

SUMMARY

Annual Action Programme 2019 in favour of the Republic of Liberia to be financed from the 11th European Development Fund

1. Identification

EDF allocation	11 th European Development Fund
Total cost	EUR 15.5 million of EU contribution
Basic act	National Indicative Programme for Liberia, Commission Decision C(2015)1267 final of 26/02/2015

2. Country background

Liberia remains one of the poorest countries in the world with one of the lowest levels of human development (ranking 177 out of 188 countries), weak state capacity, and a high level of dependence on international donors.

Over the last decade, Liberia has transitioned from civil wars towards the consolidation of democratic institutions. However, the Ebola crisis in 2014-2015 has cancelled out some of the hard-fought socio-economic progress recorded since the end of the civil wars. Politically, Liberia remains highly fragile, with problems of capacity, corruption and concentration of power, therefore remaining far away from being a "genuine democracy" where the government responds to the needs and expectations of the people. Liberia needs to further consolidate inclusive and accountable governance, social cohesion, national dialogue and reconciliation, and rule of law.

The economic situation continues to be very challenging and does not provide sufficient buffers to ensure resilience towards major shocks in the medium term. Macroeconomic conditions deteriorated in 2018, with heightened pressure on the exchange rate, inflation, and the accumulation of debt.

Young people constitute half the Liberian labour workforce but they are also the most marginalised labour force in the country. Young Liberians generally lack employable skills and are ill-equipped to access economic opportunities. The lack of qualified youth is creating bottlenecks in the supply of labour in the professional occupations sought by employers. Nearly half of young workers in Liberia (47.8%) are undereducated for the work they do and do not hold the level of qualifications required.

Education is one of the three main sectors of intervention in the EU-Liberia National Indicative Programme (NIP) 2014-2020 in addition to Governance and Infrastructure. The NIP aligned to the National Strategy at the time of formulation (the Agenda for Transformation 2013-2017) as to the priorities set in the new national strategy (2018-2023): the Pro-poor Agenda for Prosperity and Development (PAPD), which includes among the main goals to provide greater income security to one million Liberians.

The **AAP 2019** for Liberia is composed of two programmes:

- **"EU Support to a Technical Cooperation Facility and NAO Support in Liberia" (LR/FED/041-805). EU contribution = EUR 3.5 million**
- **"EU Support to demand driven Technical and Vocational Education and Training (TVET) for Young People in Liberia) " (LR/FED/041-804). EU contribution = EUR 12 million**

3. Summary of the Annual Action Programme

3.1. Action "EU Support to a Technical Cooperation Facility and NAO Support in Liberia

1) Background: This action seeks to strengthen EU-Liberia development cooperation through aid effectiveness in the context of a fragile political environment, a weak economy and low institutional capacity by supporting the transition from the implementation of the National Indicative Programme 2014–2020 to the new programming cycle 2020–2027 informed by the Pro-Poor Agenda for Prosperity and Development (PAPD). It will address aid management capacity and coordination issues as well as provide a needs-based, responsive technical support facility to any stage of the programming cycle.

This action draws on lessons learned from the Final Evaluation of EDF 10 Support to the National Authorising Officer (NAO) Office done in 2017, as well as lessons learnt from the ongoing and previous TCF and other training projects in Liberia, such as the fact that institutional capacity development remains one of the core elements in reinforcing the implementation of EU projects and programmes in Liberia.

2) Cooperation/Neighbourhood related policy of beneficiary country: EU policy guiding this action is the new Consensus on Development. The detailed instrument reference is the 11th EDF NIP, which has an allocation for support measures of EUR 6 million. The new Government's "Pro-poor Agenda for Prosperity and Development (PAPD)" has been drafted with substantial EU input and was formally adopted.

3) Coherence with the programming documents: This action has been approved by the DEVCO Strategic Steering Committee on the Liberia Annual Action Plan (AAP) 2019 held on 28/02/2019.

4) Identified actions: The overall objective of the support measure is that EU-Liberia development co-operation is well informed, designed, managed, implemented and evaluated. This will be, on one hand, achieved through operational and technical support to the office of the NAO and the Aid Management and Coordination Unit (AMCU) of the Ministry of Finance and Development Planning (MFDP) in Liberia. On the other hand, a new Technical Cooperation Facility will be established to support current NIP priorities and the identification and implementation of future EU-Liberia programming priorities.

5) Expected results: (1) Current and future EU-Liberia development cooperation programming is performed relevantly, effectively and efficiently; and (2) Improved project design and management within EU-Liberia cooperation with the NAO Office and aid coordination system within the MFDP.

6) Past EU assistance and lessons learnt. This action draws on lessons learned from the Final Evaluation of EDF 10 Support to the NAO Office done in 2017 and from the implementation of ongoing – but soon to end – support to the NAO office under EDF 11. This evaluation in particular identified ongoing operational and technical support needs of the ONAO and the need for better integration within Liberia's aid management architecture. Experience during the implementation of the ongoing and previous TCF, as well as other training projects in Liberia, demonstrated that institutional capacity development remains one of the core elements in reinforcing the implementation of EU projects and programmes in Liberia, but also that the TCF should mainly be seen as a facility for technical assistance and less so for training and capacity building.

7) Complementary actions/donor coordination. The EU Delegation participates in 3-monthly pillar meetings of the PAPD for those areas that are most relevant for the EU programme in

Liberia (Pillar 2: Economy and Jobs, and Pillar 4: Governance and Transparency) as well as specific technical sector meetings residing under those 2 pillars that occur every month. The Delegation is a member of the Cooperating Partners Group that includes all major development partners in Liberia and where aid management issues are discussed on a regular basis.

3.2. Action "EU Support to demand driven Technical and Vocational Education and Training (TVET) for Young People in Liberia "

1) Background

According to the 2010 Liberia Labour Force Survey, only over half of the youth population in Liberia (52.4%) is in employment. However, 91% of youth work is in non-wage or salary positions and 80% are in vulnerable employment. The majority of youth employed are self-employed (76.9%), mostly in the informal sector. Agriculture is by far the largest youth employment sector. Only 24% of paid jobs are held by women. Young Liberians generally lack employable skills and are ill-equipped to access economic opportunities. Only a small proportion of Liberian youth (5.1%) participates in vocational education or training. The lack of qualified youth is creating a bottleneck in the supply of labour in the professional occupations sought by employers. Nearly half of young workers in Liberia (47.8%) are undereducated for the work they do and do not hold the level of qualifications required for the job. Delivery of TVET in Liberia is fragmented, unregulated and uncoordinated.

Overall, the TVET sector presents serious shortcomings in terms of quality and relevance, access and equity, funding and governance, including outdated and limited equipment, lack of adequately trained and incentivised trainers, lack of an accreditation system and standardised curricula; weak linkages between TVET and the productive sectors of the economy; low management capacity and central and local levels; lack of gender sensitive measures; lack of coordination between TVET stakeholders; lack of defined pathways into and from TVET; and insufficient funding.

The action responds to the need for access to quality and relevant TVET at county level and seeks to strengthen the business climate. The intervention equally will improve the quality, relevance and modernisation of TVET, with the involvement of the private sector.

2) Cooperation/Neighbourhood related policy of beneficiary country

EU policy guiding this action is the new Consensus on Development. The detailed instrument reference is the 11th EDF NIP, while Liberia NIP 2014-2020 has Education as one of the 3 sectors of concentration with an allocation of EUR 32 m. The new Government's "Pro-poor Agenda for Prosperity and Development (PAPD)" has been drafted with substantial EU input and formally adopted. The PAPD has two high-level goals: (1) to build more capable and trusted state institutions and (2) to provide greater income security to an additional one million Liberians. Priority interventions have been organised around 4 pillars: Power to the People; Economy and Jobs; Sustaining the Peace; and Governance and Transparency. For each pillar, specific targets have been identified, aligned with the SDG targets. Results regarding TVET are included under Pillar 1 (Power to the People) and 2 (Economy and Jobs).

3) Coherence with the programming documents

Education is foreseen as one of the focus sectors in the NIP 2014-2020; two actions were initially foreseen focused on TVET and on support to children out of school. The latter support was then redirected to TVET on request of GOL and in alignment with the current Government strategy (PAPD) and integrated in the approved Liberia Annual Action Plan (AAP) 2019. Moreover, the action is fully in line with the strategy and objectives defined in the Jobs and Growth Compact for Liberia and the Africa-Europe Alliance for Sustainable Investment and Jobs, as well as the External Investment Plan.

4) Identified actions

The overall objective of the action is to enable Liberian youth to respond to economic growth opportunities by increasing their employability and entrepreneurship potential through strengthening the TVET sector, including development of a demand-driven model of TVET system. The TVET model will have an integrated approach to promote inclusive economic growth which includes (1) competency-based training with PPPs (2) Employment promotion with PPPs and (3) Business development with employment intensive sectors in collaboration with Industry promotion associations.

The action will have two components targeting the two specific objectives.

Component 1 of the programme seeks to extend the geographical scope of the Youth Rising project (LR/FED/037-931 funded under AAP 2018, EUR 20 million) which aims to enable Liberian youth to respond to economic growth opportunities by increasing their employability and entrepreneurship potential through strengthening the Government TVET sector.

Component 2 intends to take forward a complimentary approach developed by GIZ for the roads sector in Liberia where a modularised training programme has been designed in close collaboration with a private sector association (i.e. the Association of Liberian Construction Companies (ALCC)). The innovation and sustainability of the approach lies in the fact that the private sector association will manage its own training centre and will be responsible for its financing.

5) Expected results

Specific objective 1: To improve the quality, relevance and modernisation of TVET, by strengthening links with the private sector, and by improving the governance, planning, management and delivery capacity at governmental and TVET provider levels through the promotion of equitable and gender-balanced access to TVET in target providers.

Specific objective 2: Strengthen TVET in selected sectors (including related to green economy) through development of a demand-driven model of TVET provision under the leadership of the private sector in Liberia.

6) Past EU assistance and lessons learnt

The action builds on initiatives currently being implemented by the EU under the "Youth Rising" TVET project, implemented by UNIDO, and the "Capacity Development in the Transport Sector" (CDTS) project, funded by BMZ and implemented by GIZ (see under point 7).

The "Youth Rising" project 2018-2022 (EUR 20 million with additional cofinancing by Government of Sweden with EUR 6 million). The project focuses on the support to the Ministry of Education and Ministry of Youth and Sports, being the main beneficiaries, on the implementation of the National TVET policy to improve relevance, quality supply of TVET in 6 schools in 6 targeted counties, including the less developed south east region. This project builds on the successfully experience under UNIDO and, in particular, on the successful mechanism for an increased involvement of the private sector in the construction sector by introducing the concept of PPPs in TVET and enterprise and training partnerships (ETPs) in collaboration with Liberian formal TVET institution

7) Complementary actions/donor coordination

The action is complementary to one of the outputs of the "Capacity Development in the Transport Sector project" (CDTS) 2008-2019 (EUR 14 million), which will be extended from 2019 to 2022 with additional funding of EUR 9 million by the Government of Germany, and which will jointly co-fund the action. The main beneficiary of the project is the Ministry of Public Works (MPW) with an overall objective to improve the legal, institutional and human

resource capacities in the transport sector. The new action also builds on the achievement of GIZ to develop a demand driven curriculum for a 12 months competency-based training under the "Road Maintenance and Construction Training Programme" (RMCT), developed by SMES and coordinated by the Association of Liberian construction Contractors (ALCC). The action will build synergies with the forthcoming EU interventions at regional and national level to contribute to the livelihoods of young people in Liberia in the rural development sector and rural electrification. The action will complement the start-up of skills training by providing consistent baselines and data for the M&E framework of the skills needed.

Donor/Government coordination in the education sector is done at the level of Education Sector Donor Coordination (ESDC) of which the EU is a member. The ESDC is the main forum for policy dialogue, alignment and harmonization around education strategies and policies in Liberia.

There exists an Inter-Ministerial Taskforce (IMTF) on TVET comprising all involved ministries. The EU is invited to these meetings on an ad hoc basis.

4. Communication and visibility

Communication and visibility of the EU is a legal obligation for all external actions funded by the EU.

These actions shall contain communication and visibility measures which shall be based on a specific Communication and Visibility Plan of the Action, to be elaborated at the start of implementation.

In terms of legal obligations on communication and visibility, the measures shall be implemented by the Commission, the partner country, contractors, grant beneficiaries and/or entrusted entities. Appropriate contractual obligations shall be included in, respectively, the financing agreement, procurement and grant contracts, and delegation agreements.

The Communication and Visibility Requirements for European Union External Action (or any succeeding document) shall be used to establish the Communication and Visibility Plan of the Action and the appropriate contractual obligations.

It is foreseen that a contract for communication and visibility may be contracted under a framework contract.

