

JOINT RESPONSE TO YOUTH EMPLOYMENT IN SIERRA LEONE



OUTLINE OF THE JOINT RESPONSE

Programme Duration: Three Years
(2010 – 2012)

Administrative Agents: UN, GTZ & World Bank

Implementing Agencies: National counterparts

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|------------------------------|--------------|
| Expected Results: | 106 000 Jobs |
| World Bank | 67 000 Jobs |
| German Technical Cooperation | 10 000 Jobs |
| The United Nations Family | 29 000 Jobs |

With an additional 3 000 placements.

Total Available Budget: US\$ 46 million

Out of which:

1. World Bank: US\$ 24 million.
2. German Technical Cooperation: US\$ 13 million
2. United Nations Family: US\$ 9 million

* Total estimated budget includes both programme costs and indirect support costs

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Introduction

Sierra Leone has recently emerged from a long and protracted civil war that destroyed most of the country's social, economic, and physical structure. At the core of the conflict lay a class of marginalized young people, especially from rural areas, lacking education and access to livelihood opportunities. The country has experienced substantial economic growth in recent years, although poverty and unemployment remain major challenges. Despite some progress, Sierra Leone's recovery remains fragile and the country continues to rank among the least advantaged of countries in various measures. While some milestones have been achieved and post-conflict recovery appears to be gathering pace in the country, major challenges remain whose tackling are also vital for peace consolidation and the march towards development. Among them is the alarmingly high level of poverty, unemployment and underemployment, especially among the youth, women and other vulnerable groups. The economic recovery so far has not been associated with upward trends in the quantity and quality of employment nor a reduction in poverty. Recent months have also witnessed a surge in food and fuel prices which could worsen poverty levels, especially among the unemployed/underemployed and contribute to refuel tensions, if not quickly checked. The country is thus at a critical stage in its post-war transition.

The Joint Response to Youth Employment described in this document is an *outline* of the response.

1. The Youth Situation

The youth population in Sierra Leone is substantial and makes up one third of the total population (Approximately 1 500 000 young women and men). Of this group, 70% are underemployed or unemployed and 50% illiterate and unskilled. There is visible unemployment, particularly among young men, who can be found in the streets of Sierra Leone's capital Freetown and other urban centres. Many of the pre-conflict conditions that helped fuel the youth's participation in what was a brutal conflict (exclusion from family life, society, jobs and the decision making processes as well as living under oppressive traditional and cultural systems in the rural areas) still exist today. Large numbers of unemployed youths are a potential source of insecurity given their vulnerability to recruitment into criminal and violent activities. This was demonstrated last March 2009 when in Freetown, Kono and Pujehun, youth led violence led to the signing of the Joint Communiqué between the major political parties. In the Tongo By-Elections this year, February 2010, we continue to see unemployed youth engaged in political violence.

2. The Joint Response

In recognition of the serious challenge youth unemployment presents, the key development partners in youth employment in Sierra Leone (the United Nations (UN) family, German Development Cooperation (GTZ), the World Bank and the European Union) have all come together in a Joint Response to youth employment and are working with the government in a sector-wide approach to tackle this challenge.

The Joint Response has a three year duration and is made up of parallel programmes and funding through the four organisations, namely: GTZ, World Bank, UN and the EU. Each programme has specific programmatic interventions. However, when brought within the framework of the Joint Response, the interventions fit into the broader sectors as categorised in the six components below: Labour Intensive Public Works; Private Sector and Agro-Business Jobs; Skills Development and Employment Support; Youth Empowerment; Research on the Situation of Youth; and Sector Planning and Coordination.

The co-ordination framework for the Joint Response is found on page 15.

The Joint Response to youth employment allows the development partners to create synergies between the different activities and thus enhance the impact of their interventions. The proposed components were designed with the extensive participation of the various line ministries, NGOs and the private sector, and will utilise as much as possible these in-country capacities.

The ultimate goal of the Joint Response is to promote sustainable long-term development that sustains productive employment for young women and men, promotes gender equality and integrates marginalized groups such as the disabled and ex-combatants.

