



CHRISTIAN CHILDREN'S FUND

Revitalization of War Affected Communities and Reintegration of Women and Children Associated with the Fighting Forces (RWAC)

Final Report



Country:

Liberia

Donor:

USAID

Implementation period:

September 10, 2004 - August 30, 2007

Date of Report:

November 30, 2007

ABBREVIATIONS

CAFF	Children Associated with Fighting Forces
CCF	Christian Children's Fund
CESD	Community Empowerment and Skills Development
CWC	Child Wellbeing Committees
ER	Economic Reintegration
DDC	District Development Council
DDRR	Disarmament, Demobilization, Reintegration and Rehabilitation
FGD	Focus Group Discussion
GAA	German Agro Action
GBV	Gender Based Violence
GoL	Government of Liberia
ICC	Interim Care Center
IDP	Internally Displaced Person
IRC	International Rescue Committee
JIU	Joint Implementation Unit
KAP	Knowledge, Attitudes, and Practices
LRRRC	Liberian Repatriation, Reintegration, and Reconstruction Commission
MoA	Ministry of Agriculture
MoE	Ministry of Education
MoG	Ministry of Gender and Development
NRC	Norwegian Refugee Council
OCC	Other Community Children
OCM	Other Community Members
OFDA	USAID's Office of Foreign Disaster Assistance
PRA	Participatory Rural Appraisal
RRBST	Rural Rehabilitation and Business Skills Training
REFLECT	Regenerated Freirean Literacy through Empowering Community Techniques
RO	Reintegration Officer
RR	Reintegration and Rehabilitation
RWAC	Revitalization of War Affected Communities and Reintegration of Women and Children Associated with the Fighting Forces
SCF-UK	Save the Children Fund, UK
SR	Social Reintegration
RH	Reproductive Health
SAFE (II)	Safeguarding the Future Effectively (CCF-Liberia GBV programs)
STD/I	Sexually Transmitted Disease/Infection
ToT	Training of Trainers
UMCOR	United Methodist Committee on Relief
UNDP	United Nations Development Program
UNHCR	United Nations High Commission for Refugees
UNICEF	United Nations Children's Fund
UNMIL	United Nations Mission in Liberia
UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
WAFF	Women Associated with the Fighting Forces
WASH	Water, Sanitation, and Hygiene

EXECUTIVE SUMMARY

This document constitutes the final technical report for the project, *Revitalization of War Affected Communities and Reintegration of Women and Children Associated with the Fighting Forces (RWAC)*, funded by the United States Agency for International Development (USAID). RWAC was a three-year program to facilitate peace and security in Northeastern Liberia through community revitalization and increasing community capacity to effectively integrate women associated with the fighting forces (WAFF), children associated with the fighting forces (CAFF) and war affected community members, including refugees and internally displaced people (IDP)s.

The project employed the following approaches:

- Provided needed psycho-social assistance via recreational, non-formal education activities for children and youth, community monitoring and follow up, and peer dialogues;
- Strengthened social support networks and built the capacity of existing support mechanisms and institutions, such as the CWCs;
- Raised awareness on issues related to the reintegration of the target groups and cross cutting issues such as substance abuse, HIV/AIDS, STDs and GBV, and developed community solutions for prevention; and,
- Developed community-based systems for those needing special care (victims of torture and sexual abuse, people with disabilities, mentally ill, and substance abusers).

To facilitate economic growth and reintegration, the project:

- Provided skills training via apprenticeships, mentoring, and community workshops (integrated with literacy and numeracy training and life skills);
- Provided in-kind startup materials packages for qualifying graduates; and
- Improved coordination with other agencies involved in reintegration and community revitalization programs.

With the project's completion on August 30, 2007, this report presents the results, achievements and challenges over its three years of implementation.

BACKGROUND

Christian Children's Fund (CCF) is a non-governmental organization based in Richmond, Virginia, USA, which has for over 60 years dedicated its work to children in many parts of the world. In 2001, CCF started a strategic process of development, aiming to achieve a leadership position in child protection, mainly vulnerable children. Working in over 30 countries, CCF builds on the lessons learned from implementing similar programs around the world and within Africa, to produce increasingly better gains for children and war-affected communities.

CCF started its work in Liberia in December 2003 by taking the lead in Child Protection in Bomi County, and assisting in the tumultuous December 7th disarmament of child soldiers. Soon after, CCF-Liberia began expanding its programs to find durable solutions to Liberia's problems, helping in the social reintegration of children and women who were associated with the fighting forces.