5. Cost and financing

Item	EU contribution (EUR)
EU Support to a Technical Cooperation Facility and NAO Support in Liberia	12 000 000
EU Support to demand driven Technical and Vocational Education and Training (TVET) for Young People in Liberia)	3 500 000
Total	15 500 000



EN

This action is funded by the European Union

ANNEX 1

of the Commission Decision on the financing of the Annual Action Programme 2019
in favour of the Republic of Liberia

Action Document for "EU Support to a Technical Cooperation Facility and NAO Support in Liberia"

1. Title/basic act/ CRIS number	<u>EU Support to a Technical Cooperation Facility (TCF) and</u> National Authorising Officer (NAO) Support in Liberia CRIS number: LR/FED/041-805 financed under the 11 th European Development Fund (EDF)	
2. Zone benefiting from the action/location	Republic of Liberia The action shall be carried out at the following location: Liberia	
3. Programming document	National Indicative Programme (NIP) for the period 2014–2020 for Liberia	
4. Sustainable Development Goals (SDGs)	Goal 17: Partnership for the Goals Also contributing to: Goal 16: Peace, Justice and Strong Institutions, through strengthening capacity building, accountability and transparency of government institutions Goal 1: No Poverty	
5. Sector of intervention/ thematic area	Support measures	DEV. Assistance: YES
6. Amounts concerned	Total estimated cost: EUR 3 850 931 Total amount of EDF contribution EUR 3 500 000 This action is co-financed in joint co-financing by the Government of Liberia for an amount of EUR 350 931	
7. Aid modality and implementation modalities	Project Modality Direct management through Grants and Procurement of services Indirect management with the Republic of Liberia	
8 a) DAC codes	15110 – Public Sector Policy and Administrative Management 43010 – Multisector aid	
b) Main Delivery Channel	10000 – Public Sector Institutions 12000 – Recipient Government	

9. Markers (from CRIS DAC form) ¹	General policy objective	Not targeted	Significant objective	Principal objective
	Participation development/good governance	<input type="checkbox"/>	<input type="checkbox"/>	X
	Aid to environment	X	<input type="checkbox"/>	<input type="checkbox"/>
	Gender equality and Women's and Girl's Empowerment ²	<input type="checkbox"/>	X	<input type="checkbox"/>
	Trade Development	X	<input type="checkbox"/>	<input type="checkbox"/>
	Reproductive, Maternal, New born and child health	X	<input type="checkbox"/>	<input type="checkbox"/>
	RIO Convention markers	Not targeted	Significant objective	Principal objective
	Biological diversity	X	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification	X	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation	X	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation	X	<input type="checkbox"/>	<input type="checkbox"/>
	N/A			
10. Global Public Goods and Challenges (GPGC) thematic flagships				

SUMMARY

This programme is a continuation of two existing EU support interventions to the Government and people of Liberia: 1) Technical Cooperation Facility (TCF), and 2) Support to the NAO Function, Aid Harmonisation and Coordination in Liberia.

The action's overall objective is:

EU-Liberia development cooperation is well informed, designed, managed, implemented and evaluated, while taking into account the human rights and gender equality dimensions.

The action's specific objectives are:

TCF: Current and future EU-Liberia development cooperation programming is effectively and efficiently designed and implemented, and takes fully into account local realities and cross-cutting issues, especially gender equality.

NAO Support Project: Improved EU-Liberia cooperation through the NAO Office and aid coordination system within the MFDP that is reinforced in its ability to manage funds.

The identification phase has been based on the current challenges being faced by the NAO Office, the Aid Management and Coordination Unit (AMCU), Government of Liberia's ministries, agencies and commissions.

¹ When a marker is flagged as significant/principal objective, the action description should reflect an explicit intent to address the particular theme in the definition of objectives, results, activities and/or indicators (or of the performance / disbursement criteria, in the case of budget support).

² Please check the Minimum Recommended Criteria for the Gender Marker and the Handbook on the OECD-DAC Gender Equality Policy Marker. If gender equality is not targeted, please provide explanation in section 4.5.Mainstreaming.

1 CONTEXT ANALYSIS

1.1 Context Description

Over the last decade, Liberia has transitioned from civil wars towards the consolidation of democratic institutions. However, the Ebola crisis in 2014-2015 has cancelled out some of the hard-fought socio-economic progress recorded since the end of the civil wars. Politically, Liberia remains highly fragile, with problems of capacity, corruption and concentration of power, therefore remaining far away from being a "genuine democracy" where the government responds to the needs and expectations of the people. Liberia needs to further consolidate inclusive and accountable governance, social cohesion, national dialogue and reconciliation, and rule of law.

The economic situation continues to be very challenging and does not provide the necessary buffers to ensure resilience towards major shocks in the medium term. Macroeconomic conditions deteriorated in 2018, with heightened pressure on the exchange rate, inflation, and the accumulation of debt. The 2019 IMF Article IV mission reports gross domestic product (GDP) growth for 2018 at 1.2% and a downgraded forecast for 2019 from 4.7% to 0.4%, an annual exchange rate depreciation of 26% and an annual inflation rate of 28% at the end of 2018.

More than a half of the Liberian population lives in poor situations (50.9%) based on the Household Income and Expenditure Survey conducted in 2016; poverty is much higher in rural areas (71.6%) compared to urban areas (31.5%).

Liberia is ranked 181 out of 189 countries in UNDP's Human Development Index (HDI) (2017). The female Human Development Index is 0.435, against 0.470 for males. On the inequality adjusted and the gender HDI, Liberia is among the 10 most unequal countries (Pro-Poor Agenda for Prosperity and Development (PAPD), 2018).

While noting that the principle of non-discrimination is enshrined in the Constitution, there is a lack of comprehensive legislation ensuring its effective implementation, in particular regarding certain groups facing stigmatisation and de facto discrimination (persons living with HIV/AIDS, persons with psychosocial disabilities, Ebola virus survivors and persons living with albinism).

1.2 Policy Framework (Global, EU)

The EU shifted its post-civil wars intervention logic, which followed a "Linking relief, rehabilitation and development" (LRRD) approach, and has since the 10th EDF concentrated on supporting the democratic and peaceful consolidation of the Liberian state as well as the delivery of basic social services and infrastructure to the population. Support was aligned with the national development strategy, the Agenda for Transformation (AfT) 2013-2018 which addressed the main challenges for economic and social development with the overall goal of wealth creation and strengthening inclusiveness for a more equal and just society. In 2018, the newly elected Government developed and adopted a successor development strategy to the AfT, the Pro-Poor Agenda for Prosperity and Development 2018-2023 (PAPD), which has similar objectives but with a specific focus on infrastructure and roads.

The EU-Liberia National Indicative Programme 2014-2020 focuses on the improvement of key functions of the state in order to guarantee basic services delivery and it follows a two-track strategy. On one hand, and in large part, it focuses on strengthening governance and (re)building essential public services (electricity, education - including TVET, governance - including public finance management, land rights and decentralisation) as a necessary condition for improving the business climate and attracting investment for job creation in Liberia. On the other hand, it pursues interventions aimed at harnessing the potential of a

limited number of value chains aimed at inclusive and sustainable growth and job creation. The programmes are implemented in a balanced approach between budget support operations and a programme/project approach. The EU Mid-Term Review (MTR) exercise resulted in no changes to Liberia's NIP.

With the 11th EDF NIP and the ACP-EU Partnership Agreement (Cotonou Agreement) coming to an end in 2020 and a new post-Cotonou priorities and implementation arrangements to be taken into account, the current action will serve both to complete implementation of the 11th EDF NIP and to prepare for post-Cotonou programming in the country, thus serving as a bridging facility.

The action supports the EU Gender Action Plan "Gender Equality and Women's Empowerment: Transforming the Lives of Girls and Women through EU External Relations 2016-2020"³ to ensure that commitments on gender equality are translated into clear and tangible outcomes and are accompanied by improved coordination, coherence, leadership, gender evidence and analysis, and adequate financial and human resources.

1.3 Public Policy Analysis of the partner country/region

The Pro-Poor Agenda for Prosperity and Development (PAPD) has two high-level goals: (1) to build more capable and trusted state institutions and (2) to provide greater income security to an additional one million Liberians, and to reduce absolute poverty by 23% across 5 out of 6 regions. Priority interventions have been organised around 4 pillars: Power to the People; The Economy and Jobs; Sustaining the Peace; and Governance and Transparency. For each pillar, specific targets have been identified, aligned with the SDG targets.

This action will help to align the priorities of post-Cotonou programming and institutional arrangements with the priorities of the PAPD through the judicious use of a Technical Cooperation Facility (TCF) and through support to the Office of the National Authorising Officer, who represents the Government of Liberia regarding all EDF-funded operations in the country.

The action will also support the National Human Rights Action Plan (NHRAP 2013), a comprehensive five-year strategy designed to improve implementation of Liberia's regional and international human rights obligations.

In addition, the action will strengthen efforts regarding the goal of the first pillar of the PADP (2018), "Power to the people", in particular "To reduce developmental inequalities so the people can prosper", which includes specific attention for gender equality (enhancing inclusiveness of women and girls to reduce inequalities in political, social, and economic life).

1.4 Stakeholder analysis

There are two primary direct beneficiaries: the Office of the National Authorising Officer (ONAO) and the Ministries, Agencies and Commissions (MACs) implementing or potentially implementing EU-funded programmes and projects, including the Aid Management and Coordination Unit (AMCU) of the Ministry of Finance and Development Planning. Secondary direct beneficiaries, in the case of the TCF, or indirect beneficiaries in the case of support to the ONAO, could be other MACs, non-state actors and private sector partners.

The NAO, in the person of the Minister of Finance, represents the Republic of Liberia regarding all operations financed by the European Development Fund. The Office of the NAO is a technical unit that provides support to the NAO and to the MACs for management, coordination, identification, design, implementation and monitoring of EDF activities.

³ SWD(2015)182 final of 21.9.2015.

From a human rights perspective, the NAO is also a duty-bearer, with the obligation to respect, protect and realise human rights.

Another duty-bearer is the Aid Management and Coordination Unit of the MFDP manages and coordinates all aid to the Republic of Liberia and works in coordination with the ONAO regarding EU support provided to Liberia under the EDF.

Ministries, Agencies and Commissions, as well as non-state actors and private sector organisations, are potential, current and former implementing partners for EDF operations.

Both state and non-state capacity in Liberia are weak. Liberia's National Capacity Development Strategy in 2011 noted weaknesses in the primary, secondary, tertiary and technical/vocational education systems, as well as in the civil service, local governance, civil society and private sector which to date have not yet been adequately addressed. Subsequent capacity analysis exercises in the context of EU implemented programmes did not observe significant improvements during the implementation of the NIP 2014-2020. While the capacity of individuals often improved as a result of interventions, it did not always translate to capacity improvements at institutional level.

Through the action, the ultimate aim is to strengthen the respect, protection and realisation of the rights of the right-holder (target groups).

1.5 Problem analysis/priority areas for support

This action seeks to strengthen EU-Liberia development cooperation through aid effectiveness in the context of a fragile political environment, a weak economy and low institutional capacity by supporting the transition from the implementation of the National Indicative Programme 2014 – 2020 to the new programming cycle post 2020 informed by the PAPD and the eventual new post-Cotonou agreement.

It will address aid management capacity and coordination issues as well as provide a needs-based, responsive technical support facility to any stage of the programming cycle.

It will also help to ensure that important cross-cutting issues (gender, resilience, conflict sensitivity, environment, climate change, inclusion, etc) are adequately integrated into EU-Liberia development cooperation.

2 RISKS AND ASSUMPTIONS

Risks	Risk level (H/M/L)	Mitigating measures
The Government of Liberia will not implement its co-financing contributions	High	Political commitment at NAO level to ensure co-financing from the side the Government of Liberia. More intensive use of the long-term technical assistance contract to compensate for reduced Government contribution to the Operating Grants.
The NAO function is not clearly delineated between the EU Delegation, MACs and the AMCU	Medium	Establish clear and well-defined roles and responsibilities with all stakeholders.

Poor communication and unwillingness of stakeholders to agree on annual priorities	High	Allow due process and time for communication and negotiation; and establish "red-lines" early on. High-level dialogue with the Government to ensure timely agreements.
The persistence of socio-cultural barriers to tackle human rights and gender equality as cross-cutting issues	Medium	Awareness-raising sessions and training will be systematically provided.
Assumptions		
<ul style="list-style-type: none"> • Macro-economic and political stability • Government's continuing commitment to governance reform • Policy and decision-making are evidence based • EU Delegation and Government continue to make use of ONAO services • Government accepts and funds cost-sharing • ONAO includes TA in business processes and is not resistant to change • EU Delegation and Government accept any change in policy on ONAO functions 		

3 LESSONS LEARNT AND COMPLEMENTARITY

3.1 Lessons learnt

This action draws on lessons learned from the Final Evaluation of EDF 10 Support to the NAO Office – Liberia of 16/06/2017. In particular, the evaluation identified ongoing operational and technical support needs of the ONAO and the need for better integration within Liberia's aid management architecture.

