# **Grant Application**

# **for collaboration between**

# **Action10(SvEO) and IDEFOCS(LEO)**

### **About Actio10**

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  + Quality values (QV): Dibya PHUYAL , Deirdre FLANAGAN, Åsa STENSSON, Raquel BOHN LIMA , Erika OLSSON
  + Focalpoint USA: operates in USA, San Diego: Mikaela SVANBERG ÅKESSON, Patricia HONG, Niranjanadevi GANESAN, Natasha GLADSTONE
* Vision and mission:
  + The vision is a world without extreme poverty.
  + We are represented and hosted by offices and / or organizations in each programme country.
  + Action 10 provides expertise, tools and resources to enable people facing extreme poverty to find a way out. That could be by starting a business, gaining skills or learning new ways to improve what they are already doing. We can help them build for the future.
  + We let people come to us with their ideas. Our process is simple. When we are in a country we make ourselves visible and encourage people talk to us about their ideas. The important point is that we don’t come to them with a proposal. When people visit – we listen. After all, local people are the experts in their local situation. We listen carefully to the challenges that people or groups who come to us face and if we can address them – we will. This process is often time consuming but we are patient because it lays the foundation for long-term poverty reduction.
  + We ask people who come to us and ask three simple questions; What do they want to achieve or what is their dream? How do they hope to achieve it? Why didn’t they do it before if they knew what they wanted? This way we can really identify what are the actions we can take to help them – is it education, advice, tools, awareness raising, a network, investment capital, travel?
  + Our approach benefits from partnerships built on trust and shared values; Target partners are best equipped to make change because: They live there and can identify needs. They know how to address the challenges and therefore know which programmes will have the potential to be successful in practice. They know which products and services people request. They know how to make new initiatives sustainable from knowing how to communicate in that environment and how they can bring others with them.

### **About IDEFOCS**

Initiative for the Development of Former Child Soldiers (IDEFOCS)

* [www.idefocs.org](http://www.idefocs.org) (under construction in collaboration with Action10)
* Facebook: IDEFOCS
* Email: idefocs@yahoo.co
* Address: Opposide SD Cooper Road, Zone 12, Matadi Compound
* Phone: +233 572 505 264 / +231 880 458 976
* Established in 2003 on the Buduburam’s refugee settlement in Ghana under the Refugee Welfare Council, and registered with the Liberian government on July 27, 2008.
* Staff
  + Morris MATADI, CEO and Founder
  + Brocks POKAI, Head of Finance, Co-founder
  + Ramses HUTCHINS, Head of Program, Co-founder
  + Metoo MCYONODY, Research Officer
  + Sumo KUPE, Counsellor, Trauma Rehabilitation
  + Elaine REEVES, Public Relations Officer
  + Richard DOW, Security Officer
* Mission:
  + IDEFOCS is a non-profit grass-root civil society organization founded by former child soldiers dedicated to the prevention of the use of children in war; and to the rehabilitation and reintegration of former child soldiers in post war Liberia. We provide trauma counseling, agriculture programs, scholarships (vocational/academic) for former child soldiers (FCS) both boys and girls by lobbying and networking with international and other national organizations and stakeholders.
* Practice and technique:
  + IDEFOCS addresses former child soldiers (FCS) rehabilitation and reintegration specifically in Liberia through the implementation of the survey, detraumatization, rehabilitation and reintegration(SDRR) program. The SDRR was designed by IDEFOCS to buttress United Nation(UN) and government's efforts in rehabilitating and reintegrating FCS where the DDRR remains a failure.
  + The SDRR identify three categories of FCS. Those who went through the DDRR but didn't complete it; those who completed it but didn't receive post reintegration support, and those who didn't go through the process at all. Through a Survey we identify these FCS and develop them base on their respective rehabilitation and reintegration stage. an intense trauma counseling is recommended for those who suffered severe Post Traumatic Stress disorder(PTSD);the capacity of others is build as they received empowerment training, and through an established network of donors, sponsors, and stakeholders they receive postreintegration support such as job. We are convicted that addressing these needs will provide long lasting peace, development, solidarity and the prevention of crime and the re-occurrence of arm conflict (WAR) in our society.
* Programmes:
  + In 2003, on the Buduburam Refugee Camp, Ghana, IDEFOCS launched its first agriculture project for FCS which brought in several international volunteers from Ashesi University College , Legon University , Ghana and other universities around the world to consider the plights of FCS and help raised fund to help rehabilitate and reintegrate them into the refugee community. About 450 former child soldiers benefited from this Child soldier reintegration fund which saw many of them learned some basic skills and were reintegrated into the Liberian Refugee society.
  + In 2005 IDEFOCS was opportuned to joined several representatives from around the world on the Tackling Poverty Together (TPT) research in Lusaka and Kampala. The research was sponsored by the UN and the Swedish Youth Council and the findings from the research led to the establishment of the Millennium Development Goals.
  + In 2007 the organization was represented at the Pan African Youth Leadership Forum in Ghana by its Director, Morris Y. Matadi, where several peace initiatives were discussed and proposed for world action. During that same year we had the opportunity to attend the Koffie Anna International Peace Keeping School, Ghana for the child soldiers peace initiative study organized by the former UN general, Romeo Diline of Canada.
  + After the 2007 Presidential Election, which Her Excellency Madam Ellen Johnson Sirleaf won, we decided to move the organization to Liberia as the main job was in Liberia to get the many FCS loitering purposelessly around the country, even after the DDRR program completion, to adopt to the Survey, De-dramatazation, Rehabilitation and Reintegration (SDRR) program designed in Ghana by IDEFOCS to help buttress the DDRR and government’s efforts.
  + In 2008, Working with Pump Aid in Liberia, we were able to surveyed 12 FCS, those who had gone through the DDRR program but still needed post re-integration support, to learned how to build Elephant well and toilet (a new invention of building well and toilet more economically from Zimbabwe) and they are now gainfully employed by Pump Aid in Liberia and are building wells and toilets around the country as a way of identifying and reintegrating into normal society.
  + Also, in 2008 we launched a sanitation project implemented in the Paynesville community to unite FCS with their community. Sponsored by an International volunteer called Sara Terry from Boston, USA, the sanitation project attracted many community leaders and human right activists such as Youth Activist Kimmie Weeks. with Mr. weeks organization Youth Action International(YAI) we worked on the Green Light project which saw FCS working along with students from around Monrovia to clean and plant trees around the Tubman Boulevard-Paynesville's route. Subsequently, we entered into a partnership with (YAI) which led to the training for 40 women surveyed to be associated with fighting forces (WAFF), to be trained in several skills from 2008 to 2010.
  + From 2008-2009 the organization ran its first self-initiative agriculture program in Peter Town, Margibi County. During this period we were successful in harvesting cassava crops. The following year the project was extended and sponsored by Spirit Liberia , working with 35 FCS (18 WAFF and 17 young men) in August 2010 the organization successfully completed another production of peanut crops. Presently we are still based in the same region of Worng District, Peter Town, working along with these 35 FCS to organize the first Botanical Re-integration Village project (BRV) that would provide job opportunities for FCS skilled in agriculture, vocational trainings, and a women empowerment center for the young women of the region to promote peace and unity amongst the people of this remote town that once served as a rebel soldier's camp controlled by the late notorious general Nison Gaye that was responsible for the training of several children as fighters.
* The context in which the agency works.
  + The Disarmament, Demobilization, Rehabilitation and Reintegration aimed at consolidating national security by reintegrating ex-combatants into society remains questionable as the majority of crimes committed in our country is belief by the police to be perpetrated by ex-combatants, creating a distraught for FCS. With UN and the Government quite convinced that the DDRR program was a complete success its become difficult to convince them that there are thousands of FCS languishing in the ghetto in poverty. And the reluctance to accept many FCS in our society has led to the high increase in violence, drug abuse, and murderous crimes. With the public conception that these people are dangerous and cannot be accepted into society we are faced with a grave challenge to act positively in addressing this conflict by reintegrating these FCS into society. The SDRR program was designed purposefully for us to work out a genuine solution to the resolution of the conflict between FCS and the community.
* Impact:
  + In 2008 our sanitation project implemented in the Paynesville community, sponsored by International volunteer called Sara Terry had a great impact in our advocacy with the community that these FCS could be useful.
  + The Green Light sanitation project with Youth Activist Kimmie Weeks that resulted into a partnership with Youth Action International (YAI) led to the training for 40 women surveyed to be associated with fighting forces (WAFF), to be trained in several skills from 2008 to 2010.
  + The first self-initiative agriculture program in Peter Town, Margibi County from 2008-2010 saw about 35 FCS (18 WAFF and 17 young men) trained in agriculture skills.
  + Our partnership with Pump Aid in Liberia, saw us surveyed 12 FCS, who had gone through the DDRR program but still needed post re-integration support, who were to build Elephant well and toilet (a new invention of building well and toilet more economically from Zimbabwe) and they are now gainfully employed by Pump Aid and are building wells and toilets around the country instead of committing crimes. We believed that these transformed FCS can contribute immensely to our peace process building process.
  + In August 2002 on the Buduburam refugee camp, the Initiative for the Development of Former Child Soldiers(IDEFOCS) was given birth to through the strong protest of several FCS led by Morris Y. Matadi. These FCS came together to protest against the re-recruitment of several excombatants and the recruitment of Children by war-lords to fight in Liberia, Sierra Leone and the Ivory Coast. With banners and posters tooting around the camp and streets of Ghana those threatening the peace and safety of these youths found it quite difficult to carry out their dubious activity of recruiting and re-recruiting several vulnerable ex-combatants and children. The protest finally gained relevance and came to UNHCR's attention and these young men became recognized by that international body to represent all former child soldiers on the refugee camp. Thus IDEFOCS was founded, and have since live up to its vision and goals to foster peace and stability by addressing the plight of FCS reintegration from Ghana to Liberia; and is presently working on its FCS Botanical Reintegration Village that will serve as an institution in building the capacity of former child soldier. The village will contain a recourse center, dormitories, technical, vocational and academy school, the former child soldiers' memorial peace tower in memory of all children that were misused in armed conflict. The project would cater to several FCS around Liberia and also Africa using its SDRR program.

