



*Dignity, Justice, and Peace*

### **Skills, Employment and Hope: Rebuilding Futures for Youth After the War**

#### **A Comprehensive Proposal for Post-Conflict Youth Development and Economic Reintegration**

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#### **Table of Contents**

1. **Executive Summary**
2. **Abbreviations and Acronyms**
3. **Introduction and Context**
  - 3.1 The Youth Crisis in Post-Conflict Settings
  - 3.2 Rationale and Urgency
  - 3.3 Objectives of the Proposal
4. **Situational Analysis**
  - 4.1 Impact of War on Youth Employment
  - 4.2 Educational Disruption and Skills Gaps
  - 4.3 Psychosocial Challenges
  - 4.4 Gender-Specific Vulnerabilities
5. **Strategic Framework**
  - 5.1 Guiding Principles
  - 5.2 Target Beneficiaries
  - 5.3 Geographic Scope
  - 5.4 Timeline and Phases
6. **Program Components**
  - 6.1 Emergency Skills Training and Certification
  - 6.2 Vocational Education and Technical Skills Development
  - 6.3 Employment Creation and Entrepreneurship Support
  - 6.4 Psychosocial Support and Mental Health Services

- 6.5 Digital Literacy and Technology Access
  - 6.6 Education System Rehabilitation
  - 7. Implementation Strategy**
    - 7.1 Institutional Arrangements
    - 7.2 Partnership and Coordination Mechanisms
    - 7.3 Monitoring and Evaluation Framework
    - 7.4 Risk Management
  - 8. Budget and Resource Mobilization**
    - 8.1 Overall Budget Estimate
    - 8.2 Funding Sources
    - 8.3 Cost-Effectiveness Analysis
  - 9. Sustainability and Exit Strategy**
  - 10. Conclusion and Call to Action**
  - 11. Annexes**
    - Annex A: Logical Framework Matrix
    - Annex B: Detailed Budget Breakdown
    - Annex C: Stakeholder Mapping
  - 12. Sources and References**
  - 13. Abbreviations**
- 
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## **1. Executive Summary**

Armed conflict devastates not only infrastructure and institutions but also the hopes and futures of an entire generation. Young people aged 15-29, who should be building skills, securing employment, and contributing to society, instead face interrupted education, trauma, displacement, and economic exclusion. This proposal presents a comprehensive, evidence-based framework for rebuilding futures for war-affected youth through integrated skills development, employment creation, and psychosocial support.

The program targets 50,000 youth over three years across conflict-affected regions, focusing on accelerated skills training, entrepreneurship support, job placement, mental health services, and education system rehabilitation. With an estimated budget of \$75 million, the initiative aims to achieve a 60% employment or self-employment rate among participants within 18 months of program completion, while simultaneously restoring hope and dignity to a generation that has lost years to conflict.

This is not merely an economic intervention but a peace-building imperative. Youth unemployment in post-conflict settings can reach 60-70%, creating conditions for renewed violence, radicalization, and instability. By investing in youth now, we invest in lasting peace, economic recovery, and social cohesion.

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## 2. Introduction and Context

### 3.1 The Youth Crisis in Post-Conflict Settings

War leaves young people in a particularly precarious position. Educational institutions close or are destroyed, forcing students to abandon their studies. Economic collapse eliminates formal employment opportunities. Families lose livelihoods, making it impossible to afford education even when available. Young people may be recruited into armed groups, displaced from their homes, or left to support families at ages when they should be in school.

The consequences extend far beyond the immediate conflict period. A young person who misses critical years of education faces lifelong earning penalties. Skills atrophy without use or development. Trauma and mental health conditions go untreated, affecting both individual wellbeing and productivity. The demographic dividend that youth should represent becomes instead a demographic threat, as unemployed and hopeless young people become vulnerable to exploitation, crime, or recruitment back into violence.

### 3.2 Rationale and Urgency

The window for intervention is narrow. Research demonstrates that the longer youth remain disconnected from education and employment, the harder reintegration becomes. Early intervention in the immediate post-conflict period is therefore critical. Moreover, youth themselves represent the most valuable resource for reconstruction. Their energy, adaptability, and stake in the future make them ideal agents of recovery if given appropriate support.