Lessons learned from previous TCF's are that institutional capacity development continues to be a core need for reinforcing the design and implementation of EU projects and programmes in Liberia, that a flexible facility for consultancies and workshops is essential for improving the quality of programming, and that strengthening consultation and coordination processes contributes to wider aid effectiveness.

3.2 Complementarity, synergy and donor coordination

Donor coordination is carried out within the framework of the implementation and coordination mechanisms of the PAPD. An Integrated Coordination and Delivery Unit (ICDU) is supported by 4 Pillar Working Groups led by the appropriate ministry for each Pillar, with further 13 Technical Working Groups established under the Pillars. Donors are represented in both levels of Working Groups and the private sector and civil society by invitation. The ICDU is integral to the administration and coordination of the PAPD. The ICDU will provide support to and follow up with MACs, and other key stakeholders to ensure the timely implementation of the agreed PAPD strategies and activities.

The TCF and Support to NAO project complement the development assistance of the World Bank and UNDP to the Aid Management and Coordination Unit of the MoFDP to build the capacity of the AMCU in aid data collection, analysis and reporting, including with regard to EDF funding.

The EU Delegation is a member of the Cooperating Partners Group that includes all major development partners in Liberia and where aid management issues are discussed on a regular basis.

4 DESCRIPTION OF THE ACTION

4.1 Overall objective, specific objective(s), expected outputs and indicative activities

Overall Objective: EU contribution to the achievement of the objectives of the Pro-Poor Agenda for Prosperity and Development 2018-2023 and the EU-Liberia NIPs.

Specific Objective 1: Current and future EU-Liberia development cooperation multi-annual programming is performed relevantly, effectively and efficiently

The outputs and main indicative activities to achieve this objective are:

Output 1.1: Annual plans, priority thematic studies and reports are accomplished using the TCF

- Development of TCF annual plans to support future EU-Liberia programming and implementation, as well the finalisation of the current NIP
- Preparation of proposals for use of TCF funds to address needs and priorities, based on gender analysis where appropriate
- Implementation of proposals: consultants, technical assistance, training, capacity building, study trips, conference/seminar/workshops, studies, evaluations, etc. Consideration given to cross-cutting issues: gender, inclusion, environment and climate change, resilience and conflict sensitivity, human rights, migration, etc.

Output 1.2: Current and future EU-Liberia programming informed by TCF supported research and reports

- Preparation and circulation of reports to stakeholders
- Validation and restitution meetings
- Policy dialogue processes

Specific Objective 2: Improved project design and management within EU-Liberia cooperation with the NAO Office and aid coordination system within the MFDP

The outputs and main indicative activities to achieve this objective are:

Output 2.1 The capacities of the Office of the National Authorising Office and AMCU within the MFDP are improved

- Preparation, discussion and finalisation of annual operating grants
- Inclusion of a budget line for communications and visibility of EU-Liberia cooperation
- Inclusion of a training budget line for ONAO, MACs and NSAs

Output 2.2 The capacities of the ONAO and AMCU for organisational planning, contracts and finance, performance and human resource management, communications and visibility are enhanced through Long Term Technical Assistance

- Preparation of LTTA terms of reference
- Selection and contracting process for LTTA
- TA advises, supports and coaches the ONAO particularly on organisational change and development, contracts & finance procedures, performance management, human resource management/development, and communications and visibility across the NAO system

Output 2.3 The needs for institutional arrangements and organisational changes for the post-Cotonou role of the ONAO and the AMCU are analysed, reported and discussed

- Conduct an institutional analysis and make recommendations
- Policy dialogue with stakeholders
- Supporting the re-organisation and restructuring of the ONAO and aid coordination function, if agreed and requested

4.2 Intervention Logic

EU-Liberia development cooperation is entering an important and dynamic new phase. To be successful, it will need to take account of the country's national development priorities spelled out in the Pro-Poor Agenda for Prosperity and Development (PAPD) and present capacities within state and non-state actors on the one hand and the post-Cotonou context in terms of priorities and modalities on the other hand. The actions outlined in this document will support both the EU Delegation and the Republic of Liberia to prepare, to collaborate, to be informed and to build capacity to successfully design and implement development cooperation, based on two components.

Component 1 builds on the successful experience of previous TCFs, which have provided flexible funding for building up the evidence base for appropriate development cooperation decision making and for technical assistance in support of implementing partners, government, non-government and private sector.

Component 2 recognises the need for a functional interlocutor and implementation partner within the Ministry of Finance and Development Planning (MFDP) with whom to hold critical discussions on EU-Liberia cooperation and to manage implementation of the EU-Liberia portfolio. In response to the current reality that the existing ONAO and aid coordination system within MFDP is not yet financially and technically independent and sustainable, it therefore provides both technical and operational support. It will allow the MFDP to more effectively manage and coordinate EU aid and to be adequately prepared for and capable of adapting to post-Cotonou aid modality realities. The component also recognises the need for some incentivising measures for staff of the ONAO. Training opportunities will be foreseen, while salary top-ups will normally not be funded, unless they are based on a jointly agreed, performance-based incentive scheme and consistent with the civil service pay policy.

The action assumes continued macro-economic and political stability in Liberia in order to be able to continue to implement development interventions. Both have been challenged in the course of 2018 and 2019. The EU is actively engaged with Government through the Budget Support Dialogue on issues regarding macro-economic stability. Together with other development partners, the EU has been advocating for the adoption of a new Extended Credit Facility (ECF) programme with the IMF, which will put measures in place to safeguard macro-economic stability. The development of this new ECF programme is progressing well and is expected to be approved by the IMF board in September 2019. Even though the new Government that took office in January 2018 has faced a number of large scale protests as result of the deteriorating economic situation, the situation remained peaceful and dialogue was resumed between all involved parties e.g. the National Economic Dialogue which is planned for September 2019 which is supported by the EU. Another major assumption is the continued role of the NAO office in managing the EU-Liberia cooperation. In the medium term this role is secured, as is demonstrated by proposing this action. In the longer term, there might be a further integration of the functions of the NAO into the Aid Management and Coordination Unit (AMCU) and for that reason this action is already fully involving this unit.

4.3 Mainstreaming

Liberia and the EU share a common policy approach towards crosscutting issues such as gender, children's rights, people with disabilities, indigenous peoples, environmental sustainability, climate change and combating HIV/AIDS. The project will foster in particular good governance, respect for human rights and gender equality.

Gender gaps remain wide. Literacy rates for women in rural areas are staggeringly low at 26%, compared to 61% for urban women and 60% and 86% for rural and urban men, respectively. With regards to the work force, women make up 54% of the labour force, including formal and informal workers in Liberia. However, they are disproportionately clustered in the least productive sectors with 90% employed in the informal sector or in agriculture, compared to 75% of working men. Domestic violence remains a widespread problem.

Gender will be mainstreamed in all capacity development efforts part of this action, while aiming at obtaining disaggregated data in order to allow better including gender aspects in actions. The programme aligns with the EU Gender Action Plan "Gender Equality and Women's Empowerment: Transforming the Lives of Girls and Women through EU External Relations 2016-2020"⁴.

In addition, the TCF will be instrumental for mainstreaming gender, environmental issues and other relevant issues in the Liberian context (e.g. human rights, resilience and conflict sensitivity) into the new programming cycle.

4.4 Contribution to Sustainable Development Goals (SDGs)

This intervention is relevant for the United Nations 2030 Agenda for Sustainable Development. It contributes primarily to the progressive achievement of SDGs, in particular **Goal 1: No Poverty**, by aligning EU-Liberia cooperation and building capacity to implement the Pro-Poor Agenda for Development and Prosperity, notably the target of providing greater income security to an additional one million Liberians, and to reduce absolute poverty by 23% across 5 out of 6 regions.

It also contributes to **Goal 16: Peace, Justice and Strong Institutions**, through strengthening the capacity and accountability of government institutions as well as **Goal 17: Partnership for the Goals**, by strengthening EU-Liberia cooperation in the design, formulation and implementation of the post-Cotonou joint development programme.

It also contributes to Goal 5 "Achieve gender equality and empower all women and girls".

The PAPD is fully aligned with the SDGs. Supporting the effective and inclusive implementation of the PAPD will help contribute to the attainment SDGs as well as to develop the country and build the nation.

5 IMPLEMENTATION

5.1 Financing agreement

In order to implement this action, it is foreseen to conclude a financing agreement with the Republic of Liberia.

⁴ SWD(2015)182 final of 21.9.2015.

5.2 Indicative implementation period

The indicative operational implementation period of this action, during which the activities described in section 4 will be carried out and the corresponding contracts and agreements implemented, is 48 months from the date of entry into force of the financing agreement.

Extensions of the implementation period may be agreed by the Commission's responsible authorising officer by amending this Decision and the relevant contracts and agreements.

5.3 Implementation of the budget support component

N/A

5.4 Implementation modalities for an action under project modality

The Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures⁵.

5.4.1 Procurement: (direct management)

Component 1: Technical Cooperation Facility

Services procured under the Technical Cooperation Facility will help to ensure that the current and future EU-Liberia development cooperation programming is effectively and efficiently designed and implemented and takes fully into account local realities and crosscutting issues.

Subject	Indicative type (works, supplies, services)	Indicative trimester of launch of the procedure
Technical Cooperation Facility	Services	Entire period

5.4.2 Grants: (direct management)

Component 2: Operating Grants to ONAO

(a) Purpose of the grant(s)

The objective of the grant is to secure and strengthen the operational capacity of the Office of the National Authorising Officer.

(b) Justification of a direct grant

Under the responsibility of the Commission's authorising officer responsible, the grant may be awarded without a call for proposals to the Office of the National Authorising Officer.

Under the responsibility of the Commission's authorising officer responsible, the recourse to an award of a grant without a call for proposals is justified because the Minister of Finance and Development Planning acts as National Authorising Officer of the Republic of Liberia, and the operating grant is aimed at supporting the functioning of the NAO Office, which is part of the Ministry of Finance and Development Planning (which corresponds to the situation described in Article 195(f) of Council Regulation (EU) 2018/1877 of 26 November 2018 on the financial regulation applicable to the 11th European Development Fund, and repealing Regulation (EU) 2015/323.

⁵ www.sanctionsmap.eu Please note that the sanctions map is an IT tool for identifying the sanctions regimes. The source of the sanctions stems from legal acts published in the Official Journal (OJ). In case of discrepancy between the published legal acts and the updates on the website it is the OJ version that prevails.

5.4.3 Indirect management with the Republic of Liberia

Component 2: Long Term Technical Assistance to ONAO

A part of this action with the objective of providing Long Term Technical Assistance to enhance the capacity of the ONAO and AMCU to fulfil its functions may be implemented in indirect management with the Republic of Liberia according to the following modalities:

The Republic of Liberia will act as the contracting authority for the procurement and grant procedures. The Commission will control ex- ante all the procurement and grant procedures.

Payments are executed by the Commission.

The Republic of Liberia shall apply the Commission's rules on procurement and grants. These rules will be laid down in the financing agreement to be concluded with the Republic of Liberia.

5.5 Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall, subject to the following provisions.

The Commission's authorising officer responsible may extend the geographical eligibility on the basis of urgency or of unavailability of products and services in the markets of the countries concerned, or in other duly substantiated cases where the eligibility rules would make the realisation of this action impossible or exceedingly difficult.

5.6 Indicative budget

Item	EU contribution (EUR)	Liberia contribution (EUR)
5.4.1 Objective 1: Technical Cooperation Facility composed of: Procurement (direct management)	1 100 000	
5.4.2 Objective 2: Operating Grants to ONAO, composed of: Grants (direct management)	750 000	350 931
5.4.3 Objective 2: Long Term Technical Assistance to ONAO, composed of: Services (indirect management with Republic of Liberia)	1 250 000	
5.9 Evaluation, 5.10 Audit	200 000	N.A.
5.11 Communication and visibility	100 000	N.A.
Contingencies	100 000	N.A.
Total	3 500 000	350 931

5.7 Organisational set-up and responsibilities

A Steering Committee shall be set up to oversee and validate the overall direction and policy of the project. The project Steering Committee shall meet twice a year and shall be made up of:

- The Deputy National Authorising Officer as representative of the National Authorising Officer
- A representative from the Aid Management and Coordination Unit
- The project supervisor
- A representative of the Head of Delegation
- Other members seen as relevant

A representative of the Long Term Technical Assistance (LTTA) team to the NAO will assume the secretariat.