# **Planning process**

**Question 1.** *How has the project been planned?*

Since Liberia experienced the 15 years of prolongs civil unrest, the chances of chaos, crimes, violence and addictiveness to elicit substance remain a huge challenge for former child soldiers (FCS), women associated with fighting forces (WAFF) and other war affected youths (WAY). Today, a vast number of these young men and women are caught up with the use of illicit substance, violence and crime for living. The rapid development of Liberia will continue to remain elusive if we persist to ignore the importance of promoting social change and delivering our young men and women from the spell and addictiveness of psychoactive substances and other immoral practices.

During Liberia’s two civil wars, (First Liberian Civil War; 1989 – 1996, Second Liberian Civil War; 1999 - 2003) thousands of young Liberians were deprived of their childhood. Recruited by local militias and forced to commit atrocities, those involved in armed conflicts were left with deep psychological wounds, social marginalization and significant economic disadvantages.[[1]](#footnote-0)

In 2003, the United Nations Security Council Resolution 1509 mandated its mission in Liberia, UNMIL, to develop an action plan to implement the disarmament, demobilization, rehabilitation, and reintegration (DDRR) programme for all armed parties “with particular attention to the special needs of child combatants and women…” With the neglect of this mandate, many FCS were left severely marginalized. More than 10 years later, the war affected population has still failed to successfully recover, creating an entire generation of citizens who are traumatized and isolated in poverty, with little hope for the future. Faced with stigmatization from their former communities, they have been forced to move into ghettos, using drugs and crime to [[2]](#footnote-1)escape their trauma and impoverishment. In 2007 UNMIL, USAID, and others conducted an evaluation of the DDRR process in Liberia. According to a statement in the Fifteenth Progress Report of the Secretary-General on the United Nations Mission in Liberia, many Liberians in formed the mission that “the reintegration programme has failed to provide sustainable alternative livelihoods for ex-combatants. The majority of ex-combatants are still unemployed, and thousands have regrouped for the purpose of illegally exploiting natural resources in diamond and gold mining areas, as well as on rubber plantations.” A survey of 1,600 households in Liberia in 2008 revealed that about 43% of those surveyed meet the diagnostic criteria for serious depressive illness, major depressive disorder and posttraumatic stress disorder.

Morris MATADI, the founder and CEO of IDEFOCS, underwent a rehabilitation and reintegration programme in Ghana, where many displaced FCS and WAFF sought refuge after the civil war, and has since been dedicated to working to improve the lives of FCS, WAFF, WAY and GC. [[3]](#footnote-2)

**It was obviously the responsibility of the International community to ensure that the war affected population was provided social security and social comfort. From operating on the ground, Action10 has concluded that up to this day the International community has been unsuccessful in achieving this result. The here proposed programme takes on the responsibility of the international community. IDEFOCS has developed a professional programme, far beyond the capacity of the International community and Action10 is facilitating, in an equal partnership manner.**

### **About IDEFOCS**

IDEFOCS is a well-established organization created in 2003. Based in Montserrado County, Liberia. The founder of IDEFOCS, Morris Y. Matadi, spent 10 years of his youth as a child soldier and has experience of the challenges facing ongoing reintegration programs. His organisation maintains that the existing strategy of Disarmament, Demobilization, Rehabilitation and Reintegration (as enacted by the U.N. Mission in Liberia) has failed and needs replaced by a method developed by Matadi in Ghana - Surveying, Detraumatization, Rehabilitation, Reintegration (SDRR). The SDRR method focuses on using surveys to identify FCS who have fallen through the cracks, detraumatization through post-traumatic stress disorder (PTSD) counseling, and rehabilitation through skills training in order to create the mindset required for successful reintegration with society. [[4]](#footnote-3)

