



**Submission Form
To
Sierra Leone PBF Steering Committee**

To be completed by the Support Office of the Steering Committee	
Meeting No:	Date of Meeting: 11 May 2007
Item No:	Programme / project: Youth Enterprise Development

(To be completed by the Participating UN Organisation and endorsed by Peer Group)

To: Sierra Leone PBF Steering Committee	Date of Submission: 11 May 2007
From: National Authority and Head of UN Participating Organisation H P M'cleod, VP office, GoSL Bernard Mokam, UNDP Resident Representative a.i.	Contact: Telephone number, email <u>hpmcleod@gmail.com</u> <u>bernard.mokam@undp.org</u>
Proposed submission, if approved would result in: <input type="checkbox"/> Continuation of existing programme/project <input checked="" type="checkbox"/> New programme/project <input type="checkbox"/> Other (explain)	Proposed submission resulted from: <input checked="" type="checkbox"/> National Authorities initiative within Sierra Leone PBF Priority Plan <input type="checkbox"/> UN Agency initiative within Sierra Leone PBF Priority Plan <input type="checkbox"/> Other (explain)
Programme/project Title: Youth Enterprise Development	
Amount of PBF funds requested for Proposed Programme/project: USD 4,080,906.92	
Amount of indirect costs requested: 5%	

To be completed by the Participating UN Organisation.

1. Background

Government has developed a National Youth Employment Scheme as a direct attempt to support the creation of jobs for the youths. The Programme has four components: a) Youth in Enterprise Development; b) Youth Engagement in Agriculture; c) Public Works Scheme; and d) Policy reform. The projects that will be supported under the Peace Building Fund are expected to complement and in synergy to activities implemented under the Youth Employment Scheme. These areas could include joint programming, fund-sharing, monitoring and evaluation.

2. Purpose of Proposed Programme/Project

This project aims to support the empowerment of the youth through the creation of decent and productive employment opportunities in small and medium sized enterprises/industries sector. Designed along the lines of the Commonwealth Youth Credit Initiatives (CYCI) model, the Youth Enterprise Development (YED) project aims to support the creation of enterprises as a potential source for self-employment and to promote sustainable livelihoods for young people through entrepreneurship development, support to business development services, micro-finance, skills development and training and up scaling innovative projects, lessons learnt and successful experiences. Its specific objectives are: a) create more and better youth enterprises/industries; b) strengthen institutional capacity of micro-finance and other private sector institutions directly focused on youths micro-credits schemes; c). provide high quality micro-credit services on a significant scale to aspiring youth entrepreneurs, with a special focus on young women; d). enhance skills development and training for employability of young people in the formal and informal sectors.

3. Evaluation of Proposals by the Cluster

Provide concise summary evaluation of proposal against:

<i>General principles and selection criteria</i>		
(a)	Must be explicitly based on Sierra Leone PBF Priority Plan Assessment,	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(b)	Must promote and ensure national ownership,	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(c)	Must fall within the areas of UN's comparative advantage,	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(d)	The organization must have the appropriate system to deliver the intervention,	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(e)	The UN response must be effective, coherent, context-sensitive, cost-efficient and the outcomes, sustainable,	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(f)	Must avoid duplication of and significant overlap with the activities of other actors,	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(g)	Must use strategic entry points that respond to immediate needs and yet facilitate longer-term improvements,	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(h)	Must build on existing capacities, strengths and experience,	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(i)	Must promote consultation, participation and partnerships,	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

Project Implementability

	2007	2008
<i>Estimated commitments (\$mill)</i>	2,000,000	1,983,743
<i>Estimated disbursements (\$mill)</i>	2,000,000	1,983,743

Project approved by the PBF Steering Committee on 11 May 2007.

4. Review by Steering Committee Support Office

Check on Programme/Project Proposal Format Contents

- | | | |
|---|---|--|
| <input type="checkbox"/> Cover sheet (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"/> Programme/Project Justification | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |
| <input type="checkbox"/> Programme/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"/> Progress Report (for supplementary funding only) | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| <input type="checkbox"/> Support Cost | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |

Provide concise summary assessment against:

One year Implementability

The project is building upon the National Youth Employment Scheme that the government has already launched, thus the time to set up of implementation structure will be minimal.

Agency indirect support cost

As per MoU between PBF and UNDP, 5% management cost will be charged.

<i>General criteria for prioritising clusters</i>		
(a)	Must be in line with Sierra Leone PBF Priority Plan	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(b)	Recipient Organization is unable to meet high or urgent priority needs with existing level of funding.	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(c)	Need to address high priority activities that have significant impact, and by nature must address seasonal or timing imperatives and considerations.	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
d	Supports activities that are likely to improve the overall peacebuilding situation at national and local levels.	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
(e)	As the improving security situation permits, activities that exploit the opportunities presented.	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

Overall review of programme submission

□ *Recommendations*

5. Decision of the Sierra Leone PBF Steering Committee

- X Approved for a total budget of \$ 3,983,743.00
- Approved with modification/condition
- Deferred

\$4,080,901.02
ho per advisory
clg, July, 18/5/07
date 18/5/07
18/5/07



J. Victor Angelo
Executive Representative of the
Secretary General
Co-Chair of the PBF Steering Committee

Hon. Solomon E. Berewa
Vice President of the Republic of Sierra Leone
[Signature]
Co-Chair of the PBF Steering Committee



6. Action taken by the Executive Coordinator, MDTF Office, UNDP

- Project consistent with provisions of the UN-UNDP and UNDP-Participating UN Organizations Memorandum of Understandings and Letter of Agreement with donors (if applicable)



18/5/07
.....
Date



Submission Form
To
Sierra Leone PBF Steering Committee

To be completed by the Participating UN Organisation.

To be completed by the Support Office of the Steering Committee	
Meeting No: 3	Date of Meeting: 11 May 2007
Item No:	Programme / project: Youth Enterprise Development

(To be completed by the Participating UN Organisation and endorsed by Peer Group)

To: Sierra Leone PBF Steering Committee	Date of Submission: 10 May 2007
From: National Authority and Head of UN Participating Organisation H P M'cleod, VP office, GoSL Bernard Mokam, UNDP COUNTRY DIRECTOR	Contact: Telephone number, email <u>hpmcleod@gmail.com</u> <u>bernard.mokam@undp.org</u>
Proposed submission, if approved would result in: <input type="checkbox"/> Continuation of existing programme/project <input checked="" type="checkbox"/> New programme/project <input type="checkbox"/> Other (explain)	Proposed submission resulted from: <input checked="" type="checkbox"/> National Authorities initiative within Sierra Leone PBF Priority Plan <input type="checkbox"/> UN Agency initiative within Sierra Leone PBF Priority Plan <input type="checkbox"/> Other (explain)
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Amount of indirect costs requested: 5%	

Project Implementability

	<i>2007</i>	<i>2008</i>
<i>Estimated commitments (\$mill)</i>	2,080,906.92	2,000,000.00
<i>Estimated disbursements (\$mill)</i>	2,080,906.92	2,000,000.00

Project approved by the PBF Steering Committee on 11 May 2007.

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| <input type="checkbox"/> Programme/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"/> |
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| <input type="checkbox"/> Support Cost | Yes <input checked="" type="checkbox"/> | No <input type="checkbox"/> |

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<i>General criteria for prioritising clusters</i>		Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
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Overall review of programme submission

Recommendations

5. Decision of the Sierra Leone PBF Steering Committee

- X **Approved for a total budget of \$ 4,080,906.92**
- Approved with modification/condition**
- Deferred**

J. Victor Angelo
Executive Representative of the
Secretary General

Hon. Solomon E. Berewa
Vice President of the Republic of Sierra Leone



6. Action taken by the Executive Coordinator, MDTF Office, UNDP

- Project consistent with provisions of the UN-UNDP and UNDP-Participating UN Organizations Memorandum of Understandings and Letter of Agreement with donors (if applicable)

Bisrat Aklilu,
Executive Coordinator, MDTF Office, UNDP

.....
Signature

.....
Date

To be completed by the Steering Committee, Support Office

To be completed by the UNDG/JTF

THE PROGRAMME/PROJECT BUDGET

The budget would utilise the Standard Format* agreed by UNDG Financial Policies Working Group with necessary modifications to suit the expected PBF project activities.

Budgets could be presented in the following Atlas (UNDP financial system) compatible format:

Recipient UN Organization: UNDP
Priority Area (if applicable): Youth Empowerment and Employment
Project Title: Youth Enterprise Development
Project No.: PBF/SLE/D-1
PBF ATLAS Project No. (if applicable): 00056773



CATEGORY	ITEM	UNIT COST	NUMBER OF UNITS	TOTAL COST
1. Personnel • including staff and consultants				681,833.22
2. Contracts • including companies, professional services, grants				1,612,457.66
3. Training				
4. Transport				
5. Supplies and commodities				
6. Equipment				
7. Travel				370,501.06
8. Miscellaneous				1,221,783.66
Sub-total				
9. Agency Management Support**				194,331.32
TOTAL				4,080,906.92

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

** The rate shall be within the range of 5% to 9%, with overall expected average of 7%, as agreed to by UNDG organizations for use in previous MDTFs, of the total of categories 1-8.

\$

Name: Samuel Harbor

Title: Deputy Resident Representative

Date: 10 April 2008



**SIERRA LEONE PEACEBUILDING FUND
PROJECT DOCUMENT COVER SHEET**

Participating UN Organisation:	United Nations Development Programme (UNDP)
Programme/Project Manager Name: To be Determined Address: 76 UNDP Wilkinson Road, Telephone: 232 22 231 311 E-mail:	Peer Group Chair Name: Address: Telephone: E-mail:
Programme/Project Title: Youth Enterprise Development Programme/Project Number: TBD	Programme/Project Location: Nation wide
Programme/Project Description: This project aims to support the empowerment of the youth through the creation of decent and productive employment opportunities in small and medium sized enterprises/industries sector.	Total Programme/Project Cost: PBF: \$ 4,080,906.92 Government Input: Other: Total: \$ 4,080,906.92
	Programme/Project Duration: 1 Year
Development Goal and Key Immediate Objectives: the Youth Enterprise Development (YED) project aims to support the creation of enterprises as a potential source for self-employment and to promote sustainable livelihoods for young people through entrepreneurship development, support to business development services, micro-finance, skills development and training and up scaling innovative projects, lessons learnt and successful experiences.	
Outputs and Key Activities: Specific objectives are: a) create more and better youth enterprises/industries; b) strengthen institutional capacity of micro-finance and other private sector institutions directly focused on youths micro-credits schemes; c). provide high quality micro-credit services on a significant scale to aspiring youth entrepreneurs, with a special focus on young women; d). enhance skills development and training for employability of young people in the formal and informal sectors.	
Peer Review Date: N/A Steering Committee Support Office Review Date: 3 May 2007 Steering Committee Approval Date: 11 May 2007	

On behalf of:

UN Participating Organisation

Co-Chair PBF SC

Co-Chair PBF SC



Date	Name/Title
27/05/07	Bernard Nokam GD-UNDP
17/05/07	Umaru B. Wurie DG MFA
12/05/07	Gabriel Medhin Hafof DIC-UNIOSIL 50

PbPP Area: Youth Empowerment and Employment

Expected Outcome(s)/Indicator (s):

- Entrepreneurship training and business development support services organised
- Support to existing and new youth businesses provided through start-up capital
- Skills development and training programmes organised for employability of youth in formal and informal sector institutions.