The Deputy National Authorising Officer, on behalf of the National Authorising Officer, is the responsible person in the ONAO for the action. On behalf of the NAO, the DNAO will approve the use of TCF funds, approve the annual operating grants and approve the work plans and reports of the LTTA. The team leader of the LTTA will report to the DNAO.

The DNAO may delegate to the Assistant Director, ONAO the responsibilities of Project Supervisor for both components: the TCF and Support to ONAO (the operating grants and the LTTA). The functions of the Project Supervisor will include, among others:

- Preparing ONAO responses to TCF requests
- Preparing ONAO proposals for the use of the TCF
- Monitoring the use of the TCF for the DNAO
- With the Head of Contracts and Finance, preparing, implementing, monitoring and reporting on annual Operating Grant proposals for submission to the EUD
- Establishing and convening a Project Steering Committee to meet twice a year to oversee, validate and advise on overall direction and policy
- Supporting, coordinating and providing feedback on the activities of the LTTA

5.8 Performance and Results monitoring and reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process, and part of the implementing partner's responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports (while taking into account gender disaggregated data where relevant). Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (outputs and direct outcomes) as measured by corresponding indicators, using as reference the Logframe matrix (for project modality. Special attention will be given to progress regarding gender equality and human rights issues.

Report shall be laid out in such a way as to allow monitoring of the means envisaged and employed and of the budget details for the action. The final report, narrative and financial, will cover the entire period of the action implementation.

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

5.9 Evaluation

Having regard to the nature of the action, a final evaluation will be carried out for this action or its components via independent consultants contracted by the Commission.

It will be carried out for accountability and learning purposes at various levels (including for policy revision), taking into account in particular the fact that a successful transition to EU-Liberia development cooperation based on the PAPD and post-Cotonou priorities is of the highest importance.

The Commission shall inform the implementing partner at least 3 months in advance of the dates foreseen for the evaluation missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.

The evaluation reports shall be shared with the partner country and other key stakeholders. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner country, jointly decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project.

The evaluations will focus, where appropriate, on gender equality and human rights. For that reason, gender and human rights expertise will be integrated in the assessment teams.

Evaluation services may be contracted under a framework contract.

5.10 Audit

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audits or expenditure verification assignments for one or several contracts or agreements.

It is foreseen that audit services may be contracted under a framework contract.

5.11 Communication and visibility

Communication and visibility of the EU is a legal obligation for all external actions funded by the EU.

This action shall contain communication and visibility measures which shall be based on a specific Communication and Visibility Plan of the Action, to be elaborated at the start of implementation.

In terms of legal obligations on communication and visibility, the measures shall be implemented by the Commission, the partner country, contractors, grant beneficiaries and/or entrusted entities. Appropriate contractual obligations shall be included in, respectively, the financing agreement, procurement and grant contracts, and delegation agreements.

The Communication and Visibility Requirements for European Union External Action (or any succeeding document) shall be used to establish the Communication and Visibility Plan of the Action and the appropriate contractual obligations.

It is foreseen that a contract for communication and visibility may be contracted under a framework contract.

6 PRE-CONDITIONS

N/A.

APPENDIX - INDICATIVE LOGFRAME MATRIX (FOR PROJECT MODALITY) ⁶

	Results chain: Main expected results (maximum 10)	Indicators (at least one indicator per expected result)	Sources of data	Assumptions
Impact (Overall Objective)	OO: EU contribution to the achievement of the objectives of the Pro-Poor Agenda for Prosperity and Development 2018-2023 and the EU-Liberia NIPs	OO1: Proportion of employed population below the international poverty line (** EU RF 1.14) OO2: Proportion of youth (aged 15-24 years) not in education, employment or training (**EU RF 1.17) OO3: WB Government Effectiveness score (**EU RF 1.27)	Mid and end of term evaluations OO1-OO2: Relevant Ministries' stats OO3: WB statistical platform	<i>Not applicable</i>
Outcome(s) (Specific Objective(s))	SO1: Current and future EU-Liberia development cooperation multi-annual programming is performed relevantly, effectively and efficiently SO2: Improved project design and management within EU-Liberia cooperation with the NAO Office and aid coordination system within the MFDP.	SO1 SO1.1 Status of analysis for NIP 2014 – 2020 Annual Work Programmes 2019 and 2020 SO1.2 Status of Post-Cotonou country programming document and inputs by the ONAO and AMCU SO1.3 Number of requests for assistance from TCF by the national stakeholders approved by NAO and funded SO2: SO 2.1. The level of capacity of NAO, AMCU / MFDP for design and management of development interventions SO2.2. % of projects visited yearly by NAO, AMCU/MFDP with mission reports SO2.3 Implementation rate of MFDP managed action/budgets SO2.4. Number of evaluation missions contributed by the NAO, AMCU/MFDP	SO 1.1 AAP documents SO 1.2 Programming documents SO 2.1 NAO staff appraisals SO 2.2 Project visit mission reports SO 2.3-2.4 NAO reporting	Macro-economic and political stability GoL continuing commitment to governance reform SO1 Policy-making is evidence based SO2 EUD and GoL continue to make use of ONAO services SO2 Institutional adaptations to the NAO function are accepted

⁶ Mark indicators aligned with the relevant programming document mark with '*' and indicators aligned to the EU Results Framework with '**'.

Outputs	1.1 Annual plans, priority thematic studies and reports are accomplished using the TCF	1.1.1 Status of annual plans 1.1.2 Distribution of TCF reports 1.1.3. Status of priority thematic studies	1.1.1 Annual plans 1.1.2 Distribution lists 1.1.3 Reports thematic studies	1.2 Policy-making is evidence-based
	<p>1.2 Current and future EU-Liberia programming informed by TCF supported research and reports</p> <p>2.1 The capacities of the Office of the National Authorising Officer and AMCU within the MFDP are improved</p> <p>2.2 The capacities of the ONAO and AMCU for organisational planning, contracts and finance, performance and human resource management, communications and visibility are enhanced through Long Term Technical Assistance</p> <p>2.3 The needs for institutional arrangements and organisational changes for the post-Cotonou role of the ONAO and the AMCU are analysed, reported and discussed</p>	<p>1.2.1. Number of analytic reports prepared and discussed with NAO, AMCU/MFDP and relevant stakeholders (**EU RF 2.25)</p> <p>1.2.2. Status of a schedule for the policy dialogue</p> <p>1.2.3. Status of programming inputs agreed upon between the NAO, AMCU/MFDP, other stakeholders and the EUD</p> <p>2.1. The level of capacity of NAO, AMCU/MFDP for elaborating on AWP and budgets</p> <p>2.2 The level of capacity of NAO, AMCU/MFDP for organisational, financial management and communication and visibility</p> <p>2.3 The status of the report on post-Cotonou organisational and institutional arrangements and its discussion</p>	<p>1.2.1-1.2.3 NAO quarterly reports</p> <p>2.1-2.2 NAO/AMCU staff appraisals</p> <p>2.3 Report on post-Cotonou arrangements</p>	<p>2.1 GoL increases cost-sharing 2.2 ONAO includes TA in business processes and is open to change 2.3 EUD and GoL accept new policy on ONAO functions</p>



EN

This action is funded by the European Union

ANNEX 2

of the Commission Decision on the financing of the Annual Action Programme 2019 in favour of the Republic of Liberia

Action Document for "EU Support to demand driven Technical and Vocational Education and Training (TVET) for Young people in Liberia"

1. Title/basic act/ CRIS number	EU Support to demand driven Technical and Vocational Education and Training (TVET) for Young people in Liberia CRIS number: LR/FED/041-804 financed under the 11 th European Development Fund (EDF)			
2. Zone benefiting from the action/ location	Republic of Liberia The action shall be carried out at the following location: Liberia			
3. Programming document	National Indicative Programme (NIP) for the period 2014–2020 for Liberia			
4. Sustainable Development Goals (SDGs)	SDG 8: decent work and economic growth SDG 4: access to quality education SDG 5: gender equality SDG 1: no poverty			
5. Sector of intervention/ thematic area	Education	DEV. Assistance: YES		
6. Amounts concerned	Total estimated cost: EUR 12 000 000 Total amount of EDF contribution EUR 12 000 000			
7. Aid modality and implementation modalities	Project Modality Indirect management with an international organisation, United Nations Industrial Development Organization (UNIDO) Indirect management with a Member State Agency, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)			
8 a) DAC code(s)	11330 – Vocational training 25030 – Business development services			
b) Main Delivery Channel	41000 – United Nations agency, fund or commission: UNIDO 13000 – Third Country Government (Delegated co-operation): GIZ			
9. Markers (from CRIS DAC form)	General policy objective	Not targeted	Significant objective	Principal objective
	Participation development/good governance	<input type="checkbox"/>	X	<input type="checkbox"/>
	Aid to environment	X	<input type="checkbox"/>	<input type="checkbox"/>

	Gender equality and Women's and Girl's Empowerment	<input type="checkbox"/>	X	<input type="checkbox"/>
	Trade Development	X	<input type="checkbox"/>	<input type="checkbox"/>
	Reproductive, Maternal, New born and child health	X	<input type="checkbox"/>	<input type="checkbox"/>
	RIO Convention markers	Not targeted	Significant objective	Principal objective
	Biological diversity	X	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification	X	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation	X	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation	X	<input type="checkbox"/>	<input type="checkbox"/>
10. Global Public Goods and Challenges (GPGC) thematic flagships	n/a			

SUMMARY

The action responds to the need for institutional strengthening of a demand driven Technical and Vocational Education and Training (TVET) system with an integrated approach to promote inclusive economic growth, which includes: (1) competency-based training with PPPs (2) Employment promotion with PPPs and (3) business development with employment intensive sectors in collaboration with industry promotion associations.

The action is also coherent and aligned to the "Africa - Europe Alliance for Sustainable Investment and Jobs"¹, announced in September 2018 by the President of the European Commission. The Alliance seeks to promote a substantial increase of private investment from both Africans and Europeans, boost trade, enhance job creation and contribute to sustainable and inclusive development, promoting standards of modern and sustainable technology, environmental and labour protection, and responsible business conduct.

The intervention logic is based on two differentiated but interlinked components:

Component 1 will address the relevance – quality – accessibility of TVET in 3 counties that will be selected and complementary to the ones where interventions under the EU funded project "Youth Rising" are ongoing, with a potential focus on the following sectors: construction, energy and agricultural value chain with an inclusive sustainable approach. This will include promotion of innovative approaches to TVET at upper-secondary school level, green employment promotion through incubators, competitive funding facility and support to private-sector employers/TVET providers policy dialogue;

Component 2 will work on improving the business environment for green employment creation in construction sector and then scale the model up to agriculture value chains for micro, small and medium-sized enterprises (MSMEs). This component, initially, will address short-term needs through: (a) establishing a competency-based training centre for the improvement of the skills of workers in the sustainable construction-transport value chain and building material sectors, and (b) establishing a green employment-intensive construction works programme, before replication will be considered after a thorough analysis of results achieved.

¹ COM(2018) 643 final of 12.9.2018.

1 CONTEXT ANALYSIS

1.1 Context Description

Liberia is located on the western bulge of Africa, the country occupies 96 917 square kilometres, and has a population of 4 092 310 (July 2014). Liberia's Human Development Index (HDI) value released in 2018 is 0.435, placing Liberia in the low human development category at position 181 out of 189 countries, with particularly low scores on employment and work indicators. According to the HDI 2018 Report, 68% of the Liberian population is living below the income poverty line. The female HDI is 0.398 compared to 0.470 for the male population, while the Gender Development Index (GDI) (defined as the ratio of the female to the male HDI and measuring gender inequalities) is 0.846, positioning Liberia at the lowest level of the scale. The Inequality-adjusted HDI (IHDI), which takes into account inequality in all three dimensions of the HDI, is 0.298, demonstrating the effect (30%) of inequality in the distribution of the HDI dimension indices.

Liberia has a youthful population, with 79% of Liberians under the age of 36. Youth constitutes half of the Liberian labour workforce and their share is expected to grow in the years to come. Yet, youth is the most marginalised labour force in the country. According to the 2010 Liberia Labour Force Survey, only over half of the youth population in Liberia (52.4%) was employed. 91% of youth work is in non-wage or salary positions, and 80% are in vulnerable employment. The majority of youth employed are self-employed (76.9%), mostly in the informal sector. Agriculture is by far the largest youth employment sector. Only 24% of paid jobs are held by women. Young Liberians generally lack employable skills and are ill-equipped to access economic opportunities. Only a small proportion of Liberian youth (5.1%) participates in vocational education or training, mainly supply driven TVET.