CCF-Liberia has since become one of the most recognizable humanitarian organizations in Liberia. With offices in six counties and a trained staff of more than 250, CCF-L's complex cross-cutting programs are improving the lives of 37,000 direct beneficiaries and countless indirect beneficiaries in water and sanitation, food security, education, gender based violence, HIV/AIDS, military/law enforcement training in Child Protection, community-based reintegration programs for war-affected women and children, and cross-border monitoring of children to prevent trafficking, separation and other rights abuses.

RWAC was a three-year program to facilitate peace and security through community revitalization, and by increasing their capacity to effectively integrate Women Associated with the Fighting Forces (WAFF), Children affected by the Fighting Forces (CAFF) and war affected community members, including refugees and Internally Displaced People (IDP)s. The project targeted 3,000 direct beneficiaries, including, 1,500 CAFF, 750 WAFF and 750 war-affected children in Lofa, Gbarpolu, Bong, and Bomi counties.

The project had two main objectives:

- *To facilitate social integration through the strengthening of community capacity to ensure the protection rights of CAFF, WAFF and war affected children, including survival, non-discrimination, development and participation;*
- *To promote economic growth opportunities through the provision of literacy/numeracy, vocational skills training, entrepreneurship training, links to employment through apprenticeships and mentoring programs and follow up employment support.*

The RWAC program was phased over three years, beginning with community sensitization and formation of Child Welfare Committees (CWCs), organization of civic works projects, community based reconciliation and psychosocial activities, pre-vocational orientation, introduction of literacy, numeracy, and life skills program components, formation of community vocational skills training venues, and job placement, follow-up and support. Community capacity was strengthened to ensure the protection rights (survival, non-discrimination, development and participation) of CAFF, WAFF and war-affected community members. ER interventions were designed for significant gains in sustainable employment, and personal and community financial security. Another important goal of the RWAC program was to create a cadre of literacy/PRA facilitators. Additionally, the

program sought to build the capacity of skilled artisans, who in addition to expanding their own business, would increase the employment rate in the four targeted counties.

The RWAC program built on the community organization work accomplished by CCF-Liberia in its UNICEF/UNDP-funded Interim Care Centers (ICC) for war-affected children in Gbarpolu, Bong, Lofa, and Bomi Counties. At all stages, CCF-Liberia recognized the importance of community participation and ownership of the reintegration process and the urgency in stabilizing communities to create the conditions for longer-term development. To that end, the primary actors at the community level were the Child Welfare Committees (CWCs) and REFLECT Management Committees (RMCs), who represented the communities and steered the implementation process throughout the program period.

INTRODUCTION

RWAC was a three-year program which aimed to facilitate peace and security. The goal of the RWAC program was to revitalize communities and increase their capacity to effectively integrate Women Associated with the Fighting Forces (WAFF), Children affected by the Fighting Forces (CAFF) and war affected community members, including refugees and Internally Displaced People (IDP)s. The project targeted 3,000 direct beneficiaries, including, 1,500 CAFF, 750 WAFF and 750 war-affected children in Lofa, Gbarpolu, Bong, and Bomi counties.

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In order to reach these objectives, the project set about to realize the following Performance Indicators and Targets:

1. 80% Of returning WAFF, CAFF and war affected children remaining in the community;
2. 50% Reduction of specific risks/threats to children and youth identified by the community (marijuana, etc);
3. 30% Increase in reporting of sexual abuse to community, legal or traditional centers;
4. 40% Increase in community (CWC, youth and women's groups, NGOs) responses to STIs, substance abuse problems, emotional and physical issues;
5. 30% Increase in out of school youth or adults trained locally in literacy;
6. 75% Of CAFF, WAFF and war affected children reporting increased income;
7. 60% Of artisans reporting an expansion in their businesses;
8. 60% Of artisans employing RWAC trained participants after training period; and
9. 20% Of participants starting enterprises.

The project employed the following approaches:

- Provided needed psycho-social assistance via recreational, non-formal education activities for children and youth, community monitoring and follow up, and peer dialogues;
- Strengthened social support networks and built the capacity of existing support mechanisms and institutions, such as the CWCs;
- Raised awareness on issues related to the reintegration of the target groups and cross cutting issues such as substance abuse, HIV/AIDS, STDs and GBV, and developed community solutions for prevention; and,
- Developed community-based systems for those needing special care (victims of torture and sexual abuse, people with disabilities, mentally ill, and substance abusers).

To facilitate economic growth and reintegration, the project:

- Provided skills training via apprenticeships, mentoring, and community workshops (integrated with literacy and numeracy training and life skills);
- Provided in-kind startup materials packages for qualifying graduates; and
- Improved coordination with other agencies involved in reintegration and community revitalization programs.