Expected Output(s)/Annual Targets: Total Direct Beneficiaries – 8,100 young men and women

- Capacity of 30 private sector enterprises strengthened to employ 1000 youths
- 150 cooperative credit schemes established to benefit 4500 young women
- Provide credit support to 100 youth enterprises supported to benefit 1,000 beneficiaries
- 300 skilled youths placed in apprenticeship programmes in the formal sector
- 300 unskilled youth placed in informal training institutions
- 1000 unskilled youths placed in formal training institutions
- Support provided to 40 formal and informal training institutions
- Sensitize 5,000 people directly and 10,000 people indirectly on the Youth Enterprise Development Programme

Implementing Partner: The Executing Agency is the Ministry of Youth and Sports through the Youth Employment Secretariat. The lead UN Agency is the UNDP with technical support from ILO and UNIDO. Implementation will be done by private sector institutions including micro-finance institutions, formal and informal training institutions, Youth Net works, Development Partners, Government Agencies, District Councils and the civil society.

Responsible Parties: Government of Sierra Leone, UNCT (led by UNDP) and Development Partners

This project aims to support the empowerment of the youth through the creation of decent and productive employment opportunities in small and medium sized enterprises/industries sector. Designed along the lines of the Commonwealth Youth Credit Initiatives (CYCI) model, the Youth Enterprise Development (YED) project aims to support the creation of enterprises as a potential source for self-employment and to promote sustainable livelihoods for young people through entrepreneurship development, support to business development services, micro-finance, skills development and training and up scaling innovative projects, lessons learnt and successful experiences. Its specific objectives are: a) create more and better youth enterprises/industries; b) strengthen institutional capacity of micro-finance and other private sector institutions directly focused on youths micro-credits schemes; c). provide high quality micro-credit services on a significant scale to aspiring youth entrepreneurs, with a special focus on young women; d). enhance skills development and training for employability of young people in the formal and informal sectors. The project will utilize the UN Peace Building Fund (PBF) to undertake a range of short to medium-term activities targeted at addressing youth unemployment, underemployment and poverty reduction in collaboration with UNCT, development partners, micro-finance institutions, youth networks, Youth-Serving Agencies, private sector institutions, District Councils and other community groups. It will build on successful on-going activities and up-scale best practice and pilot initiatives for quick impact in terms of creating employment opportunities while at the same time supporting sustainable enterprise development. The project will promote greater coordination, ownership and leadership of all national counterparts in the design and implementation of all activities. The Ministry of Youth and Sports and UNDP will facilitate and strengthen effective coordination and collaboration between all relevant actors and national partners and the civil society for increased consultations and improved information management. The project will create linkages and harmonize approaches with other on-going initiatives within the context of the Ministry of Trade and Industry's Private Sector Development Policy and the PRSP to enhance coherence and sustainability.

Programme Period: 1 (one) Year (PBF)
 Programme Component: Youth Empowerment and Employment
 Project Title: Youth Enterprise Development
 Project ID:
 Project Duration: 3 (Three) Years (June 2007 – May 2010)
 Management Arrangement: Management and coordination will be based on established structures of the Youth Employment Scheme, i.e. the YES Steering Committee, the PRSP Pillar Working Group/, Development Partners Forum, Youth Employment Secretariat, District Project Appraisal Committee, and Youth networks.



Total Budget	USDS 4,080,906.92
Allocated resources:	_____
• Government	_____
• Regular	_____
• In kind contributions	_____
Unfunded budget:	_____



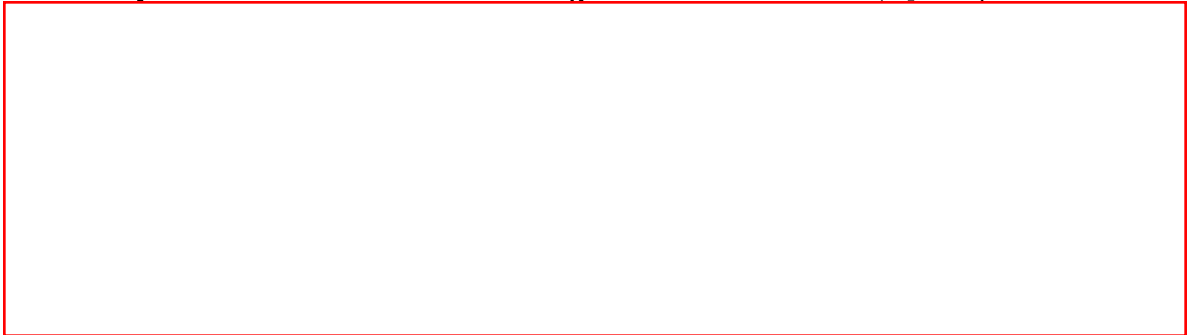
Recommendations

5. Decision of the Sierra Leone PBF Steering Committee

- X **Approved for a total budget of \$ 3,983,743.00**
Approved with modification/condition
Deferred

J. Victor Angelo
Executive Representative of the
Secretary General

Hon. Solomon E. Berewa
Vice President of the Republic of Sierra Leone



6. Action taken by the Executive Coordinator, MDTF Office, UNDP

- Project consistent with provisions of the UN-UNDP and UNDP-Participating UN Organizations Memorandum of Understandings and Letter of Agreement with donors (if applicable)

Bisrat Aklilu,
Executive Coordinator, MDTF Office, UNDP

.....
Signature

.....
Date



**SIERRA LEONE PEACEBUILDING FUND
PROJECT DOCUMENT COVER SHEET**

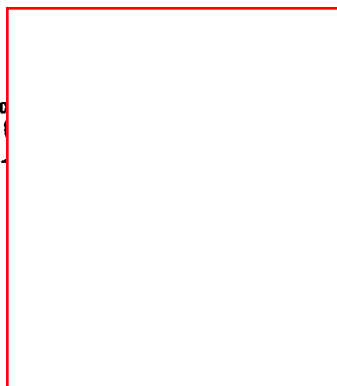
Participating UN Organisation:	United Nations Development Programme (UNDP)
Programme/Project Manager Name: To be Determined Address: 76 UNDP Wilkinson Road, Telephone: 232 22 231 311 E-mail:	Peer Group Chair Name: Address: Telephone: E-mail:
Programme/Project Title: Youth Enterprise Development Programme/Project Number: TBD	Programme/Project Location: Nation wide
Programme/Project Description: This project aims to support the empowerment of the youth through the creation of decent and productive employment opportunities in small and medium sized enterprises/industries sector.	Total Programme/Project Cost: PBF: \$ 3,983,743 Government Input: Other: Total: \$ 3,983,743
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Peer Review Date: N/A Steering Committee Support Office Review Date: 3 May 2007 Steering Committee Approval Date: 11 May 2007	

On behalf of:

UN Participating Organisation

Co-Chair PBF SC

Co-Chair PBF SC



Date	Name/Title
<u>17/05/07</u>	<u>Bernard Mokuu G.D - UNDP</u>
<u>17/05/07</u>	<u>Amos B. Wume D.R. NFA</u>
<u>17/05/07</u>	<u>Selametchi Haym DK- UNIOSH</u>

PbPP Area: Youth Empowerment and Employment

Expected Outcome(s)/Indicator (s):

- Entrepreneurship training and business development support services organised
- Support to existing and new youth businesses provided through start-up capital
- Skills development and training programmes organised for employability of youth in formal and informal sector institutions.

Expected Output(s)/Annual Targets: Total Direct Beneficiaries – 8,100 young men and women

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- Support provided to 40 formal and informal training institutions
- Sensitize 5,000 people directly and 10,000 people indirectly on the Youth Enterprise Development Programme

Implementing Partner: The Executing Agency is the Ministry of Youth and Sports through the Youth Employment Secretariat. The lead UN Agency is the UNDP with technical support from ILO and UNIDO. Implementation will be done by private sector institutions including micro-finance institutions, formal and informal training institutions, Youth Net works, Development Partners, Government Agencies, District Councils and the civil society.

Responsible Parties: Government of Sierra Leone, UNCT (led by UNDP) and Development Partners

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Programme Period: 1 (one) Year (PBF)
 Programme Component: Youth Empowerment and Employment
 Project Title: Youth Enterprise Development
 Project ID:
 Project Duration: 3 (Three) Years (June 2007 – May 2010)
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Total Budget **USDS 3,983,743**

Allocated resources: _____

- Government _____
- Regular _____
- In kind contributions _____

Unfunded budget: _____





**SIERRA LEONE PEACEBUILDING FUND
PROJECT DOCUMENT COVER SHEET**

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Peer Review Date: N/A Steering Committee Support Office Review Date: 3 May 2007 Steering Committee Approval Date: 11 May 2007	

*Total pmt bought
amount is \$ 4,000,000
as per admin 3/12 chf/1
ESRG.
SM 1
Jul 18/17*

On behalf of:
UN Participating Organ
Co-Chair PBF SC
Co-Chair PBF SC

Date	Name/Title
<u>17/05/07</u>	<u>Bernard Moku G.D - UNDP</u>
<u>17/05/07</u>	<u>Muhamad R. W. W. D. NFA</u>
<u>17/05/07</u>	<u>Zebramehi Hayim OK - UNIOSIA</u>

5

PbPP Area: Youth Empowerment and Employment

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Programme Period: 1 (one) Year (PBF)
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 Project ID:
 Project Duration: 3 (Three) Years (June 2007 – May 2010)
 Management Arrangement: Management and coordination will be based on established structures of the Youth Employment Scheme, i.e. the YES Steering Committee, the PRSP Pillar Working Group/, Development Partners Forum, Youth Employment Secretariat, District Project Appraisal Committee, and Youth networks.



Total Budget **USDS 3,983,743**

Allocated resources:

- Government _____
- Regular _____
- In kind contributions _____

Unfunded budget: _____



2. Situation Analysis

1. The war in Sierra Leone ended in January 2002. Since then, the Government in collaboration with its partners has been preoccupied with Programmes and initiatives aimed at recovering from its devastating effects and addressing the challenges of the transition from war to peace. Some of these include: consolidating peace, strengthening security, promoting transparent and inclusive governance, reconstructing and rehabilitating schools, hospitals and health centers and restoring social services countrywide. There are however key socio-economic challenges in the medium term, including poverty, which remains pervasive, particularly in rural areas, where about 80 percent of the population lives below the equivalence of one U.S dollar a day. There is the need to ensure that the gains from economic growth are sustained and they reach the poor. Sierra Leone's development challenge is not only about achieving faster growth, but also about broadening participation and accelerating the pace of social advancement. Additional resources would be required to adequately support a wide range of interventions meant at consolidating the peace through poverty reduction and creation of employment opportunities. Sierra Leone's poor social indicators reflect the low level of human development, especially poverty among rural women. Maternal mortality, infant mortality and fertility rates are among if not the worst in the world. Household poverty is high among subsistence farmers, as well as among households whose heads have little formal education, and large households. The high poverty rate among youth indicates the lack of economic opportunities for this potentially productive group. Perhaps the greatest negative effect of the war was felt by the youth both as perpetrators and as victims. Sierra Leone has a youthful population with those in the age group 15-35 years accounting for about 33.3% of the population. A large number of these youths are basically poor, unemployed and untrained. The Truth and Reconciliation Commission identified marginalization and political exclusion as some of the causes responsible for the involvement of youths in the civil conflict. The recently concluded World Bank study on Youth and Employment in Sierra Leone with an objective of informing the Government of Sierra Leone and other stakeholders, including the donor community, of the main issues and challenges that today's youth are facing in relation to the labour market, identified major post war constraints for youth including employability, access to resources and the overall lack of economic opportunities for business operation and development. Government urgently desires to plan a comprehensive and integrated programme to engage this formidable group productively by tapping their latent talents through strategies that will promote youth training, gainful employment, participation in national decision-making processes and good citizenship.