IDEFOCS has an extensive history of promoting the integration of FCS, WAFF and WAY with existing civil society organizations and development programs. One of the IDEFOCS’ early projects was a partnership with Pump Aid in Liberia to develop the vocational skills of twelve FCSs so that they could be employed as plumbers and mechanics for Pump Aid. These FCS had already gone through the DDRR programme but needed consistent employment to sustainably reintegrate. In 2008, IDEFOCS worked in the Paynesville community with Youth Action International (YAI) on the Green Light project. Green Light employed FCS to clean and plant trees around the route between Tubman Boulevard and Paynesville to create green spaces and improve air quality. This led to a partnership between YAI and IDEFOCS, which addressed the lack of educational opportunities for women and created a vocational training programme specifically for Women Associated with Fighting Forces (WAFF). This project successfully trained 40 WAFF between 2008 and 2010. In 2009, IDEFOCS established its first independent Cassava cultivation programme focused on training FCS in small-scale agriculture in Peter Town, Margibi County. After a successful start, a Spirit Liberia sponsorship extended the project for another year. The second year focused on the production of peanuts and worked with a total of 35 FCS. These same 35 FCS remained with the organization through the initial development of the BRV project. [[5]](#footnote-4)

The BRV intends to take the knowledge and expertise developed from IDEFOCS’ earlier projects in small-scale agriculture and reintegration of FCS and replicate them on a larger scale while promoting both sustainability and greater local ownership of the project. IDEFOCS has raised over 200,000 USD from individual students around the world who have come to volunteer for IDEFOCS, and received financial assistance from private companies and organizations. The organization won the 2011 Peace Award at the African International Achievers Award (AFIA) for promoting community peace, and Morris Matadi was recognized as an Unreasonable Institute fellow because of his successfulefforts to rehabilitate over 1,000 FCS. By 2013, IDEFOCS had created a safe environment for more than 3,000 former child soldiers and youth associated with drugs, crime and violence. Mr Matadi has since risen to further prominence as an expert on the subject of the experiences of FCS, specifically in relation to the Liberian civil wars and other West African conflicts, and has participated in peace book writing.

### **How can Action10 in actual practice be a good partner to IDEFOCS?**

Action10 has been in operation since 2009, is involved with 20 programmes, through equal partnership with eight Livelihood improvement institutions, in seven non-OECD countries and is collaborated. Action10 offers three unique tools to the partnership programme; the TAct, the CCP and the ROPE.

1. **Ten Actions (TAct)**

Action10 aims at framing programmes and collaborations by offering opportunities for sharing about expectations and core values and together develop a firm institutional framework. The tool for this exercise was developed by the founder of Action10 and HR&S. It builds on a value and operational platform compiled of ten segments, and is called the Ten Actions (TAct). The implementation of TAct ensures the necessary components for cross-cultural programme and business success such as trust; harmony; equity; open and frequent knowledge sharing, long-term planning, consequence analysis, maintenance of items and structures, firm governance and staff empowerment. The ten segments of TAct are: i) needs driven activities; ii) equal partnership; iii) real-time outcome planning evaluation; iv) strategic partnership; v) institutional capacity; vi) sustainable economy; vii) quality values; viii) resilience; ix) knowledge sharing; x) visibility.



The operations must be effective. To achieve effectiveness one crucial aspect is to have needs driven programme, in the sense that there must be a local request to build on, for three reasons; the identification of the most appropriate activities, the efficient implementation and the evaluation planning of outcome.

TAct is also dependent on a certain code of conduct implemented by Action10 and HR&S. In Action10 and HR&S we do not judge. In Action10 and HR&S we speak up. We intend to talk the truth and put words on realities, including challenges. We are not scared of having an opinion, even if controversial. We are also not scared of changing our minds if proven wrong. We focus on positive doings and positive thinking, and on how to support each other in being a better person and a better institution. We want to work together, and as equals.



1. **Cross-cultural partnership (CCP)**

It is not always easy to understand another culture, especially if we never visited the other country. Even though it is not possible to make general statements of populations, as each population contain all factors, the CCP coaches have come to reflect over general difference in cultures. It is acknowledged that the differences are not between continents but between countries or rather between ethnical groups. It is obvious to the CCP coaches that each child is born the same. It is the living conditions that put a mark on a population and that creates differences between people. There is never a reason or even the right for anyone to be judgmental towards other people or cultures, as we never walked in the other person’s shoes. Not being judgmental is different from not being aware about differences though.

Each culture and each Institution has its own values and ways of doing things, and for any successful partnership the awareness and the management of the differences are key. Thus, before we, as international partners start working with our new collaborators, we have to understand what they want from the partnership, so that whatever happens will not be strange to us.; whether we for example put effort in designing a project, investing money, start working in the country, or start a new business. Some people have experience and deep understanding of more than one culture and these people can share their knowledge with those who have less experience. The CCP is a platform for such sharing. We offer workshops and coaching.

The aim with the Cross-cultural partnership (CCP) awareness raising is to increase knowledge and understanding, meet needs, impose empowerment and respect, and thus providing awareness and avoid misunderstanding. The strategy of the programme is to capture the good and quality values from each partner and let them strengthen the collaboration and even the lives of the collaborators, their families and possibly their countries. Thus transparency, accountability, togetherness, smiling, laughing, care, connection between people, honesty, trust, long-term planning, clear and firm structures are values collected from different cultures. We, the CCP coaches, believe that the CCP can make people become bolder and less shy. The CCP programme is a very strong stepping-stone and it is a powerful bridge. It can be noted that the CCP programmes does not go deep into religion or family relations as the founders consider that these topics to be too strong for this tool to handle.

The work is arranged as workshops, where different scenarios are discussed, and contacts are established, or as coaching of actual partnerships. The workshops and coaching are structures around: framing a partnership, awareness of different conditions and learning from testimonies.

Framing a partnership

It is proposed that International collaboration can be structured into five different phases; the foundation, the formulation, the sustainment, the conclusion and the follow-up. These phases are affected by a variety of factors, which must be reflected on.

* Roles and responsibilities: According to Actipon10 successful international collaboration is achieved when each partner contributes with her best capacity, skill and knowledge to the programme.
* Core values and expectations: We have to make the necessary effort to be clear about what we expect from the partnership as well as our core values. In the Foundation stage of a new partnership as well as during the annual (or bi-annual if the progress is extensive) evaluation planning, the partners may want to take time and review their views on, and experiences of, core values and expectations. One exercise offered is when both sides scores (1-5) how far according to their own subjective view, their own culture reaches a set of core values as well as according to their own subjective view, they think that the partner’s culture reaches. The material is then compared; both per partner where the expected own scoring is compared with the expected partners’ values as well as comparing between the partners their own and the expected partners.
* Structure and ethics: The powerful tools for success are for example truth, trust, harmony, equity, knowledge sharing, long-term planning, consequence analysis and firm structures, and it is the powerful tools of success, that we have to target and to focus on. The truth is that successful programmes, are not about money. Money is a tool only, but it is s necessary tool. It is a fragile tool even, that has to be handled with caution.
* Awareness of Conditions: Living and working conditions are compared and reflected on, including: Social security systems, social attention, ethics, leadership styles and master suppression techniques.
* Testimonies, experiences and opinions: In an effort to deepen the understanding between cultures the CCP programmes compiles testimonies from individuals with experience from cross-cultural partnership. The testimonies are structured by country, so that persons form one country share what they have experiences when working with other countries in general.