At the midpoint of the project, CCF-Liberia employed a consultant to determine RWAC's challenges and make suggestions for programming adjustments. The results of the assessment, geared mainly toward the ER component, became the basis for a meeting with the CTO to refocus the workplan in order to improve progress towards meeting the objectives.

In the final weeks of implementation in August, 2007, CCF-Liberia conducted a four-county randomized impact survey, not only to measure the project's accomplishments against the baseline survey, but also to take stock of the lessons learned and best practices after its three years of implementation. Per the terms of the original project agreement, a separate assessment was made by an independent expatriate evaluator, who visited with staff and the communities in the last month of the project. The independent evaluation is submitted alongside this final technical report.

The total project budget was US \$3,476,450 of which USAID awarded US\$2,677,000 (total obligation of US\$2,674,761) matched by a CCF contribution of US\$799,450. The full amount of \$3,474,211 was expended by the end of the project period. The final expenditure records are attached to this report as Annex 5.

APPROACHES, EXPERIENCES, AND ACHIEVEMENTS OF THE PROJECT

Project Approaches

This section describes the organizational structure of the RWAC program, followed by descriptions of the specific processes undertaken, as related to the program's objectives.

Results of both in-house and external assessments reveal that the approaches employed were effective in attaining the project's objectives.

Program Structure

Twenty-six Reintegration Officers (ROs) were placed within strategically-chosen rural villages, and each was responsible to make weekly visits by motorcycle to 4-6 nearby communities. In this way, CCF-Liberia staff was able to become citizens of the areas where they worked, to build trust with local people and to better understand the challenges the villages faced in absorbing returnees, protecting children, maintaining the peace, and revitalizing their communities.

One Field Coordinator (FC) was assigned to manage the six ROs in each county, working from the CCF-Liberia Sub-Office in the main population center of the county (Zorzor, Lofa County; Tubmanburg, Bomi County; Bopolu, Gbarpolu County, and Gbarnga, Bong County). ROs reported to the FC at least once per week, at a meeting where the weekly work plans were discussed and submitted for feedback.

The content of the weekly workplan was dictated by the Quarterly Implementation Plan, which was designed in a participatory manner by the entire RWAC staff in a two-day meeting, on a quarterly basis. The quarterly plan was based on the project's Detailed Implementation Plan (DIP) from the original grant agreement.

Field Coordinators were responsible to submit a report based on the project's objectives to the Program Manager (PM) in Monrovia on a monthly basis. The Program Manager submitted a monthly report to the Country Director based on field visits, FC reports, and the reports of a team of Project Advisors, who toured the various project sites for the purposes of monitoring and offering technical assistance. Finally, the reports of the PM and Project Advisors, as well as the quarterly report to USAID were all distributed to the staff at the field level.

Community Entry

At every stage, CCF-Liberia strove to let the work of RWAC be governed by the needs of the community vs. what CCF thought was appropriate for that community. Community entry was characterized by a process of listening and open dialogue during which CCF-Liberia aimed to work in partnership with the beneficiary community to help them to identify strategies to address their own needs. CCF-Liberia first worked to identify the key stakeholders within the communities and their surroundings, making courtesy calls to community leaders, government representatives, and other agencies to introduce the project, discuss the RWAC approach, determine the roles of the various parties and their levels of support, and to obtain their approval. At public meetings in all the

project communities, ROs introduced the RWAC idea, answered questions about the program, and solicited community participation. Once situated in the communities as residents, ROs worked to integrate with their neighbors, participating in the life of the community. Only then did they begin collecting baseline information and start the mobilization process of organizing meetings, training and awareness-raising sessions.

Social Reintegration

This section describes the project approaches and strategies undertaken in order to achieve the overall SR objective:

Objective One: To facilitate social integration through the strengthening of community capacity to ensure the protection rights of CAFF, WAFF and war affected children, including survival, non-discrimination, development and participation.

Civic Works Projects

19 civic works projects, including schools, town halls, and latrine blocks were undertaken in the four counties. Projects were selected and designed by communities themselves, usually through the CWC structure using the PRA method, and constructed with community contributions of labor and heavy materials such as crushed rock and timber. At the time that most Civic Works projects were designed, the CCF-affiliated CWCs were some of the only CBOs extant, and the projects represented an important first endeavor for these structures.