2. The development of a vibrant small and medium enterprises/industries environment in Sierra Leone is crucial for job creation and achieving food security for the population in general and young people in particular. It is estimated that 70 per cent of youth population are unemployed and underemployed with 30 per cent engaged in low productivity subsistence agriculture and mining activities mainly in the rural areas, while the rest eked out a living in non-farm activities with low earnings in the informal urban economy. As a result, the incidence of poverty is most severe amongst young women and men, indicating the need to urgently address this potential security risk. The development of a SME policy and framework is necessary to providing an enabling environment for addressing the constraints and impediments to the creation of more and sustainable small medium enterprises and industries as potential source for job creation and reduction of poverty. In the key target sectors for enterprise creation (i.e. agriculture, infrastructure, fisheries, ICT, tourism etc.), key common constraints noted are: "low

capital investment and low level of technology based production; lack of or absence of vital extension services; inadequate micro finance support for input purchase and output marketing, unskilled and low level of education, and poor roads network". Access to electricity supply is considered a major constraint to enterprise development and job creation, whether in the formal or informal economy.

In response to these challenges, the Government has developed a National Youth Employment Scheme as a direct attempt to support the creation of jobs for the youths. The Programme has four components: a) Youth in Enterprise Development; b) Youth Engagement in Agriculture; c) Public Works Scheme; and d) Policy reform. The projects that will be supported under the Peace Building Fund are expected to complement and in synergy to activities implemented under the Youth Employment Scheme. These areas could include joint programming, fund-sharing, monitoring and evaluation.

PROJECT AREAS OF INTERVENTIONS:

The youth enterprise development component will focus on three key result areas identified below to promote entrepreneurship training, growth and development of more and better small and medium enterprises/industries, support enterprise growth through micro-capital grants, credits and loans, and skills development and training for employability as key sources of potential areas for job creation for youths:

a). Entrepreneurship training and business development services: Available data suggest that the growth and development of the small and medium size enterprises sector in Sierra Leone is constrained by lack of an SME policy and framework, very little technical and financial support arrangements, lack of entrepreneurship training and culture, and incentives. Although private sector development and SME development is one of the core issues under PRSP "Pillar 2" and the Ministry of Trade, Industry and State Enterprises has identified the development SMEs as a priority area of their strategic planning, this sector is still considered underdeveloped and underutilized as a potential source for job creation.

This component will, in close collaboration with the Ministry of Trade and Industry, Chamber of Commerce, SLEDIC, Sierra Leone Indigenous Businesses Association, UNIDO, ILO, GTZ and other private sector institutions, support the nurturing and sustainability of the small and medium sized enterprises and industries sector through appropriate entrepreneurship training in business development over a range of activities in the priority sectors. At the upstream, the project will work with the Ministry of Education, Science and Technology (MEST) in supporting the development and mainstreaming of entrepreneurship culture, knowledge and training in the educational curricula of business management institutions, technical and vocational education training (Tech/Voc) institutions (such as the Sierra Leone Opportunities Industrialization Centre, Bonthe Technical Institute, etc.), whether public and/or private. At the downstream, training in the development of business plan, grant/credit facilitation and management and access to financing, financial management, product design and development, market and consumer survey/research, etc. are critical for business expansion, diversification, competitiveness, high productivity and job creation. Using existing entrepreneurship and business development institutions and initiatives (e.g. Growth Centres, Business Clinics, Business Forum, etc.) and where necessary build their capacity, this component will provide core services identified to support the development

of a viable and indig. us small and medium size enterprises and ustries as potential job creation opportunities for the young women and men.

Under entrepreneurship training, ILO training package such as Know-About-Business (KAB) will be used to provide insights into the opportunities and challenges of self-employment as an alternative to wage or salary employment. The objectives of the KAB package is intended to create awareness of possibilities that exist for enterprise development and self-employment as career option for graduates of technical and vocational institutions as well as the semi-skilled or unskilled youths. It provides practical knowledge and applications for the understanding the functions and operations of a business and facilitates school to work transition.

Under the business development services, the Start-Improve-Your Business (SIYB) methodology introduced by the ILO will support capacity building of national business development institution as a management training tool for establishing and improving small businesses. The strategy is to strengthen local business service providers to support the development and expansion of small enterprises and industries. The methodology has proven very successful in post-conflict countries where the need to develop economic activities through business development is crucial for economic recovery and job creation.

b) Support to existing and new youth businesses through start-up capital: Micro-finance is a key component for the development of a strong, viable small and medium size enterprises and industries and for job creation. Although Government has formulated a Micro-finance policy which has shifted micro-finance operations from relief to a more business-like orientation with a focus on sustainability, only very few commercial banks are engaged in this sub-sector. Notwithstanding this constraint, the Bank of Sierra Leone has established several community banks to support micro-finance. The Sierra Leone Commercial Bank has established a microfinance unit. Other institutions like the National Commission for Social Action (NaCSA) through its programme, the Social Action and Poverty Alleviation Programme (SAPA) provide microfinance opportunities through NGOs serving as the implementation agencies. Some of these NGOs include HOPE MICRO, American Refugee Council (ARC), Association for Rural Development (ARD), Finance Salone and Christian Children's Fund (CCF). International Promoting Initiatives for Micro Enterprise Development (PRIMED) and Sierra Leone Indigenous Business Association (SLIBA) are also working for micro-credit. These institutions are basically small with an average of less than 200 clients. Their services are also skewed against women who represent the majority of informal sector producers whose needs for micro-finance support is critical for growth of their enterprises and sustainable livelihoods.

Estimates have revealed that the demand for micro-credit for productive purposes ranges between 9,000 and 16,000 customers with a combined loan volume raging from US\$ 2.4 to 35.5 million. The present supply reaches less than 12,000 customers with a combined loan portfolio of less than US\$ 1,000,000. This gap can only be overcome by building robust and institutional capacity for specialized sustainable financial institutions to service the lower segment of the market. At the traditional level, the "Osusu" provides credit to people who would otherwise not be able to access credit from the formal lending institutions. However these initiatives do not generate enough funds to promote entrepreneurship.

This component will collaborate with the Ministries of Trade and Industry, and Social Welfare, Gender and Children's Affairs to address these impediments and constraints to delivery of microfinance through existing institutions and implementing agencies. Capitalization of rural banks as delivery mechanisms based on criteria to be developed is a major outreach strategy to support the development and sustainability of youth enterprises, especially rural young women enterprises and cooperatives. Capacity building in micro-capital, grants, loans and credits management will be critical for sustainability. Youth organizations will be supported to establish cooperatives in productive sector such as agriculture, arts and crafts and private sector enterprises in activities that are in demand.

c). Skills development and training for employability in the formal and informal economy: Targeted skills development and training for specified period (6 to 12 months) in targeted technical and vocational institutions across the country could be a viable key result area for providing job opportunities for youths as well as addressing the skills deficit in some growth sectors of the economy. Available data suggest that the growth rate of the construction sub-sector has continuously created a demand for semi-skilled as well as unskilled labour for the last the five years and it is projected that this growth trend will continue. It is also evident that the supply of these skills category has not met demand while at the same time large numbers of youths remained unemployed.

This component will collaborate with the Ministry of Education, Science and Technology, the National Council for Technical and Vocational Awards (NCTVA) and other relevant stakeholders to identify 30 formal and informal training institutions already actively providing training but at the same willing to introduce innovative training packages such as the ILO KAB and SIYB as quick action training for 6-12 months in employable skills especially in the construction sub-sector. Support will be provided to participating institutions in the form of additional equipments as well as building their capacity of current and possibly recruiting additional teachers given the additional intake of students/pupils.

In addition to formal skills development and training, a national apprenticeship and internship programme will be launched to encourage and support on-the-job training for youths as prospective employees. Training on the job is a key approach for formal and informal skills acquisition. Internship is one of the best methods applied in the private sector to develop the skills of new entrant or potential future employees. It is used for school-to-work programme as a means of acquiring work experience and training while still at school or immediately after school. This approach is widely used to access recent graduate for potential employment. Attachments are normally arranged with participating private sector businesses and could offset this cost by tax breaks or write offs as incentives, while a stipend is paid to the interns on a monthly basis for a specified duration.

Another form of apprenticeship is the traditional informal sector internship where a young person is engaged in work situations in various vocations, production lines and other services under craftsmen and craftswomen where they received training for work provided. They don't normally pay for training and this is usually the best way to train future workers in traditional informal economy. Traditional attachments are normally done fairly quickly if these workplaces are identified and clear understanding of the

purpose of training and duration is pre-agreed with participating craftsmen and craftswomen.

This component will identify private sector enterprises and well established traditional craftsmen and craftswomen to participate in these activities. It is expected that some support in the form of equipments and/or inputs will be provided to participating craftsmen and craftswomen.

IMPLEMENTATION STRATEGY:

Youth Enterprise Development responds to the national priorities as expressed by the Government of Sierra Leone and the Poverty Reduction Strategy to promote sustainable livelihoods among young people for the enhancement of living standards through enterprise training, micro-credit and research into innovative projects. The model followed in this programme is the Commonwealth Youth Credit Initiative (CYCI) which looks at credit as a coherent whole.

The implementation of this project will take two phases. **Phase 1** will involve the development of guidelines and structures of the Youth Employment Scheme to set the pace and lay the foundation for proper implementation. **Phase 2** will address the development of sub-projects by implementing organizations on the basis of the three sub-components of the YED proposal. Project component implementation will be undertaken by selected implementing organizations. The process of selection will be done through:

- sending out requests for proposals based on YES Project Selection Criteria Guidelines. (refer to YES Project Selection Guidelines)
- submission of project proposals by Implementing Organizations (IOs)
- selection of Implementing organization on the basis of YES Implementing Organization selection criteria. These criteria will include the organization's legal status, capacity, scope of coverage and experience (refer to YES IOs Selection Criteria). Proposals will be submitted to the YES Secretariat through the District Project Appraisal Committees, in the case of the provinces. The Secretariat will then convene a Technical Working Group meeting for further appraisal and recommendation to the National Steering Committee for approval.
- signing of a memorandum of understanding with the Ministry of Youth and Sports and the United Nations Development Programme.

In the short term, building on existing capacities and previous achievements of youth empowerment programmes, capacity building for youth entrepreneurship, credit facilitation/access to financing through micro-credits/loans, on-the-job-training and internships/apprenticeship, and support for access to domestic and export markets will be adopted. In the medium and long term, support for business development service institutions as incubators, product development, and adoption and mentoring of youth enterprises by large scale enterprise are some of the core strategies for sustainability.

The selection of businesses will be made in line with the priority sectors defined in the PRSP – (agriculture, infrastructure, fisheries, ICT, ect.) and other components of this programme. The businesses will be upstream and downstream of agriculture, so as to promote food security and agriculture exports. The Ministry of Youth and Sports, through the Youth Employment Secretariat, will provide a coordinating, monitoring and

supportive role to ensure the maximum impact in collaboration with other stakeholders with technical and operational support from UNDP.

These strategies will provide a comprehensive and coordinated approach to address Youth issues, and create real opportunity for wider youth empowerment. The initiative will promote greater coordination, ownership and leadership of all national counterparts in the design and implementation of all activities.

Duration and Coverage

The Peace Building Fund is expected to last for one year. However, the programme is envisaged for a three- year period. Reflows of micro-credit funds, government input, parallel interventions and likely contributions from donors (Basket Funding) will be the basis for an extension.

Because the funding intervention is meant at consolidating peace country wide, the Youth Enterprise Development will strive to reach every district in the country whilst paying particular attention to marginal urban youth, students and artisans, physically challenged, hawkers and sex workers; drug addicts and illicit miners; ex-combatants and potential combatants.

Sustainability of Outputs

Beneficiary groups will be directly involved in planning and implementing required project activities in collaboration with selected Implementing Partners who will design and formulate proposals based on standard format developed by the Youth Employment Secretariat. The focus areas for interventions are within the priority sectors of the PRSP and the principles of Vision 2025 for enterprise development as potential areas for job creation within existing and on-going projects and programs. This ensures coherency and consistency with national development policy frameworks. Additional innovative projects will be brought on stream based on lessons learnt and successful experiences.

