:

Youth, women and other marginalized members of conflict affected communities act as a catalyst to prompt the peace process and early economic recovery.

**Theory of change statement:** if citizens feel that the government is responsive to their physical and economic security, e.g. by promoting sustainable livelihoods for youth, women and other groups through an inclusive approach, then they are likely to feel more empowered going forward, and engage more positively with each other as well as with local and national institutions.

(1) Outcomes and types of change required	(2) Outcome indicators	(3) Baselines and time-bound targets	(4) Outputs and activities	(5) Output indicators	(6) Baselines and time-bound targets and Means of Verification	(7) RU/NO & party responsible for mobilizing inputs	(8) Inputs/ budget (US\$)	(9) Assumptions
Enhanced access to quality education, youth development and livelihood opportunities through the provision of services by NVs in 12 counties.	# of NVs providing service to and strengthening institutions in the fields of education, health, agriculture and youth development (disaggregated by sex).	Baseline: 315 (Since UNICEF has started NYSP) Target 2013: +175 Target 2014: +175	Output 3.1: A pilot National Youth Service Programme based on existing framework of the National Youth Volunteer Service created.  <i>Activity</i> Develop and sign the project documents with partners	NYSP launched  Policy creating youth service programmes developed/available  MOU between MoYS and Implementing Partners signed	Baseline: NYSP was launched and 315 NV have graduated.  Target: NYSP continued and expanded in 12 counties  Baseline: 315 Target: 175 NVs recruited. MoV – MoYS	GoL (lead MoYS), UN (lead UNICEF), other partners.	National Coordination: Research and M&E Unit: US\$ 35,100  Operational Support to MoYS County Offices: US\$ 37,000  Communication Strategy and RME Operations: US\$ 35,100	The Government of Liberia and UN partners are committed to support the project.  Target communities, youth and children will make full usage of, and benefit from services

recruit the 5 <sup>th</sup> batch of 175 National Volunteers (NVs)			reports, NYSP Database	Exit Strategy - Private Sector development, Education and Job market linkages: US\$ 50,250	provided by NVs Effective coordination and cooperation among all stakeholders exists to carry out planned activities NVs obtain employment opportunities due to achieved experience and skills
<i>Output 3.1.1:</i> Increased skills and knowledge of NVs in peacebuilding and leadership and sector specific areas of Education, Health, Agriculture and Youth Center Development <i>Activity:</i> Organize 5 week trainings for 175 NVs	# of NVs trained <i>(disaggregated by sex)</i>  % knowledge gain as demonstrated by usage of pre- and post- tests. <i>(Disaggregated by sex)</i>	Baseline: 315 Target 2013: +175, Target 2014: +175 Baseline-0 Target - 80%  MoV: MoV/NYSP Database Pre- and post-test results	MoYS, UNICEF, stakeholders.	Induction Training covered in Volunteer Support (175 persons for months) (US\$ 100,000)	
<i>Output 3.1.2:</i> 175 Communities, youth and children benefit from services provided by NVs in 12 countries. <i>Activity:</i> Assign and deploy 175 NVs to schools, health clinics (including SRH and	# of institutions – schools, agricultural projects, youth centers, clinics benefiting from the NVs assigned (disaggregated by county)	Baseline: TBD Target: TBD  MoV- MoYS and UNICEF monitoring reports, MoE, MoHSW data	MoYS, UNICEF, stakeholders.	Volunteer Support (US\$ 462,650)	



			<p>psychosocial), youth centers, and agricultural projects in 12 counties (Bong, Nimba, Lofa, Grand Gedeh, Gbarpolu, Margibi, Maryland, Sinoe, Grand Bassa, Cape Mount, Montserrado and Bomi)</p> <p><b>Output 3.1.3:</b> At least 500 "at risk" or disadvantaged youth benefit from agricultural skills and increased livelihood opportunities.</p> <p><b>Activity:</b> Organize agricultural projects lead by specifically trained NVs and identify and engage vulnerable and "at risk" youth</p>	<p># of disadvantaged youth receiving skills training in agriculture, peacebuilding and leadership support in cash or kind under the NYSP (<i>disaggregated by sex</i>).</p>	<p>Baseline: 0. Target: 500 "at risk" or disadvantaged youth MoV - MoYS, FED and MoA reports</p>	<p>MoYS, UNICEF, FED</p>	<p>Will be covered by FED, budget not finalized yet</p>	
			<p><b>Output 3.1.5:</b> Target communities have increased awareness and engage in peaceful conflict resolution and dialogue. <b>Activity:</b></p>	<p># of awareness campaign resources and materials distributed to NVs # of institutions demonstrating increased capacity for supplying conflict sensitive and peace</p>	<p>Baseline: 0. Target: TBD</p>	<p>MoYS, UNICEF</p>	<p>Is covered under Operational Support to Country Offices</p>	

						education					
Organize training and awareness campaigns for both youth and communities in programme counties.											