Current responses remain inadequate. Humanitarian assistance focuses on immediate survival needs, while development programs often exclude youth who lack formal credentials or work experience. The gap between emergency relief and long-term development leaves young people stranded. This proposal bridges that gap through an integrated approach that addresses immediate employment needs while building sustainable pathways to economic inclusion.

### 3.3 Objectives of the Proposal

**Overall Objective:** To restore hope and rebuild futures for war-affected youth by providing pathways to skills acquisition, decent employment, and psychosocial recovery.

**Specific Objectives:**

1. Provide 50,000 youth with market-relevant skills training and certification within three years
2. Facilitate employment or successful self-employment for 60% of program participants within 18 months of completion
3. Deliver mental health and psychosocial support to all participants, reducing trauma symptoms by 40%
4. Establish sustainable institutional capacity for ongoing youth skills development and employment services
5. Promote social cohesion and peace through inclusive programming that brings together youth from different conflict-affected communities

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## **4. Situational Analysis**

### **4.1 Impact of War on Youth Employment**

Armed conflict destroys labor markets through multiple channels. Physical destruction eliminates workplaces and productive assets. Economic sanctions and trade disruptions cut off markets. Capital flight and business closure eliminate formal employment opportunities. The informal economy, which often absorbs surplus labor, becomes oversaturated as formal workers seek any income source.

Youth face particular disadvantages in this environment. Lacking work experience or established networks, they cannot compete with older workers for scarce positions. Many have missed years of education, leaving them without credentials employers demand. Displacement has separated them from family networks that traditionally facilitate employment. The result is youth unemployment rates that commonly reach 60-70% in post-conflict settings, two to three times the adult rate.

### **4.2 Educational Disruption and Skills Gaps**

The average conflict-affected youth in our target areas has lost 2-4 years of education. Many never completed secondary school. Those who did often received substandard instruction in damaged facilities with unqualified teachers. Vocational training institutions, where they exist, ceased operation or became inaccessible.

This creates acute skills gaps. Youth lack both foundational skills (literacy, numeracy, problem-solving) and technical skills (carpentry, electrical work, tailoring, ICT). They have little understanding of entrepreneurship, business management, or financial literacy. Digital skills, increasingly essential for employability, are virtually absent. The education system itself lacks capacity to respond, with damaged infrastructure, untrained teachers, and outdated curricula disconnected from labor market needs.

### **4.3 Psychosocial Challenges**

War inflicts invisible wounds alongside visible destruction. Youth have witnessed violence, lost family members, experienced displacement, and lived with chronic insecurity. Rates of post-traumatic stress disorder, depression, and anxiety are elevated. Many have adopted harmful coping mechanisms including substance abuse. Social support networks have been disrupted, leaving youth isolated.

These psychosocial challenges directly undermine employability. Depression reduces motivation and initiative. Anxiety impairs decision-making and interpersonal skills. Trauma symptoms make concentration difficult and trigger confrontational behavior. Without addressing mental health, skills training and job placement efforts will fail to achieve lasting impact.

## 4.4 Gender-Specific Vulnerabilities

Young women face compounded disadvantages. Many were withdrawn from school earlier than brothers to protect their safety or supplement household income. Sexual violence during conflict leaves lasting trauma and social stigma. Early marriage increased as families sought to protect daughters or reduce household expenses. Traditional gender norms, often reinforced during conflict, restrict women's mobility and employment options.

Young men face different but equally serious challenges. Many were recruited into armed groups, complicating their social reintegration. They face pressure to become household providers without means to do so, threatening their sense of identity and purpose. They may have normalized violence as a means of resolving conflict. Targeted programming must address these distinct needs.

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## 5. Strategic Framework

### 5.1 Guiding Principles

**Conflict Sensitivity:** All programming will be designed and implemented with careful attention to local conflict dynamics, ensuring interventions do not exacerbate tensions or create new grievances.

**Youth Participation:** Young people will be involved in all stages of program design, implementation, and evaluation as partners rather than passive beneficiaries.

**Gender Responsiveness:** Programming will address the distinct needs and constraints facing young women and men, with targeted interventions to promote gender equality.

**Market-Driven:** Skills training will be based on rigorous labor market assessments and maintained employer engagement to ensure relevance and employability.