The MYS will ensure the establishment of effective youth structures and systems to support the youth entrepreneurial development for effective advocacy, reporting and documentation as well as monitoring and evaluation. The programme will combine quick impact initiatives that will generate sustainable employment opportunities for young people with long-term interventions.

The Ministry of Youth and Sports will also facilitate and strengthen effective coordination and collaboration between all relevant actors including UNCT, Youth Net works, Development Partners, Government Agencies, District Councils and the civil society for increased consultations and improved information management and harmonised approaches.

Training measures will be directed at the beneficiary groups, coupled with intensive information campaigns. Pre-defined training and/or sensitization modules will build the capacities of various beneficiaries and implementing partners in terms of administering the funds, ensuring loan reimbursement compliance, and reporting. Existing potentials and capacities for income and employment generation, and diversification of incomes will also be recorded

District Project Appraisal Committees will be established to provide facilitation and monitoring services at District level as a way of ensuring that implementation of micro-

projects, and funds management at that level, meet stipulated standards. Participatory monitoring and evaluation processes by all actors will be ensured to enable them observe and measure their progress, analyze problems and introduce changes to their action plans when necessary.

Overall, the Youth Enterprise Development delivery mechanism will be subject to a mid-term review, which will result in amendments and modifications if required. The funds will be accessed in compliance with the established guidelines and criteria.

Cross cutting issues such as Gender, functional literacy, HIV/AIDS, Sexual and Reproductive Health and Drug abuse will be integrated at every stage and at each level of action programme development and implementation.

MANAGEMENT

The executing agency for this programme is the Ministry of Youth and Sports through the Youth Employment Secretariat in collaboration with the UNCT, development partners. Implementation will be carried out by selected implementing organizations such as private sector institutions, youth groups and youth serving agencies (NGOs), relevant UN agencies, MDAs and local councils. The Programme will offer a coherent framework that will foster integration of partners' activities and initiatives toward youth empowerment. Different coordination structures will be put in place to help build effective synergies and complementarities in partners' interventions at macro, meso and micro levels.

The programme will offer a single framework for the coordination of all initiatives emphasizing joint work plans, joint monitoring and evaluation of activities and offer a forum for policy dialogue between the Government and all partners on youth issues. In order to ensure ownership and leadership of national stakeholders in this programme, key institutions of the private sector (e.g. micro finance institutions) will be encouraged to participate actively in coordination and management decision-making processes.

At the operational level, Micro finance institutions and implementing partners will be responsible to achieve the desired programme results. The District Project Appraisal Committee, District Youth Committees and MYS Youth Monitors will provide additional supervision, support and coordination needs at district level to ensure that specific guidelines are adhered to.

To ensure coherence and accountability in the administration and coordination of the project, execution and implementation arrangements will be based on already established structures of the Youth Employment Scheme (YES), i.e. the YES Steering Committee, the Technical Working Group, Development Partners Forum, Youth Employment Secretariat, District Project Appraisal Committee, and Youth Networks will constitute the routing process for project approval. The YES Secretariat is supported by the UNDP as a capacity building intervention for the Ministry of Youth and Sports. The secretariat receives technical backstopping from the UNDP and ILO. The ILO will be providing further support in the form of Technical Assistance (TA) in which four international experts in enterprise development and other related activities are currently being recruited to strengthen the secretariat.

Sub-Regional Harmonization

The issue of youth employment cannot be solved on a country-by country basis alone as it constitutes a major challenge particularly as it has implications for the political stability of the Mano River Union countries and Cote d'Ivoire. In all four countries, progress has been made in creating enabling environment for addressing the issue by way of national policies, plans and programmes for job creation. Similarly, national policies and legislation have been adopted to improve the business environment to facilitate private sector investment and trade. There is therefore an obvious need for a regional approach to tackling the youth employment issue.

This has been made feasible through the proposed UNIDO sub-regional intervention on "Productive and Decent Work for Youth in West Africa with emphasis on the Mano River Union". The project is expected to support the creation of 4,5 million decent jobs for youth within the next five years; facilitate the translation of national youth employment policies and national action plans into concrete sustainable programmes; support the establishment of sustainable financial mechanisms at the sub-regional level that will complement existing sources of funding at the national level; etc.

Strategic linkages will therefore be created between this project and the UNIDO Initiative through complementary programming and exchange of experiences and best practices.

MANAGEMENT AND COORDINATION FRAMEWORK

INSTITUTIONS	ROLE	REPORTING REQUIREMENT
Peace Building Fund Steering Committee	<ul style="list-style-type: none"> - Provide strategic guidance - Review and Approve project proposals - Monitor result level indicators 	<ul style="list-style-type: none"> - Commission annual programme review - Commission sectoral reviews
PBF Secretariat	-Technical and operational support for the PBF Steering Committee	<ul style="list-style-type: none"> - Reports on decisions made by Steering Committee
United Nations Development Programme (UNDP)	<ul style="list-style-type: none"> - Serve as lead Un Agency - Ensure that project implementation meets accepted standards 	<ul style="list-style-type: none"> - Technical backstopping to the YES Secretariat
Ministry of Youth and Sport	<ul style="list-style-type: none"> - lead the coordination at the central level; - Resource mobilization - Monitoring and supervision 	<ul style="list-style-type: none"> - Reports on project implementation - Policy directives
Pillar Working Group/ Technical Working Group	<ul style="list-style-type: none"> - Project Appraisal Committee (PAC) - Review work plan - Monitor the M&E plan. - Provide technical support to the PBF 	Submit findings and recommendations to the Steering Committee and other stakeholders
Collaborative Forum	<ul style="list-style-type: none"> -Ensure that the Peace Building Fund activities are well coordinated with other interventions - Discussions on operational issues - Networking 	<ul style="list-style-type: none"> - Reports on activities implemented - Share good practices and exchange lessons learnt - Provide operational advise on the implementation process
Youth Employment Secretariat	<ul style="list-style-type: none"> - Coordination of programme activities - Capacity building of service providers - Consolidation of all monitoring reports - Supervision & Monitoring - Financial management 	<ul style="list-style-type: none"> - Quarterly consolidated financial, technical and M&E reports <p align="center">Report to MYS, UNDP and PBF</p>
District Project Appraisal Committee	<ul style="list-style-type: none"> - Function as Project Appraisal Committees (PAC) at district level - Supervision and Monitoring at district level. 	<ul style="list-style-type: none"> - Reports on activities implemented on the ground - Reports on short listed projects
District Youth Committees	<ul style="list-style-type: none"> - identify major youth concerns, needs and opportunities; - promote collaboration and co-operation - collect, collate and compile data on project implemented 	<ul style="list-style-type: none"> - Reports on activities implemented on the ground - Assist in identification, coordination and monitoring of youth sub-projects

MONITORING & EVALUATION

Monitoring and evaluation will be the responsibility of the Youth Employment Secretariat in collaboration with the UNCT, private sector institutions including micro-finance institutions, formal and informal training institutions, Youth Net works, Development Partners, Government Agencies, District Councils and the civil society. These stakeholders together with the Secretariat will ensure the design, establishment and implementation of an effective M&E system to monitor the activities, results and impacts of this project which are directly linked to the Poverty Reduction Strategy and the Millennium Development Goals

The Key elements of the M&E system will comprise of the following:

- **Base-Line Data Collection** – The micro-finance institution in collaboration with the beneficiary youth groups will collect data at the start of the implementation. This is meant to collect baseline information which would be used to determine project impact and achievement of programme outputs at the end of implementation and over time. Information will be collected through Participatory Needs Assessment/Participatory Rural Appraisal (PRA) to generate data on the following:-
 - current status of poverty
 - the demographic profile of the target group
 - living conditions
 - credit and savings activities and needs
 - economic profile
 - gender differentials
 - environmental factors
 - credit provision within the target area
 - infrastructure and facilities
 - Local administrative and social institutions
 - Local media and communication
- **Monitoring and Evaluation by Project Implementers** – The underlying principle of capacity development of project implementers/beneficiary groups will determine the implementation strategy of the programme. Thus participatory monitoring and evaluation in which project implementers determine whether the project is going as planned and is actually delivering the impact it was expected to deliver will form a key feature of their activities. Together with the contracted MFI, project implementers will be closely involved in generation of baseline information and establishment of indicators to ascertain project success and impact. They will also be involved in the day to day monitoring of the project in terms of delivery of inputs and evaluating the level of outcome/impact of the project and comparing this to what was expected at the planning phase.
- **Monthly Reports-** The implementing organisation will prepare a report every month for submission to the Secretariat. This report is a format that provides an overview of the activities of the previous month as well as providing for trend

analysis and generation of some basic output/performance indicators. It is therefore a useful tool not only for reporting purposes but also for the implementing organisation to monitor its ongoing management of the programme.

- **Project Performance Reviews-** At the end of the year, the Secretariat will conduct a project performance review meeting. This meeting will be attended by all stakeholders to assess the level of sustainability of the project's outputs and achievements of the anticipated outcomes/impact.

- **Programme Performance Reviews –**The YES Secretariat will conduct an internal programme performance review on a quarterly and yearly basis to assess the level of implementation of the agreed work plans, review the monitoring data produced on project implementation and assess the overall quality and progress of programme implementation. Critical problems and possible solutions will be identified.

- **Annual Reports-** This includes both a financial statement of the year and a compilation of the information contained in the monthly reports. It should also include a narrative section summarising the narratives included in each of the quarterly statements and focusing on the outcomes of the programme. These formats are available in the YES Handbook for Youth Enterprise Development.

- **Inter-Youth and Inter-Agency Experience Sharing Workshops-** Periodically, the Secretariat will organise experience-sharing workshops in which supported youth groups, communities and institutions gather together to share their experiences in the programme implementation process in order to identify learning achieved, common problems experienced and solutions applied or proposed for these. This event will also form part of the Secretariat's initiatives to build the capacity of youth groups, communities, partner institutions, local; government development committees and line ministries.

- **Establishment of Programme and Project Database-** In order to support the programme monitoring process, database will be established for the programme. The database will manage key inputs, process and impact/outcome data so that an accurate status of programme implementation can be given at any particular moment

PROJECT RESULTS AND RESOURCES FRAMEWORK

INTENDED OUTCOME: Improved standard of living and employment opportunities for youth

Outcome indicators:

- Entrepreneurship training and business development services organised
- Support to existing and new youth businesses provided through start-up capital
- Skills development and training programmes organised for employability of youth in formal and informal sector institutions.