- Systems for M&E of the project (portfolio): *Based on the Results Framework, briefly describe which systems are in place or need to be established for the monitoring and reporting on results. Formulate an M&E plan (template 7) which determines how the necessary data will be collected, the responsibilities for data analysis and reporting and the proposed approach for systematic use of M&E data for performance assessments and improvements if necessary. Determine the reporting line from fund users to RCO, Management team and PBSO/PBF country desk officer.<sup>6</sup> Also, provide the amount of funds earmarked for the full cost coverage of monitoring, reporting and the final evaluation at the end of PBF funding. It is recommended to allocate at least \$50,000 to 80,000 for M&E related tasks and activities.*

UNICEF as a recipient organization will provide overall fund and program management support. UNICEF has a dedicated program officer and a peacebuilding specialist. Reliance on in-house capacity of the M&E and Information and Communication units will be also ensured.

The Ministry of Youths and Sports as a key implementing partner has a dedicated team serving under the NYSP composed of a programme manager, a programme specialist, a peacebuilding coordinator, eight county programme officers, a logistic/supplies officer, a finance officer and a communication officer. In the first tranche of PBF-L funding for NYSP Research Monitoring and Evaluation (RME) unit was established and the project is proposing continued capacity strengthening for the unit to fully engage in monitoring and reporting of the programme.

NYSP programme is a part of larger UNICEF Peacebuilding and Education programme, which has additional mechanisms and dedicated staff for M&E. All outputs are linked to One UN Programme with targeted indicators, as well as corresponding outputs of the AIT.

Results tracking and reporting, will therefore feed into One UN Programme through periodic reviews, as well as reports submitted to the PBSO/PBF Desk Officer and AIT corresponding Pillar and Outcome leads by implementing ministries and UNICEF.

#### **COMPONENT 4: (The “WHO”)**

##### **a) Implementing agencies and their capacity:**

- List of RUNOs and implementing agencies: *List all implementing Recipient UN Organizations(s) and any other implementing agencies for the project, governmental or non-governmental.*

UNDP, UN WOMEN, UN HABITAT, and UNICEF will all be RUNOs under the Liberia Priority Plan. They have their own partners, both governmental, Non-governmental, and Civil Society based. Each agencies IPs are detailed in their own project proposals.

- Implementing agency capacity: *Indicate the in-country capacity and comparative advantages of the Recipient UN Organization(s). If this is a joint programme, indicate previous experience in managing joint programming of each Recipient UN Organization. If the project utilizes national or locally-based implementing partners (CSOs, NGOs, etc.),*

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<sup>6</sup> See M&E section in PBF Guidelines.

*indicate the capacity of these implementing partner(s) and their previous experience and comparative advantage in working in the project outcome area. Indicate under which modality the RUNO(s) intends to transfer funds to the implementing partners.*

UNICEF will act as the Recipient Organization and provide overall fund and programme management support. Currently the team at UNICEF consists of a dedicated programme officer in the Child Protection Section and a peacebuilding programme specialist managing the Peacebuilding and Education Programme. The in-house capacity of M&E and Information and Communication units will also be fully utilized.

The Ministry of Youth and Sports is the key implementing partner with dedicated team under the NYSP composed of a programme manager, eight county programme officers, a logistics/supply officer, a finance officer, and a communications officer. Overall leadership is provided by the MoYS senior management and staff.

Other implementing partners are the Peace Corps and USAID Food and Enterprise Development (FED). The Peace Corps strong technical capacity in the education sector will benefit the education component of the programme. FED has strong technical capacity in the agriculture sector and will engage in capacity building and implementation of the agriculture component targeting at risk youth.

The main modality for transfer of funds is direct cash transfers. Special Service Agreements (SSA) and Project Cooperation Agreements (PCA) will also be used as needed.

**b) Project Management Arrangements and coordination:**

*- Project management and coordination: Identify the oversight structure or mechanism responsible for the effective implementation of the project and for the achievement of expected results. In the absence of any other pre-existing peacebuilding mechanism, it is recommended to set up an inclusive Project Board, representing all the different stakeholders involved in the project, including the Civil Society.<sup>7</sup>*

The management arrangements for the PBF Priority Plan 2013-2016 build on the Liberia Peacebuilding Programme (LPP) approved in May 2011, whereby the PBF Joint Steering Committee (JSC) is responsible to oversee the allocation and implementation of the PBF-supported LPP, supported by a Secretariat, the Peacebuilding Office, that supports the JSC in this task and has also been responsible for rolling out the Monitoring & Evaluation (M&E) Plan.