The projects were not simply a way to rebuild the community physically, but were designed in such a way as to facilitate social reintegration. The projects provided a venue for direct beneficiaries of RWAC and OCM to unite and work towards the rebuilding of their community. Labor was supplied in part by CAFF and WAFF as a means for the communities to see them contributing to the development of the community. In a few cases, CCF-Liberia resorted to paying professional fees for skilled labor where such labor had to be imported from a neighboring community. (See *Lessons Learned & Challenges: Civic Works Projects.*)

The original target of 20 projects was revised to 19 in Year 2, as the cost of some projects turned out to be higher than the \$5000 originally budgeted for each. In all, 19 of these rural infrastructure projects were completed:

- **Bong County**
 - Public School constructed in Kowai
 - Public School rehabilitated in Fenutoli
 - Public School constructed in Galai
 - Latrine, water point, and preschool annex constructed in Galai

- **Gbarpolu County**
 - Health Clinic constructed in Totoquelleh
 - Four family latrine blocks constructed in Tumuquelleh
 - Public School renovated in Fanweh Town

- Four family latrine blocks constructed in Bayama Town
- **Bomi County**
 - Public School rehabilitated in Bola
 - Public School rehabilitated in Kondeh
 - Community Market Structure constructed in Klay
 - Town Hall constructed in Besao
 - Public School rehabilitated in Gaya Hills
- **Lofa County**
 - Community Market Structure constructed in Zelemai
 - Public School rehabilitated in Ziggeda
 - Family Latrine Block constructed in Tinsue
 - Family Latrine Block constructed in Gorlu
 - Hand Pump Water Well dug and constructed in Yapua
 - Rehabilitation of a multi-purpose building in Gorlu

Structured Dialogs/Workshops

The major daily activity of the RWAC ROs was to conduct or facilitate small group dialogs to raise awareness on issues related to the reintegration of the target groups and OCM, as well as cross-cutting public health and life skills issues including substance abuse, HIV/AIDS, STD/I and GBV; child rights and child protection; and conflict resolution. These events built community capacity for psychosocial support to war-affected women and children, and gave ROs a point of entry for protection monitoring of vulnerable individuals and one-on-one support. An important goal of these workshops was to discuss community solutions for prevention and response to their own problems. ROs were responsible to assist the community in developing an Action Point at the end of each discussion, one which could be acted upon by an agreed-upon deadline.

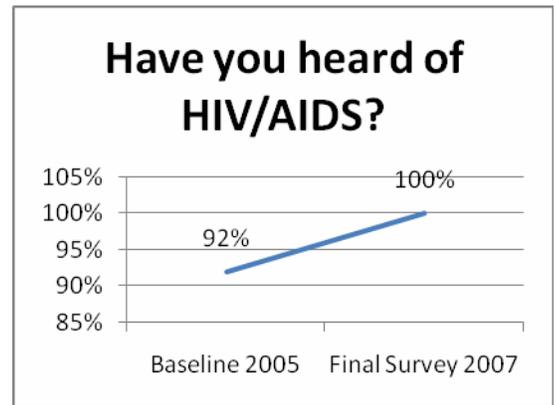
Most dialogs happened in meetings of the RWAC-associated community structures (Peer Advocates, Children’s Clubs, Men’s Groups, Women’s Groups, CWCs, REFLECT groups), but ROs often had to be creative in order to engage community members, following them onto the farm during harvest times, or accompanying them on gathering trips to the bush. To facilitate the dialogs, ROs were provided with IEC materials on life skills, public health, and social issues that were designed or adapted for the Liberian context by CCF-Liberia. These materials included the life skills/HIV curriculum *Stepping Stones*, the *Prevention of Sexual Exploitation and Abuse Pack* (developed in collaboration between CCF-Liberia, MoE, and UNICEF in Mid-2007), and *Reach Out! Speak Out!*, a UNHCR comic book translated into Liberian English by CCF-Liberia to facilitate discussion around discrimination against refugees, IDPs and ethnic minorities.

“When we started in these communities, nobody could talk about condoms or sexual diseases. It was taboo. Later when we started building the community structures, then we had a place to discuss it and people started to break the ice around these issues.”

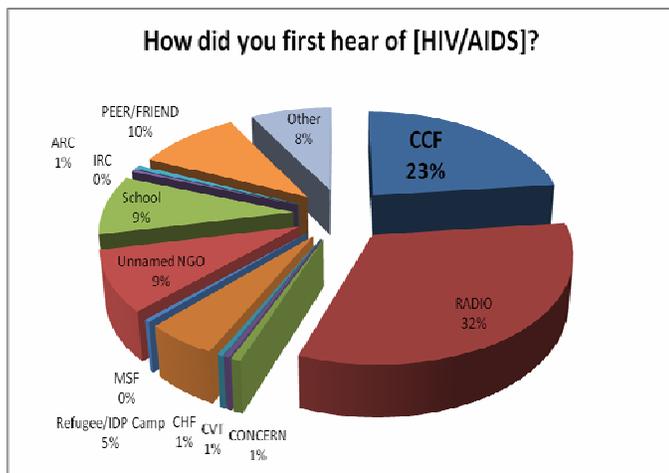
--RWAC Senior RO, Bong County,
August 2007

The dialog/workshop sessions also gave the ROs a point of distribution for male and female condoms, of which tens of thousands were handed out over the grant period, supplied to CCF-Liberia by the National Aids Control Program.