The European Union (EU) is not directly engaged in youth employment and they do not monitor or have indicators on youth employment. However, the EU is carrying out extensive programmes in agriculture and rural development that indirectly create employment. Thus, they are a valuable partner in the Joint Response and make a considerable contribution to employment and economic stimulus.

2.1. *The Joint Response Approach*

The Joint Response to youth employment creation takes on a multidimensional approach targeting several employment areas both upstream (policy, planning, capacity building of ministries and public institutions), and downstream (programmatic interventions that directly create employment through labour intensive works, agri-business, small and medium size business development and training). The Joint Response encompasses the elements of both supply and demand with an emphasis on creating demand for labour.

The Joint Response follows three tracks that focus on 1). Short-term responses like temporary jobs, cash-for-work and labour intensive public works; 2). Medium-term responses that focus on local recovery for employment opportunities and reintegration including the building of government capacities, community driven development and local economic development; and 3). Long-term response that focuses on sustainable employment creation and decent work, and which includes support to macroeconomic and fiscal policies, business development services and promoting labour related institutions. The key aspect of this approach is that the three tracks are implemented simultaneously.

Sierra Leone has a small and flat economy and thus, in order to create employment, the economy must be directly stimulated to create demand for labour. Large numbers of jobs are being rapidly created through labour intensive and cash-for-works public works programmes in feeder road construction, waste management and agriculture. The International Labour Organization (ILO), World Food Programme (WFP) and the World Bank together with NaCSA will continue to carry out infrastructure development through feeder roads construction, drainage cleaning and waste management interventions.

The Joint Response focus on medium-term interventions will include capacity development of local governance institutions such as the District Council Offices, local business associations and technical vocational training (TVET) institutions. The German Technical Cooperation (GTZ) will focus on developing clusters along the value added chains in agriculture starting with the labour intensive crops in cocoa and palm oil and work throughout the chain through produce processing to the retail of agricultural products.¹ Other labour demand creating activities are to be carried out by The Sierra

¹ GTZ's annual work plan unveiled at Mamba Point, Freetown, Sierra Leone on 2nd February 2010.

Leone Investment and Export Promoting Agency (SLIEPA) who are carrying-out a huge drive to develop the labour intensive agricultural industries of sugar cane and palm oil.²

The more longer-term interventions will focus on providing technical assistance to develop a National Youth Strategy, National Employment Strategy; and institutional capacity to plan, coordinate and monitor the youth strategy. This will be done through the National Youth Commission and the Ministry of Education, Youth and Sport; Ministry of Employment and Social Services; Ministry of Agriculture; and the Ministry of Public Works.

Most of the interventions previously carried out in the youth sector in Sierra Leone have been supply oriented, focusing on training and enterprise start-ups without actually creating any demand for the jobs the youth have been trained in. While it is of great importance to increase the employability of the youth, skills training and education do not in themselves create or guarantee jobs.

Hence, the new sector strategy on employment in Sierra Leone to focus on stimulating economic development – including private sector development and local economic development – as a catalyst to creating the demand for real jobs. The focus is on creating employment first, and then matching the types of skills training provided to the types of jobs demanded.