1. **Real-time Outcome Planning and Evaluation (ROPE)**

The focus of the Real-time outcome planning and evaluation (ROPE) tool is the Target Partners and the core of all ROPE programmes is the ambitions of the Target partners. The Target partners are for example the former child soldiers. The ROPE provides; i) a strategy for designing programs based on the needs and the knowledge of the Target partners, ii) means to overcome the challenges identified by the Target partners, iii) a sustainable economy, and iv) institutional capacity.

After having identified the ambitions of the Target partners, the ROPE compiles the challenges that the Target partners face. Those challenges describe the reasons for why the Target partners are not doing what they want to do to reach their goals. We call the compilation of challenges Outcome challenges. Linked to each Outcome challenge is a Progress marker. The purpose with the Progress markers is to enable evaluation planning of the programme activities. Thus, the Progress markers are well defined indicators which can be easily monitored and assessed. The Outcome Challenges also define the Output Map. The Output Map is a set of concrete activities that must be addressed to reach the goals of the Target partners. After defining the Output Map, then a Sustainable economy scheme is developed.



Definitions by Action10.

### **IDEFOCS and Action10 Equal partnership agreement**

It was due to that the IDEFOCS CEO and the Action10 President realized that our programme evaluation methods are similar, that the IDEFOCS and Action10, in 2013 agreed to collaborate. Both organisations build their programmes on the dreams, ambitions and the outcome challenges expressed by the Target partners and collaborates with the Target partner to implement the programmes in actual practice. The Programme partners (PP) IDEFOCS and Action10 agreed to provide the solutions to the challenges identified by the TP, so that the TC was enabled to change their lives in the way they wanted. Thus, the programme design was developed by combining the IDEFOCS and the Action10 tools.

### **The evaluation planning**

The Target partners (TP) in this programme were identified as below.

* TP1: Former Child Soldiers (FCS): FCS are those young people who were under the age 18, got conscripted as fighter either by force, for revenge, pear pressure or any other unconventional means. They are usually uneducated, without skills, and unemployed. They are usually exposed to drugs, crime and violence for living. Many of them have not undergone a unique rehabilitation and reintegration activities since they escaped or were disarmed. They are usually found in large numbers in ghettos.
* TP2: Women Associated with Fighting Forces (WAFF): Girls and women who were used as sex slaves during the war. Some were used as cooks and wives for rebel fighters and their commanders. Many of them use the ghetto as their home. They were identified by survey through the IDEFOCS Ghetto Outreach Forum on July 31, 2013. Those women must accept to continue the rest of the phases of the programme.
* TP3: Wars Affected Youths (WAY): These are youth who find themselves in the ghetto because of the lack of parental care, pear pressure or extreme poverty.
* TP4: Ghetto Children (GC): Children whose parents are FCS, WAFF or WAY and who are born in the ghetto. These children are usually exposed to drugs, violence and crimes as well as immoral practices. Also, children who, based on the poor relationship between themselves and their parents led the children to move into the ghetto.
* TP5: Parents outside Ghetto: The parents are those who, based on the poor relationship between themselves and their children led the children to move into the ghetto and become involve with drugs, violence and crime for survival.

Ghetto Outreach

The Initiative for the Development of Former Child Soldiers (IDEFOCS) conducted three Ghetto Outreach Forums, in July and November 2013 and in January 2014, in partnership with Action10. The events took place in Turtle Ghetto, Du Pont Road Ghetto and King Grey Ghetto, all in Monrovia, and brought together stakeholders and individuals from diverse backgrounds with complex situations, through interactive sessions. The sessions aimed at informing, as well as collecting information, about the danger of illicit substances, violence and crime. The sessions also included surveys where the ghetto boys and girls could explain in which way they would like IDEFOCS and Action10 to facilitating a process where they regain their lives. Eight volunteers of IDEFOCS were assigned to survey 20 FCS, WAFF and WAY per forum. During the survey the volunteers addressed 7 pages with 42 questions concerning; personal background, recruitment by fighting forces, and assessment on how the Disarmament, Demobilization, Rehabilitation and Reintegration (DDRR) programme in Liberia, which began in 2003 after the end of the civil war, had affected each person, current circumstances and current health status.

The dreams of the Target partners were expressed as;

1. Everyone in Liberia lives in an environment that enables them to have high quality life.
2. Drugs, violence and crime are not part of their lives.
3. All Liberians lives in a home with their families.
4. Liberians have the training of the profession they wish.
5. Liberians can all read and write.
6. Liberians have employment or run their own business and earn enough to sustain their families.
7. With the funds the Liberians earn, they have access to quality health care and university education if they wish.
8. Liberians are safe in terms of social and physical security.
9. All Liberians are all part of the society as equals.

Thus, the mission of this programme (the output map) has become to provide trauma counselling, medical treatment, homes, training and employment opportunity for former child soldiers, women associated with fighting and other war affected youth living in the ghetto.

The Ghetto dwellers also shared that such support programme has to be offered outside the ghetto. As long as they live inside the ghetto, any sustainable changes of lifestyles are impossible. IDEFOCS and Action10 have therefore procured a piece of land in a peaceful village by the sea, the Little Bassa, one-hour drive from Monrovia. By doing so, the inhabitants of Little Bassa became Strategic partners to the programme and IDEFOCS has also included the community, to ensure a loving and caring environment. IDEFOCS has, in collaboration with the TPs and SPs cleared the land from trees, dug a water well, planted cassava and constructed a home where ghetto dwellers can stay and benefit from a rehabilitation programme. The home shall eventually have twenty rooms, and the TPs shall find employment and a home of their own.