Under the LPP structure is the Justice & Security Joint Programme (JSJP) that is being coordinated by a Justice and Security Project Management Unit within the Ministry of Justice and answerable to the Ministry of Justice and the Judiciary. A Justice and Security Board (JSB) also oversees the Justice and Security Trust Fund (JSTF) as well as the JSJP. In January 2011, the JSC constituted two Technical Advisor Groups: 1) Justice and Security Technical Advisory Group (TAG), and 2) the National Reconciliation TAG to help provide technical support to the JS PMU and PBO and make recommendations to the JSC on programmatic issues for the JSC's actions and decision. However, in the revised coordination and implementation structure the two TAGs will serve as Technical

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<sup>7</sup> It is recommended to annex ToRs of the Project Board to the Project.

Panels for technical verification purposes and will only convene on an ad-hoc basis rather than being a formal structure that meets regularly. This is in line with PBSO Revised Guidelines for the JSC Terms of Reference (ToR) and Rules of Procedures (RoP) - see Part F Guidance Note 5.4.<sup>8</sup>

For the implementation of the PBF Priority Plan the management structure has been revised to strengthen coordination, avoid duplication and to ensure efficiency. The Priority Plan aligns with the management and implementation structure of the Government of Liberia's Agenda for Transformation. The Institutional Framework for the Aft includes five levels. At the highest level is the **Liberia Development Alliance (LDA)** that is comprised of Cabinet members of the Executive Branch of Government, chaired by the President. The LDA is to: 1) Scrutinize overall progress of Ministries, Agencies and Commissions (MACs) in meeting strategic goals and objectives of the Aft, based on measureable outcomes; 2) Assure transparency and accountability in the application of public funds; 3) Provide overall policy direction to MACs to meet Aft goals and objectives, as well as helping to resolve inter-sectorial and inter-ministerial constraints to meet key goals and objectives; and 4) Help to promote an enhanced culture of transparency and importance of functional M&E systems in MACs.

The second level includes the **Core Ministries** (MoPEA, MoF and the President's Office). This is at the ministerial level along with the LDA Technical Secretariat comprised of a highly qualified and motivated Deputy Director and multi-disciplinary team. The core responsibility at this level are 1) MoPEA, through the LDA Secretariat and in close collaboration with the MoF, LISGIS, and the President's Office (monitoring unit) will provide: overall technical coordination and technical standardization; formulation of the results framework, the monitoring plans, supported by measureable outcome indicators; annual Aft progress and results reports; midterm evaluation and evaluation report. 2) Lead MACs are required to lead on M&E functions for the sector, and provide regular updates to the relevant SWG. This includes planning and budgeting for M&E, and working closely with LISGIS in the production and utilization of statistical data. And 3) Lead MACs should ensure the required management and statistical information system is in place and functioning; and ensures M&E findings are used in the sector to improve performance and achievement of the strategic objectives.

The third level is **Sectorial Ministries and Agencies (M&As) which comprises** senior technical level officials from the relevant M&As, designated (in writing) by the relevant minister, covering planning, M&E, and financial/administrative units of each M&A. To the extent possible, these same officials should also be centrally involved and responsible for the MTEF and annual budgetary processes.

The fourth level is **National M&E Steering Committee**, described above, that is assisted by the fifth level by the **National M&E Unit**.

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<sup>8</sup>As stated in the JSC's ToR & RoP "the Head of the PBF (insert country name) Secretariat will draw upon, as required, technical advice from a group of experts known as (insert name e.g. the Technical Advisory Panel (TAP)) who have:

- Specific technical expertise in the area of the proposed project
- Demonstrated strategic understanding of peacebuilding and conflict-sensitive development
- Proven experience in project appraisal, monitoring and evaluation"

The AfT structure also highlights the key role of Local/County Government, Private Sector, CSOs and Development Partners.

While the PBF Priority Plan aligns with the AfT in terms of priorities and programmatic areas (outcome areas and indicators where applicable), it is not fully aligned with the AfT Structure for the following reasons: 1) Most of the thematic/priority areas captured in this Priority Plan do not belong to the same Pillar Areas in the AfT but are rather captures across three Pillars areas and Chapters each with its own structure. It is difficult to converge all of these actors into one single whole. 2) The Reconciliation Roadmap is quite complex - and does have some distinct features or thematic areas to be implemented that are not lifted in the AfT for which there is not a structure in the AfT. For instance the AfT is less conspicuous on reparations and memorialization as well as other issues related to restorative justice that the Roadmap propounds. 3) A third reason is that while the AfT projects a series of very ambitious activities and hence a significant budget, the Priority Plan is more focused on the PBF allocation towards to the National Reconciliation Roadmap and related programme areas. What the Priority Plan does nevertheless, is to articulate a clear mechanism through which progress reports can also be captured through the AfT reporting structure. Another avenue for alignment are M&E Units both set-up for the AfT and the MIA through the PBO. As LISGIS is crucial in this to the AfT structure, the PBO M&E Unit is already working with LISGIS to conduct perception surveys on justice and security, while further collaboration is envisaged in conducting other specific surveys as well as monitoring and reporting of progress.