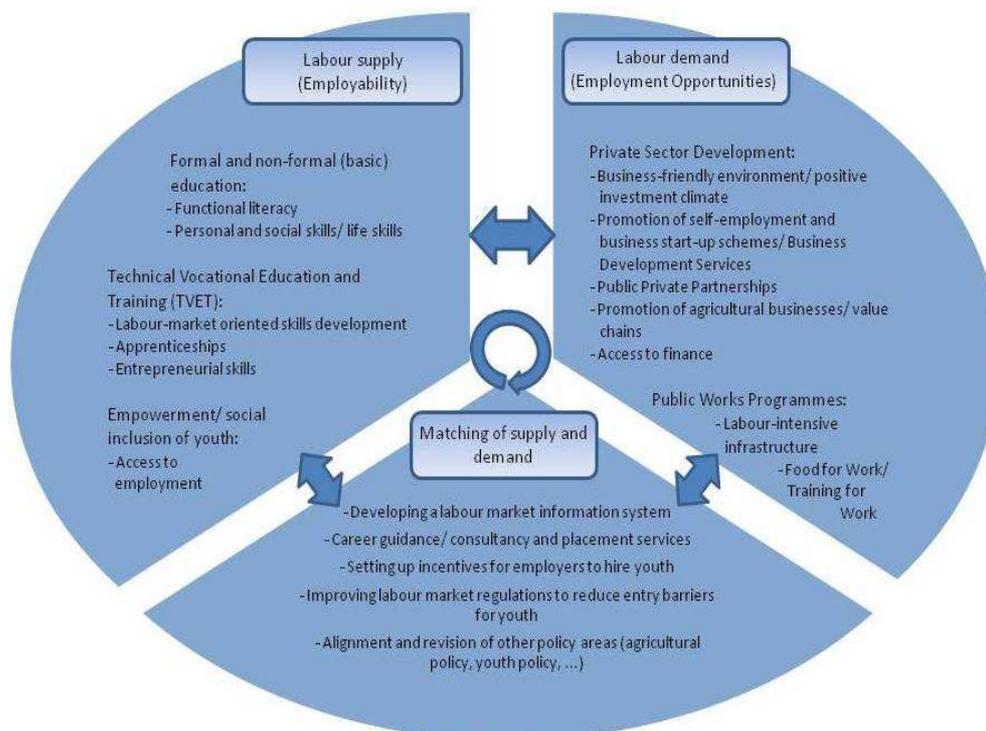


Figure 1 shows how the strategy focuses on both the supply and demand sides of employment, and how it brings them together in the matching mechanism that relates training to the demand for jobs.

² The Announcement of SLIEPA’s programme in sugar cane and palm oil, at Mamba Point, Freetown, 10th February 20210.

Given the fact that many among the youth population are illiterate and unskilled, but urgently need jobs and other forms of income generation, the Joint Response to labour supply proposes a hands-on approach where much of the capacity and skills development are done through on-the-job training, competence-based-training, apprenticeships, internships and placements. This enables youth to get jobs and or generate an income, while simultaneously developing their job skills to increase their employability and create a better workforce.

While there are specific issues in Sierra Leone that relate to youth and that make it much more disadvantageous for youth to gain employment, the phenomena of unemployment and underemployment cut across the entire society. As a consequence, the employment sector in Sierra Leone has moved from looking exclusively at youth employment, to looking at employment in general, while retaining a bias towards youth.

Because the Joint Response to youth employment will be addressed through a combination of activities, development partners, NGOs and the private sector, an important aspect to ensuring an impact in this area is coordination. Thus, special emphasis is placed on supporting and developing the capacity of the National Youth Commission to effectively coordinate and champion the various youth employment and empowerment initiatives throughout the sector.

Sub-Programme Components:

The Joint Response consists of six interrelated components to address the challenges of youth employment in Sierra Leone:

1. Labour Intensive Public Works;
2. Private Sector and Agro-Business Jobs
3. Skills Development and Employment Support;
4. Youth Empowerment;
5. Research on the Situation of Youth;
6. Sector Planning and Coordination.

3. Programme Components

3.1. Component 1: Labour Intensive Public Works

As part of the interventions designed to stimulate economic activity, labour intensive public works will rapidly create tens of thousands of jobs for youth through feeder road rehabilitation and maintenance, drainage clearance, building reconstruction and waste management in the urban and rural areas.

Many of these jobs are temporary and more investments are required to turn them into long-term jobs. Using their comparative advantages in the infrastructure sector, the World Bank and the UN through the ILO will focus on this area of job creation to combine measures to create immediate temporary jobs with measures to increase employability and livelihood opportunities for youth.

Expected Outcome

The expected outcome of the component is rapid job creation for youth through labour intensive infrastructure development, and linkage of these young workers to longer term employment and livelihood opportunities.