**Psychosocial Integration:** Mental health and psychosocial support will be integrated throughout all program components rather than treated as a separate track.

**Build Local Capacity:** The program will prioritize working through and strengthening local institutions rather than creating parallel structures.

**Flexibility and Adaptation:** Implementation will be adaptive, responding to changing conditions and emerging lessons learned.

### 5.2 Target Beneficiaries

**Primary Beneficiaries:** 50,000 youth aged 15-29 in conflict-affected areas, including:

- Youth who have been out of school for 2+ years due to conflict
- Former combatants and children associated with armed groups

- Internally displaced youth and refugees
- Youth from host communities facing economic strain
- Young women facing particular barriers to employment
- Youth with disabilities

### **Secondary Beneficiaries:**

- 500 teachers and vocational instructors receiving training
- 200 small businesses receiving support to hire youth
- 10,000 family members benefiting from youth income

### **5.3 Geographic Scope**

The program will operate in three conflict-affected regions selected based on:

- Severity of conflict impact
- Youth population size
- Accessibility and security conditions
- Presence of basic infrastructure
- Potential for early economic recovery
- Government commitment and coordination capacity

### **5.4 Timeline and Phases**

#### **Phase 1 (Months 1-6): Foundation and Mobilization**

- Detailed assessments and baseline data collection
- Stakeholder engagement and partnership formalization
- Infrastructure rehabilitation and equipment procurement
- Curriculum development and trainer recruitment
- Beneficiary mobilization and registration

#### **Phase 2 (Months 7-24): Full Implementation**

- Skills training delivery across all locations
- Job placement and entrepreneurship support
- Ongoing psychosocial services
- Continuous monitoring and course correction

#### **Phase 3 (Months 25-36): Consolidation and Transition**

- Completion of final training cohorts
- Enhanced follow-up and ongoing support
- Capacity building for local institutions
- Documentation and knowledge management
- Sustainability planning and handover

## 6. Program Components

### 6.1 Emergency Skills Training and Certification

Recognizing that many youth cannot wait years for traditional education, the program will offer accelerated skills training in high-demand occupations. Three-month intensive courses will provide hands-on training in trades including construction, electrical work, plumbing, tailoring, food processing, agriculture, and basic ICT. Training will emphasize practical competencies over theoretical knowledge, with 70% of time devoted to hands-on practice.

Critically, participants will receive recognized certification upon completion, addressing the credentials barrier that often excludes conflict-affected youth from employment. The program will work with national authorities to ensure certificates are formally recognized and with employers to ensure they are valued. For youth lacking foundational literacy and numeracy, remedial education will be integrated into technical training.

### 6.2 Vocational Education and Technical Skills Development

For youth able to commit to longer-term training, the program will offer 6-12 month vocational courses leading to recognized diplomas. These will target occupations requiring deeper technical knowledge including automotive repair, welding and metal fabrication, refrigeration and air conditioning, computer hardware and software, accounting and bookkeeping, and healthcare assistance.

Training will occur in rehabilitated vocational training centers equipped with modern tools and equipment. Curricula will be developed in partnership with industry to ensure market relevance, with employers contributing to course design and providing internship opportunities. Master craftspeople from the community will be engaged as instructors, supplemented by pedagogical training to enhance teaching skills.

### 6.3 Employment Creation and Entrepreneurship Support

Skills alone do not guarantee employment in weak labor markets. The program will therefore pursue multiple strategies to create employment opportunities:

**Job Placement Services:** Dedicated placement officers will work with employers to identify opportunities and match qualified candidates. They will provide interview preparation, workplace orientation, and ongoing support during the initial employment period. Where appropriate, the program will provide wage subsidies for 3-6 months to reduce employer risk.

**Public Works Programs:** The program will create temporary employment through reconstruction projects including road rehabilitation, public building repair, environmental restoration, and community infrastructure development. Youth will work in teams under skilled supervision, gaining both income and practical experience. Projects will be selected to maximize both employment creation and community benefit.

**Entrepreneurship Training and Support:** For youth preferring self-employment, the program will provide business skills training including business planning, financial management,

marketing, and customer service. Training will be followed by seed grants of \$500-2,000 for business establishment, coupled with ongoing mentorship and coaching. Youth will be encouraged to form business cooperatives to share resources, reduce risk, and increase market power.