**After these interactive forums, the first 21 century FCS, WAFF and WAY surveys were conducted. The surveys were able to ascertain the driving force that will lead the boys and girls in the ghetto to a new life. The survey thus captured their dreams and ambitions.** It also captured the challenges that the ghetto dwellers face and which makes it impossible for them to change their lives without support from outside the ghetto. A compilation of activities (the ROPE output map) addressing all these challenges (the ROPE outcome challenges) constituted the strategy for the IDEFOCS-Action10 collaboration programme. **It shall be noted that this is a very unique material, that possibly no other institution has access to or knowledge of. At the same time, it is the only possible method for sustainable change.**

In 2016 Forum Syd was identified as a potential Strategic partner to the ongoing programme. A workgroup was formed within Action10 who conducted weekly meetings focusing on translating the already established IDEFOCS Action10 programme evaluation planning tool the Real-time Outcome Planning and Evaluation (ROPE) to the by Forum Syd requested evaluation planning tool the Logical Framework Approach (LFA). The Action10 Forum Syd Team consisted of Ms Milja NORBERG (Team leader), Ms Elisabeth GOFFI, Mr David MORROW and Ms Hertha Oliviera Öman. The IDEFOCS team consisted of Mr. Morris MATADI, CEO and Founder, Mr. Brocks POKAI, Head of Finance, Co-founder, Mr. Ramses HUTCHINS, Head of Programme, Co-founder, Ms. Metoo MCYONODY, Research Officer, Mr. Sumo KUPE, Trauma and rehabilitation counselor, Ms. Elaine REEVES, Public Relations Officer, and mr. Richard DOW, Security Officer.

The work with the Fourm SYD LFA approach resulted in a problem-tree capturing the research done by the Action10 Forum Syd Team on the Liberian civil wars, post-conflict trauma, interactions by the Liberian duty-bearers and previous international reintegration attempts. The Action10 Team leader attended leadership courses offered by Studiefrämjandet and the LFA courses offered by Forum Syd.

**Question 2**. *Describe contacts and partnerships that SvEO and LEO have with other civil society organizations working with similar types of issues and projects in the region.*

One of the Action 10 Ten Actions addresses Strategic partnership (SP) and concerns staying informed about the programmes and activities of institutions with related mandates, sharing knowledge and catching opportunities for collaboration. The Strategic partnership is developed with all sectors concerned including; academia, private sector, public sector, governments, ministries, local authorities, communities, CSOs, NGOs, media, national and international aid and development organizations, investors, philanthropies and charity organizations. Governments, ministries and local authorities are key SPs as they are in control of the National Development Programs (NDPs).

Morris MATADE and his team have a strong national and international outreach strategy as well as extensive experience with international fundraising utilizing modern advocacy channels. For example, in 2005, IDEFOCS participated in “Tackling Poverty Together”, a research project established by the Swedish Youth Council and the United Nations. Morris MATADI participated in the “Child Soldier Peace Initiative Study” at the Kofi Annan International Peacekeeping School in Ghana, and has received recognition in various forms, including the 2011 African International Achiever Award for Promoting Community Peace.

The programme presently is in strategic partnership with the key duty-bearers in Liberia, including government officials at the national and local level. Moreover, Caritas Liberia who provides training in sustainable agriculture, are invited to hold workshops on how to improve cassava yields by introducing improved farming techniques, time-saving technologies, and better access to markets [caritas.org]. As the FCS are educated and gain practice in these farming techniques, they will then be able to share and disseminate information about these sustainable practices to others. IDEFOCS and Action10 are in strategic partnership with HR&S, a non-profit social enterprise founded by the same founder as Action10.

Furthermore, to help strengthen the UN-designed DDRR program, IDEFOCS worked in partnership with Pitsburg University and Ford Institute for Human Security research department in developing the more complete SDRR strategy.

Some of the other partners ACTION10 collaborates with, towards improving standards of education and ameliorating the life conditions of orphans and street children, are SpellAfrica (Nigeria) and Association Solidarité Enfance et Vie (S.E.VIE - TOGO).

**Question 3.** *Describe lessons learned from possible previous projects and how they have influenced the design of this project*.

Action10 has been in operation since 2009 and has come to the understanding that livelihood improvement depends on the generation of locally adapted solutions. Despite this fact most of the scientific research done in the world today addresses issues that concern only the fraction of the world’s population, and although innovators in non-OECD countries create amazing solutions, their innovations are often unrecognized and unsupported. Moreover, a large portion of the world’s population, often in OECD countries, suffers from performance stress and alienation. Thus, different cultures have different strengths and by sharing through equal and respectful partnership and implementing knowledge, good ethics and good structures from other cultures, people’s livelihoods improve. Action10, and its sister organization HR&S, make sincere efforts to collect and analyse information about the realities in order to understand the conditions. Action10 is offering platforms for cross-cultural knowledge sharing and transferring of livelihood improving solutions across borders. Action10, and its sister organization HR&S provides opportunities for researchers, innovators and entrepreneurs to create and implement locally adapted solutions.

Action10 argues that implementation of sustainable livelihood improvement programmes cannot depend on donations or grants, but require a sustainable economy and institutional framework where partners contribute and benefit equally. Thus, Action10 collaborates with and promotes the establishment of social enterprises in our Partner countries. Action10 remains independent thus non-political, non-religious and non-profit.

According to Action10, a needs-driven programme is defined by the person or persons who will implement the activities in actual practice and more importantly, who will make the programme sustainable long-term. Thus, a-needs driven programme builds on the ambitions of the implementer. Operationally the Action10 compiles the ambitions of the Target partners as well as the outcome challenges and then provides the means necessary to overcome the challenges to fulfill the ambitions. Thus, the Programme partners provide the Target partners with the tools required to change their lives according to the choice of the Target partner. Action10 operates at locations where opportunities are few and the partners bridge gaps and face challenges together.

### **Action10 has previously also successfully collaborated with IDEFOCS to address the spread of Ebola in Liberia**

**The IDEFOCS Action10 partnership (IDEA10) Ebola prevention campaign was initiated in June 2014.** **WHO (world health organization) claimed Liberia to be free from Ebola the 9th of May 2015 and the IDEA10 programme was closed.**

In March 2014, the painful and deadly Ebola disease appeared in Liberia and in mid July 2014 it strongly hit the entire country causing huge death casualties. The fear within each resident of Liberia became a paramount concern. The government of Liberia encouraged everyone to join the fight against Ebola. Preventive tips and awareness flyers were distributed around the country and workshops were conducted to share information about the disease and how to prevent its spreading. The Liberia Ministry of Health also established a coordination unit. The fight against Ebola through awareness and preventive measures became a main assignment for all civil society groups in Liberia. Furthermore, international institutions in Liberia including Doctors Without Borders and WHO, became active.

During the early stages of the spreading of Ebola throughout Liberia, there was a serious doubt among the population about the actual existence of such a disease in the country. Due to this doubt, which also created a negative perception towards the information shared by the Liberia government and the Liberia civil society organizations, the Ebola virus spread widely. In order to actively support the Liberia government action plan, and stop the rapid spreading of the virus IDEFOCS in partnership with Action10 launched an Ebola awareness and preventive measures campaign already in June 2014.

Cecilia Öman visited Liberia in April 2014 to meet with IDEFOCS. The IDEFOCS approached Action10 in May and shared about their concerns about Ebola. Action10 consulted with our medical expertise who compiled the most resent knowledge about the disease, how it is spread and how to protect one’s elves. Together Action10 and IDEFOCS developed the most appropriate action plan at that time and implemented it. The Action10 and IDEFOCS campaign was launched in mid-June 2014. Action10 and IDEFOCS reacted very fast to the threat, faster than most of other international organizations with offices in Monrovia, to set up our Ebola prevention campaign. The campaign specifically addressed our targeted partners in the three ghetto communities were Action10 are running the “reintegration of former child soldiers” programme.