Project Title: Youth Enterprise Development

Output	Indicator	Unit	Baseline value	Yearly target	Activities	Responsible parties	Input
1.(a) Capacity of private sector institutions strengthened	1.1 No. of Private Sector Initiatives supported	No.		30	1.1.1 Assessment of Private Sector Institutions	MYS,MTI MLSSIR District	
	1.2 No. of youth employed	No.		1000	1.1.2 Provision of support to private sector institutions	Council	
	1.3 Average amount provided for business development support to PSIs	Le		55,000,000	1.1.3 Recruitment and placement of youth in supported businesses	UNDP,MFI Print and Electronic	
1.(b) National awareness for the Youth Enterprise Development Programme created	1.4 No. of radio programmes organised	No.		36	1.1.4 Organise radio programmes	Media Youth Groups	
	1.5 No. of jingles produced and aired	No.		64	1.1.5 Produce and air jingles	Secretariat	
	1.6 No. of newspaper adverts	No.		40	1.1.6 Advertise in print media	YES, PSIs	
	1.7 Workshop	No.		1	1.1.7 Print promotional materials 1.1.8 organize workshops/seminars	Chamber of Commerce SLEDIC SLIBA	

Output	Indicator	Unit	Baseline value	Yearly target	Activities	Responsible parties	Input
2. (a) Credit schemes for young women co-operatives supported	1.1 No. of young women co-operatives supported/strengthened	No.		150	2.1.1 Request for proposals through YES structures	MTYS	
	1.2 Total number of women engaged in co-operative activities	No.		4,500	2.1.2 Assessment/Selection of MFIs	MTI	
	1.3 Average amount of loan fund per co-operative	Le.		30,000,000		MLSSIR	
	1.5 Increased production	%		50	2.1.3 Signing of MOUs	District Council	
	1.6 Average loan recovery rate	%		98	2.1.4 Conduct baseline survey/needs assessment	UNDP	
	1.7 Portfolio at risk	%		10	2.1.5 Design loans and savings packages	MFIs	
	1.8 Loan write off ratio	%		2		2.1.7 Assess and select beneficiaries	Youth Groups
	2. (b) Credit support for youth employment private initiatives provided	2.1 No. of Private initiatives supported	No.		100	2.1.8 Orientation of MFIs	MSWGCA
2.2 No. of youth trained in business entrepreneurial/ management skills		No.		1000	2.1.8 Beneficiary training	Private Enterprises	
2.3 Average amount of loan fund per group		Le.		25,000,000		YES	
2.4 No. of youth employed/engaged		No.		1000	2.1.9 Loan disbursement	Chamber of Commerce	
2.5 Increased production of supported enterprises		%		50		SLEDIC	
2.6 Average loan recovery rate of MFIs		%		98			
2.7 Portfolio at risk		%		10			
2.8 Loan write off ratio		%		2		SLIBA	

Output	Indicator	Unit	Baseline value	Yearly target	Activities	Responsible parties	Input
3.(a) Apprenticeship/internship Programmes organized in the formal sector	3.1 No. of university Graduates placed/ supported	No.		100	3.1.1 Assessment of formal institutions countrywide 3.2.1 Placement of interns 3.1.3 Provision of support to interns	MYS,MTI	
	3.2 No. of Tech-Voc/other Tertiary institution graduates placed/supported	No.		100		MSWGCA	
	3.3 No. of community education centres graduates placed/supported	No.		100		MLSSIR	
	3.4 Average monthly allowance to university graduates placed	Le		180,000		District Council	
	3.5 Average monthly allowance for Tech-Voc/other Tertiary institutions graduates placed	Le.		150,000		UNDP, MFI s SLIBA	
	3.6 Average monthly allowance for community education centres graduates placed	Le		150,000		SLEDIC Youth Groups, YES Private Enterprises Chamber of Commerce	

3.(b) Support provided to unskilled youth and formal/informal private sector institutions	3.7 No. of unskilled youth placed/trained in informal institutions	No.		300	3.1.3 Assess Formal/Informal Training Institutions 3.1.4 Identification of youth 3.1.5 Provision of support to youth 3.1.6 Provision of support to institutions	MYS,MTI	
	3.8 Amount provided for tuition for unskilled youth in informal institutions for 1 year	Le		30,000,00		MSWGCA	
	3.9 amount provided as personal allowance to unskilled youth in informal institutions	Le		216,000,00		MLSSIR	
	3.10 No. of unskilled youth placed/trained in formal institutions	No.		1000		District Council	
	3.11 Amount provided as tuition for unskilled youth in formal institutions	Le		200,000,00		UNDP,MFI	
	3.12 Amount provided as personal allowance to unskilled youth in formal institutions	Le		720,000,00		Youth Groups,	
	3.13 No. of formal institutions supported	No.		20		YES, MEST	
	3.14 No. of informal institutions supported	No.		20		Private Enterprises	
	3.15 Total support provided to informal institutions	Le		56,000,00		Chamber of Commerce	
	3.16 Total support provided to formal institutions	Le		168,000,00			

THE ANNUAL WORK PLAN (AWP) MONITORING TOOL

COMPONENT: Youth Enterprise Development

EXECUTING ENTITY: Ministry of Youth and Sports

EXPECTED OUTPUTS AND INDICATORS	PLANNED ACTIVITIES	EXPENDITURES (Le)		RESULTS OF ACTIVITIES	PROGRESS TOWARD ACHIEVING OUTPUTS
		PLANNED	ACTUAL		
OUTPUT 1: 1.(a) Capacity of private sector institutions strengthened	1.1.1 Assessment of Private Sector Institutions	23,310,000.00			
Indicator 1 (a) 1.1 No. of Private Sector Initiatives supported 1.2 No. of youth employed 1.3 Average amount provided for institutional support	1.1.2 Provision of support to private sector institutions	1,654,250,000.00			
	1.1.3 Recruitment and placement of youth in supported businesses	4,250,000.00			
OUTPUT 1 (b) National awareness for the Youth Enterprise Development Programme created	1.1.4 Organise radio programmes	10,800,000.00			
	1.1.5 Produce and air jingles	32,000,000.00			

<p>Indicator 1 (b) 1.4 No. of radio programmes organised 1.5 No. of jingles produced and aired 1.6 No. of newspaper adverts</p>	1.1.6 Advertise in print media	12,000,000.00			
	1.1.7 Print promotional materials	7,000,000.00			

EXPECTED OUTPUTS AND INDICATORS	PLANNED ACTIVITIES	PLANNED	ACTUAL	RESULTS OF ACTIVITIES	PROGRESS TOWARD ACHIEVING OUTPUTS
2. (a) Credit schemes for young women co-operatives supported	2.1.1 Request for proposals through YES structures 2.1.2 Assessment/Selection of MFIs	8,100,000.00			
1.2 Total number of women engaged in co-operative activities.		300,000.00			
1.4 Increased productivity of supported cooperatives		17,470,000.00			
1.6 Portfolio at risk		4,193,000.00			
2. (b) Credit support for youth employment private initiatives provided	2.1.10Orientation of MFIs 2.1.9Beneficiary training	365,674,000.00			

3.(a) Apprenticeship/Internship Programmes organized in the formal sector	3.1.1 Identification of interns and formal sector institutions country wide	13,230,000.00			
3.1 No. of university graduates placed/supported	3.1.2 Placement of interns	30,000,000.00			
3.2 No. of Tec-Voc/other Tertiary institutions graduate placed/supported.	3.1.2 Provision of support to interns	576,000,000.00			
3.3 No. of community education centre graduates placed/supported.					
3.4 Average monthly allowance to university graduates placed					
3.5 Average monthly allowance for Tech-Voc/other Tertiary institutions graduates placed					
3.6 Average monthly allowance for community education centres graduates placed					

3.(b) Support provided to unskilled youth and formal/informal private sector institutions	3.1.3 Identification of youth and Formal/Informal Training Institutions	13,230,000.00			
3.7 No. of unskilled youth placed/trained in informal institutions	3.1.4 placement of interns	130,000,000.00			
3.8 Amount provided for tuition for unskilled youth in informal institutions for 1 year	3.1.5 Provision of support to youth	1,166,000,000.00			
3.9 Amount provided as personal allowance to unskilled youth in informal	3.1.6 Provision of support to institutions	298,666,666.00			

<p>institutions</p> <p>3.10 No. of unskilled youth placed/trained in formal institutions</p> <p>3.11 Amount provided as tuition for unskilled youth in formal institutions</p> <p>3.12 Amount provided as personal allowance to unskilled youth in formal institutions</p> <p>3.13 No. of formal institutions supported</p> <p>3.14 No. informal institutions supported</p> <p>3.15 Total support provided to informal institutions</p> <p>3.16 Total support provided to formal institutions.</p>					
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EXPECTED OUTPUTS AND INDICATORS	PLANNED ACTIVITIES	EXPENDITURES (Le)		RESULTS OF ACTIVITIES
		PLANNED	ACTUAL	
OUTPUT 4				
Activities monitored and evaluated	4.1.1 Local Travel	44,100,000.00		
Indicators				
4.1. 144 monitoring visits organised nation wide	4.1.2 Evaluation Workshop	18,928,000.00		
4.2. 1 (one) annual retreat involving 42 stakeholders	4.1.3 Semestral Review	2,187,000.00		
organized in Bo.				
4.3 1 (one) semestral review involving 30 stakeholder organized in Freetown.	4.1.4 Quarterly Review	1,519,060.00		
4.4 2 (two) quarterly reviews involving 60 stakeholders organized in Freetown.	4.1.5 Coordination meetings	5,340,000.00		
4.5 12 coordination meetings organized to discuss operational issues.				

ANNUAL WORKPLAN AND BUDGET

YED

Activities	Indicators	Responsible parties	YED												Budget 2007 Le.m	Budget 2008 Le.m	Budget 2009 Le.m		
			1	2	3	4	5	6	7	8	9	10	11	12					
1.1	Strengthen capacity of Private Sector Institutions																		
1.1.1	Assess private sector institutions (PSIs)	YES(MYS)	X														23.31	0	0
1.1.2	Provide support to PSIs	I.e. Average amount of Le:55,000,000 to each PSI provided YES(MYS),UNC T, MYS		X	X	X	X										1,654.25	827.125	413.56
1.1.3	Recruit and place youth in supported businesses	1000 youth employed in PSIs YES, UNCT, MISSIR, PSIs Youth networks, Local Councils		X	X												4.25	4.46	4.68
1.2	Create awareness for the Youth Enterprise Development Programme																		
1.2.1	Organize Radio Programmes	36 Radio Programmes YES, Youth networks Radio Stations	X	X	X	X	X	X	X	X	X	X	X	X	X	X	10.8	11.3	11.9
1.2.2	Produce and Air Jingles	64 Jingles YES, Youth networks Radio Stations	X	X	X	X	X	X	X	X	X	X	X	X	X	X	32	33.6	39
1.2.3	Advertise in Print Media	40 Newspaper adverts YES, Youth networks, Media Institutions	X	X	X	X	X	X	X	X	X	X	X	X	X	X	12	12.6	13.2
1.2.4	Print Promotional Materials	YES, Media Institutions, DEPAC	X	X	X	X	X	X	X	X	X	X	X	X	X	X	7	7.35	7.7
2.1	Support Credit Schemes for Women Co-operatives and for Youth employment Private Initiatives																		
2.1.1	Request for Proposal from MFIs	Proposals written by MFIs YES, MFIs, PSIs	X	X													8.1	8.5	9
2.1.2	Assessment /selection of MFIs	15 MFIs assessed YES, DEPAC Technical Working Group, Steering Committee	X	X													2.34	0	0
2.1.3	Sign MOU with MFIs	Contracts awarded to MFI by MYS MYS, UNCT	X	X													0.3	0.315	0.33
2.1.4	Conduct Baseline survey/Needs assessment	250 short listed proposals submitted by MFIs to the Secretariat MFI, Youth Groups, YES	X	X													28.44	29.9	33.4
2.1.5	Design Loans and Savings Package	Supported cooperatives and youth private initiatives functioning MFIs, Youth Groups, YES, MFI, YSAs	X	X													17.47	0	0
2.1.6	Assess and select beneficiaries	4,500 women engaged in cooperative activities 1,000 youth engaged in private initiatives MFIs, Youth Groups	X	X													13.02	13.67	14.35

2.1.7	Orient MFIs	Orientation Workshop conducted for 10 MFIs	YES, MFIs		X															4.193	2.096	1.048
2.1.8	Beneficiaries trained	-4,500 women in cooperatives trained -1000 youth trained in entrepreneurial/management skills	MFIs, YES, Youth Groups			X														365.674	383.96	403.16
2.1.9	Disburse Loans	-Loan fund provided to 150 cooperatives -Loan fund provided to 150 PSIs	MFIs, Youth Groups			X	X													7,000	7,000	7,000