**Value Chain Development:** The program will work to strengthen specific value chains with high youth employment potential, such as agriculture processing, garment manufacturing, and digital services. This will include connecting youth entrepreneurs to markets, facilitating access to inputs and technology, and supporting industry associations.

#### **6.4 Psychosocial Support and Mental Health Services**

All program participants will receive psychosocial screening and support integrated throughout their engagement. This will include:

**Individual Counseling:** Licensed counselors will provide confidential one-on-one support for youth dealing with trauma, depression, anxiety, or adjustment challenges. Counseling will employ evidence-based approaches including cognitive behavioral therapy and trauma-focused interventions.

**Group Support:** Facilitated peer support groups will allow youth to share experiences, develop coping strategies, and build social connections. Separate groups will address issues specific to former combatants, survivors of sexual violence, and others with particular needs.

**Life Skills Training:** All youth will receive training in stress management, emotional regulation, conflict resolution, communication, and decision-making. These soft skills are critical for both employment success and broader wellbeing.

**Referral Services:** For youth requiring psychiatric care or specialized services beyond program capacity, established referral pathways will ensure access to appropriate care.

**Community Reintegration:** The program will work with families and communities to facilitate social reintegration, particularly for stigmatized groups like former combatants. This will include community dialogue, traditional reconciliation ceremonies where appropriate, and awareness campaigns to combat stigma.

#### **6.5 Digital Literacy and Technology Access**

Digital skills are increasingly foundational to employability across all sectors. The program will ensure all participants achieve basic digital literacy including computer operation, internet navigation, email and communication tools, word processing and spreadsheets, and online safety and digital citizenship.

For youth interested in digital careers, advanced training will be available in graphic design, web development, digital marketing, data entry and management, and ICT repair and maintenance. Recognizing that many youth lack devices and connectivity, the program will establish community technology centers with computers and internet access for ongoing skill development and job searching.

## 6.6 Education System Rehabilitation

For sustainable impact, the program will strengthen institutions to continue serving youth after program completion. This will include:

**Infrastructure Rehabilitation:** Damaged vocational training centers and schools will be repaired and equipped, including classrooms, workshops, libraries, and sanitation facilities.

**Teacher and Instructor Training:** 500 teachers and vocational instructors will receive training in modern pedagogical methods, conflict-sensitive education, psychosocial support, and integration of digital tools.

**Curriculum Development:** The program will support education authorities to develop and institutionalize market-relevant curricula with stronger linkages between education and employment.

**Partnerships with Employers:** Formal mechanisms will be established connecting education institutions with employers for curriculum input, internship provision, and graduate hiring.

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## 7. Implementation Strategy

### 7.1 Institutional Arrangements

The program will be implemented through a partnership structure coordinated by a Program Management Unit (PMU) with representation from government, international organizations, and youth representatives. The PMU will provide strategic oversight, coordinate partners, monitor progress, and manage resources.

Implementation will occur through a network of local partners including national and international NGOs with established presence in target areas, vocational training institutions and community colleges, private sector employers and business associations, and youth-led organizations. This approach builds local capacity while leveraging specialized expertise.

### 7.2 Partnership and Coordination Mechanisms

Close coordination with other actors is essential to avoid duplication and maximize impact. The program will actively participate in existing coordination mechanisms including education and livelihoods clusters, DDR coordination bodies, and youth working groups. Where such mechanisms don't exist, the program will catalyze their establishment.

Particular emphasis will be placed on public-private partnerships. Private sector actors will be engaged in skills development (defining competencies, providing instructors, hosting internships), employment creation (hiring graduates, providing wage subsidies, mentoring entrepreneurs), and program governance (serving on advisory boards, contributing resources).

### 7.3 Monitoring and Evaluation Framework

A comprehensive M&E system will track progress and inform adaptive management. Key indicators include number of youth completing skills training, percentage employed or self-employed 6 months after program completion, average income levels of employed participants, retention rates in employment after 12 months, changes in psychosocial wellbeing measures, participant satisfaction ratings, gender parity ratios across all indicators.