The lack of qualified youth is creating a bottleneck in the supply of labour in the professional occupations sought by employers. Nearly half of young workers in Liberia (47.8%) are undereducated for the work they do and do not hold the level of qualifications required for the job.

On the other hand, Liberia is a country with an incredible potential and rich in natural resources: massive land forest (45% of the country); rich marine resources; fresh water resources; mineral resources (diamond; iron ore; etc..).

Natural resources have seen both a very large and very small economic exploitation in most sectors: from mining to farming, from forestry to trade, from fishery to public utilities. Different approaches should be harnessed in order to cope with the challenge of sustainable development of such activities.

The mineral resources sector, after a contraction in the past few years due to a decrease in the commodity prices on the international market, is experiencing again a modest growth bolstered by the opening of a new mining site by ArcelorMittal and increased investment in the gold sector. ArcelorMittal is itself now having a comprehensive model of proper vocational training and more attentive to the environment and community embedded approach.

Forests have been harmed by illegal logging up to the point that Liberia was banned from international markets from 2003 to 2006 but the situation has recently been slowly improving. The Government is strengthening the management of forest resources and working on establishing the needed capacities of government, private sector and communities to meet their commitments (the Voluntary Partnership Agreement (VPA) on FLEGT (Forest Law Enforcement, Governance and Trade) in 2003 has been a key milestone to that effect).

Agriculture is characterised by intensive cultivation. Rubber and palm oil have traditionally been the only form of commercial agriculture in Liberia and are currently

struggling to cope with declining international prices leading some of the traditional big investors (for example: Firestone and Sime Darby Oil Palm Plantation) to reduce their exposure in the country and leading to increasing unemployment and poverty.

Agriculture, on top of being the sector with a higher rate of youth employment, is crucial for food internal production as well as for the possible opening to some potential new profitable markets (cashewnut, cocoa, coconut, etc) involving small producers for which the needed technical skills seem inadequate and not developed at country level at the moment.

The use of fresh water offers potential for hydroelectricity (GoL, 2013); the completion of the rehabilitation of the Mount Coffee Hydroelectric Dam increased electricity production to support on-going and future economic activity. The energy sector includes alternative sources of energy (e.g. solar power) and the social dimension of energy includes, but is not limited to, the training of women in technical skills that has started to increase. The marine, forest and natural resources have an unspoiled eco-tourism potential but, at the moment, see few initiatives.

Liberia is open to a variety of possible economic developments, taking in due account a proper sustainable component and in need of a proper business development framework. Both are challenging and the action will start from delivering appropriate skills – TVET, harmonised with the market needs and building on the potential of small enterprises and proper markets.

Delivery of TVET in Liberia at the moment is fragmented, unregulated and uncoordinated. Overall, the TVET sector presents serious shortcomings in terms of quality and relevance, access and equity, funding and governance, including outdated resource inefficient and limited equipment, lack of adequately trained and incentivised trainers, lack of an accreditation system and standardised curricula; weak linkages between TVET and the productive sectors of the economy; low management capacity and central and local levels; lack of gender sensitive measures; lack of coordination between TVET stakeholders; lack of defined pathways into and from TVET; and insufficient funding.

1.2 Policy Framework (Global, EU)

Current EU Support is aligned with the national development strategy, initially with the Agenda for Transformation (Aft) 2013-2018 which addressed the main challenges for economic and social development with the overall goal of wealth creation and strengthening inclusiveness for a more equal and just society, then, from 2018, with the new strategy Pro-Poor Agenda for Prosperity and Development 2018-2023 (PAPD) developed by the new elected Government which has similar objectives and a specific focus on infrastructure development and, in particular, roads.

The EU-Liberia National Indicative Programme (NIP) 2014-2020 focuses on the improvement of key functions of the state in order to guarantee basic services delivery and it follows a two-track strategy. On one hand, and in large part, it focuses on strengthening governance and (re)building essential public services (electricity, education - including TVET, governance - including public finance management, land rights and decentralisation) as a necessary condition for improving the business climate and attracting investment for job creation in Liberia. On the other hand, it pursues interventions aimed at harnessing the potential of a limited number of value chains aimed at inclusive and sustainable growth and job creation.

The "Africa Europe Alliance for Sustainable Investment and Jobs" seeks to promote a substantial increase of private investment from both Africans and Europeans, boost trade, enhance job creation and contribute to sustainable and inclusive development. The Alliance represents a radical shift in the way EU works as a partner towards a logic focussed on

Africa's economic potential and the mobilisation of the private sector; it is about unlocking private investment and exploring the huge opportunities that can yield benefits for African and European economies alike, with a specific focus on jobs for youth, responding also to Africa's demographic patterns. This Alliance is part of the wider set of EU-Africa relations and strategic frameworks joining Europe and Africa, such as the United Nations 2030 Agenda and its 17 Sustainable Development Goals as a guiding vision for both continents, as well as in the relevant policy frameworks of the African Union (Agenda 2063) and the EU (Global Strategy², European Consensus on Development³). It is a key element to deliver on the agreed commitments of the African Union-European Union Abidjan Summit Declaration and is also part of building a strong African pillar in the Post-Cotonou framework.

TVET is also at the heart of the EU Development Policy and strategy as indicated in the Communication on "Increasing the Impact of Development Policy: An Agenda for Change", and the European Commission Communication "A Stronger Role of the Private Sector in Achieving Inclusive and Sustainable Growth in Developing Countries"⁴.

1.3 Public Policy Analysis of the partner country/region

The **Pro-poor Agenda for Prosperity and Development (PAPD)** has two high-level goals: (1) to build more capable and trusted state institutions and (2) to provide greater income security to an additional one million Liberians. Priority interventions have been organised around 4 pillars: Power to the People; Economy and Jobs; Sustaining the Peace; and Governance and Transparency. For each pillar, specific targets have been identified, aligned with the SDG targets. Results regarding TVET are included under Pillar 1 (Power to the People) and 2 (Economy and Jobs).

The most relevant sector policies:

The **National TVET Policy and Operational Plan (2015)** is based on 10 pillars aiming to revitalise the Liberian TVET system through better governance, strengthened quality and relevance, and the promotion of competitive workforce in strategic sectors, the policy promotes access to quality skills training, stimulating economic growth, creating sustainable employment and reducing poverty.

The **Education Sector Plan (ESP) 2017-2021** includes TVET as key priority subsector. It aims at improving the TVET information base, both on the demand and supply sides, and the quality of TVET delivery by building the capacity of training providers. It also lays the foundation for a national qualification framework.

The **National Policy on Girls' Education (2013)** promotes the education of girls through several measures.

The **Education Reform Act (2011)** establishes free compulsory education up to junior high level and a framework that includes post-basic education and skills development. It also provides the roadmap for decentralisation of the education sector.

1.4 Stakeholder analysis

The key government stakeholders are the Ministry of Education (MoE), who offers vocational education at the senior high school level (Grades 10 to 12) alongside the general education, and the Ministry of Youth and Sports (MYS) who is operating vocational training centres offering short term trainings. The latter centres target students who have dropped out of high school at or before Grade 10 for training at the basic skills level while students who have

² [A Global Strategy on Foreign and Security Policy for the European Union](#), 2017.

³ New European Consensus on Development 'our world, our dignity, our future', OJ C 210 of 30.6.2017.

⁴ COM(2014)263 final of 13.5.2014.

completed at least the Grade 10 qualify for training at the intermediate level. The certification is currently not standardised.

Other ministries involved in TVET are Finance and Development Planning, Labour, Commerce, Public Works, Gender, and Agriculture, which also run non-formal or informal TVET programmes. In 2014, the President constituted the Inter-Ministerial Taskforce (IMTF) on TVET with non-indefinite mandate comprising all ministries to perform defined tasks; develop a TVET policy, operational plan, and organise a financing conference.

The private sector is a key stakeholder in TVET although at present this role is not completely formalised in TVET governance or in TVET design and delivery and in practice engagement is more than limited. Some private enterprises have established their own internal training programmes (e.g. ArcelorMittal, Orange) and generally do not rely on public TVET institutions. There is a lack of a TVET specific market information system, leading to a weak alignment of TVET programmes with labour market needs as well as to low effective involvement of private sector in official TVE strategy and legislation. However, formal participation of the private sector is underlined in the National Policy for Technical and Vocational Education and Training (TVET) 2015-2020 that foresees improving the governance, management and efficiency of the TVET system with the establishment of a TVET governance body and coordinating body (Liberia TVET Commission – LiTCOM) with representation from all relevant stakeholders, including industry, employers, public and private training providers and civil society.

Also in the four-year education sector plan Getting to Best Education Sector Plan (G2B-ESP) 2017-2021, developed by Ministry of Education in order to address the most urgent challenges facing the education sector in Liberia, it is reported that legislation seeks to establish a Liberia TVET Commission (LiTCOM) and that the TVET legislation is in the process of submission for Cabinet approval. In the absence of LiTCOM, since 2014 as indicated above, an Interim Governance Structure has recently been proposed by the MoE - IMTTF (Inter-Ministerial TVET Task force) comprising representatives from the MoE, MYS, Ministry of Commerce and Industry, National Investment Committee, Ministry of Agriculture, Ministry of Labour, non-governmental organisations (NGOs) and the private sector. While waiting for the final formalisation of LiTCOM, the EU funded initiative "Youth Rising " (linked to Component 1 of this action) supported the National Trade Advisory Committee (NATC), which has adequate labour market representation (formal and informal), to develop curricula as prescribed by the Liberia Curriculum Development Process (LCDP). Under that framework, both components of this action will directly promote the role of the private sector in design and delivery of TVET programmes, including through capacity building activities with sector associations (i.e. the Association of Liberian Construction Contractors (ALCC), the Liberian Chamber of Commerce (LCC), Liberian Architects Association, Electricians Association and others). Development of occupational and training standards in selected industrial sectors and closer alignment of skills training with labour market demand will provide a model of public-private partnerships to further inform the strategic and policy direction of the national TVET system and replicated in all TVET institutions in Liberia once it has been implemented successfully in the target institutions.

1.5 Problem analysis/priority areas for support

On one hand, under Component 1, this action will extend support to the public TVET sector, building on the approach followed by the EU funded "Youth Rising" project. This project could only cover a limited geographical area, while the support of the Sweden already allowed extending this project to one more county (Lofa). On the other hand, under Component 2, support will be given to private sector led demand-driven TVET provision.

Quality & relevance. Both components address the sharp mismatch between training and labour market skills demand. The Liberian TVET system remains largely supply-driven, disconnected from productive sectors and ill-aligned with the needs of employers. There are very few market-oriented TVET programmes in the emerging and growing economic sectors of the economy. Skills-gap analysis and tracer studies are rare. Public-private partnerships (PPPs) are lacking and the private sector is not involved in TVET governance and only on a very small-scale in provision.

The absence of an institutional accreditation system and standardised TVET curricula, has prevented the development and implementation of a nationally certified qualifications system.

Access. There is a significant access imbalance and inequity problem in TVET availability throughout the country: 43% of TVET institutions are currently concentrated in Montserrado county, followed by Nimba (23%) and Margibi (12%) counties leading to an overwhelming concentration (84.34%) of students in these locations. Three counties in the south-east (Maryland, River Gee and Grand Kru) and one county in the North-West (Lofa) that had no TVET institutions at all are already receiving support under the Youth Rising project. Also other parts of the country (e.g. Grand Cape Mount, Bomi and Gbarpolu) remain underserved. There is a strong gender bias, with only 34.75% of females enrolled in public TVET. Young Liberian women have significantly higher unemployment rates than young men (41.3% versus 28.3%).

Governance. The current lack of inter-ministerial coordination, as well as a lack of coordination with other TVET providers, NGOs and particularly the private sector, is a challenge to the effective governance of the sector. Data availability has improved in recent years but remains a major challenge and is coupled with scarce capacity by line Ministries to monitor programme interventions, planning and management, and in particular providing links to labour market demand.

The final implementation of Liberia TVET Commission – LiTCOM with representation from all relevant stakeholders, including industry, employers, public and private training providers, civil society will be a first step toward integration of the different stakeholders at private and governmental level.

Environmental challenges and sustainable development. Liberia diverse ecosystems include mineral ores, forests, grasslands, mangroves, wetlands, rivers, marine species and sea, lakes and the continental shelf, hosting approximately 600 bird species, 125 mammal species, 74 reptile species and 1 000 insect species. This biodiversity is being threatened by over-exploitation of resources through excessive harvesting or hunting or fishing, introduction of exotic species and ineffective institutional arrangements.