Component Strategy

This component will rapidly generate demand for youth labour using local resource and labour intensive approaches to contribute to a modern infrastructure and utilities for rural and urban populations. The labour intensive approach employs local labour and utilises local materials creating 3-5 times more employment than other approaches. The works will be chosen in three areas: road rehabilitation and maintenance, agriculture, and renewable energy.

The infrastructure component will start generating jobs immediately in the rural areas, managed by trained labour based contractors. It will initiate various public and community works which will provide paid temporary work in the dry season. Young workers will be particularly targeted throughout the training and recruitment process.

Interventions to be implemented

i) Feeder Road Rehabilitation and Maintenance

Feeder roads will be selected on identification of where economic and social development is constrained by lack of infrastructure; where related agriculture interventions are being carried out, and where new jobs will result from local economic stimulus. In collaboration with Sierra Leone Roads Authority, ILO will train contractors to enable them to apply technical and cost effective techniques for the rehabilitation and maintenance of infrastructure works using labour-based methods.

The training strategy will draw heavily on the experience of SLRA and successful ILO supported projects in Africa (e.g. Ghana and Liberia) and Asia. The steps will include up-skilling of existing labour based contractors; training of new labour based contractors; trial road sections; revolving supply of tools and equipment; training of maintenance contractors. The standard feeder road rehabilitation contracts of 15 km per annum will then be tendered on competitive basis and the trained contractors will be well positioned to bid for the contracts, thus creating the potential for longer term job creation.

Through the World Bank Cash for Works initiative, a portion of participating youth groups will be trained as contractors in technical skills on labour based methods and business development to enable them to operate independently after the intervention. All beneficiaries will receive a life-skills training package to enhance their employability.

The UN will conduct a Labour Intensive Public Works constructing feeder roads to link the UN Growth Centres with agricultural producers in the Bombali District which will directly create up to 2000 temporary jobs by the end of 2010.

The World Bank has two Cash-for-Works programmes that will run concurrently on a national scale, focusing on labour intensive work. Together, these two programmes will generate up 57 000 jobs over three years. (However, many of these jobs will be temporary, with on the job training geared to tying them over to more sustainable jobs).

ii) Public Buildings, Agriculture and Renewal Energy

Working with the District Councils, construction and rehabilitation needs of public buildings, agriculture infrastructure and renewal energy will be identified and labour based methods applied to the works. These will include building/rehabilitation of markets, recreation centres, and other public buildings which play a role in the functioning of the local economy.

iii) Solid Waste Management through Public Private Partnership

Waste management in the urban areas can provide long term employment for hundreds of youths. To support the efforts of the Councils, the component will seek to involve urban communities in primary waste collection, building on the public private partnership arrangement developed by GTZ.

The Joint Response will include technical and business management skills training for young groups engaged in waste collection; improved intermediate transport for door to door waste collectors; improve occupational safety and health through training and basic protective equipment; composting skills; promoting home based handicraft skills in recycling solid waste; technical support to proper handling of waste.

3.2. Component 2: Private Sector & Agro-Business Jobs

The economy in Sierra Leone is currently flat, economic growth measured by the IMF at 5.5 percent in 2008 and 5.9 percent in 2009, which will not be enough for Sierra Leone to succeed in reducing poverty.³ A small but active formal private sector is dominated by a few large businesses concentrated in a few sectors (industrial mining; finance; telecommunications; wholesale and retail imports). These are the main contributors to economic growth, but only provide jobs for 9 percent of the workforce. There is also a larger, but still relatively small, number of SMEs that are engaged in low productivity sectors such as agriculture, small-scale artisanal mining, artisanal fisheries, and services (wholesale/retail/hotels/catering). They are either partially or completely informal and employ informally over 90 percent of the work force.⁴

The private sector has struggled to develop over the years due to a combination of government failures (corruption, property rights, administrative barriers, labour regulations etc.) and pervasive market failures of uneven access to information and poor coordination of economic activities.