Data collection will combine administrative tracking, participant surveys at baseline, midline, and endline, and employer feedback surveys. A mixed-methods approach will supplement quantitative data with qualitative case studies documenting individual journeys and program impacts. An external evaluation will be conducted at program midpoint and conclusion.

### 7.4 Risk Management

**Security Risks:** Renewed violence could disrupt operations, threaten staff and participants, or damage facilities. Mitigation includes continuous conflict analysis, security protocols and contingency plans, flexible programming that can scale up or down, and remote delivery options for some services.

**Economic Risks:** Economic stagnation could limit job availability despite youth qualifications. Mitigation includes diversifying employment strategies, emphasizing self-employment and entrepreneurship, and focusing on foundational skills transferable across sectors.

**Political Risks:** Government instability or policy changes could affect program operations. Mitigation includes engaging multiple government levels and agencies, building broad stakeholder coalitions, and ensuring program documentation and knowledge transfer.

**Sustainability Risks:** Benefits could be short-lived without lasting institutional capacity. Mitigation includes prioritizing local institution strengthening, ensuring government ownership and resource commitment, and documenting models and lessons learned for replication.

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## 8. Budget and Resource Mobilization

### 8.1 Overall Budget Estimate

**Total Three-Year Budget: \$75,000,000**

<b>Budget Category</b>	<b>Amount (USD)</b>	<b>Percentage</b>
Skills Training and Education	\$28,500,000	38%
Employment Creation and Entrepreneurship	\$18,750,000	25%
Psychosocial Support	\$9,000,000	12%

<b>Budget Category</b>	<b>Amount (USD)</b>	<b>Percentage</b>
Infrastructure and Equipment	\$7,500,000	10%
Program Management and Coordination	\$6,000,000	8%
Monitoring and Evaluation	\$3,000,000	4%
Contingency	\$2,250,000	3%

### **Cost Per Beneficiary: \$1,500**

This represents cost-effective investment compared to typical vocational training programs (\$2,000-3,000 per participant) due to economies of scale, use of accelerated training models, and leveraging of existing infrastructure.

### **8.2 Funding Sources**

The program will pursue diversified funding including multilateral donors (World Bank, regional development banks), bilateral development agencies (USAID, DFID, GIZ), UN agencies (UNDP, ILO, UNICEF), private foundations (Mastercard Foundation, Rockefeller Foundation), and host government contribution (in-kind and financial).

### **8.3 Cost-Effectiveness Analysis**

Youth employment programs generate significant returns. Participants who secure employment increase household income by an average of 30-50%. This reduces poverty, improves nutrition and health outcomes, and enables investment in siblings' education. From a peace-building perspective, reducing youth unemployment by even 10 percentage points can decrease conflict risk by 20-25%. The economic and social returns far exceed program costs.

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## **9. Sustainability and Exit Strategy**

Sustainability is embedded throughout program design rather than an afterthought. Key sustainability strategies include:

**Institutional Capacity Building:** By working through local institutions and investing heavily in their capacity, the program ensures services continue beyond external funding. Rehabilitated facilities, trained instructors, and established employer partnerships will continue benefiting youth.

**Government Ownership:** Early and ongoing government engagement ensures policy alignment and resource commitment. The program will work with government to integrate successful models into national youth employment strategies and allocate domestic budget.

**Private Sector Integration:** Strong employer engagement creates ongoing demand for trained youth and potential for employer-sponsored training. Business associations may take on coordination roles, and successful youth entrepreneurs become employers themselves.

**Community Ownership:** Youth committees and community structures established by the program can continue facilitating peer support, advocacy, and resource mobilization.

The final program year will emphasize transition planning, documentation of lessons learned and effective models, training of trainers to continue service delivery, establishment of alumni networks for ongoing support, and phased handover to local institutions.

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## 10. Conclusion and Call to Action

War steals the futures of young people, but recovery is possible with committed, comprehensive intervention. This proposal presents a proven framework for restoring hope and rebuilding lives through skills, employment, and healing. The window for action is now. Every month that young people remain idle, their reintegration becomes harder and the risk of renewed conflict grows.

We call upon donors, governments, private sector actors, and civil society to join this critical endeavor. The investment required is modest compared to the cost of continued instability and lost human potential. By acting now, we can transform a generation at risk into a generation of hope, converting demographic threat into demographic dividend and building foundations for lasting peace and prosperity.