A dichotomy between large and small economic exploitation/valorisation of natural resources exists in most sectors of the Liberian economy, from mining to farming, from forestry to trade, from fishery to public utilities. On the other hand, the added value created by individuals and small enterprises (such as farmers, artisanal farmers and fishers, small builders, etc) in producing raw materials is insufficient to reinvest in the capacity building and technology updating needed to adopt environmental friendly best practices. The introduction of TVET skills and adequate support to business creations and incubations might help to promote a sustainable approach to all ecosystems related activities, with particular relevance to agriculture, offering training in the adequate skills and fostering business environment towards a sustainable approach. The richness of the ecosystem present in Liberia could also benefit from a participatory approach of the communities, increasing their awareness of the natural resources and their sustainable utilisation since a possible eco-tourism sector is still in its very first steps due to the strong isolation of the nation and lack of transport infrastructure. Approaches related to community engagement towards sustainable activities, including a

strong gender engagement, have been positively implemented in the road construction sector and energy sector (projects financed by EU and BMZ (*Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung*)) and could be a starting point. In terms of sustainable construction, the country is still at an early stage; however, TVET represents a great opportunity to start introducing new skills fostering the creation of small/individual business opportunities. In addition, as in the rest of the world, pollution and waste management is a huge problem in Liberia, not supported by adequate waste management and possible recycling of waste either into construction materials or via other appropriate techniques could be pursued. This could be introduced by TVET and the creation of dedicated business could be fostered.

Sustainable financing. There is indeed a lack of assured, predictable and sustained public financing for TVET, which curtails the implementation of the national policy and the achievement of outcomes and would eventually negatively influence the sustainability of the action.

However, capacity building of staff at TVET institutions and provision/modernisation of infrastructure is included in the National TVET Policy 2015-2020, in particular under the two following objectives:

- Objective 3.1: Provide TVET institutions with modern equipment, technologies and capabilities; and
- Objective 3.2: Improve the quality of TVET instruction.

Skills development for young people is among the priorities of two out of four pillars of the new medium-term development strategy of Liberia, the Pro-Poor Agenda for Prosperity and Development (PAPD), 2018-2023 (Pillar 1: Power to the People and Pillar 2: Economy and Jobs). Also, under the just released national budget for the fiscal year 2019-2020, submitted by Government to the Legislature, the education sector sees a significant increase in resources and projected to continue to grow for the next two fiscal years as well.

Private funding opportunities for TVET remain largely untapped due to limited incentives; however, national and local-level authorities have begun to accept the importance of private enterprises in managing assets created through public sector investments. ArcelorMittal TVET Centre, for example, established through a long-term concession, has clearly shown the potential to manage a host of initiatives through public-private partnership to promote demand driven TVET.

2 RISKS AND ASSUMPTIONS

Risks	Risk level (H/M/L)	Mitigating measures
The willingness and commitment of national institutions is hampered by political considerations (e.g. selection of institutions for cooperation).	High	Clear and transparent communication of the project. Criteria for cooperation and support services of the project.
Declining government revenues lead to further budget cuts for national and federal training and service providers and reduce their performance.	Medium	Strong commitment of states as a key selection criterion. Partial cost coverage of direct costs for implementation of TVET actions through project budget. Engagement of private sector and PPP.

Youths qualified by the project use their increased employability to engage in better paid employment opportunities outside Liberia in Mano River Union countries.	Medium	Close interlinking of competence development with business development, labour market matching and advocacy elements.
The deteriorating economic situation leads enterprises to reduce investment and jobs with negative impact on youths' employment perspectives.	Medium	Focus on bio-climatic, low carbon construction and sustainable agriculture as relatively economically stable, resistant and future oriented sectors. Promotion of employability enhances the productivity of enterprises. Support of the overall environment for employment creation in sustainable construction and agricultural value chains. Government is currently preparing an IMF programme for an extended credit facility which will normally be adopted by the IMF board in September 2019.
Extraordinary agro-ecological conditions (draughts, floods, pests) reduce productivity and employment perspectives of farmers.	Medium	Training on Good Agricultural Practices in TVET strengthens resilience of farm enterprises for agro-ecological risks. Promoting diversification of production and income generation activities along the value chains.
The impact of labour-intensive sectors such as road construction projects relies on future investment in construction - infrastructure	Medium	Focus on training of MSMEs to diversify the value chain in green, climate-proof construction-infrastructure (roads-renewable energy/energy efficiency-WASH).
The low reputation of TVET hampers demand for TVET and unsustainability of TVET	Medium	Active communication of employment and revenue generating potentials of the promoted sectors through various channels (school campaigns, mass media etc.). Networking with government and other programmes promoting youth employment in the agricultural sector. Engagement of the private sector in the identification of the skills needed by the sectors. Participation of the private sector in the training delivery. Increase private sector ownership of the training centres via inclusions of business associations.
Lack of Private sector engagement in the projects and consequently low apprenticeship programmes-jobs created.	High	Specific human resources will be allocated for pro-active involvement of the private sector. The Governance component in collaboration with youth rising II will focus on establishing and PPPs network at policy dialogue to advocate for incentives and other PPPs modalities rather than concessions.

Assumptions	
1	Liberia remains committed to the national development strategy: the Pro Poor Agenda for Prosperity and Development (PAPD); to decentralisation reform; and to professional public financial management.
2	Growing commitment and leadership from the Government to TVET, with a consequent increase of national budget allocation. To favour sustainability of the EU investment, MoE and MYS assume leadership and ownership for allocating appropriate HR and restricting staff turnover developing a recruitment plan and establishing meaningful compensation packages and retention mechanisms.
3	The identified stakeholders are fully engaged from the onset of the project and will embrace change.
4	Liberia's economic outlook improves throughout the programme, increasing opportunities for youth's employment.
5	Private sector/industry willing to enter into PPPs or Letters of Agreement (LOAs) with public/target TVET providers and sees value in the project.
6	Government recognises role of private sector in development and delivery of non-formal TVET.
7	There is sufficient ownership of Government to take measures to provide security for the investments in rehabilitation and equipment.

3 LESSONS LEARNT AND COMPLEMENTARITY

3.1 Lessons learnt

Until the start of the Youth Rising Project at the end of 2018, the EU has not had any significant prior involvement in the TVET sector in Liberia. However, lessons learned from other donor partners (i.e. UNIDO, UNESCO, GIZ, USAID) have informed the action, including by: (i) raising the profile and the involvement of the private sector to guide the development of competency standards, inform the design of curricula and training material, and establish priority professional profiles helps to maximise the chances of private sector's commitment to the programme; (ii) supporting TVET institutions to develop their own strategies for long-term sustainability and capacities to implement them; (iii) planning an early local market analysis to inform programme design; (iv) ensuring that revised curricula combine technical skills with core life-skills, entrepreneurship, literacy and numeracy skills; (v) ensuring strong monitoring and timely follow up of programmes and agreements to avoid mismanagement of resources; (vi) keeping infrastructure development and procurement of equipment to the minimum indispensable, and ensuring that capacity development and maintenance plans are in place; and (vii) using communication and visibility actions to promote a positive image of TVET among target beneficiaries and the general population (i.e. job fairs, multimedia material).

3.2 Complementarity, synergy and donor coordination

The action builds on initiatives currently being implemented by the EU under the "Youth Rising" TVET project, implemented by UNIDO, and the "Capacity Development in the Transport Sector" (CDTS) project, funded by BMZ and implemented by GIZ.

The "Youth Rising" project – 2018-2022 (EUR 20 million with additional cofinancing by Government of Sweden with EUR 6 million). The project focuses on the support to the Ministry of Education and Ministry of Youth and Sports, being the main beneficiaries, on the implementation of the National TVET policy to improve relevance, quality supply of TVET

in 6 schools in 6 targeted counties, including the less developed south east region. This project builds on the successfully experience under UNIDO TVET programme funded by Japan, in particular on the successful mechanism for an increased involvement of the private sector in the construction sector by introducing the concept of PPPs in TVET and enterprise and training partnerships (ETPs) in collaboration with the Liberian formal TVET institution Booker Washington Institute (BWI).

The "Capacity Development in the Transport Sector project" (CDTS) – 2008-2019 (EUR 14 million). It is planned to extend the project from 2019 to 2022 with additional funding of EUR 9 million by the Government of Germany. The main beneficiary is the Ministry of Public Works (MPW) with an overall objective to improve the legal, institutional and human resource capacities in the transport sector. The new action also builds on the achievement of GIZ to develop a demand driven curriculum for a 12 months competency-based training under the "Road Maintenance and Construction Training Programme" (RMCT), developed by SMES and coordinated by the Association of Liberian construction Contractors (ALCC). The joint co-financing from Germany to the proposed action comes from the allocation to this project.

The action will build synergies with the forthcoming EU interventions at regional and national level to contribute to the livelihoods of young people in Liberia in the rural development sector and rural electrification. The action will complement the start-up of skills training by providing consistent baselines and data for the M&E framework of the skills needed.

Other existing and complementary key programmes with which linkages will be sought:

- **USAID** supported the development of programmes in Community Colleges and TVET schools on technical skills delivery in agriculture and civil engineering. Dialogue will be promoted.
- The **World Bank** is supporting the Youth Opportunities Project (YOP) which has an informal TVET component mainly focusing on agriculture and public works, implemented through a loan to the Government of Liberia and in partnership with MYS, the Ministry of Gender, Children and Social Protection and the Liberian Agency for Community Empowerment.
- The **African Development Bank** (AfDB) is funding the Youth Employment and Entrepreneurship Project (YEPP) targeting students in community colleges and the University of Liberia and focusing on youth entrepreneurship development and job readiness.
- **Several NGOs** are active in TVET in Liberia, mostly focusing on provision of informal TVET in rural areas at a smaller scale and microfinance. Lessons learnt will be drawn and partnerships built.

4 DESCRIPTION OF THE ACTION

4.1 Overall objective, specific objective(s), expected outputs and indicative activities

The **Overall Objective** is to enable Liberian youth to respond to economic growth opportunities (including inclusive green ones) by increasing their employability and entrepreneurship potential through strengthening the TVET sector, including development of a demand-driven model of TVET provision.

The two specific objectives align with the two components of the action i.e. Component 1 which will extend support to the public TVET sector, building on the approach followed by

the EU funded "Youth Rising" project; and Component 2 which will address private sector led demand-driven TVET provision.

Specific Objective 1: To improve the quality, relevance and modernisation of TVET by strengthening links with the private sector and by improving the governance, planning, management and delivery capacity at governmental and TVET provider levels through the promotion of equitable and gender-balanced access to TVET in target providers.

The outputs and main indicative activities to achieve this objective are:

Output 1.1. Key Government entities are endowed with a robust technical base to support the effective governance, planning, management, oversight and delivery of TVET

- Technical Assistance (TA) to key ministerial entities to develop staff's key competencies in TVET planning, management, governance, and oversight and capacity development of key staff.

Output 1.2. Selected public TVET providers are staffed with instructors, administrators and principals with upgraded skills, and infrastructure, equipment and systems are modernised

- Train TVET instructors, administrators and principals
- Develop competency-based modular curricula and training materials in selected trades (inclusive of TVET teacher training and HSE curricula), with curricula being updated to respond to green and fair labour market demands and in consultation with private sector
- Establish and institutionalise Career Guidance Service Units at each school level, including systems to orient learners/graduates, identify and disseminate job opportunities, trace TVET graduates (formal and non-formal) and propose scale-up measures
- Upgrade the training facilities of 3 TVET providers in selected trades including sanitary and disability considerations
- Provide TA to develop comprehensive institutional cost-recovery plans and support measures to improve financial autonomy of 3 target TVET institutions, including establishment and operation of school-based production units
- Engage with Civil Society Organisations (CSOs) to strengthen accountability and involvement of youth in TVET
- Establish Quality Management System in 3 target TVET institutions for internal quality monitoring and self-evaluation
- Provide TA to develop comprehensive institutional plans for the TVET schools targeted and promote measures that generate internal revenue for the schools.

Output 1.3. Increased private sector involvement in the Liberian TVET sector

- Capacity building of business associations to promote and foster the creation of PPPs
- Establish PPPs between target TVET providers and private/industry sectors including in-service training, industrial attachment placements for TVET instructors and apprenticeships for students
- Organise and attend TVET-related, multi-stakeholder strategic meetings, competitions and annual fairs
- Establishment of an innovation fund and a business incubator, including development and provision of training programmes for young entrepreneurs.

Output 1.4. Gender sensitised measures to foster enrolment and retention of female youth are streamlined into TVET provider systems

- Ensure that instructors acquire appropriate pedagogy to enhance their teaching skills and attitudes towards female students

- Develop short courses for out-of-school female youth to enable them to gain trade-specific competencies they can apply towards finding work
- Develop a communication strategy to attract female students to male dominated trades and to increase female and vulnerable youth enrolment rates.

Specific Objective 2: Strengthen TVET in selected sectors (including related to green economy) through development of a demand-driven model of TVET provision under the leadership of the private sector in Liberia.