Unfortunately, when IDEFOCS went to the ghetto communities to initiate the campaign, they found that there no more exist ghettos in these locations. IDEFOCS then learnt that the government of Liberia have given the police mandate to raid every ghetto around the country. The government did not offer an alternative settlement location for our target partners. This was very unfortunate according to IDEFOCS and Action10, as by doing the environment became more unsafe for the previous ghetto inhabitants. Thus, instead of offering our Target partner a home, an employment, medical and rehabilitations programmes, the Government actually chased our Target partners away from their ghetto environment. This behavior is in addition, in fact expected to make other communities more unsafe in terms of crimes and violence. IDEFOCS realized that as we wanted to cooperate with the previous ghetto communities’ dwellers we were force to accept the fact that their communities were no longer ghetto communities. Therefore, in order to share the supplies and education we had prepared for the ghetto inhabitants, the Action10 IDEFOCS programme must find and address the new communities where the Target partners were now staying. Thus, ten new communities were identified; seven in Monrovia and three villages in the rural Grand Bassa County (Compound one, Little Bassa and Kpainh Town). Through workshops and awareness raising events we gave our contribution to the fight against Ebola. (It shall be noted that the number of communities was restricted to ten only to mirror the funds available. With a larger budget, we had included more communities.) Eight persons were hired to run the campaign. Both men and women were hired. IDEFOCS-Action10 provided training for the staff on the origin of the Ebola virus, the danger of the disease and on how to protect oneself, the family and the community. The training had a hands-on component, addressing how to make the protection measures in actual practice. The training also offered a physical illustration describing the origin of the Ebola virus and the danger of the disease. After the training of the staff they went together with the IDEFOCS team to the ten communities and shared the knowledge with them. The prevention measures were demonstrated together with the participants in actual practice, for example the washing of hands each time re-entering the community from the outside. After the training, each participant who had attended the training became an educator in promoting safety measures against Ebola in their own homes. Action10 IDEFOCS also provided the materials required for the protection; chlorine, soap, water buckets, water barrels and gloves for each of the ten communities.

The campaign was proven robust and very successful. Thanks to this campaign, the inhabitants of 10 different communities were given the necessary education and means to themselves fight the Ebola virus. All the ten communities were kept safe and the Ebola did not enter any of them. A very large amount of the communities’ dwellers choose to attend the campaign exercises. The participants were eager to learn about and to understanding the mechanism of the spreading of the Ebola disease. They were also eager attend and support the fight against the virus. The success was also measured as the campaign brought together people from all over a particular community. The people got united around the issue of prevent the community against Ebola. Action10 IDEFOCS is truly excited about the exercise as it yielded such positive results.

### **Ghetto survey**

As mentioned previously, Action10 and IDEFOCS conducted an intervention study in the ghettos of Monrovia in 2014. A notable result of this study was that previous reintegration projects based within the ghettos were widely regarded to be unsuccessful, especially regarding the long-term perspective. The surroundings were considered to be too unstable to effectively reinforce newly learned behaviors and generate sustainable change in decision-making. Thus, there was a consensus among the FCS, WAFF and WAYs interviewed that rehabilitation and reintegration attempts have to be made outside the ghetto. The decision was made to instead base the BRV project in the village of Little Bassa.

### **Needs driven programme**

It is the people who live under certain conditions who are best suited to know which activities that needs to be implemented to improve livelihood and who are best suited to do the implementation in actual practice. Even the local partner cannot know the conditions in detail. According to Action10, a needs-driven programme is defined by the person or persons who will implement the activities in actual practice and more importantly, who will make the programme sustainable long-term. Thus, a needs-driven programme builds on the ambitions of the implementer. A needs-driven programme is here defined as a set of activities identified, designed and implemented by the Target partners. Operationally the TAct compiles the ambitions of the Target partners as well as the outcome challenges and then provides the means necessary to overcome the challenges to fulfill the ambitions. Thus, the Programme partners provide the Target partners with the tools required to change their lives according to the choice of the Target partner. TAct operates at locations where opportunities are few and the partners bridge gaps and face challenges together.

Moreover, a programme must learn lessons and adapt, as well be flexible and change as the people involved changes. Such information and deep understanding can only be achieved if the people who have the need drive the programme. Thus, according to Action10, a need cannot be defined by someone in another country, by someone in another city or even by someone in the same community, with the assumption that someone else shall take the responsibility for implementing the programme in actual practice.

### **Equal partnership**

In international collaboration, cross-cultural understanding is crucial for obtaining an equal partnership. Equal partnership is here defined as a work relation where the partners share inputs, responsibilities and benefits equally. Such partnership is achieved by sharing evenly the work assignments related to the design, implementation, evaluation and reporting, by building trust and by a mutually sharing of skills, knowledge and support. All partners must honestly share and agree on their expectations on the joint programme at the start of a new programme and the programme be design to capture the expectations. Core-values shall be discussed and views and experiences reflected on. Equal partnership is also dependent on quality team building. Each team member has to be comfortable enough to be able to share individual opinions openly. Face-to-face meetings are crucial and must be arranged in such a way that everyone honestly share what they know and think. It is not allowed for one partner to make decision neglecting the other partner’s views. Donors cannot be considered equal partners, as such a collaboration is biased in relation to finances and thus becomes bias in many other aspects as well. The partners can be both institutions and individuals; it can be Programme and Target partners.

### **Institutional capacity**

The institutional capacity concerns all aspects of an institution’s ability to handle their mandate. Institutional capacity captures aspects such as; governance, management and operations; policies and strategies; staff number, competences and motivation; finances and finance administration and accounting; administration; and physical infrastructure.

Likewise, the institutional capacity of a programme partner concerns its ability to handle their share of a joint programme. Thus, Action10 must prove its institutional capacity to be a good partner. Action10 offers tools to frame the partnership with the purpose of ensuring sufficient institutional capacity to deliver the expected outcome and impact of a collaboration; TAct, CCP and ROPE. TAct addresses ethics and structure, CCP addresses cross-cultural understanding and ROPE, real-time outcome planning and evaluation. The expectations, the core-values, the sharing of responsibilities and benefits shall be clarified in an agreement prior to the initiation of a collaboration.

According to Action10 institutional capacity also includes being honest and supportive, transparent and accountable as well as effective and efficient, in actual practice. The logistics ensures open and frequent knowledge sharing, long-term planning, consequence analysis, maintenance of items and structures, firm governance and staff empowerment.