In response to these issues, the Government of Sierra Leone has developed the Strategy for Private Sector Development in Sierra Leone to address the constraints which restrict the development and competitiveness of the private sector in Sierra Leone.⁵ The Strategy has identified five main pillars as key to enabling private sector development: 1 Promoting and supporting entrepreneurship; 2 Reducing the cost and risk of Doing Business; 3 Increasing access to affordable finance; 4. Making markets work better; 5 Providing adequate infrastructure.

Expected Outcome:

An expanded formal and informal private sector, particularly with small and medium enterprises (SMEs), which creates jobs and contributes to economic growth.

Component strategy:

Small to Medium size Enterprises (SMEs) make up the backbone of the urban and rural economies and job creation in Sierra Leone. This Joint Response will focus on strengthening of these SMEs in urban and rural areas to expand and create jobs.

³ Unleashing the Talent of Our People: A Strategy for Private Sector Development in Sierra Leone. (Private Sector Development Strategy Program, Ministry of Trade and Industry). 2009-2013. p. 11.

⁴ Ibid.

⁵ Unleashing the Talent of Our People: A Strategy for Private Sector Development in Sierra Leone. (Private Sector Development Strategy Program, Ministry of Trade and Industry). 2009-2013. p. 14-15. For more details see also “DFID Sierra Leone: Private Sector Development Strategy Programme – Diagnostic Report” prepared by Nathan EME. August 2008.

The component ties into the Private Sector Strategy and builds upon the existing infrastructure already created by the UNDP Economic Development Unit, UNIDO and GTZ.

Interventions to be Implemented:

The Joint Response will focus on developing demand for youth labour through up-scaling existing, successful and practical examples of employment creation initiatives. The development partners working on this component are GTZ, the EU, the World Bank and the UN family. The following outlines the key job creating interventions.

i) Business Development Services support to scale up and promote innovation in existing SMEs

This intervention focuses on developing new initiatives and replicating best practices in creating jobs for young people. The approach will promote and support entrepreneurship, especially small and medium enterprises, by providing Business Development Services.

The UN promote and support best practices for SMEs with its micro-finance programme targeting for 1000 youth start-ups and up-scaling market-driven enterprises for 1000 youths in the Bombali district.

ii) Access to domestic and export markets for new and existing agro-businesses

The agriculture sector presents significant potential for job creation in Sierra Leone and the programme will drive to develop agri-businesses by developing the value-added-chains from out-grower schemes in agriculture production, through intensification of commercial agriculture, crop processing and packaging, to the retail of final products.

This will include the resettlement of youth, skills development and the introduction of new technologies including renewable energy, to the main agricultural commodities of cassava, palm oil, cocoa and coffee. This will also aim to develop the export markets for these products.

GTZ joins its two programmes Growth for Peace Consolidation (GPC) and the Employment Promotion Programme (EPP) and concentrates on private sector development and employment promotion in rural and semi-urban areas. In particular, it focuses primarily on supporting agricultural and other rural value chains. The programme provides economic infrastructure (through its economic infrastructure component) as well as targeted funding to entrepreneurs for feasibility studies, market surveys as well as specialised skills training (through its Enterprise Development Fund). The EPP also provides technical and organisational advice and assistance in the area of private sector development to government agencies like district councils, representations of private sector and individual entrepreneurs/ farmers and youth groups. This includes the resettlement and reintegration of youth from urban and mining areas to their communities of origin.

GTZ is also working on Cocoa and promoting the production value chain in Kailahun and Kono. GTZ is also developing the value chain for livestock in Koinadugu.

The World Bank programme will provide business development around agriculture and any other economically viable activity, to be demonstrated by market demand.