The outputs and main indicative activities to achieve this objective are:

Output 2.1. Establish a TVET Centre in Liberia under the leadership and ownership of private sector-based associations, including business planning and rehabilitation of facilities for the Centre

- Identification and assessment of capacities of associations and employers' organisations in selected sectors
- Elaboration of capacity building measures for set-up and development of private sector associations
- Analysis and enactment of legal and administrative provisions required for establishment of a Training Centre under the leadership of the private sector
- Development of a business model to include measures for quality assurance, cost recovery and the sustainable operation of the Centre
- Establishment of a transparent financial planning and accounting system for the Centre
- Implementation of capacity building measures for private sector associations, including the Association of Liberian Construction Contractors (ALCC), to effectively finance and operate the Centre
- Assessment and procurement of goods and works needed for infrastructure rehabilitation and equipment of the Centre
- Capacity building measures for private sector associations, including the Association of Liberian Construction Contractors (ALCC), to effectively finance and operate the Centre
- Development and implementation of a visibility and public communications strategy for the Centre.

Output 2.2. A mechanism ensuring a better match with green and fair labour market demand for quality and quantity of trainees

- Design of a mechanism/approach
- In-company skills demand surveys in selected sectors
- Graduate tracer studies introduced and integrated within participating companies
- Employment and related skills training opportunities posted online and accessible to the general public.

Output 2.3. Design and implementation of a demand-driven training programme for up to 3 relevant sectors (e.g. construction (including green/low carbon), renewable energy/energy efficiency, sustainable agriculture) in partnership with the private sector

- Occupational and training standards developed for selected professions and occupations (i.e. construction, renewable energy/energy efficiency, sustainable agriculture)
- Elaboration of demand-driven and competency-based TVET programmes (formal and non-formal) for selected sectors
- Development of training modules for formal and non-formal vocational training and for further training for skilled professionals (i.e. life-long learning and professional development)

- Design and production of training materials, including trainers handbooks and learning guides
- Training of trainers for selected professions
- In-house and in-company training programmes delivered
- Identification and assessment of capacities of associations and employer's organisations in other sectors than the construction sector (e.g. agriculture).

Output 2.4. Jobs created and formal employment realised in selected sectors (including green jobs)

- Provision of occupational information and career guidance services for trainees and prospective employees
- Provision of employability skills training for trainees and prospective employees
- Capacity building for private sector companies (e.g. contract management, business planning, financial management, human resource management and development)
- Capacity building for companies to incorporate internships, work-based learning and apprenticeship programmes into their business models
- Strengthen the capacity of related sector associations and Trade Unions (e.g. electricians, etc) to support development of competency-based TVET programmes
- Coordination with the Government of Liberia, other TVET institutions and donor projects (i.e. "Youth Rising") to share experiences and good practices
- Analysis of lessons learned and dissemination of results achieved, together with a comprehensive set of recommendations for national policy makers and other TVET providers.

4.2 Intervention Logic

Two distinct and complimentary components are foreseen, each aligned with one of the specific objectives:

- Component 1 will address delivery of formal high-quality demand-driven TVET at upper-secondary level increasing the employability of Liberian youth and their ability to prosper in productive self-employment. This will be pursued expanding the geographical and institutional scope of the existing EU-funded "Youth Rising" project, implemented by UNIDO. Three additional institutions in currently underserved counties (indicatively Gbarpolu, Grand Cape Mount and Bomi) will be covered. Initial consultations on this occurred with the involved Ministries.

Developing capacities at ministerial and TVET provider level will improve Government's ability to implement its TVET and youth employment policies. Private sector engagement with the TVET sector will boost the quality and relevance of TVET provision in Liberia. A trained and skilled workforce will increase productivity of the private and industrial sectors. Addressing the gender-bias gap and equity (notably of rural youth and vulnerable youth) issues in access to TVET will also improve social cohesion.

- Component 2 will engage directly with the employers through capacity building of private sector associations to deliver demand-based skills training in priority sectors.

The approach will provide an institutional structure for identification of training needs, training programme design and delivery of non-formal training and ensure an effective match between training provision and skills demand. Due to the very limited, if not embryonal, green and sustainable approach present in Liberia, the action will interact with the private sector to create awareness of sustainable practices and their value on a more international market. At the same time, the action will try to further increase the

already green available skills to further promote the existent green and sustainable type of business. Which particular areas would benefit will be determined with appropriate investigation during the inception phase of the action with particular interest to sustainable agricultural practices: renewable energy; sustainable construction practices (including for example bio-climatic, low-carbon buildings, often based on local traditional practices); green business development.

A referencing model for a privately owned and operated training centre has been developed under the existing Germany funded "Capacity Building for the Transport Sector" project and it could be replicated and expanded to include participation by employers' representatives in the construction, energy and agricultural sectors integrating a green and sustainable approach. The model is standards-based and highly responsive to labour market requirements

Synergies between the two components will be at organisational and implementation levels in particular in relation to private sector engagement, awareness and training of business associations, incubator related activities ensuring lessons learned are both widely disseminated and incorporated into national policy objectives.

4.3 Mainstreaming

Cross-cutting issues like gender, conflict and environment will be mainstreamed into all components of the action.

The Youth Rising project conducted an extensive gender analysis which will also guide this action. Gender equity principles as per the EU Gender Action Plan (GAP) "Gender Equality and Women's Empowerment: Transforming the Lives of Girls and Women through EU External Relations 2016-2020"⁵ are respected in the design of the action, including the "Dual or Twin track approach": (a) "Gender equality mainstreaming" in the intervention and (b) "Gender targeted actions" with "positive" action like incentives to attract female and design gender-differentiated indicators on outcome and output levels. For the construction sector, female participation will be fostered by identifying and targeting female-dominated subsectors in construction, such as the promotion of women in male-dominated trade areas (good potential e.g. in electrical trades as well as construction management) by advocacy measures such as role model campaigns and targeted training offers for women are foreseen. In the agricultural sectors, a particular focus on VET, employment and self-employment in processing of agricultural goods will benefit women, as the vast majority of processing activities is in female hands. As for the capacity building facility, specific funding windows for young women and a broad sector coverage (including ICT) are designed to cater for substantial female participation.

Conflict prevention: increasing skill levels and employment opportunities for youths in Liberia can contribute to reduced fragility and conflict potential in the targeted counties regarding land tenure and resources and will reduce the chances to mobilise youth in case of increased political tension. Conflict prevention and resolution will be mainstreamed. The do-no-harm-principles or conflict prevention measures will guide the implemented projects. It implies that unintended impacts on conflict are regularly assessed and observed.

Environmental sustainability and protection as well as risk reduction aspects are also a key focus for all components of the action by integrating green and sustainable environmental practices in competency-based training and environmental awareness topics in selected curricula. Increasing awareness activities as well as innovative incentives for entrepreneurship and business incubation in "green jobs" will be included.

⁵ SWD(2015)182 final of 21.9.2015.

A green and sustainable approach for the TVET centres will be implemented contributing towards transition to climate resilience and a low carbon economy as well as to increase trainees' awareness. The climate change adaptation measures will be addressed in the choice of trades and occupations, in particular considering diversifying the value chain of the agriculture and construction sectors with possibly transversal application of energy efficiency, eco-innovation production of new crops production (seeds), building materials, agriculture waste-crop management and renewable energies (bio-mass-biogas and solar energy), etc.

Labour force awareness regarding climate change, environmental protection and sustainability will be fostered enhancing collaboration with initiatives already ongoing in dedicated sectors (i.e.: forestry; fishery; land resources). Risks could be the danger of land erosion with "extensive production" through increased large-scale intensive agricultural plantations (e.g. oil palm, cassava), or environmental harms by unregulated construction activities and awareness and mitigation measures will be taken in consideration.

4.4 Contribution to Sustainable Development Goals (SDGs)

This intervention is relevant for the United Nations 2030 Agenda for Sustainable Development. TVET support is relevant to meeting specific targets of SDGs #4 on quality education and #8 on productive employment and decent work. The action proposes measures to address gender equity in access to TVET and female paid employment, thus contributing to the 2016-2020 EU Gender Action Plan's Thematic Priorities Economic, Social and Cultural Rights - Economic and Social Empowerment (Objective 13 and Objective 14) and Physical and Psychological Integrity (Objective 7).

The PAPD is fully aligned with the SDGs. Supporting the effective and inclusive implementation of the PAPD will help contribute to the attainment SDGs as well as to develop the country and build the nation.

5 IMPLEMENTATION

5.1 Financing agreement

In order to implement this action, it is foreseen to conclude a financing agreement with the Republic of Liberia.

5.2 Indicative implementation period

The indicative operational implementation period of this action, during which the activities described in section 4 will be carried out and the corresponding contracts and agreements implemented, is 72 months from the date of entry into force of the financing agreement.

Extensions of the implementation period may be agreed by the Commission's responsible authorising officer by amending this Decision and the relevant contracts and agreements.

5.3 Implementation of the budget support component

N/A

5.4 Implementation modalities for an action under project modality

5.4.1 Indirect management with an international organisation

A part of this action may be implemented in indirect management with the United Nations Industrial Development Organization (UNIDO). This implementation entails the activities identified in order to achieve Specific Objective 1 of the Action: "To improve the quality, relevance and modernisation of TVET, by strengthening links with the private sector, and by

improving the governance, planning, management and delivery capacity at governmental and TVET provider levels through the promotion of equitable and gender-balanced access to TVET in target providers". The envisaged entity has been selected using the following criteria:

UNIDO was selected for the implementation of Component 1 because the organisation is currently successfully implementing the "Youth Rising" project funded by the Commission. Component 1 foresees expansion and enforcement of this project and will capitalise on "Youth Rising" project structure and personnel as UNIDO's technical expertise. UNIDO was chosen for its track record in Liberia in working with formal and non-formal TVET, having supported formal TVET institutions as Booker Washington Institute (BWI) and the Monrovia Vocational Training Center (MVTC).

In case the envisaged entity would need to be replaced, the Commission's services may select a replacement entity using the same criteria. If the entity is replaced, the decision to replace it needs to be justified.

5.4.2 Indirect management with a Member State Organisation

A part of this action may be implemented in indirect management with the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). This implementation entails the activities identified in order to achieve Specific Objective 2 of the Action: "Strengthening TVET in selected sectors (construction, energy and agriculture) through development of a demand-driven model of TVET provision under the leadership of the private sector in Liberia". The envisaged entity has been selected using the following criteria:

GIZ has also a track record in Liberia in working with formal and non-formal TVET, having supported formal TVET institutions including the Booker Washington Institute (BWI) and the Monrovia Vocational Training Center (MVTC), as well as the Ministry of Public Works and private sector associations. GIZ has relevant experience in Liberia under the current "Capacity Development in the Transport Sector (CDTS)" project, funded by Germany, which includes a TVET component and which informed the design of this action. A third part contribution for this action will be allocated by GIZ, with approval of the *Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung* (BMZ). GIZ has technical expertise and on-going experiences in supporting private sector led development of TVET systems in other African countries.

In case the envisaged entity would need to be replaced, the Commission's services may select a replacement entity using the same criteria. If the entity is replaced, the decision to replace it needs to be justified.

5.5 Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall apply, subject to the following provisions.

The Commission's authorising officer responsible may extend the geographical eligibility on the basis of urgency or of unavailability of products and services in the markets of the countries concerned, or in other duly substantiated cases where the eligibility rules would make the realisation of this action impossible or exceedingly difficult.

5.6 Indicative budget

Item	EU contribution (EUR)
5.4.4 Objective 1: Indirect management with an international organisation, UNIDO	5 750 000
5.4.5 Objective 2: Indirect management with a Member State Agency, GIZ	5 750 000
5.9 Evaluation, 5.10 Audit	300 000
5.11 Communication and visibility	100 000
Contingencies	100 000
Total	12 000 000

5.7 Organisational set-up and responsibilities

A Steering Committee shall be set up to oversee and validate the overall direction and policy of the projects/components under the action.

A Project Steering Committee (PSC) shall supervise the projects, validate their overall direction, implementation and policy aspects and play an alert role where necessary, assure the coordination among all components and activities. The PSC should integrate the one governing the EU-funded "Youth Rising" project, implemented by UNIDO, as well as be expanded to include the principle beneficiaries of Output 2 of the project, thereby constituting a single oversight body. The PSC shall meet at least twice a year. It will be chaired on a rotational basis between MYS, MOE and private sector representatives (yearly basis) and consist of core members and others with consultative and/or observer status. Core members will include one representative of the MOE, MYS, MPW, EU Delegation, NAO, UNIDO, GIZ, employers' associations and the principals of the TVET institutions targeted by the Action. Representatives of other relevant line Ministries (i.e. Gender), private sector, NGOs, CSOs, women's and youth-based organisations will be included as well, depending on the programme issues at stake. Should the TVET Commission be established during the lifetime of the project, it will be represented in the Project Steering Committee.