The Structure of the Priority Plan:

a. Joint Steering Committee

The Joint Steering Committee is responsible for providing overall policy guidance and coordination between the Government of Liberia, the Peacebuilding Support Office and Liberia Specific Configuration of the PBC as well as the international community and development partners on related peacebuilding actions on the grounds in the context of the Statement of Mutual Commitments (SMC) adopted by the Government of Liberia and the PBC on 16 November 2010, and the Priority Plan with the support of the PBO that serves as the Secretariat to the JSC. The JSC comprises senior representatives from Government, civil society, the UN and international development partners. The JSC has three Co-chairs including the Minister of Internal Affairs, Minister of Planning and Economic Affairs and Deputy SRSG for the Consolidation of Democratic Governance (CDG) / UN RC on behalf of the SRSG. The JSC will meet three times a year (once every 4 months) to review progress on the implementation of the SMC and the Priority Plan and to provide the needed guidance and policy direction where needed. The JSC is also responsible to review reports for submission to the PBSO and the MPTF-O as well as formal supports to be submitted to LDA Steering Committee – however most of the reporting will be through sectorial working committees within the AfT structure. [See the JSC's revised ToR and RoP for details]. A Steering Group within the JSC may be called upon on an ad-hoc basis to address urgent issues as well and hold periodic video conferences with the LSCC in NY.

b. The Justice and Security Board (JSB) and the National Reconciliation Steering Committee (NRSC)

The Justice and Security Board (JSB) will provide overall guidance for the implementation of the JSJP (which includes the following financing instruments: the JSTF, bilateral support, UN core budget support, UN contributions in kind, Government of Liberia support and PBF resources). The establishment of a single Board for justice and security matters is a positive step forward in having a forum that seeks to have a holistic approach to justice and security reform in Liberia. Ensuring the highest representation of both the security and judicial sectors is key to reinforcing the principles of national ownership and leadership. Each year, the Justice and Security Board approves the Annual prioritized Work Plan. When funds are mobilized for the Justice and Security sector, the Board selects projects from the Work Plan. The Co-chairs include the Minister of Justice, the Associate Justice of the Supreme and the Deputy SRSG for Rule of Law (RoL).

For the implementation of the National Reconciliation Roadmap is the National Reconciliation Steering Committee (NRSC) comprised of the principal reconciliation actors defined as the lead institutions or initiative for the Roadmap components (MIA, GC, INCHR, LPI), civil society representative, the private sector, and development partners. The NPRSC will provide oversight and strategic guidance and monitor the implementation of the Roadmap. The NRSC will also serve as the primary decision-making authority and will meet quarterly, however there will be called adhoc meetings as the need arises. The MIA, through the PBO will coordinate the implementation of the Roadmap. The PBO will be expanded to provide secretariat support to the process leading to the establishment of a National Peacebuilding and Reconciliation Policy and Council and will liaise with relevant institutions to ensure outreach, communication and create awareness for citizens participation regarding the implementation of the Roadmap – this will entail the regular collection and processing of information and analysis on key outputs. The PBO will also provide support to Project Managers/Focal Persons at the project implementation levels for the day-to-day implementation of the projects, and serve as secretary and reports to the NRSC.

The Ministry of Internal Affairs will coordinate the overall communication including administering the National Healing, Peacebuilding and Reconciliation website. This website will serve as the hub for posting and sharing all documents emanating from the process. These will include progress report, briefs, and lessons learnt case storjes. It will be regularly updated and linked with the websites of all implementing agencies. ICT and printed materials will be prepared for different target groups (e.g. government, the public, practitioners, experts and donors) on lessons learned and other aspects of Roadmap implementation.

c. Peacebuilding Office

The Peacebuilding Office will assist the Joint Steering Committee and the Justice and Security Programme Management Unit to ensure effective implementation and to support Monitoring & Evaluation (M&E) aspects and will also support other implementation structures of the JSJP including the regional hub managers and activities. Related to the Reconciliation Component, the PBO will be expanded to serve as the Programme Management Unit and support other structures for the implementation of the National

Reconciliation Roadmap. (See PBO's revised project proposal for further details). The Peacebuilding Office will be assisted by technical expertise provided by UNMIL, in both security and justice reform and on national reconciliation. The UNMIL provided technical support will support both the efforts of the programme managers and the PBO.