The UN through WFP is conducting cash-for-works programmes in agriculture for youth in Pujehun, Kono, Kenema, Kailahun and Port Loko districts. These will create up to 24 000 jobs. (However, these are temporary jobs that will be tied into long-term jobs through training). The UN will also support the up-scaling of an additional 100 youth farmer groups to develop agro-businesses through market driven agro-business information and business development training as well as support to fruit-processing businesses and local product branding.

iii) Public-Private-Partnerships

Partnerships will be developed with the private sector to develop particular business areas that have potential for job creation and to address skill gaps in these areas.

iv) Business Association Strengthening

The Joint Response will build on existing work with the Business Membership Organisations network (including the Sierra Leone Indigenous Business Association, the Market Women's Association and the Petty Traders Association). These business associations will continue to be strengthened to provide commercially useful information and advice to their members and to promote their interests effectively in markets and in dialogue with policy makers.

3.3. Component 3: Skills Development and Employment Support

One of the main issues and challenges regarding youth finding employment in Sierra Leone's formal and informal economies is the lack of quality training and the recognition of certified skills acquired. An additional challenge with regards to apprenticeships is that training is either only theoretical and lacks practical hands-on guidance and experience; or it is reproductive and lacks theory, which further impedes adaptation to changing environments. This makes it very difficult for employers to employ on the basis of the certification of these skills in both the formal and informal economies. The lack of work experience further weakens a young person's competitiveness in the labour market.

Sierra Leone has high levels of illiteracy. This Joint Response will support young women and men with literacy/numeracy training and life skills.

The Joint Response will work with the line ministries, the forthcoming National Youth Commission and the private sector to develop links between skills training and job skills demanded in the labour market.

Expected Outcome:

Youth skills developed through informal and formal training, have gained valuable work experience and have the opportunity to find employment in government departments, the private sector and NGOs through placements, internships and apprenticeships.

Component strategy

The Joint Response will test approaches to support young individuals and youth groups who either have established businesses or are interested in pursuing business/employment opportunities through a package of technical assistance which will consist of literacy/numeracy, other life skills, apprenticeship, business development support and coaching. The component will provide training support and business development around agriculture and any other economically viable activity (to be demonstrated by market demand).

This component will also link skills training to the job skills demanded in the labour market. The component will be carried out in the formal settings of universities and technical Vocational Training Centres (TVET) as well as through informal apprenticeships with master-craftsmen. Private sector involvement in qualification programmes, especially the TVET sector will be sought in all steps – design of curricula, training delivery and job placement. This component will build partnerships with the private sector industries including local business communities, line ministries and NGOs to facilitate the school to work transition.

Interventions to be Implemented

Formal Apprenticeships & Technical Vocational Training:

The UN through UNDP will use the nine TVET institutions it is supporting in the districts of Kono, Tonkolili, Bombali, Bo, Kenema and the Western Area, to train and place students in apprenticeships to gain experience. The UN will also conduct informal apprenticeships in the Bombali and Moyamba Districts with master-craftsperson. 1000 apprenticeships will be completed.

Both the formal and informal training curricula are to be based on the actual demand for particular skills in the labour market which will be informed by the annual district Opportunity Mapping Survey reports to be circulated to the TVET Centres. These will also be used to identify trends and see what types of jobs will be created.

In the GTZ project on Promoting the Development Capacity of Youth and Young Adults (Non-Formal Education), skills development and functional literacy are provided in order to enhance entrepreneurship. An apprenticeship scheme is also run with courses that last between one and one and a half years. The theoretical work is combined with practical training in collaborating artisan workshops. Trades include mechanics, metal working,

building/construction, electricity, tailoring and beauty care. These In the trainings are being altered into modularized training courses.

The World Bank will make available practical training on business development and life skills.

Career Advising & Placement Services

Most of the youth employment and empowerment interventions in Sierra Leone have concentrated on the mainly illiterate and unskilled youth. However, while the uneducated youth may be the ones who are actually mobilised for crime and violent activities, it is the educated youth who have tended to provide the leadership for these activities, as was amply demonstrated in the decade long conflict in Sierra Leone.⁶ Thus, it is equally important to focus on the needs of the educated youth.