	Activities	Indicators	Responsible parties													Budget 2007 Le.m	Budget 2008 Le.m	Budget 2009 Le.m					
				1	2	3	4	5	6	7	8	9	10	11	12								
3.1	Organize Apprenticeship and Internship Programmes in the Formal Sector																						
3.1.1	Identify Interns and Private Sector Institutions	-100 University graduates, 100 Tech-Voc graduates and 100 community Education centres graduates identified for placements in formal institutions. 30 PSIs identified	MTI, YES, UNCT, MEST, Chamber of Commerce, SLEDIC, MLSSIR	X	X															13.23	9.26	6.48	
3.1.2	Place Interns in formal Sector Institutions	300 interns placed	MTI, YES, UNCT, MEST, Chamber of Commerce, SLEDIC, MLSSIR	X	X															30	31.5	33.07	
3.1.3	Provide Support to Interns	-Le180,000 as average monthly allowance to University graduates -Le150,000 as monthly allowance provided to Tec-Voc and Community Education Centre graduates	MTI, YES, UNCT, MEST, Chamber of Commerce, SLEDIC, MLSSIR	X	X	X	X	X	X	X	X	X	X	X							576	604.8	635.04
3.2	Provide support to unskilled youth and Formal and Informal Sector Institutions																						
3.2.1	Identify Youth and Formal/Informal Training Institutions	-20 formal Institutions assessed -20 Informal Institutions assessed 1,300 unskilled identified	YES (MYS), MEST, Disrupta councils, Youth Net works, PSIs, MEST, MTI	X	X															13.23	13.9	14.6	
3.2.2	Place Interns in supported Institutions	Unskilled youth trained in supported Institutions	YES (MYS), MEST, PSIs	X	X															130	136.5	143.3	

3.2.2	Provide support to Unskilled youth	Le: 30,000,000 provided as tuition for unskilled youth in informal institutions -Le: 216,000,000 provided as personal allowance for unskilled youth in informal institutions -Le: 200,000,000 provided as tuition for unskilled youth in formal institutions -Le: 720,000,000 provided as personal allowance for unskilled youth in formal institutions	UNCT, YES, PSIs YES(MYS)	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	1,166	1,224	1,498
3.2.3	Provide support to Institutions	-Le: 56,000,000 as support provided to informal institutions -Le: 168,000,000 as support provided for formal institutions	UNCT, YES(MYS)	X															298,666	209,07	146.35

4.1	Monitor and Evaluate Activities	Indicators	Responsible parties													Budget 2007 Le.m	Budget 2008 Le.m	Budget 2009 Le.m		
				1	2	3	4	5	6	7	8	9	10	11	12					
4.1.1	Routine monitoring of activities	Monitoring Reports	YES (MYS) DEPAC,UNCT	X	X	X	X	X	X	X	X	X	X	X	X	X	X	44.1	46.3	48.6
4.1.2	Convene coordination meetings	12 coordination meetings	YES (MYS) DEPAC,UNCT															5.34	19.87	20.86
4.1.3	Conduct Quarterly Review	2 quarterly reviews conducted in FreeTown for 60 stakeholders	YES (MYS) DEPAC,UNCT					X										1.519	2.926	3.07
4.1.4	Conduct Semestral review	1 Semestral review conducted in FreeTown for 30 stakeholders	YES (MYS) DEPAC,UNCT			X					X							2.187	1.595	1.675
4.1.5	Organize Evaluation Workshop	Annual retreat held in Bo for 42 stakeholders	YES (MYS) DEPAC,UNCT	X	X	X	X	X	X	X	X	X	X	X	X	X	X	18.928	5.61	5.89
TOTAL =													11,482,000	10,640,207	10,508,265					

ANNUAL BUDGET FOR YOUTH ENTERPRISE DEVELOPMENT PROJECT

No.	Description	Quantity	Total Cost (Le)	Total Cost (US \$)
1	CAPACITY BUILDING			
a	Training of MFIs (TOT) (output 2a&b)	30	4,193,000.00	
b	Training of credit scheme beneficiaries (output 2a&b)	6,100	365,674,000.00	
	Sub-TOTAL		369,867,000	125,208
2	Entrepreneurship Development			
a	Business development support of PSIs (output 1 a)	30	1,654,250,000.00	
	SUB-TOTAL		1,654,250,000.00	560,003
3	Micro Grants & Credit Loan Scheme			
a	Support to Young Women's cooperative (output 2a)	150	4,500,000,000.00	
b	Support to youth private initiatives (output 2b)	100	2,500,000,000.00	
c	Designing loans and savings package (output 2a&b)		16,375,000.00	
	SUB-TOTAL		7,016,375,000.00	2,375,211.00
4	Skills Development			
a	Provision of support to formal & informal Institutions (output 3b)	40	298,666,666.00	
b	Apprenticeship/Internship in Formal & Informal Inst.(output 3a)	1,600	1,902,000,000.00	
	SUB-TOTAL		2,200,666,666.00	744,978
5	IEC			
a	Public Campaigns (output 1b)		14,000,000.00	
b	Public media including print and electronics (output 1b)		60,150,000.00	
	SUB-TOTAL		74,150,000.00	25,101
6	Beneficiary Needs Assessment/Baseline Survey (output 2a&b)		28,440,000.00	
	SUB-TOTAL		28,440,000.00	9,627
7	Assessment of capacity of implementing Partners			
a	Assess the capacity of IPs (output 1(a) 2(a) 2(b) 3(a&b)		38,880,000.00	
b	Assessing/selecting beneficiaries(output 2(b)&3(a&b)		26,250,000.00	
	SUB-TOTAL		65,130,000	22,048
8	Monitoring and Evaluation			
a	Local Travel		44,100,000	
b	Evaluation Workshop		18,928,000	
c	Semestral Review		2,187,000	
d	Quarterly Review		1,519,060	
e	Coordinating Meetings		5,340,000	
	SUB-TOTAL		72,074,060	24,398
	TOTAL PROJECT COST		11,480,952,726.00	3,886,578
9	Project Support Cost (2.5% of Total Project Cost)		287,023,818	97,164,481
	TOTAL BUDGET		11,767,976,544.00	3,983,743

Appendix B: THE LOGICAL FRAMEWORK

Situation Analysis

1. The war in Sierra Leone ended in January 2002. Since then, the Government in collaboration with its partners has been preoccupied with Programmes and initiatives aimed at recovering from its devastating effects and addressing the challenges of the transition from war to peace. Some of these include: consolidating peace, strengthening security, promoting transparent and inclusive governance, reconstructing and rehabilitating schools, hospitals and health centers and restoring social services countrywide. There are however key socio-economic challenges in the medium term, including poverty, which remains pervasive, particularly in rural areas, where about 80 percent of the population lives below the equivalence of one U.S dollar a day. There is the need to ensure that the gains from economic growth are sustained and they reach the poor. Sierra Leone's development challenge is not only about achieving faster growth, but also about broadening participation and accelerating the pace of social advancement.

Additional resources would be required to adequately support a wide range of interventions meant at consolidating the peace through poverty reduction and creation of employment opportunities. Sierra Leone's poor social indicators reflect the low level of human development, especially poverty among rural women. Maternal mortality, infant mortality and fertility rates are among if not the worst in the world. Household poverty is high among subsistence farmers, as well as among households whose heads have little formal education, and large households. The high poverty rate among youth indicates the lack of economic opportunities for this potentially productive group. Perhaps the greatest negative effect of the war was felt by the youth both as perpetrators and as victims. Sierra Leone has a youthful population with those in the age group 15-35 years accounting for about 33.3% of the population. A large number of these youths are basically poor, unemployed and untrained. The Truth and Reconciliation Commission identified marginalization and political exclusion as some of the causes responsible for the involvement of youths in the civil conflict. The recently concluded World Bank study on Youth and Employment in Sierra Leone with an objective of informing the Government of Sierra Leone and other stakeholders, including the donor community, of the main issues and challenges that today's youth are facing in relation to the labour market, identified major post war constraints for youth including employability, access to resources and the overall lack of economic opportunities for business operation and development. Government urgently desires to plan a comprehensive and integrated programme to engage this formidable group productively by tapping their latent talents through strategies that will promote youth training, gainful employment, participation in national decision-making processes and good citizenship.

2. The development of a vibrant small and medium enterprises/industries environment in Sierra Leone is crucial for job creation and achieving food security for the population in general and young people in particular. It is estimated that 70 per cent of youth population are unemployed and underemployed with 30 per cent engaged in low productivity subsistence agriculture and mining activities mainly in the rural areas, while the rest eked out a living in non-farm activities with low earnings in the informal urban economy. As a result, the incidence of poverty is most severe amongst young women and men, indicating the need to urgently address this potential security risk. The

development of a SME policy and framework is necessary to providing an enabling environment for addressing the constraints and impediments to the creation of more and sustainable small medium enterprises and industries as potential source for job creation and reduction of poverty. In the key target sectors for enterprise creation (i.e. agriculture, infrastructure, fisheries, ICT, tourism etc.), key common constraints noted are: *“low capital investment and low level of technology based production; lack or absence of vital extension services; inadequate micro finance support for input purchase and output marketing, unskilled and low level of education, and poor roads network”*. Access to electricity supply is considered a major constraint to enterprise development and job creation, whether in the formal or informal economy.

In response to these challenges, the Government has developed a National Youth Employment Scheme as a direct attempt to support the creation of jobs for the youths. The Programme has four components: a) Youth in Enterprise Development; b) Youth Engagement in Agriculture; c) Public Works Scheme; and d) Policy reform. The projects that will be supported under the Peace Building Fund are expected to complement and in synergy to activities implemented under the Youth Employment Scheme. These areas could include joint programming, fund-sharing, monitoring and evaluation.

PROJECT AREAS OF INTERVENTIONS:

The youth enterprise development component will focus on three key result areas identified below to promote entrepreneurship training, growth and development of more and better small and medium enterprises/industries, support enterprise growth through micro-capital grants, credits and loans, and skills development and training for employability as key sources of potential areas for job creation for youths:

a). Entrepreneurship training and business development services: Available data suggest that the growth and development of the small and medium size enterprises sector in Sierra Leone is constrained by lack of an SME policy and framework, very little technical and financial support arrangements, lack of entrepreneurship training and culture, and incentives. Although private sector development and SME development is one of the core issues under PRSP “Pillar 2” and the Ministry of Trade, Industry and State Enterprises has identified the development SMEs as a priority area of their strategic planning, this sector is still considered underdeveloped and underutilized as a potential source for job creation.

This component will, in close collaboration with the Ministry of Trade and Industry, Chamber of Commerce, SLEDIC, Sierra Leone Indigenous Businesses Association, UNIDO, ILO, GTZ and other private sector institutions, support the nurturing and sustainability of the small and medium sized enterprises and industries sector through appropriate entrepreneurship training in business development over a range of activities in the priority sectors. At the upstream, the project will work with the Ministry of Education, Science and Technology (MEST) in supporting the development and mainstreaming of entrepreneurship culture, knowledge and training in the educational curricula of business management institutions, technical and vocational education training (Tech/Voc) institutions (such as the Sierra Leone Opportunities Industrialization Centre, Bonthe Technical Institute, etc.), whether public and/or private. At the downstream, training in the development of business plan, grant/credit facilitation and

management and access to financing, financial management, product design and development, market and consumer survey/research, etc. are critical for business expansion, diversification, competitiveness, high productivity and job creation. Using existing entrepreneurship and business development institutions and initiatives (e.g. Growth Centres, Business Clinics, Business Forum, etc.) and where necessary build their capacity, this component will provide core services identified to support the development of a viable and indigenous small and medium size enterprises and industries as potential job creation opportunities for the young women and men.

Under entrepreneurship training, ILO training package such as Know-About-Business (KAB) will be used to provide insights into the opportunities and challenges of self-employment as an alternative to wage or salary employment. The objectives of the KAB package is intended to create awareness of possibilities that exist for enterprise development and self-employment as career option for graduates of technical and vocational institutions as well as the semi-skilled or unskilled youths. It provides practical knowledge and applications for the understanding the functions and operations of a business and facilitates school to work transition.