#### **d. Implementing Partners**

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

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

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

#### **c) Administrative Arrangements (standardized paragraphs – 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 Participating 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)<sup>9</sup>, 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

<sup>9</sup> Available at: <http://www.undg.org/docs/9885/Protocol-on-the-role-of-the-AA,-10.30.2008.doc>



days after having received instructions from the PBSO along with the relevant Submission form and Project document signed by all participants concerned;

- Consolidate narrative reports and financial statements (Annual and Final), based on submissions provided to the AA by RUNOS and provide the PBF 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 notified by the RUNO (accompanied by the final narrative report, the final certified financial statement and the balance refund);
- Disburse funds to any RUNO for any costs 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:

- Bi-annual progress reports to be provide no later than July 31st;
- Annual narrative progress reports, to be provided no later than three months (31 March) after the end of the calendar year;
- Annual financial statements as of 31 December with respect to the funds disbursed to it from the PBF, to be provided no later than four months (30 April) after the end of the calendar year;
- Final narrative reports, after the completion of the activities in the approved programmatic document, to be provided no later than four months (30 April) of the year following the completion of the activities. The final report will give a summary of results and achievements compared to the goals and objectives of the PBF; and
- Certified final financial statements after the completion of the activities in the approved programmatic document, to be provided no later than six months (30 June) of the year following the completion of the activities.
- Unspent Balance at the closure of the project would have to been 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 (<http://unpbf.org>) and the Administrative Agent's website (<http://mptf.undp.org>).

**Component 5: Annexes (From Priority Plan)**

**Annex A:**

**Donor Mapping in Peacebuilding Strategic Outcome Area/s (including UN agencies) and gap analysis**

**Table 1: Donors' and Funding Gaps Mapping**

AFT Outcome	Indicative Budget (US\$)	Committed Resources (US\$)	Key Donors	Key Projects/ Activities	Duration of Projects/ Activities	Indicative Budget (US\$) <i>TBM: to be mobilized</i>	Description of the area facing a gap and how PBF funds will be used for covering the gap
AFT Pillar 1: B. 1.1. Increased participation in peacebuilding, reconciliation at national and local levels and enhanced leadership roles by marginalized groups, especially women and youth	AFT Pillar 1 estimated costs 2013-2017 (5 years): US\$ 358.2 million (?) including:  Security: US\$ 316.2 mln  Peace & Reconciliation: US\$ 20.4 mln  Justice & Rule of Law: US\$ 13.9 mln  Judicial Reform & Rule of Law: US\$ 7.7 mln	GOL and other commitments still to be confirmed (TBC)	UNCT Liberia	UN Liberia One Programme (UNDAF):  Outcome 1.1: Rule of Law (UNDP, UNICEF, UNHCR, ILO,IOM, UN Women)  Outcome 1.2: Peace and Reconciliation (UNDP, UNICEF, UN Women)  Outcome 1.3: Security (UNDP, UNICEF, UN Women)	2013-2017	UN Liberia One Programme (UNDAF):  Outcome 1.1: US\$ 21.5 mln (o/w 80% TBM)  Outcome 1.2: US\$ 7.9 mln (o/w 80% TBM)  Outcome 1.3: US\$ 13.3 mln (o/w 30% TBM)	National Reconciliation : key areas still remain unfunded as GOL, national and international partners are faced with financial constraints and it is challenging to mobilize funds for reconciliation initiatives that are complex by nature and generally take more time than other programmes to show clear results. PBF support will therefore be instrumental in spearheading key initiatives.
			Bilateral donors	TBC	TBC	TBC	
			World Bank	TBC	TBC	TBC	
			African Development Bank	TBC	TBC	TBC	
			Others	TBC	TBC	TBC	

## Annex B:

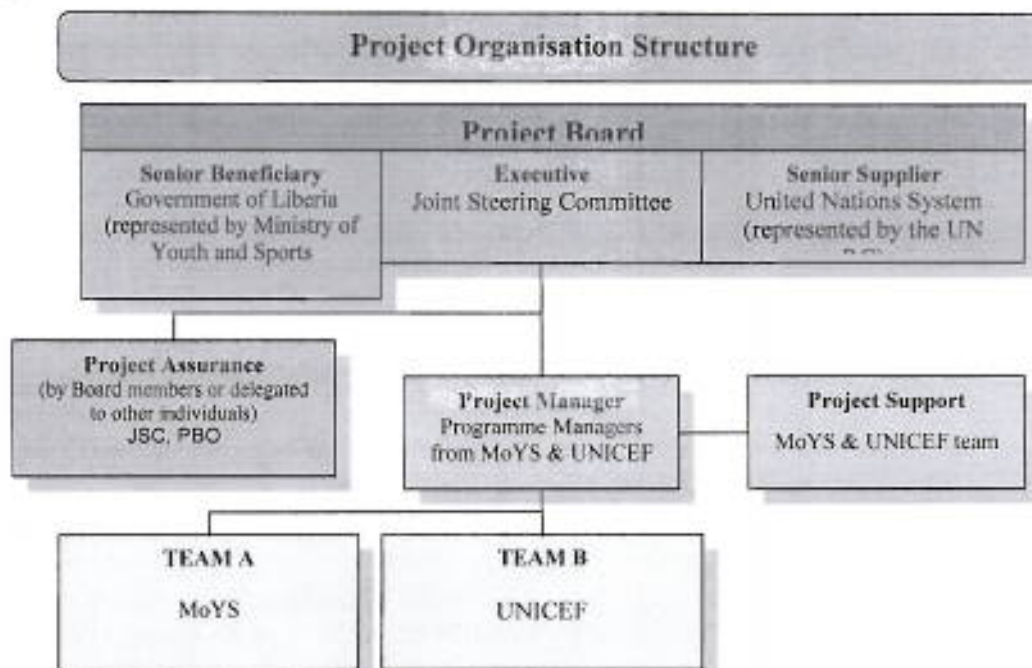
### Mapping of UN Recipient Organizations