### **Sustainable economy**

The overall purpose with the Ten Actions is to move away from donor driven programmes or grant dependency, both in terms of operation and in terms of financing. If social problems are to be tackled successfully, organizations seeking to solve them need sustainable revenues and investment to innovate and grow, thus the programme itself must generate funds to cover the programme running costs without being dependent on aid grants. Reasons from avoiding donor driven programmes include the aspect of ownership and sustainability. Examples from aid programme shows that projects are in actual practice often concluded prior to having generated impact or even outcomes. Donor driven projects have shown lack of outcomes and impact due to being owned by the donor organisation and related stakeholder, including the aid organizations country government and academia as well as technical consultants. Also, many charities face serious financial challenges that stop them from carrying out their work effectively.

Each of the Action10 programmes must have a sustainable economy. It is recognized that the sustainable economy concept is a challenge for all our Target partners as a secure income is hard to come by. Employment in the Action10 regions is at best seasonal, but mostly it is scarce. A programme may require a start-up grant or investment capital to get started, but shall never depend on external funding to be sustainable. A source of income must be identified that will cover the programme running costs. The concept is based on the value platform Needs Driven Programme (Ten Actions No 1). If the programme is actually needs driven then the Target partner will be willing to pay for products and services delivered, thus the programme have potential to cover its running costs and will eventually have a sustainable economy. Consequently, a sustainable economy according to the TAct concept does not only ensure the long-term impact of a programme but also the needs driven aspect. The creation of, or employment in enterprises with local or national ownership is seen as sustainable economy. Such enterprises when paying tax to the government further strengthens the capacity of the country to provide education, health services and social security. The funding can also be generated through direct involvement in the Target country´s (TC) Government “National development plan (NDP)”. A sustainable economy is also dependent on appropriate finance administration and accounting, why Action10 provides capacity strengthening support on this topic.

## The human rights based analysis

**Question 4**. *Describe the main problem or situation where human rights are violated that your project will contribute to change.*

It shall be very clear the Action10 is not involved with and our Programmes does not address any political or policy aspect of Human Rights in our Target countries. This is the responsibility of the Target country government and possibly together with the International Government community. Action10 does only address the practicalities of Human Rights such as access to food, water, shelter, healthcare, transportation, hygiene, education and income.

The Human Rights aspect of this programme concerns that all of the armed factions during the civil war were involved in human rights violations during the war. The range of atrocities perpetrated against the people of Liberia included the massive killing of civilians, widespread rape and sexual violence, forcible recruitment of children as soldiers, extortion, desecration of the cultural heritage of the country, looting of the national economy, and the destruction of property. According to some reports, an estimated 250,000 to 270,000 people died, 850,000 sought refuge in neighboring countries, and 500,000 were displaced within the country as a direct result of the war. Studies indicated that up to 70 percent of the population suffered some form of sexual violence during the conflict. In 1989, the National Patriotic Front of Liberia, the armed group led by Charles Taylor, started a civil war in Liberia against the regime of President Samuel K. Doe. From 1989 -2003, ten armed groups were involved in fighting that spilled into Sierra Leone and had repercussions throughout West Africa. The first phase of the war, known in Liberia as the “Taylor” war, ended with the election of Charles Taylor as President of Liberia in July 1997. Continued fighting with armed groups opposed to Taylor returned

the country to war in July 1999. The second phase of the war lasted until August 2003[[6]](#footnote-5). In 2006, Charles Taylor was taken into custody to stand trial in The Hague. He was charged with eleven crimes against humanity and war crimes involving murder, mutilation, rape, terror against civilians, enslavement, pillage, and the use of child soldiers. In 2003, a Comprehensive Peace Agreement (CPA) negotiated in Accra, Ghana, brought to a close the brutal, fourteen-year war in Liberia. The CPA included agreements on the cantonment, disarmament, rehabilitation, and reintegration of combatants; security sector reform (SSR); and human rights issues, including the establishment of a truth and reconciliation commission (TRC). There was no formal relationship between disarmament, demobilization, rehabilitation, and reintegration (DDRR) processes and transitional justice initiatives in Liberia. DDRR was near completion by the time the TRC began operations. This sequencing of the DDRR programme prior to the TRC allowed for a more secure environment for pursuing transitional justice.

IDEFOCS, argues that existing stigma exacerbates social exclusion and harms the long-term physical and psychological well-being of the target partners. Additionally, most FCS, WAFF and WAYs are illiterate and unskilled. This restricts their access to formal job training and other means of independent economic stability. The Botanical Reintegration Village (BRV) would provide former child soldiers with the necessary skills for social reintegration, addressing the roots of the problem. First, counselling and medical care reduce physical and mental trauma, eliminating personal obstacles to reintegration. Next, vocational training and community outreach efforts help remove social barriers to reintegration. Finally, human rights workshops educate our TPs about their role in society and encourage them to take a more active role in humanitarian efforts across Liberia. Ultimately, this project aims to provide necessary assistance to the affected parties so that they may reclaim their rights and freedoms as set forth in the UNDHR and protected by the UNCRC, e.g. life liberty and security of person.[[7]](#footnote-6)

**Question 5**. *Explain how the project activities will lead to the desired change.*

The ROPE tool constitutes of a set of guidelines and addresses; identifying the proposed solutions among the TPs, identifying and solving the outcome challenges, real-time evaluation and planning, developing a sustainable economy and ensuring institutional capacity. ROPE is framed by the Ten Actions (TAct)[[8]](#footnote-7).

The ROPE templates can be downloaded as PDF from [www.humanrightsandscience.se](http://www.humanrightsandscience.se). A word version, where the template can be filled in, can be requested for from www.humanrightsandscience.se.

### **ROPE design**

The focus of the Real-time outcome planning and evaluation (ROPE) tool is the Target Partners and the core of all ROPE programmes is the ambitions of the Target partners. The ROPE provides; i) a strategy for designing programs based on the needs and the knowledge of the Target partners, ii) means to overcome the challenges identified by the Target partners, iii) a sustainable economy, and iv) institutional capacity.

After having identified the ambitions of the Target partners, the ROPE compiles the challenges that the Target partner face. Those challenges describe the reasons for why the Target partners are not doing what they want to do to reach their goals. We call the compilation of challenges Outcome challenges. Linked to each Outcome challenge is a Progress marker. The purpose with the Progress markers is to enable evaluation planning of the programme activities. Thus, the Progress markers are well defined indicators which can be easily monitored and assessed. The Outcome Challenges also define the Output Map. The Output Map is a set of concrete activities that must be addressed to reach the goals of the Target partners. After defining the Output Map, then a Sustainable economy scheme is developed. The Programmes are either a social enterprises or components of the National development programme. A social enterprise shall generate revenue that covers all programme costs, as well as pays company tax in the country of operation. If no revenue can be expected short term, which can be the case with, for example basic education or social security programs, then the programme is funded as a component of other HR&S programmes or the national authorities development programme. A sustainable economy is required for the Target partners as well as for the Programme partners.

### **Sustainable economy**

It is obvious that new social programs may need seed money. Thus, one of Action10’s activities is collecting donations and grants, so to generate such seed capital. Action10 evaluates and tends to a trusting and productive relationship between donors and program partners, the core of which is honesty and high level of knowledge, about how to invest money to generate impact.