Young people are not merely victims to be assisted but agents of recovery waiting for opportunity. Let us provide that opportunity and in doing so, invest in all our futures.

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## 11. Annexes

### Annex A: Logical Framework Matrix

*[Summary of logical framework with goal, objectives, outputs, activities, indicators, means of verification, and assumptions]*

### Annex B: Detailed Budget Breakdown

*[Summary line-item budget with unit costs, quantities, and justifications]*

### Annex C: Stakeholder Mapping

*[Summary analysis of key stakeholders, their interests, influence, and engagement strategies]*

## Executive Summary: Annexes for Skills, Employment and Hope

### Overview

This executive summary presents the comprehensive technical annexes supporting the "Skills, Employment and Hope: Rebuilding Futures for Youth After the War" proposal. These annexes provide the detailed operational frameworks, financial specifications, and stakeholder engagement strategies essential for effective program implementation and accountability. Together, they translate the proposal's strategic vision into concrete, measurable, and actionable plans.

### Annex A: Logical Framework Matrix

The Logical Framework Matrix establishes the program's results chain, linking inputs through activities and outputs to outcomes and ultimate impact. It provides the analytical foundation for program design and the measurement framework for performance monitoring.

**Goal Level:** The overarching goal addresses youth economic empowerment and peacebuilding through restored dignity, sustainable livelihoods, and social cohesion. Key impact indicators measure changes in youth unemployment rates, household poverty levels, and conflict recurrence risk across target regions over the three-year implementation period and five-year follow-up horizon.

**Objective Level:** Four interconnected objectives structure the program's theory of change. The skills development objective targets 50,000 youth completing market-relevant training with recognized certification, measured through training completion rates, skill assessment scores, and certification attainment. The employment objective seeks 60% of participants in decent work within 18 months, tracked through employment status surveys, income levels, and job quality indicators. The psychosocial wellbeing objective aims for 40% reduction in trauma symptoms, monitored through standardized mental health assessments and social functioning scales. The institutional capacity objective establishes sustainable service delivery systems, evaluated through institutional assessments and service continuity measures.

**Output Level:** Fifteen distinct outputs specify deliverables across program components. These include rehabilitated training facilities equipped to modern standards, developed and institutionalized market-responsive curricula, trained instructors delivering quality education, established job placement services connecting youth to opportunities, functioning entrepreneurship support systems providing comprehensive assistance, operational psychosocial service networks delivering integrated care, and strengthened government institutions capable of sustained programming.

**Activity Level:** Detailed activities specify the concrete actions required to produce each output, from needs assessments and infrastructure rehabilitation through training delivery, business incubation, counseling provision, and capacity building initiatives.

**Assumptions and Risks:** The matrix explicitly documents critical assumptions underlying the results chain, including continued peace and security, government cooperation, employer

engagement, youth participation, and resource availability. Corresponding risk mitigation strategies address each assumption, ensuring adaptive management when conditions change.

**Means of Verification:** For each indicator, the matrix specifies data sources, collection methods, frequency, and responsible parties. This ensures systematic evidence gathering to demonstrate results and inform course corrections. Sources range from administrative records and participant surveys to employer feedback, financial audits, and independent evaluations.

## **Annex B: Detailed Budget Breakdown**

The budget annex provides transparent, justifiable cost estimates for all program activities, ensuring efficient resource allocation and facilitating donor confidence and accountability.

**Skills Training and Education (\$28.5M, 38% of budget):** This largest budget category reflects the program's core training function. Line items include instructor salaries calculated at market-competitive rates for 200 trainers over three years, training materials and supplies with unit costs per participant across different trades, facility rehabilitation costs based on engineering assessments of 15 vocational centers, equipment procurement for workshops including tools, machinery, and technology, curriculum development expenses covering expert consultation and materials production, and remedial education provision for participants requiring foundational skills strengthening.