Please include exhaustive information of annual budgets of each recipient agency (RUNOs) in the targeted outcome area.

UN Agency	Key Sectors (top five or fewer )	Annual Budget (last year) per Recipient Organization in key sectors	Annual Budget (this year) per Recipient Organization in key sectors	Projection of Annual Budget (next year) per Recipient Organization in key sectors	2012 Annual Delivery Rate (Agency Total)
UNICEF Liberia	Youth Empowerment	2012: USD 3,471,000	2013: USD 1,600,000	2014: USD 1,100,000	2012 Delivery Rate: 100%

## Annex C

Suggested Organogram to be used for the Project's Joint Steering Committee or the Project Board.



## ANNEX D

### TARGET TABLE FOR OUTCOME AND OUTPUT INDICATORS OF THE RESULTS FRAMEWORK

*This target table will be used for reporting (see templates 4.2 to 4.5).*

*Using the Programme Results Framework from the Project Document - provide an update on the achievement of indicators at both the outcome and output level in the table below. Where it has not been possible to collect data on indicators, clear explanation should be given explaining why, as well as plans on how and when this data will be collected.*

**This target table will be used for MPTFO reporting**

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Targets actually achieved
<b>Outcome 1<sup>10</sup></b> <i>Enhanced access to quality education, youth development and livelihood opportunities through the provision of services by NVs in 12 counties</i>	Indicator	-	NYSP launched	NYSP launched
<b>Output 1.1:</b> 175 National Youth Volunteers assigned to schools, health clinics (including SRH and psychosocial), youth centers, and agricultural projects in 12 counties (Bong, Gbarpolu, Nimba, Margibi, Lofa, Grand Gedeh, Maryland, Sinoe, Grand Bassa, Cape Mount, Montserrado, and Bomi)	Indicator 1.1.1 # of schools benefiting from the NVs assigned	0 schools benefiting from the NVs assigned	49	41
	Indicator 1.1.2 # of health clinics benefiting from the NVs assigned	0 health clinics	9	9
	Indicator: 1.1.3 # of youth centers benefiting from the NVs assigned	0 youth centers	10	7
<b>Output 1.2:</b> 500 'at-risk' or disadvantaged youth assigned to agricultural/rural livelihood projects	Indicator 1.2.1: # of agricultural projects benefiting from NVs assigned	0 agricultural projects	130	TBD
	Indicator 1.2.2: # of 'at-risk' or disadvantaged youth receiving skills training in rural livelihoods/agriculture, peacebuilding and leadership skills and receiving support in cash or kind under the NYSP	0	500	876

<sup>10</sup> Either country relevant (from the Priority Plan or Project Document) or PMP specific.

## Annex E: M&E Plan

Type of change	Indicators per outcome	Targets / baselines	Methodology for data collection / frequency (use secondary data from national statistical institutes if accessible)	M&E budget/ Cost coverage	Roles and responsibilities (more detailed in AWP of M&E expert)
National Volunteer' one year of service enhances access to quality education, youth development and livelihood opportunities in 12 counties.	# of National Volunteers providing service to and strengthening institutions in the fields of education, health, agriculture and youth development (disaggregated by gender).	Baseline: 0 Target 2015: 175	NYSP database	NYSP Communication Strategy and RME Operations 35.100	<u>Data collection and analysis</u> : organized by M&E Units at MoYS and UNICEF  Programme officers in the field will monitor the programme and submit monthly reports to the MoYS based management team. The MoYS will consolidate the information and report to UNICEF