A clear next step is creating circular and, thusly long-term sustainable, business activities which also have the benefit of empowering the region and its inhabitants, as a self-sufficient and fulfilled society.

### **Institutional capacity**

A crucial component of the ROPE is also that all PPs have strong enough institutional capacity to manage the programme. Besides that, the PP management continuously and actively addresses the institutional capacity, each PP may in addition want to, with all staff and volunteers together, annually assess and discuss their own institutional capacity. Action10 is offering a tool to support the institutions own capacity assessment as well as training on finance administration and accounting. The institutional capacity includes aspects as mission, vision, strategy, goals, sustainable economy, evaluation planning, strategic partners, visibility, staff, volunteers, management, board, infrastructure, and finance administration and accounting and has borrowed ideas from McKinsey.[[9]](#footnote-8)

### **National Development plans**

The Action10 approach is actually to support the Government with the implementation of their National Development Plan (NDP) at the micro and local level. The NDP is a large scale investment project to develop the infrastructure of a country. It requires central planning and monitoring on a national level and implementation on a micro, local level. The ministry responsible for potentially overlapping area, is approached by the PPs with the purpose of information, knowledge sharing and identification of joint efforts in terms of both operations and finances.

### **According to the Forum Syd LFA design**

While partnering up with Forum Syd it has become evident that the Action10 ROPE design must be complemented by the Forum Syd LFA design, why the Action10 Forum Syd Team has put significant effort in also understanding this tool.

As a one-year project goal in partnership with Forum Syd, we will provide the three-month rehabilitation and reintegration programme to the FCS, WAFF and WAYs selected by IDEFOCS at the BRV.

PROJECT GOAL: FCS, WAFF and WAYs WHO HAVE SUCCESSFULLY COMPLETED THE PROGRAMME CONTRIBUTE TO THE ELIMINATION OF STIGMATIZING BARRIERS TO SOCIAL REINTEGRATION FOR FCS WITHIN THEIR LOCAL COMMUNITIES

Based on the information provided by our earlier study, we have constructed the Botanical Reintegration Village in Little Bassa, Liberia due to an intense need for reintegration programs outside of the detrimental environment of the ghettos. The BRV programme would combine psychosocial counselling and medical care with specialized skills training to provide former child soldiers with the necessary foundation for social reintegration. It is designed to rotate cohorts of FCS every three months for a total of 80 FCS per year. In order to detail how our activities will lead to the desired project goal, we have formulated three sub-goals, which will be explained one by one below.

## Sub Goal 1: IDEFOCS’ position is established within both the international and Liberian civil society, building its institutional capacity to reduce existing risks and develop a path to self-sufficiency through increased economic viability and sustainability

*Activity 1.1: Training in Financial Administration and Accounting*

*Activity 1.2: Building Institutional Capacity and providing Basic Medical Care*

*Activity 1.3: Establish partnerships with more local stakeholders by inviting them to the center during the initial stage for example: Christian Aid, UNWomen, Liberian Government at Country and County level*

A joint task and where both institutions have to have capacity concerns minimising the costs of the project and the financial risks. IDEFOCS has a very solid and well recognized position within the civil society.

## Sub Goal 2: Former Child Soldiers are provided with a stable environment where they can obtain the necessary rehabilitative counselling to address trauma, addiction and other personal barriers to social reintegration.

*Activity 2.1: Build a secure and safe reintegration center away from the ghetto*

*Activity 2.2: Provide PTSD counseling and addiction rehabilitation*

*Activity 2.3: Provide informal vocational skills training through daily routines and assigned responsibilities*

The residential aspect of our programme is essential because a major obstacle for the social reintegration of TPs is living in the socially isolated ghettos. The second sub-goal activity includes psychosocial counselling. By working on the continued construction and expansion of the center and on the farm, the residents establish routines, bring a sense of purpose to their lives and increase their vocational skills for employment within two known stable sectors, agriculture and construction. The ultimate aim of these activities is not only to encourage the participants to adapt to a more socially productive lifestyle outside of a ghetto, but also to develop a sense of capability, responsibility and self-confidence

## Sub Goal 3: The external barriers to social reintegration have been reduced through the empowerment of FCS and the formulation of best practice methods of stigma reduction in the local community of Little Bassa.

*Activity 3.1: Educate former child soldiers on reading and writing*

*Activity 3.2: Facilitate community interaction*

*Activity 3.3: Provide a network where TPs can get their voices heard on a broader spectrum.*

As stigma is a major impediment to the social reintegration of FCS, community engagement and cooperative activities will promote stronger communication between FCS and the Liberian society. Through collaboration with various other organizations and government bodies, IDEFOCS aims to put FCS in touch with other stakeholders working with similar programmes. IDEFOCS will capitalize on its experience with FCS, WAFF, WAYs inclusion within community development projects.

1. Maxted, Julia. "Children and armed conflict in Africa." *Social identities* 9.1 (2003): 51-72. [↑](#footnote-ref-0)
2. JAMA and Archives Journals. "Liberian Fighters Exposed To Sexual Violence Have More Mental Health Disorders After War." ScienceDaily. ScienceDaily, 12 August 2008. [www.sciencedaily.com/releases/2008/08/080812160609.htm](http://www.sciencedaily.com/releases/2008/08/080812160609.htm) [↑](#footnote-ref-1)
3. Morris Matadi – Idefocs Presentation, 2015 - <https://www.youtube.com/watch?v=gNtUn12HN-I> [↑](#footnote-ref-2)
4. IDEFOCS – SDRR Strategy - <http://www.idefocs.org/idefocs/strategy/> [↑](#footnote-ref-3)
5. ACTION10 and IDEFOCS – MRV Project - <https://www.globalgiving.org/projects/brv/updates/?pageNo=1> [↑](#footnote-ref-4)
6. [↑](#footnote-ref-5)
7. During the negotiations in Accra in June, news broke of the indictment of President Taylor by the Special Court for Sierra Leone for his role in that country’s civil war. Taylor quickly returned to Liberia, and representatives of Liberia’s government and the two rebel groups stayed in Ghana, reaching an agreement on a ceasefire without him. Under pressure from regional and international governments, Taylor abandoned the presidency in August 2003 and fled to Nigeria to avoid extradition. A week later the CPA was signed. A National Transitional Government of Liberia ruled the country for a period of two years. With the support of the international community, the transitional government organized the elections of October 2005, bringing Ellen Johnson-Sirleaf to power as the first democratically elected female president in Africa [↑](#footnote-ref-6)
8. ROPE and TAct was developed by Cecilia ÖMAN. (<http://action10.org/how-we-work/>) [↑](#footnote-ref-7)
9. Lowell, Stephanie, et al. "Not-for-profit management: The gift that keeps on giving." The McKinsey Quarterly, Winter 2001 [↑](#footnote-ref-8)