The existing "Youth Rising" project is at an initial stage of implementation (Year 1), with six schools selected for participation in the project (together with an additional school in Lofa County with parallel funding from Sweden). An inception report is produced and mapping of implementation modalities in place.

5.8 Performance and Results monitoring and reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process, and part of the implementing partner's responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (outputs and direct outcomes) as measured by corresponding indicators, using as reference the Logframe matrix (for project modality).

Report shall be laid out in such a way as to allow monitoring of the means envisaged and employed and of the budget details for the action. The final report, narrative and financial, will cover the entire period of the action implementation.

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

5.9 Evaluation

Having regard to the importance of the action, mid-term, final and ex-post evaluations will be carried out for this action or its components via independent consultants.

A mid-term evaluation will be carried out for problem solving and learning purposes, in particular with respect to adapting the project to a changing context and making corrections to the project based on the lessons of the first phase of implementation.

Both a final evaluation and an ex-post evaluation will be carried out for accountability and learning purposes at various levels, including for policy revision, taking into account in particular the fact that this project pioneers the building of a demand-driven TVET system in Liberia.

Particularly the mid-term evaluation of Component 2 will be important because, if the first phase of the action proves that other sectors beyond road construction are not receptive for the approach pilot in the road construction sector, available funding may be reallocated within the action.

The Commission shall inform the implementing partners at least 30 days in advance of the dates foreseen for the evaluation missions. The implementing partners shall collaborate efficiently and effectively with the evaluation experts and, inter alia, provide them with all necessary information and documentation, as well as access to the project premises and activities.

The evaluation reports shall be shared with the partner country and other key stakeholders. The implementing partners and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner country, jointly decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project.

Evaluation services may be contracted under a framework contract.

5.10 Audit

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audits or expenditure verification assignments for one or several contracts or agreements.

It is foreseen that audit services may be contracted under a framework contract.

5.11 Communication and visibility

Communication and visibility of the EU is a legal obligation for all external actions funded by the EU.

This action shall contain communication and visibility measures which shall be based on a specific Communication and Visibility Plan of the Action, to be elaborated at the start of implementation.

In terms of legal obligations on communication and visibility, the measures shall be implemented by the Commission, the partner country, contractors, grant beneficiaries and/or entrusted entities. Appropriate contractual obligations shall be included in, respectively, the financing agreement, procurement and grant contracts, and delegation agreements.

The Communication and Visibility Requirements for European Union External Action (or any succeeding document) shall be used to establish the Communication and Visibility Plan of the Action and the appropriate contractual obligations.

It is foreseen that a contract for communication and visibility may be contracted under a framework contract.

6 PRE-CONDITIONS

N/A

APPENDIX - INDICATIVE LOGFRAME MATRIX (FOR PROJECT MODALITY) ⁶

	Results chain: Main expected results (maximum 10)	Indicators (at least one indicator per expected result)	Sources of data	Assumptions
Impact (Overall Objective)	To enable Liberian youth to respond to economic growth opportunities (including inclusive green ones) by increasing their employability and entrepreneurship potential through strengthening the TVET sector, including development of a demand-driven model of TVET provision.	<ul style="list-style-type: none"> (i) Youth unemployment rate (sex disaggregated) (ii) Employers' perception of suitability of trainees' skills developed with EU support vis a' vis skills private sector/industry demand (iii) Private sector takes a lead role in design and delivery of TVET provision in selected sectors 	<ul style="list-style-type: none"> • National and international (ILO) statistics • Reports on analysis of private sector/industry surveys produced by the project. 	<ul style="list-style-type: none"> • Liberia's economic outlook improves throughout the programme, increasing opportunities for youth's employment. • Private sector/industry willing to enter into PPPs or LOAs with public/target TVET providers and sees value in the project • GoL recognises role of private sector in development and delivery of non-formal TVET.
Outcome(s) (Specific Objective(s))	SO1: To improve the quality, relevance and modernisation of TVET, by strengthening links with the private sector, and by improving the governance, planning, management and delivery capacity at governmental and TVET provider levels through the promotion of an equitable and gender-balanced access to TVET in target providers	SO1: <ul style="list-style-type: none"> 1.1 % of target TVET graduates employed or self-employed within 1 year of training completion 1.2 Standards and quality met in TVET delivery in target providers, verified through independent international technical audit (at school level) 1.3 Share of vulnerable youth to enrol with target TVET providers 1.4. Completion rates of vulnerable youth enrolled 	<ul style="list-style-type: none"> 1.1 BWI/MTVC systems 1.2 Programme's own monitoring systems 1.3 Audit report 1.4 Programme's own monitoring systems (TVET providers' own systems; Student attendance records per semester) 	<ul style="list-style-type: none"> 1.1 GoL prioritises youth employment and labour force skills development, implements the National TVET policy and ESP, allocating the required human and financial resources 1.2 Private sector is willing to develop LOAs with public TVET providers 1.3 GoL is committed to addressing TVET access constraints of young women/vulnerable youth 1.4 Public opinion is ready to challenge stereotypes on

⁶ Mark indicators aligned with the relevant programming document mark with '*' and indicators aligned to the EU Results Framework with '**'.

	SO2: Strengthening TVET in selected sectors (including related to green economy) through development of a demand-driven model of TVET provision under the leadership of the private sector in Liberia.	SO2: 2.1 Private sector associations constitutionally enabled to provide TVET programmes 2.2 % of employers enrolling employees in training programmes satisfied with training delivered 2.3 Increased demand by employers for training programmes 2.4 % of trainees employed or self-employed within 6 months of training completion 2.5 Results verified by independent international technical audit	2.1 TVET Centre legal and administrative provisions enacted 2.2 TVET Centre internal monitoring and compliance procedures 2.3 Programme's internal monitoring systems 2.4 Trainee tracking system (Employers' internal systems) 2.5 Audit report	female access to traditionally male-dominated trades/vulnerable youth access (incl. people with disabilities) to TVET and the labour market. Management structure of Training Centre agreed and mandate proposed 2.2 Broad-based support and participation by sector associations and membership 2.3 Relevance of training demonstrated resulting in increased demand for services by employers
Outputs	Output 1.1. (SO1): Key GoL entities are endowed with a robust technical base to support the effective governance, planning, management, oversight and delivery of TVET	1.1.1. No of key GoL technical staff trained on relevant competencies with EU support 1.1.2. M&E system for TVET (with gender sensitive indicators)	1.1.1 Programme's own monitoring systems 1.1.2 TBD in inception phase depending on system used.	1.1.1. GoL staff trained is committed to improving their skills and keen to apply newly acquired knowledge 1.1.2. GoL staff trained continue to serve in current/ similar position in the TVET subsector.
	Output 1.2 (SO1): Selected public TVET providers are staffed with instructors, administrators and principals with upgraded skills, and infrastructure, equipment and systems are modernised	Centre of Excellence for Teacher Certification established and operational 1.2.2 No of Teacher Certification graduates (disaggregated by: gender, category of staff) 1.2.3 Frameworks for continuous professional development (CPD) of TVET instructors and performance defined 1.2.4 No of revised competency-based modular curricula and revised training material in selected trades, in collaboration with private sector 1.2.5 No of TVET providers benefiting from resource-efficient new equipment and rehabilitated infrastructure	1.2.1 Charter of TVET provider amended reflecting teacher training responsibility 1.2.2 Teacher training attendance records/certificate of completion 1.2.3 Records of framework validation and adoption 1.2.4 Published validated curriculum and training material in stock at target institutions 1.2.5 Certificate of completion of works per school and equipment inventory.	1.2.1 TVET staff are committed to improving their skills and keen to apply newly acquired knowledge into practice 1.2.2 TVET staff trained with EU support are retained in the TVET system 1.2.3 Trainees are increasingly motivated to complete training, once TVET delivery is modernised and demand-driven 1.2.4 Revised curricula responds well to the needs of the private and industry sectors and motivates trainees to enrol in TVET.

	Output 1.3 (SO1): Increased private sector involvement in the Liberian TVET system	1.3.1. No of PPPs or LOAs established between target TVET providers and private sector (disaggregated by type cf. instructor placement, apprenticeship, internship, training, sponsorship...).	1.3.1 Signed LOAs	1.3.1 Private sector increases its engagement with GoL in TVET, willing to enter into PPPs or LOAs with public/target TVET providers and sees value in the project. 1.3.2 GoL is committed to create incentives for private sector engagement in TVET.
	Output 1.4 (SO1): Gender sensitised measures to foster enrolment and retention of female youth are streamlined into TVET provider systems	No of females enrolled and successfully completing training courses 1.4.2 No of instructors trained in gender sensitive pedagogy 1.4.3 No of short courses orientated towards females 1.4.4 Communications products of relevance to females	1.4.1 Curricula developed for selected trades of relevance to females 1.4.2 School enrolment records and tracking systems 1.4.3 Programme's own monitoring systems 1.4.4 External surveys and reports	1.4.1 TVET schools adopt meaningful measures to promote female participation 1.4.2 TVET instructors prioritise female learning 1.4.3 Females are motivated to enrol in TVET programmes and are retained 1.4.4 Females awareness of TVET as a viable career pathway is strengthened 1.4.5 Employers and the general public perceptions of female participation in the labour force is broadened.
	Output 2.1 (SO2) Establish a TVET Centre in Liberia under the leadership of sector-based associations, including business planning and rehabilitation of facilities for the Centre	Management, legal and administrative provisions for the Centre enacted 2.1.2 No of participating sector associations with capacity assessments conducted 2.1.3 Business plan produced and validated, including cost-recovery measures 2.1.4 Infrastructure rehabilitated and goods and services procured 2.1.5 Visibility and communications plan implemented and evaluated.	2.1.1 Legal and institutional statutes for the Centre 2.1.2 Certificate of completion of works and equipment inventory 2.1.3 Internal monitoring and tracking systems for the Centre 2.1.4 Minutes of meetings and outputs of workshops 2.1.5 External verification reports	2.1.1 Legal transparency by responsible accreditation / licensing bodies 2.1.2 High perception of relevance of demand-driven approach among participating associations and companies 2.1.3 Effectiveness of operational planning and capacity assessment methodologies 2.1.4 Continued availability of leasehold property by MPP 2.1.5 Transparent and efficient procurement processes followed.

	Output 2.2 (SO2): A mechanism ensuring a better match with labour market demand for quality and quantity of trainees	2.2.1 Assessment of potential mechanism conducted 2.2.2 Graduate tracer studies introduced and integrated within participating companies	2.2.1 Operational plan for the system 2.2.2 Internal M&E systems for the mechanism 2.2.3 External verification reports	2.2.1 Efficient processes for determining skills demand are introduced to the mechanism 2.2.2 Participating companies are enabled to provide adequate and accurate data 2.2.3 Appropriate open source software is available
	Output 2.3 (SO2): Design and implementation of a demand-driven training program for up to 3 sectors (e.g. construction (including green/low carbon), renewable energy/energy efficiency, sustainable agriculture) in partnership with the private sector	2.3.1 No of occupational and training standards developed in selected sectors 2.3.2 No of competency-based training programmes developed and provided 2.3.3 Quantity and quality of training materials produced 2.3.4 No of trainers trained for selected professions 2.3.5 No of trainees trained and employed in selected professions	Standards verified by occupational bodies / sector associations / GoL 2.3.2 Internal M&E and reporting by the Centre 2.3.3 External verification reports	2.3.1 Systems and procedures for programme standards developed in line with regional best practice 2.3.2 Procedures for external verification of standards developed in line with regional best practice 2.3.3 Procedures for assessment and certification of trainees established in line with regional best practice 2.3.4 Participating companies provide internships and support work-based learning components of the programme.
	Output 2.4 (SO2): Jobs created and formal employment realised in selected sectors (including green jobs)	2.4.1 Quality and quantity of occupational information and career guidance services for trainees and prospective employees 2.4.2 Trainees participating in employability skills training programmes and concluded successfully 2.4.3 Private sector companies participate in capacity building events 2.4.4 Jobs created and employment realised in selected sectors (green jobs highlighted) 2.4.5 Results disseminated and best practices replicated in coordination with GoL.	2.4.1 Internal monitoring and tracking systems for the Centre 2.4.2 Minutes of meetings and outputs of workshops 2.4.3 Employers surveys 2.4.4 External verification reports 2.4.5 GoL and other national programme reports.	Occupational information developed in cooperation with participating companies 2.4.2 Employability skills training developed in cooperation with participating companies Regional best practices incorporated into career guidance services and employability skills training programmes 2.4.3 Coordination mechanisms established to ensure effective dialogue between the private sector and GoL.