**PEACEBUILDING FUND  
PROJECT SUMMARY**

<b>Project Number &amp; Title:</b>	PBF/ National Youth Service Programme for Peace and Development (NYSP)	
<b>Recipient UN Organization:</b>	UNICEF	
<b>Implementing Partner(s):</b>	Ministry of Youth and Sports, Ministry of Education, USAID, FED, Peace Corps	
<b>Location:</b>	Liberia: Bong, Bomi, Cape Mount, Gbarpolu, Grand Bassa, Grand Gedeh, Lofa, Margibi, Maryland, Nimba, Montserrado, Sinoe Counties	
<b>Approved Project Budget:</b>		
<b>Duration:</b>	<b>Planned Start Date:</b> 1 October 2013	<b>Planned Completion:</b> 31 October 2015
<b>SC Approval Date: (Actual Dates)</b>		
<b>Project Description:</b>	The project outcome of the NYSP is to 'reduce youth potential for violence' and promote national reconciliation, by enabling youth to become key actors in peacebuilding, institutional strengthening, public service delivery, private sector development and social cohesion.	
<b>PBF Priority Area:</b>	Youth and National Reconciliation	
<b>PBF Outcome:</b>	Sustainable livelihoods	
<b>Key Project Activities:</b>	The programme will enhance access to quality education, youth development and livelihood opportunities through the provision of services by National Volunteers in 12 counties. Activities include competitive and transparent recruitment, training and deployment of NVs to selected schools, youth centers, agricultural projects, clinics and local public administration institutions. Transition to regular employment will also be addressed through career development activities.	



(to be sent to the UNDP/MPTF office with fully signed prodoc from JSC)



**United Nations Peacebuilding Support Office/Peacebuilding Fund  
(PBSO/PBF)**

**Project Transmittal Template  
for approval by the Joint Steering Committee under the Peacebuilding  
and Recovery Facility (PRF)**

<b>Part A. Meeting Information</b> <i>To be completed by the PBF Secretariat</i>	
Date of Meeting: 4 October 2013	Recipient UN Organization: UNICEF
Priority Area: Sustainable livelihoods	Total PBF Budget: US\$ 1,500,000

<b>Part B: Project Summary</b> <i>To be completed by the Recipient UN Organization</i>	
From: Sheldon Yett Representative UNICEF Liberia  Sigbjorn Ljung, Child Protection Officer, UNICEF	Date of Submission: 18 September 2013
Contact: E-mail: syett@unicef.org E-mail: sljung@unicef.org Telephone: +231 770 267100	
Proposed Project, if approved, would result in:  <input checked="" type="checkbox"/> New Project / Joint Project  <input type="checkbox"/> Continuation of previous funding, project cost extension  <input type="checkbox"/> Other (explain)	Proposed Project resulted from:  <input checked="" type="checkbox"/> National Authorities initiative within Priority Plan  <input type="checkbox"/> UN Agency initiative within Priority Plan  <input type="checkbox"/> Other (explain)

Project Title: National Youth Service Programme for Peace and Development (NYSP)			
Total Project Budget: US\$ 2,816,500 Total PBF Project Budget: US\$ 1,500,000  <i>*For project extension indicate current budget and new proposed budget</i>			
PBF amount requested breakdown by RUNO : US\$ 1,500,000  <i>*For project extension indicate current budget and new proposed budget by RUNOs</i>			
Amount and percentage of indirect costs requested: US\$ 98,131  <i>*Total and breakdown by RUNOs</i>			
Projected Annual Commitments:	Year 2013-14: US\$ 750,000	Year 2014-15: US\$ 750,000	
Projected Annual Disbursements:	Year 2013-14: US\$ 750,000	Year 2014-15: US\$ 750,000	

*Narrative summary of Project  
Not to exceed 500 words*

**1. Background**

*[Provide a brief background to the project. Indicate how it originated, refer to request endorsement or approval by relevant national authorities etc. If extension of existing project is sought, provide information on original project, such as project number, project amount, date of approval.]*

One of the thematic priorities in the Strategic Roadmap for National Healing, Peacebuilding and Reconciliation is Youth Social and Economic Recovery. In the Liberia Priority Plan (2013-2016) the National Youth Service Programme (NYSP) is captured under Priority Area 3 'Sustainable Livelihoods'. The NYSP will be the primary vehicle for addressing this thematic area and builds on the accomplishments achieved during 2011-2013. The NYSP supports the Cross-Cutting Pillar 5 in the Agenda for Transformation (A/T) and the implementation of the National Youth Policy and Action Plan (2012-2017). Under the first tranche of PBF support the Government's priority has been to build upon and re-design the existing National Youth Volunteer Service (NYVS), with ownership and management transferred to the Ministry of Youth and Sports (MoYS).

**2. Purpose of Proposed Project**

*[List key outcomes and outputs from project cover sheet and attach a detailed project document following PBF template]*

The programme will enhance access to quality education, youth development and livelihood opportunities through the provision of services by National Volunteers in 12 counties. Activities include competitive and transparent recruitment, training and deployment of NVs to selected schools, youth centers, agricultural projects, clinics and local public administration institutions. Transition to regular employment will also be addressed through career development activities.

Project document attached.