The UN will establish Career Advising and Placement Services (CAPS) at Forah Bay College (University in Freetown), for highly skilled and educated youth. CAPS facilitate job internships and shadowing; employability workshops; recruitment and job placement; and job and career fairs. Essential 'soft skills' in the workplace such as teamwork, communications, conflict resolution and good work ethics are also taught. A social and interactive environment for students to explore the world-of-work and to collaborate on educational and career topics will also be provided.

The CAPS will provide increased employment opportunities by matching jobseeker skills to employer needs. The CAPS will establish a productive relationship between the university and employers, and will involve employers in career-related workshops and seminars.

3.4. Component 4: Youth Empowerment

Strong cultural and traditional attitudes and systems, combined with the ten year conflict which saw many young women and men partake in it or be victims of the conflict, has meant that Sierra Leone's young women and men find themselves marginalised from society and family, with no civic representation and therefore voiceless, economically powerless and socially stigmatised as troublesome delinquents. For decades, the youth in Sierra Leone have been manipulated and used by the adult sections of society as muscle for political violence. As long as many of the youth remain unemployed, underemployed, uneducated and unskilled, they will remain vulnerable to mobilisation for criminal and other violent activities.⁷ This poses a serious threat to Sierra Leone, a country still described as a "Fragile State." So serious is the threat that the government of Sierra

⁶ See Sommers, M. West Africa's Youth Employment Challenge: The case of Guinea, Liberia, Sierra Leone and Cote d'Ivoire. October, 2007; also "Young Soldiers: Why they choose to fight." Brett & Specht. ILO 2004; and UN Post-Conflict Employment creation and Income generation, Op. Cit.

⁷ Brett & Specht. Op. Cit., 2004.

Leone and the Peace Building Commission have labelled youth a priority security risk area for Sierra Leone, along with corruption and illicit drugs.

Anecdotal evidence suggests that the situation of youth in Sierra Leone has remained very much the same as it was in the pre-conflict phase. The “hard” issues of employment and the “soft” issues of the empowerment of youth need to be addressed simultaneously. The youth empowerment activities in this section will enable the youth to be included and have a stake in society so as to value peace and stability. As things stand today, many youth do not feel the benefits of peace and some even believe that they may well be better off as combatants in a conflict situation.

Expected Outcome:

Youth are taking a positive-active role in society. A reduction in political violence perpetrated by youth particularly at election time. A transformation of the mindset that see violence as an integral part of masculinity. A reduction in the incidents of Gender Based Violence (GBV) including sexual violence.

Component strategy

The overall strategy of this component is to build the human and institutional capacity of umbrella youth civil society organisations (through technical assistance and operational support), to further build the capacity of their national youth organisations - training of trainers. Mechanisms will be constructed for youth representation in each of the fourteen districts using technical assistance. Youth will be train youth in leadership skills; peace building; conflict management, mediation and negotiation through a non governmental implementing partner. The political party youth wings umbrella organisation All Political Parties Youth Association (APPYA) will be strengthened.

Interventions to be Implemented

As an integrated approach to all other programmes, support will be given to activities that increase the youths opportunities to contribute to the functioning of society and the growth of the nation in a peaceful and non-violent manner.

Youth Resettlement

GTZ will carry-out the youth resettlement programme in the districts of Kailahun, Kono, where youth will receive life skills training and o through a conflict mediation process as they are reintegrated into the local communities.

Strengthening of Youth Civil Society Organisations

The UN will give operational and technical support two youth civil society organisations that work with youth empowerment issues on a national basis. The UN will also strengthen the All Political Parties Youth Association (APPYA) to mediate violence.

3.5. Component 5: Research on the Situation of Youth

There is a sheer lack of reliable information on youth in Sierra Leone and therefore the interventions on youth issues are not always based on reliable information about the situation of youth. There is a great need to conduct a series of studies to accrue information on youth in order to monitor the developments in this priority area.

Expected Outcome:

Availability of reliable qualitative data on the situation of youth in Sierra Leone. Research papers will be produced on the situation of youth to monitor developments in the area of youth over the next three years.