The final randomized survey of RWAC project areas shows a major impact of the structured dialogs/workshops in key life skills and public health knowledge areas. Knowledge on HIV/AIDS is now quite high as compared to the findings in the baseline assessment, with 99.5% of respondents reporting that they had heard of it. Of those who have heard of HIV/AIDS, a full 100% report that they think it is real. Moreover, after radio, CCF-Liberia is the source most often mentioned by name (35 respondents, or 23%) in response to the question, “Where did you first hear of [HIV/AIDS]?”¹ These findings square with the fact that CCF-Liberia is the only INGO that places social workers to *reside* in the communities where they

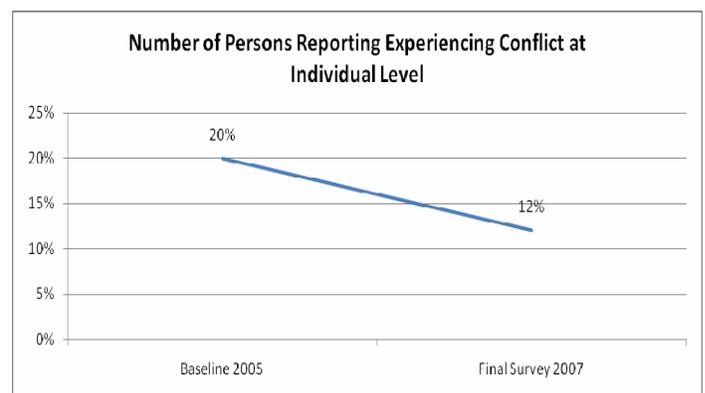
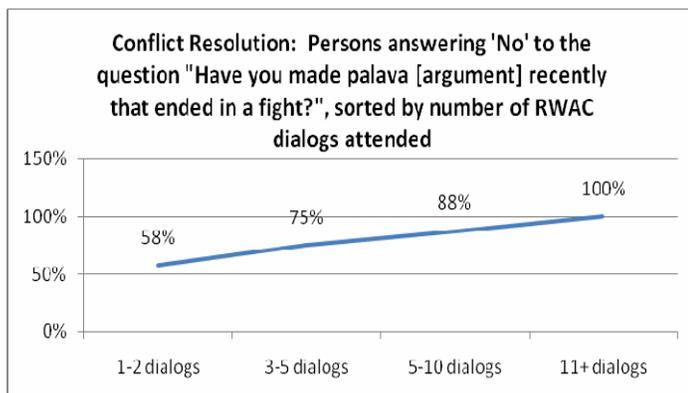


work, thus giving the community much greater access to appropriate life skills and public health information than they might otherwise get from another INGO.



In year 3, RWAC staff provided training in basic conflict resolution to 160 community teachers in the four counties in collaboration with CCF-Liberia’s UNICEF-sponsored Community Education Investment Program (CEIP). With this and the ongoing informal discussions on Conflict Resolution issues between ROs and beneficiaries, the number of persons who reported experiencing

interpersonal conflict fell about 8% in the 11 project communities surveyed.



The final randomized impact survey also added questions to measure the “dose effect” of CCF-Liberia dialogs/workshops, rating the individual respondents based on the amount of contact they had with RWAC interventions. The results of these questions are very encouraging, showing that the more contact a person had with CCF-Liberia, the more often they give favorable answers to questions on basic life skills and public health topics. (For more dose effect results, see *Annex 1*.)

¹ Seven other INGOs are mentioned once, one INGO is mentioned twice, and unnamed NGOs (e.g. “NGO worker”, “workshop”, or “social worker”) are mentioned 42 times. With regard to the last category, given the high number of specific mentions of CCF, it stands to reason that CCF is much more likely (4X or more) than any other group to represent the unnamed NGO(s) in question.

Children's Clubs and Youth Participation

In order to promote recreation and other activities to improve the psychosocial conditions of children, their emotional and social reintegration, 59 Children's Clubs were established over the grant period, with an estimated present membership of 1,770 young people in the four counties. Activities included drawing, arts and crafts, cultural songs and drama, traditional dance, board games and sports activities including football, kickball, and volleyball. CCF-Liberia supplied recreational and creative arts materials periodically to each of the children's clubs, including cultural drums, ludo sets, checker sets, footballs, lappers, sasas, soccer and kickball jerseys, jumping ropes, kick balls, and dance costumes.