**Employment Creation and Entrepreneurship (\$18.75M, 25%):** This category funds demand-side interventions connecting trained youth to opportunities. Components include wage subsidies providing 50% employer cost coverage for 6 months to incentivize youth hiring, public works programs creating 10,000 temporary positions in reconstruction projects, entrepreneurship seed grants ranging from \$500-2,000 based on business plans and supporting 5,000 youth entrepreneurs, business development services including mentorship and coaching, value chain development initiatives strengthening sectors with high youth employment potential, and job placement services maintaining dedicated staff for employer engagement and candidate matching.

**Psychosocial Support (\$9M, 12%):** Recognizing mental health as foundational to employment success, this allocation ensures comprehensive services. Budget lines cover licensed counselors providing individual and group support, training materials for life skills programming, referral networks connecting participants to specialized care, community reintegration activities facilitating social acceptance, and awareness campaigns combating stigma around mental health and former combatants.

**Infrastructure and Equipment (\$7.5M, 10%):** Capital investments create lasting assets for sustainable programming. This includes structural rehabilitation of damaged facilities, workshop equipment for hands-on technical training, computer labs with connectivity for digital literacy, furniture and fixtures creating conducive learning environments, and community technology centers ensuring ongoing access beyond program completion.

**Program Management and Coordination (\$6M, 8%):** Effective implementation requires robust management systems. Costs include Program Management Unit staff salaries, partner coordination mechanisms, stakeholder engagement activities, communications and visibility, and administrative operations covering rent, utilities, and supplies.

**Monitoring and Evaluation (\$3M, 4%):** Rigorous M&E ensures accountability and learning. The budget supports baseline, midline, and endline surveys, continuous monitoring systems tracking real-time progress, external evaluations conducted by independent experts, impact assessments measuring long-term outcomes, and knowledge management documenting and disseminating lessons learned.

**Contingency (\$2.25M, 3%):** This reserve addresses unforeseen circumstances including security incidents, price fluctuations, scope adjustments, and emergency responses.

**Cost-Effectiveness Analysis:** At \$1,500 per beneficiary, the program achieves significant economies of scale compared to typical vocational training costs of \$2,000-3,000 per participant. This efficiency stems from accelerated training models, leveraging existing infrastructure, bulk procurement, and integrated service delivery reducing overhead. Return on investment calculations demonstrate that even modest improvements in youth employment generate economic benefits exceeding program costs within five years.

**Budget Notes and Justifications:** Each line item includes detailed notes explaining calculation methodology, unit cost derivation, quantity determination, and alignment with international benchmarks. This transparency facilitates donor review and audit readiness.

### **Annex C: Stakeholder Mapping**

Effective program implementation requires navigating complex stakeholder landscapes. This annex systematically analyzes key actors, their interests, influence, and optimal engagement strategies.

**Government Stakeholders:** National ministries including education, labor, youth, and planning hold primary responsibility for policy frameworks and institutional sustainability. Their interests center on demonstrating development progress, maintaining stability, and building institutional capacity. With high influence over program operations through regulatory authority and resource allocation, engagement strategies emphasize early consultation, joint planning structures, formal memoranda of understanding, capacity building investments, and regular policy dialogue. Subnational authorities at regional and local levels possess critical operational influence through facility access, security coordination, and community relationships. Engagement approaches include participation in program governance, resource contributions, and recognition of their essential role.

**Multilateral Organizations:** UN agencies (UNDP, ILO, UNICEF, UNHCR) bring technical expertise, global best practices, and substantial funding. Their interests align with mandate fulfillment and coordination effectiveness. Engagement occurs through formal partnerships, participation in joint programming, resource pooling, and leveraging their convening power. Development banks (World Bank, regional institutions) provide major financing and policy influence. Their interests focus on economic recovery and institutional development. Engagement emphasizes alignment with national development strategies, rigorous M&E, and knowledge generation.

**Bilateral Donors:** Development agencies from donor countries provide significant funding and political support. Their interests include demonstrating taxpayer value, promoting stability, and advancing specific thematic priorities (gender equality, governance, private sector development).

Engagement strategies include regular reporting, visibility opportunities, alignment with donor strategies, and evidence of impact. Military or peacebuilding agencies interested in stability will be engaged through security sector coordination and DDR linkages.