### Part C: Technical Review

To be completed by the PBF Secretariat on behalf of the Technical Advisory Panel

#### Composition of Technical Advisory Panel (TAP):

- Ministry of Internal Affairs (MIA) - William Kokulo
- Ministry of Gender and Development (MoGD) - Albertha Doe
- Governance Commission (GC) - Aaron Weah
- National Civil Society Council of Liberia (CSC) - Prince Kreplah
- Search for Common Ground (CSO) - Oscar Bleh
- UNMIL/Office of the D/SRSG RoL - Linnea Lindberg
- UNMIL/Civil Affairs - Christiana Solomon
- UNICEF - Sigbjorn Solli Ljung
- UNDP - Nessie Golakai
- UN Women - Emily Stanger
- UN-HABITAT - Elizabeth Moorsmith
- Embassy of Sweden - Lisa Ljungstrom
- Peacebuilding Office (PBO/MIA) - Edward Mulbah

**Technical Review Date:** 12 September 2013

#### Evaluation of Proposal by the Technical Advisory Panel (TAP)

*Provide concise summary evaluation of proposal and recommendations (detailed criteria provided below):*

The TAP conducted an in-depth technical review of 8 submitted project proposals on 12 September 2013. All the various comments from TAP members were recorded by the PBO (as JSC Secretariat) and subsequently shared with the respective National Implementing Partners and UN Agencies (see attached). Revised project proposals have been submitted to the PBO on 19 September 2013.

TAP recommendation: project to be approved by the JSC.

<i>1) Technical Review of the project design</i>		
(a)	Does the project reflect governments commitments and responding to an urgent - financial and/or - peacebuilding gap?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(b)	Is the project design clear on which conflict factors should be addressed, and how? (Theory of change?)	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(c)	Is it evident how the project will be coordinated with other projects to contribute most effectively to the intended outcomes of the Priority Plan?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(d)	Are realistic targets set for project outputs that are consistent with the submitted budget allocation and will allow the measuring of the project efficiency?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(e)	Are the project costs transparent and reflecting cost consciousness?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(f)	Is the project likely to have catalytic effects either in terms of financial leverage or unblocking peace relevant processes?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(g)	Has the project adequately considered risks and provided strategies for managing them?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

<i>iv) Implementation performance</i>		
(a)	Does the funding recipient agency have proven record of its capacity and competence to implement the project within the proposed time and budget line, and achieve results?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(b)	If the funding agency is not the implementation partner, does the proposed implementation partner have the capacity and competence to achieve the expected results as articulated in the Logframe?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(c)	Do the management arrangements describe clearly how the funding recipient agencies will keep oversight of the fund use and status of results achievement during the whole implementation process?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
<i>Monitoring and reporting</i>		
(a)	Do the indicators of the project logframe reflect the information needed by the JSC to be able to assess the performance and effectiveness of the fund use by the recipient agency?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(b)	Does the project proposal include an M&E plan which outlines how to track these indicators and to report timely when updates on the implementation status of the project will be needed by the JSC?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(c)	Does the proposal include an earmarked budget for the coverage of all M&E related costs (baseline collection, perception surveys, and final evaluation)?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

<b>Part D: Administrative Review</b> <i>To be completed by the PBF Secretariat</i>	
<b>PBF Secretariat Review Date:</b> 20 September 2013	
Check on Project Document Content	
<input type="checkbox"/> Signed Cover Page (first page)	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
<input type="checkbox"/> Logical Framework	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
<input type="checkbox"/> Project Justification	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
<input type="checkbox"/> Project Management Arrangements	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
<input type="checkbox"/> Risks and Assumptions	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
<input type="checkbox"/> Budget	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
<input type="checkbox"/> Indirect Support Cost (7%)	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
<input type="checkbox"/> Progress Report (for supplementary funding only)	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>

**Part E: Decision of the Joint Steering Committee**

*To be completed by the PBF Secretariat and signed by PBF Joint Steering Committee co-chairs*

**Decision of the PBF Joint Steering Committee:**

- Approved for a total budget of US\$ 1,500,000
- Approved with modification/condition
- Deferred/returned with comments for further consideration
- Rejected

Comments/Justification/Any conditions:

**Hon. Morris M. Dukuly**  
Minister of Internal Affairs

Government Co-Chair  
PBF Joint Steering Committee



Signature

Date: 10/04/2013

**Mr. Aeneas C. Chuma**  
Deputy SRSG/CDG

UN Co-Chair  
PBF Joint Steering Committee



Signature

Date: 21/10/13

**Part F: Administrative Agent Review**

*To be completed by the Administrative Agent*

Action taken by the Administrative Agent: MPTF Office, UNDP

- Project consistent with provisions of the PBF Memorandum of Understanding and Standard Administrative Arrangements with donors

Executive Coordinator, MPTF Office, UNDP

Signature

Date