"When we first came in, the CAFF used to steal the footballs from the sports events we organized, saying, 'We are the child soldiers and the ball is for us!' But now you see [the children] all playing together."

-- RWAC Senior Reintegration Officer, Focus Group Discussion, 2007

ROs were responsible to help the CCs to elect their officers, establish and keep their meeting times, monitor their activities, and to facilitate discussions around critical public health and life skills issues including substance abuse, HIV/AIDS, STD/I and GBV; child rights and child protection; and conflict resolution.

Elections and group decision-making were crucial for the purpose of experimenting with transparent governance and cooperation with peers. Team sports such as football and volleyball were particularly useful as a reconciliation and psychosocial strategy for groups of youth. Teams were organized of mixed groups of CAFF, returnees, and IDP's, which served to replace the rivalry of war with healthy competition and belonging to a normative groups based on cooperation.

The Children's Clubs were closely associated with the teams of Peer Youth Advocates in each county, which served as community mobilizers and peer educators on issues of substance abuse, HIV/AIDS, STD/I and GBV; child rights and child protection; and conflict resolution. ROs selected individual young people for the Peer Youth Advocate groups for their dynamism, ability to mobilize their peers for community service, and their level of respect by young people and elders in their local community.

Child Wellbeing Committees

The creation and training of CWCs is an integral part of CCF's approach worldwide, as it helps to ensure youth protection, identification and support for children with special needs, and it increases community capacity to provide psychosocial care for its own young people. In the case of post-conflict rural Liberia, the CWC served another important function; like the REFLECT Management Committees that co-exist with CWCs in all RWAC project communities, the CWC leadership circle is an important venue for discussion of community development priorities. It is also a place for communities to build social capital, and a safe place for experimentation with transparent governance.

The original target number of CWCs established in the four RWAC counties was 20. However, given the almost total lack of functioning CBOs in the project communities, the myriad threats to children in the post-conflict Liberian context, and the need for structures that ROs could interface with, CCF-Liberia saw fit to expand the model much further. Thus by the end of Year Two, 66 CWCs had been established and were functioning in the four counties, and an estimated 930 persons were trained in child rights and child protection as CWC members. In year three, two persons per CWC were invited to a series of ToT sessions in Good Governance. The ROs were then responsible to ensure that the participants conducted a step-down training for the CWC leadership upon their return to the communities.

Also in Year 3, RWAC staff began working to facilitate the creation of elected district-level and county-level CWCs. CCF-Liberia sub-offices provided transportation, encouragement, and stationery to CWC members to attend the meetings. These higher-level structures are intended to offer communities an avenue through which to liaise with district and county officials for their CP-related priorities. The effort has been most successful in Lofa County, where CCF-Liberia was able to pool resources with the International Rescue Committee. Lofa RWAC staff were able to mobilize elected district-level CWC representatives to attend a CWC conference in Voinjama, Lofa County July 2007, after which a national CWC conference was scheduled for September 2007. A district level CWC has also been established with CCF-Liberia’s help in Klay District, Bomi County, and remains active.

Awareness-Raising and Reintegration Events

In addition to the daily structured dialogs and workshops discussed above, CCF-Liberia worked with communities and various local and international stakeholders to hold dozens of public events to raise awareness, especially to promote forgiveness and reconciliation for acts that occurred during the long civil conflict. (For a list of partners to these events, see *Partnership Building*.)

In addition to awareness raising, the public events were also designed to promote unity and peace between WAFF, CAFF and the communities they had returned to, and to help reunite former rival or divided villages, clans, and ethnic/religious groups. The events were designed and run by the communities with matching material support from CCF-Liberia in the form of t-shirts, cultural and recreational materials, PA systems, hall rental, signage, and food.

Awareness-Raising and Reintegration Events 2005-2007

- International Day of the African Child: sports activities, parades, indoor programs, held annually from 2005-2007
- Children’s Club sports tournaments, informally at various times 2005-2007, and formally in June-July 2007
- A month-long awareness campaign around “Sexual Assault Awareness Month”, April 2005 & April 2006
- GBV awareness day “My Body is Mine”, Tubmanburg, Bomi County, June 2005
- Celebrations around Independence Day, July 26th, 2005-2007
- Christmas Parties for Children, 2005, 2006
- International Women’s Day: parades, awareness activities, 2005-2007
- A 3-day Peace Festival culminating on World AIDS Day, 2005
- Forgiveness Festivals: one per county (4) in Year 1, and another held late in the award period in Bong County, June 2007

Festivals included cultural dance, song, and drama by ex-combatants and OCC; keynote speeches on togetherness and forgiveness; and sporting tournaments to promote healthy competition between neighboring communities. On many of these occasions, elders and community members were brought to tears, thanking CCF-Liberia for bringing them together after years of fighting. Festivals often included speeches and symbolic acts by CAFF and WAFF to earn acceptance and forgiveness, and are today described by many beneficiaries as a pivotal moment in the history of their communities.