**Private Sector:** Employers across sectors represent the critical demand side for trained youth. Their interests center on accessing skilled labor, fulfilling corporate social responsibility, and contributing to market development. Engagement approaches include employer advisory boards, apprenticeship partnerships, preferential hiring commitments, and value chain development collaboration. Industry associations aggregate employer voices and facilitate sector-wide engagement. Financial institutions provide entrepreneurship financing and business services. Their interests lie in market expansion and portfolio development, with engagement through guarantee schemes and joint product development.

**Civil Society Organizations:** International NGOs bring implementation capacity, community access, and specialized expertise. Their interests include expanding programs, demonstrating impact, and securing funding. Engagement occurs through subcontracting relationships, capacity building, and coordination forums. Local NGOs possess deep community knowledge and trust but may have limited technical capacity. Strategies include partnership development, capacity strengthening, and resource sharing. Youth-led organizations ensure authentic youth voice and peer credibility. Their engagement as co-designers, implementers, and evaluators ensures programming remains youth-centered.

**Community Stakeholders:** Traditional and religious leaders hold significant influence over community acceptance and youth participation. Their interests center on community wellbeing and maintaining authority. Engagement includes consultation on program design, participation in community dialogues, and recognition ceremonies. Parents and families influence youth decisions and provide support systems. Engagement occurs through family counseling, awareness sessions, and demonstration of program benefits. Former combatant networks require sensitive engagement to facilitate reintegration while managing security concerns.

**Beneficiaries:** Youth participants themselves are the primary stakeholders. Their diverse interests include skill acquisition, income generation, healing from trauma, and social belonging. Engagement strategies ensure their meaningful participation in program governance through youth committees, regular feedback mechanisms, complaint and response systems, and peer mentorship roles. Particular attention addresses the distinct needs and preferences of young women, young men, youth with disabilities, and marginalized groups.

**Engagement Matrix:** A detailed matrix maps each stakeholder against their level of interest (high/medium/low) and influence (high/medium/low), prescribing tailored engagement strategies. High interest/high influence stakeholders require active partnership and collaboration. High influence/low interest actors need satisfaction of their concerns to maintain support. High interest/low influence stakeholders benefit from empowerment and voice. Low interest/low influence actors receive monitoring and information.

**Coordination Mechanisms:** Given the complex stakeholder landscape, the annex details coordination structures including a multi-stakeholder steering committee providing strategic oversight, technical working groups addressing specific themes, regular coordination meetings preventing duplication, information sharing platforms, and conflict resolution protocols for managing disagreements.

## Integration and Utilization

These three annexes function as integrated tools for program implementation and management. The Logical Framework Matrix provides the results framework guiding all activities. The Budget Breakdown ensures resources align with planned activities and outputs. The Stakeholder Mapping informs engagement strategies ensuring necessary support and coordination. Together, they enable systematic planning, adaptive implementation, rigorous monitoring, transparent accounting, and effective stakeholder management.

Program managers will reference these annexes throughout implementation for activity planning, resource allocation, progress monitoring, stakeholder engagement, risk mitigation, and reporting. Donors will utilize them for due diligence, disbursement decisions, and performance assessment. Evaluators will employ them as benchmarks for assessing effectiveness and impact.

## Conclusion

These comprehensive annexes transform the program's strategic vision into operational reality. They demonstrate the technical rigor, financial prudence, and stakeholder sensitivity essential for successful implementation in complex post-conflict environments. By providing clear frameworks for results measurement, resource management, and partnership building, they increase confidence that the program will achieve its ambitious objectives of restoring hope and rebuilding futures for 50,000 war-affected youth.

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### 13. Abbreviation

CBT	Community-Based Training
DDR	Disarmament, Demobilization and Reintegration
GDP	Gross Domestic Product
ICT	Information and Communication Technology
IDP	Internally Displaced Person
ILO	International Labor Organization
IOM	International Organization for Migration
M&E	Monitoring and Evaluation
MHPSS	Mental Health and Psychosocial Support

### **13.Abbreviation**

NGO	Non-Governmental Organization
NEET	Not in Education, Employment or Training
OECD	Organization for Economic Co-operation and Development
SDG	Sustainable Development Goal
SME	Small and Medium Enterprise
TVET	Technical and Vocational Education and Training
UN	United Nations
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
WHO	World Health Organization
YEP	Youth Employment Program

**End of proposal**