Interventions Implemented

Research Programme Established

The UN will established a youth-related research programme in the Peace and Conflict Studies Department at Forah Bay College, University of Sierra Leone. Twelve thematic studies on the situation of youth to be carried out in the following four categories: Youth development and Employment; Youth and Political Violence; Youth and Illicit Drugs; and Rural-Urban Youth migration. Four studies conducted every year. The research will be both policy orientated so as to contribute to guiding the development of youth; and action orientated research that can be directly and practically used to implement the recommendations.

3.6. Component 6: Sector Planning and Coordination

In order to tie these programmes and the development partners together and achieve the desired results, sector coordination becomes of vital importance. The Joint Response will give technical assistance to the National Youth Commission to develop the key areas of strategic planning, policy development and coordination of national youth employment and empowerment interventions. It will provide technical support to the various line ministries including the Ministry of Agriculture, Ministry of Employment and Social Services and the Ministry of Education Youth and Sport. Support will be given to Local Government and District Councils to support youth employment through local economic development.

The National Youth Commission has been established to focus on the advancement and empowerment of youth to develop their potential, creativity and skills for national development. Its main function will be to bring coherence to the fragmented youth sector by coordinating and promoting all youth interventions across line ministries and youth organisations and act as an interface between the GoSL, the development partners, NGOs and the private sector for an increase impact on all youth issues.

Expected Outcome:

National Youth Commission effectively playing a leading role in the strategic planning, policy development and coordination of national youth employment and empowerment interventions.

Component strategy

The Joint Response will work closely with the National Youth Commission to effectively coordinate its interventions on a national and district basis.

Interventions to be Implemented**a) Capacitating the National Youth Commission**

The UN will build the capacity of the various departments in the National Youth Commission by providing direct technical support to develop strategies and coordinate activities in specific technical areas. The UN will give support to identify competence gaps in the proposed structures and personnel; give technical assistance to fill these gaps and build national capacity to establish the following departments and functions in the National Youth Commission: Youth Empowerment and Human Resources; Finance and Resource Mobilisation; and Research, Planning, Publicity, Monitoring and Evaluation as stipulated in the Act.

b) Develop national Youth Policy and Strategy

The World Bank will support the development of policy and strategy within the National Youth Commission and has a two million dollar budget dedicated to this.

The UN will give technical assistance through the secondment of UN technical experts as well as further backstopping from the UNDP and ILO offices.

c) Sector Coordination Enhanced

The UN will provide technical support to establish a coordination desk within the National Youth Commission as one of its key functions will be the coordinate and bring coherence to the youth employment sector, including the interventions of the Joint Response.

4. Co-ordination Framework

The National Youth Commission is the mandated institution to coordinate all youth related activities. However, the National Youth Commission is not as yet operational. While the Act has been passed, the Commissioner and Board members have not yet been appointed. Presently, the individual organisations have their programmes implemented through their specific counterpart line ministries. As an interim measure in the absence of the National Youth Commission, coordination of the Joint Response is being conducted through the Youth Employment Technical Working Group, which is Chaired by the Vice Presidents Office. This technical working group is led by Ministry of Education Youth and Sport together with the Ministry of Employment and Social Services and the various relevant line ministries. It also included the key development partners (the UN, GTZ and the World Bank).

Technical and administrative support for the Youth Employment Technical Working Group is provided from the Youth Secretariat under the Ministry of Education, Youth and Sports. The Secretariat has been administering the Youth Employment Scheme over the least three years and has some technical capacity, but will require technical support and supplementary capacity in financial management, procurement, program administration and monitoring and evaluation given the size of the program. These functions will be transferred to the National Youth Commission as and when it is established.

5. Mobilised Resources

The available funding is as follows:

- The World Bank has a \$20 million dollar funding programme (part credit 55%, part grant 45%). The World Bank also has an additional \$4 million (all grant).
- GTZ has funding through its Employment Promotion Programme of up to \$13 million.
- The UN has funding of up to \$9 million.