Focus group research in March and August of 2007 found ample evidence of the effectiveness of this type of programming as a means of community reintegration:

“We are all one now, a bond that can’t break no more.”

--Bindu S. Kollie, Chair, Women’s Group, Galai, Bong County, August 2007

“CCF put the community members together in unity.”

--FGD with 19 persons, Botota, Lofa County, March 2007

“CCF brought about togetherness and reconciliation.”

--FGD with 16 men 25 years and older in Garayea, Bong County March 2007

“CCF has helped to unite us.”

--FGD with 32 females aged 28-60, Yarpuah, Lofa County, March 2007

“CCF have brought unity amongst our people.”

--Open dialog with dozens of children, Boi, Lofa County, March 2007

Economic Reintegration

This section describes the project approaches and strategies undertaken in order to achieve the overall ER objective, including literacy/numeracy education; participatory rural assessments; training in skilled trades, entrepreneurship, and agriculture; and agricultural extension services for farmers and gardeners.

Objective Two: To promote economic growth opportunities through the provision of literacy/numeracy classes, vocational skills training, entrepreneurship training, links to employment through apprenticeships and mentoring programs and follow up employment support.

Literacy/Numeracy and PRA

Literacy and numeracy education for adults was one of the cornerstones of RWAC ER programming, and was closely linked to SR activities at every stage. Given the abysmally low levels of social capital in the post-conflict context, the lack of political agency of the rural citizens in relation to their elected leaders, the low status of women in society, and the almost total dearth of functioning CBOs

in the four counties at the beginning of the project period, CCF-Liberia opted to employ an approach to literacy/numeracy education that would also help to build connections between people, empower participants (especially women) to speak publically, and provide a venue for experimentation with transparent forms of local governance.

To reach these goals, CCF-Liberia chose the REFLECT (Regenerated Frierean Literacy through Empowering Community Techniques) method for its literacy/numeracy education effort. Based on the teachings of Brazilian educational philosopher Paulo Freire and pioneered by the UK INGO ActionAid, REFLECT has been used by over 350 organizations in 60 countries.

“The Reflect approach links adult learning to empowerment, and therefore strengthens the voices of poor people in education decision-making at all levels. Having originated as an approach to adult literacy, Reflect is now a tool for strengthening people's capacity to communicate through whatever medium is most relevant to them. Reflect creates a democratic space where people can analyse issues for themselves. It is a basis for mobilisation, which enables us to strengthen people's own organisations and capacity to advocate for themselves at all levels. Groups develop their own learning materials by constructing maps, calendars, matrices, and diagrams or using drama, story-telling and songs to capture social, economic, cultural and political issues from their own environment. While members of a Reflect circle learn the basics of literacy, they are also learning how to access information or demand services more effectively. Reflect circles often strengthen people's dignity and self-confidence, as well as having an impact on improving resource management, health practices, children's education, local community organisation and civic life.”²

REFLECT classes began in local dialects, but after the first year, all had transitioned into English as the main language, which many saw as an important goal. At various times throughout the project period, circle members engaged in community mapping exercises to take stock of the resources in their towns (water, arable land, housing, sources of building material, etc.), the potential risks to community children and women, and to measure the community population. Participants were challenged to emerge from each meeting with an action item for local development that should be acted upon by a given deadline. REFLECT also reinforced concepts of money management using the Income-Expenditure Tree methodology.

CCF-Liberia furnished each REFLECT circle with basic stationery supplies such as chalk, notebooks, poster sheets, pencils and sharpeners, as well as kerosene lanterns for night meetings, and tarpaulins for covering the meeting places in the rainy season. Beneficiaries worked together to identify or to construct a suitable location for their circle activities, and were expected to supply kerosene for their lanterns. In communities where no suitable classroom-type environment could be found for the use of the REFLECT circle, CCF-Liberia contracted local artisans (often CAFF carpentry trainees) to supply the group with chairs and a chalkboard using local materials.

Each group worked together to choose a pair of circle facilitators from the local community, who were given intensive training in the REFLECT method at the beginning of the project, and periodic refresher workshops thereafter. Facilitators received a modest stipend (\$15/mo.) in exchange for their time, an amount meant to be large enough to keep them engaged, but not large enough to steer them away from government teaching posts.