Under the business development services, the Start-Improve-Your Business (SIYB) methodology introduced by the ILO will support capacity building of national business development institution as a management training tool for establishing and improving small businesses. The strategy is to strengthen local business service providers to support the development and expansion of small enterprises and industries. The methodology has proven very successful in post-conflict countries where the need to develop economic activities through business development is crucial for economic recovery and job creation.

b) Support to existing and new youth businesses through start-up capital: Micro-finance is a key component for the development of a strong, viable small and medium size enterprises and industries and for job creation. Although Government has formulated a Micro-finance policy which has shifted micro-finance operations from relief to a more business-like orientation with a focus on sustainability, only very few commercial banks are engaged in this sub-sector. Notwithstanding this constraint, the Bank of Sierra Leone has established several community banks to support micro-finance. The Sierra Leone Commercial Bank has established a microfinance unit. Other institutions like the National Commission for Social Action (NaCSA) through its programme, the Social Action and Poverty Alleviation Programme (SAPA) provide microfinance opportunities through NGOs serving as the implementation agencies. Some of these NGOs include HOPE MICRO, American Refugee Council (ARC), Association for Rural Development (ARD), Finance Salone and Christian Children's Fund (CCF). International Promoting Initiatives for Micro Enterprise Development (PRIMED) and Sierra Leone Indigenous Business Association (SLIBA) are also working for micro-credit. These institutions are basically small with an average of less than 200 clients. Their services are also skewed against women who represent the majority of informal sector producers whose needs for micro-finance support is critical for growth of their enterprises and sustainable livelihoods.

Estimates have revealed that the demand for micro-credit for productive purposes ranges between 9,000 and 16,000 customers with a combined loan volume raging from US\$ 2.4

to 35.5 million. The present supply reaches less than 12,000 customers with a combined loan portfolio of less than US\$ 1,000,000. This gap can only be overcome by building robust and institutional capacity for specialized sustainable financial institutions to service the lower segment of the market. At the traditional level, the “Osusu” provides credit to people who would otherwise not be able to access credit from the formal lending institutions. However these initiatives do not generate enough funds to promote entrepreneurship.

This component will collaborate with the Ministries of Trade and Industry, and Social Welfare, Gender and Children’s Affairs to address these impediments and constraints to delivery of microfinance through existing institutions and implementing agencies. Capitalization of rural banks as delivery mechanisms based on criteria to be developed is a major outreach strategy to support the development and sustainability of youth enterprises, especially rural young women enterprises and cooperatives. Capacity building in micro-capital, grants, loans and credits management will be critical for sustainability. Youth organizations will be supported to establish cooperatives in productive sector such as agriculture, arts and crafts and private sector enterprises in activities that are in demand.

c). Skills development and training for employability in the formal and informal economy: Targeted skills development and training for specified period (6 to 12 months) in targeted technical and vocational institutions across the country could be a viable key result area for providing job opportunities for youths as well as addressing the skills deficit in some growth sectors of the economy. Available data suggest that the growth rate of the construction sub-sector has continuously created a demand for semi-skilled as well as unskilled labour for the last the five years and it is projected that this growth trend will continue. It is also evident that the supply of these skills category has not met demand while at the same time large numbers of youths remained unemployed.

This component will collaborate with the Ministry of Education, Science and Technology, the National Council for Technical and Vocational Awards (NCTVA) and other relevant stakeholders to identify 30 formal and informal training institutions already actively providing training but at the same willing to introduce innovative training packages such as the ILO KAB and SIYB as quick action training for 6-12 months in employable skills especially in the construction sub-sector. Support will be provided to participating institutions in the form of additional equipments as well as building their capacity of current and possibly recruiting additional teachers given the additional intake of students/pupils.

In addition to formal skills development and training, a national apprenticeship and internship programme will be launched to encourage and support on-the-job training for youths as prospective employees. Training on the job is a key approach for formal and informal skills acquisition. Internship is one of the best methods applied in the private sector to develop the skills of new entrant or potential future employees. It is used for school-to-work programme as a means of acquiring work experience and training while still at school or immediately after school. This approach is widely used to access recent graduate for potential employment. Attachments are normally arranged with participating private sector businesses and could offset this cost by tax breaks or write offs as incentives, while a stipend is paid to the interns on a monthly basis for a specified duration.

Another form of apprenticeship is the traditional informal sector internship where a young person is engaged in work situations in various vocations, production lines and other services under craftsmen and craftswomen where they received training for work provided. They don't normally pay for training and this is usually the best way to train future workers in traditional informal economy. Traditional attachments are normally done fairly quickly if these workplaces are identified and clear understanding of the purpose of training and duration is pre-agreed with participating craftsmen and craftswomen.

This component will identify private sector enterprises and well established traditional craftsmen and craftswomen to participate in these activities. It is expected that some support in the form of equipments and/or inputs will be provided to participating craftsmen and craftswomen.

IMPLEMENTATION STRATEGY:

Youth Enterprise Development responds to the national priorities as expressed by the Government of Sierra Leone and the Poverty Reduction Strategy to promote sustainable livelihoods among young people for the enhancement of living standards through enterprise training, micro-credit and research into innovative projects. The model followed in this programme is the Commonwealth Youth Credit Initiative (CYCI) which looks at credit as a coherent whole.

The implementation of this project will take two phases. **Phase 1** will involve the development of guidelines and structures of the Youth Employment Scheme to set the pace and lay the foundation for proper implementation. **Phase 2** will address the development of sub-projects by implementing organizations on the basis of the three sub-components of the YED proposal. Project component implementation will be undertaken by selected implementing organizations. The process of selection will be done through:

- sending out requests for proposals based on YES Project Selection Criteria Guidelines. (refer to YES Project Selection Guidelines)
- submission of project proposals by Implementing Organizations (IOs)
- selection of Implementing organization on the basis of YES Implementing Organization selection criteria. These criteria will include the organization's legal status, capacity, scope of coverage and experience (refer to YES IOs Selection Criteria). Proposals will be submitted to the YES Secretariat through the District Project Appraisal Committees, in the case of the provinces. The Secretariat will then convene a Technical Working Group meeting for further appraisal and recommendation to the National Steering Committee for approval.
- signing of a memorandum of understanding with the Ministry of Youth and Sports and the United Nations Development Programme.

In the short term, building on existing capacities and previous achievements of youth empowerment programmes, capacity building for youth entrepreneurship, credit facilitation/access to financing through micro-credits/loans, on-the-job-training and internships/apprenticeship, and support for access to domestic and export markets will be adopted. In the medium and long term, support for business development service institutions as incubators, product development, and adoption and mentoring of youth enterprises by large scale enterprise are some of the core strategies for sustainability.

The selection of businesses will be made in line with the priority sectors defined in the PRSP – (agriculture, infrastructure, fisheries, ICT, ect.) and other components of this programme. The businesses will be upstream and downstream of agriculture, so as to promote food security and agriculture exports. The Ministry of Youth and Sports, through the Youth Employment Secretariat, will provide a coordinating, monitoring and supportive role to ensure maximum impact in collaboration with other stakeholders with technical and operational support from UNDP.

These strategies will provide a comprehensive and coordinated approach to address Youth issues, and create real opportunity for wider youth empowerment. The initiative will promote greater coordination, ownership and leadership of all national counterparts in the design and implementation of all activities.

Duration and Coverage

The Peace Building Fund is expected to last for one year. However, the programme is envisaged for a three- year period. Reflows of micro-credit funds, government input, parallel interventions and likely contributions from donors (Basket Funding) will be the basis for an extension.

Because the funding intervention is meant at consolidating peace country wide, the Youth Enterprise Development will strive to reach every district in the country whilst paying particular attention to marginal urban youth, students and artisans, physically challenged, hawkers and sex workers; drug addicts and illicit miners; ex-combatants and potential combatants.

Sustainability of Outputs

Beneficiary groups will be directly involved in planning and implementing required project activities in collaboration with selected Implementing Partners who will design and formulate proposals based on standard format developed by the Youth Employment Secretariat. The focus areas for interventions are within the priority sectors of the PRSP and the principles of Vision 2025 for enterprise development as potential areas for job creation within existing and on-going projects and programs. This ensures coherency and consistency with national development policy frameworks. Additional innovative projects will be brought on stream based on lessons learnt and successful experiences.

The MYS will ensure the establishment of effective youth structures and systems to support the youth entrepreneurial development for effective advocacy, reporting and documentation as well as monitoring and evaluation. The programme will combine quick impact initiatives that will generate sustainable employment opportunities for young people with long-term interventions.

The Ministry of Youth and Sports will also facilitate and strengthen effective coordination and collaboration between all relevant actors including UNCT, Youth Net works, Development Partners, Government Agencies, District Councils and the civil society for increased consultations and improved information management and harmonised approaches.

Training measures will be directed at the beneficiary groups, coupled with intensive information campaigns. Pre-defined training and/or sensitization modules will build the

capacities of various beneficiaries and implementing partners in terms of administering the funds, ensuring loan reimbursement compliance, and reporting. Existing potentials and capacities for income and employment generation, and diversification of incomes will also be recorded

District Project Appraisal Committees will be established to provide facilitation and monitoring services at District level as a way of ensuring that implementation of micro-projects, and funds management at that level, meet stipulated standards. Participatory monitoring and evaluation processes by all actors will be ensured to enable them observe and measure their progress, analyze problems and introduce changes to their action plans when necessary.

Overall, the Youth Enterprise Development delivery mechanism will be subject to a mid-term review, which will result in amendments and modifications if required. The funds will be accessed in compliance with the established guidelines and criteria.

Cross cutting issues such as Gender, functional literacy, HIV/AIDS, Sexual and Reproductive Health and Drug abuse will be integrated at every stage and at each level of action programme development and implementation.

MANAGEMENT

The executing agency for this programme is the Ministry of Youth and Sports through the Youth Employment Secretariat in collaboration with the UNCT, development partners. Implementation will be carried out by selected implementing organizations such as private sector institutions, youth groups and youth serving agencies (NGOs), relevant UN agencies, MDAs and local councils. The Programme will offer a coherent framework that will foster integration of partners' activities and initiatives toward youth empowerment. Different coordination structures will be put in place to help build effective synergies and complementarities in partners' interventions at macro, meso and micro levels.

The programme will offer a single framework for the coordination of all initiatives emphasizing joint work plans, joint monitoring and evaluation of activities and offer a forum for policy dialogue between the Government and all partners on youth issues. In order to ensure ownership and leadership of national stakeholders in this programme, key institutions of the private sector (e.g. micro finance institutions) will be encouraged to participate actively in coordination and management decision-making processes.

At the operational level, Micro finance institutions and implementing partners will be responsible to achieve the desired programme results. The District Project Appraisal Committee, District Youth Committees and MYS Youth Monitors will provide additional supervision, support and coordination needs at district level to ensure that specific guidelines are adhered to.

To ensure coherence and accountability in the administration and coordination of the project, execution and implementation arrangements will be based on already established structures of the Youth Employment Scheme (YES), i.e. the YES Steering Committee, the Technical Working Group, Development Partners Forum, Youth Employment

Secretariat, District Project Appraisal Committee, and Youth Networks will constitute the routing process for project approval. The YES Secretariat is supported by the UNDP as a capacity building intervention for the Ministry of Youth and Sports. The secretariat receives technical backstopping from the UNDP and ILO. The ILO will be providing further support in the form of Technical Assistance (TA) in which four international experts in enterprise development and other related activities are currently being recruited to strengthen the secretariat.

Sub-Regional Harmonization

The issue of youth employment cannot be solved on a country-by country basis alone as it constitutes a major challenge particularly as it has implications for the political stability of the Mano River Union countries and Cote d'Ivoire. In all four countries, progress has been made in creating enabling environment for addressing the issue by way of national policies, plans and programmes for job creation. Similarly, national policies and legislation have been adopted to improve the business environment to facilitate private sector investment and trade. There is therefore an obvious need for a regional approach to tackling the youth employment issue.

This has been made feasible through the proposed UNIDO sub-regional intervention on "Productive and Decent Work for Youth in West Africa with emphasis on the Mano River Union". The project is expected to support the creation of 4,5 million decent jobs for youth within the next five years; facilitate the translation of national youth employment policies and national action plans into concrete sustainable programmes; support the establishment of sustainable financial mechanisms at the sub-regional level that will complement existing sources of funding at the national level; etc.

Strategic linkages will therefore be created between this project and the UNIDO Initiative through complementary programming and exchange of experiences and best practices

MONITORING & EVALUATION

Monitoring and evaluation will be the responsibility of the Youth Employment Secretariat in collaboration with the UNCT, private sector institutions including micro-finance institutions, formal and informal training institutions, Youth Net works, Development Partners, Government Agencies, District Councils and the civil society. These stakeholders together with the Secretariat will ensure the design, establishment and implementation of an effective M&E system to monitor the activities, results and impacts of this project which are directly linked to the Poverty Reduction Strategy and the Millennium Development Goals

The Key elements of the M&E system will comprise of the following:

- **Base-Line Data Collection** – The micro-finance institution in collaboration with the beneficiary youth groups will collect data at the start of the implementation. This is meant to collect baseline information which would be used to determine project impact and achievement of programme outputs at the end of implementation and over time. Information will be collected through Participatory Needs Assessment/Participatory Rural Appraisal (PRA) to generate data on the following:-
 - current status of poverty
 - the demographic profile of the target group

- living conditions
 - credit and savings activities and needs
 - economic profile
 - gender differentials
 - environmental factors
 - credit provision within the target area
 - infrastructure and facilities
 - Local administrative and social institutions
 - Local media and communication
- **Monitoring and Evaluation by Project Implementers** – The underlying principle of capacity development of project implementers/beneficiary groups will determine the implementation strategy of the programme. Thus participatory monitoring and evaluation in which project implementers determine whether the project is going as planned and is actually delivering the impact it was expected to deliver will form a key feature of their activities. Together with the contracted MFI, project implementers will be closely involved in generation of baseline information and establishment of indicators to ascertain project success and impact. They will also be involved in the day to day monitoring of the project in terms of delivery of inputs and evaluating the level of outcome/impact of the project and comparing this to what was expected at the planning phase.
 - **Monthly Reports-** The implementing organisation will prepare a report every month for submission to the Secretariat. This report is a format that provides an overview of the activities of the previous month as well as providing for trend analysis and the generation of some basic output/performance indicators. It is therefore a useful tool not only for reporting purposes but also for the implementing organisation to monitor its ongoing management of the programme.
 - **Project Performance Reviews-** At the end of the year, the Secretariat will conduct a project performance review meeting. This meeting will be attended by all stakeholders to assess the level of sustainability of the project's outputs and achievements of the anticipated outcomes/impact.
 - **Programme Performance Reviews** –The YES Secretariat will conduct an internal programme performance review on a quarterly and yearly basis to assess the level of implementation of the agreed work plans, review the monitoring data produced on project implementation and assess the overall quality and progress of programme implementation. Critical problems and possible solutions will be identified.
 - **Annual Reports-** This includes both a financial statement of the year and a compilation of the information contained in the monthly reports. It should also include a narrative section summarising the narratives included in each of the quarterly statements and focusing on the outcomes of the programme. These formats are available in the YES Handbook for Youth Enterprise Development.
 - **Inter-Youth and Inter-Agency Experience Sharing Workshops-** Periodically, the Secretariat will organise experience-sharing workshops in which supported youth groups, communities and institutions gather together to share their experiences in the programme implementation process in order to identify learning achieved, common problems experienced and solutions applied or proposed for these. This event will also form part of the Secretariat's initiatives to build the capacity of youth groups, communities, partner institutions, local; government development committees and line ministries.

- **Establishment of Programme and Project Database-** In order to support the programme monitoring process, database will be established for the programme. The database will manage key inputs, process and impact/outcome data so that an accurate status of programme implementation can be given at any particular moment

PROJECT RESULTS AND RESOURCES FRAMEWORK

INTENDED OUTCOME: Improved standard of living and employment opportunities for youth

Outcome indicators:

- Entrepreneurship training and business development services organised
- Support to existing and new youth businesses provided through start-up capital
- Skills development and training programmes organised for employability of youth in formal and informal sector institutions.

Project Title: Youth Enterprise Development

Output	Indicator	Unit	Baseline value	Yearly target	Activities	Responsible parties	Input
(a) Capacity of private sector institutions strengthened	1.1 No. of Private Sector Initiatives supported	No.		30	1.1.1 Assessment of Private Sector Institutions	MYS,MTI MLSSIR	
	1.2 No. of youth employed	No.		1000	1.1.2 Provision of support to private sector institutions	District Council	
	1.3 Average amount provided for business development support to PSIs	Le		55,000,000	1.1.3 Recruitment and placement of youth in supported businesses	UNDP,MFI Print and Electronic	
(b) National awareness for the Youth Enterprise Development Programme created	1.4 No. of radio programmes organised	No.		36	1.1.4 Organise radio programmes	Media Youth Groups	
	1.5 No. of jingles produced and aired	No.		64	1.1.5 Produce and air jingles	Secretariat	
	1.6 No. of newspaper adverts	No.		40	1.1.6 Advertise in print media	YES, PSIs	
	1.7 Workshop	No.		1	1.1.7 Print promotional materials 1.1.8 organize workshops/seminars	Chamber of Commerce SLEDIC SLIBA	

Output	Indicator	Unit	Baseline value	Yearly target	Activities	Responsible parties	Input
2. (a) Credit schemes for young women co-operatives supported	1.1 No. of young women co-operatives supported/strengthened	No.		150	2.1.1 Request for proposals through YES structures	MYS MTI	
	1.2 Total number of women engaged in co-operative activities	No.		4,500	2.1.2 Assessment/Selection of MFIs	MLSSIR	
	1.3 Average amount of loan fund per co-operative	Le.		30,000,000	2.1.3 Signing of MOUs	District Council	
	1.5 Increased production	%		50	2.1.4 Conduct baseline survey/needs assessment	UNDP	
	1.6 Average loan recovery rate	%		98	2.1.5 Design loans and savings packages	MFIs	
	1.7 Portfolio at risk	%		10	2.1.7 Assess and select beneficiaries	Youth Groups	
	1.8 Loan write off ratio	%		2	2.1.8 Orientation of MFIs	MSW/GCA	
	2.1 No. of Private initiatives supported	No.		100	2.1.8 Beneficiary training	YES	
	2.2 No. of youth trained in business entrepreneurial/ management skills	No.		1000	2.1.9 Loan disbursement	Private Enterprises	
	2.3 Average amount of loan fund per group	Le.		25,000,000		Chamber of Commerce	
2. (b) Credit support for youth employment private initiatives provided	2.4 No. of youth employed/engaged	No.		1000		Private Enterprises	
	2.5 Increased production of supported enterprises	%		50		Chamber of Commerce	
	2.6 Average loan recovery rate of MFIs	%		98		SLEDIC	
	2.7 Portfolio at risk	%		10		SLIBA	
	2.8 Loan write off ratio	%		2			

Output	Indicator	Unit	Baseline value	Yearly target	Activities	Responsible parties	Input
i. (a) Apprenticeship/internship programmes organized in the formal sector	3.1 No. of university graduates placed/ supported	No.		100	3.1.1 Assessment of formal institutions countrywide	MYS,MTI	
	3.2 No. of Tech-Voc/other Tertiary institution graduates placed/supported	No.		100		3.2.1 Placement of interns	MSW/GCA
	3.3 No. of community education centres graduates placed/supported	No.		100	3.1.3 Provision of support to interns	MLSSIR	
	3.4 Average monthly allowance to university graduates placed	Le		180,000		District Council	
	3.5 Average monthly allowance for Tech-Voc/other Tertiary institutions graduates placed	Le.		150,000		UNDP,MFIs SLIBA	
	3.6 Average monthly allowance for community education centres graduates placed	Le		150,000		SLEDIC Youth Groups, YES Private Enterprises Chamber of Commerce	

i. (b) Support provided to unskilled youth and formal/informal private sector institutions	3.7 No. of unskilled youth placed/trained in informal institutions	No.		300	3.1.3 Assess Formal/Informal Training Institutions 3.1.4 Identification of youth 3.1.5 Provision of support to youth 3.1.6 Provision of support to institutions	MYS,MTI MSWGCA MLSSIR District Council UNDP,MFI s Youth Groups, YES, MESST Private Enterprises Chamber of Commerce	
	3.8 Amount provided for tuition for unskilled youth in informal institutions for 1 year	Le		30,000,000			
	3.9 amount provided as personal allowance to unskilled youth in informal institutions	Le		216,000,000			
	3.10 No. of unskilled youth placed/trained in formal institutions	No.		1000			
	3.11 Amount provided as tuition for unskilled youth in formal institutions	Le		200,000,000			
	3.12 Amount provided as personal allowance to unskilled youth in formal institutions	Le		720,000,000			
	3.13 No. of formal institutions supported	No.		20			
	3.14 No. of informal institutions supported	No.		20			
	3.15 Total support provided to informal institutions	Le		56,000,000			
	3.16 Total support provided to formal institutions	Le		168,000,000			

ANNUAL BUDGET FOR YOUTH ENTERPRISE DEVELOPMENT PROJECT				
No.	Description	Quantity	Total Cost (Le)	Total Cost (US \$)
1	CAPACITY BUILDING			
a	Training of MFIs (TOT) (output 2a&b)	30	4,193,000.00	
b	Training of credit scheme beneficiaries (output 2a&b)	6,100	365,674,000.00	
	Sub-TOTAL		369,867,000	125,208
2	Entrepreneurship Development			
a	Business development support of PSIs (output 1 a)	30	1,654,250,000.00	
	SUB-TOTAL		1,654,250,000.00	560,003
3	Micro Grants & Credit Loan Scheme			
a	Support to Young Women's cooperative (output 2a)	150	4,500,000,000.00	
b	Support to youth private initiatives (output 2b)	100	2,500,000,000.00	
c	Designing loans and savings package (output 2a&b)		16,375,000.00	
	SUB-TOTAL		7,016,375,000.00	2,375,211.00
4	Skills Development			
a	Provision of support to formal & informal Institutions (output 3b)	40	298,666,666,.00	
b.	Apprenticeship/Internship in Formal & Infromal Inst.(output 3a)	1,600	1,902,000,000.00	
	SUB-TOTAL		2,200,666,666.00	744,978
5	IEC			
a	Public Campaigns (output 1b)		14,000,000.00	
b	Public media including print and electronics (output1b)		60,150,000.00	
	SUB-TOTAL		74,150,000.00	25,101
6	Beneficiary Needs Assessment/Baseline Survey (output 2a&b)			
			28,440,000.00	
	SUB-TOTAL		28,440,000.00	9,627
7	Assessment of capacity of implementing Partners			
a	Assess the capacity of IPs (output 1(a) 2(a) 2(b) 3(a&b)		38,880,000.00	
b	Assessing/selecting beneficiaries(output 2(b)&3(a&b)		26,250,000.00	
	SUB-TOTAL		65,130,000	22,048
8	Monitoring and Evaluation			
a	Local Travel		44,100,000	
b	Evaluation Workshop		18,928,000	
c	Semestral Review		2,187,000	
d	Quarterly Review		1,519,060	
e	Coordinating Meetings		5,340,000	
	SUB-TOTAL		72,074,060	24,398
	TOTAL PROJECT COST		11,480,952,726.00	3,886,578
9	Project Support Cost (5% of Total Project Cost)		574,047,636	194,329
	TOTAL BUDGET		12,055,000,362.00	4,080,906.92