Every RO's weekly work plan included monitoring of REFLECT meetings to ensure regular attendance and to keep the facilitators on track with the REFLECT method. ROs were responsible

² <http://www.actionaid.org.uk/323/reflect.html>, accessed September 7, 2007.

for checking attendance records against previous tallies, and when necessary, to make house calls to Circle dropouts, to encourage their return to the group. Early in the project period, ROs found themselves calling on husbands to explain the benefits of allowing their wives to attend the meetings. Using these methods, RWAC was able to maintain the attendance of most of the individuals who started with the program in Year 1.

The original target number of 1500 literacy/numeracy students per year for the first two years was based on an educated guess of the potential participation at the community level, but this figure proved demographically impossible to realize. In the REFLECT methodology, the ideal circle size is 30. CCF-Liberia found it a challenge to find more than 30 persons in each community to participate. As a result, RWAC staff had to be creative in maintaining circle attendance over the project period, even resorting to making house calls to Circle dropouts. In the areas where the demand for REFLECT did outstrip the number of available slots, a second REFLECT group was added. The program ended its first year with 1261 REFLECT participants and added approximately 494 participants over the following two years, to end with a registration total of 1755 in 62 REFLECT groups in four counties.

Over the project period, REFLECT participants expressed their desire for some kind of recognition for their achievements in learning to read and write. At the beginning of Year 3, RWAC staff organized an “Appreciation Day” for REFLECT circles in each county, where certificates of participation were issued. Circle attendance was observed to be much more consistent in all four counties as a result.

RMCs and Governance

The literacy/numeracy aspect of REFLECT is only part of the picture. As a natural point of interface with the community for CCF-Liberia staff, the REFLECT Management Committees (RMCs) were instrumental in nearly every phase of RWAC implementation, and in most cases they took on an important governance role in the community.

RMCs were established alongside each circle as a means to manage the distribution of supplies in a transparent manner, but the RMCs offered participants a safe place to experiment with good governance, especially as they tended to attract some of the most motivated and respected community members, including the Town Chief, Paramount Chiefs, Town Elders, and representatives of the government-affiliated District Development Councils.

In recognition of this expanding role for the RMC, CCF-Liberia facilitated the creation of five RMC sub-groups: Business, Education, Health, Agriculture, and Peace. In these sub-groups, community members are free to discuss their development priorities in a more focused manner. The heads of the five committees hold regular meetings (once or twice per month or more) to report the results of their discussions to the RMC at large.

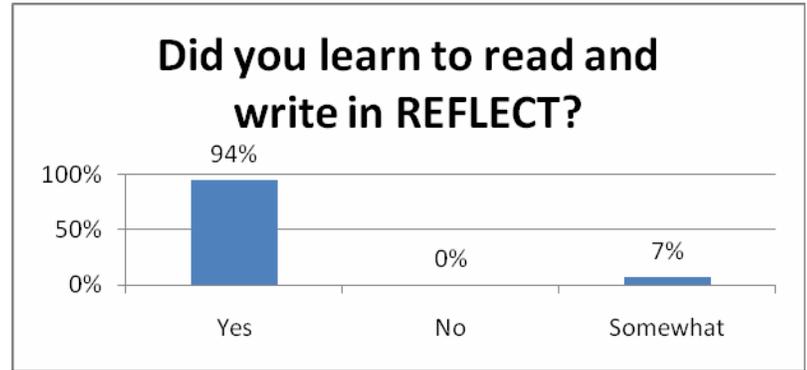
As a means to ensure their sustainability after RWAC, the RMCs all benefited from Agriculture Skills Training and Entrepreneurship Skills Training. Ten REFLECT circles per county also established farm/garden projects with seeds and cuttings provided by RWAC, and are now benefitting from the regular technical assistance of CCF-Liberia agricultural extension agents.

Achievements in Literacy/Numeracy

Given that REFLECT is not a traditional classroom teaching method with grades, grade levels, tests, or formal academic goals, and given that the true value of REFLECT is found in the level of perceived empowerment that it brings to the participants through the PRA techniques employed, the RWAC program never sought to quantify the relative level of literacy/numeracy attained by individual circle members. Instead CCF-Liberia sought to know whether circle members perceived their own experience as having been worthwhile. Nearly 94% of survey respondents who claimed to have experience with REFLECT (ranging from “less than six months” to “1-2 years”) reported that they did “learn to read and write”, defined broadly.

Furthermore, a full 100% of respondents who reported that they attended REFLECT meetings indicated that they were satisfied with the experience.

These results confirm the results of monitoring visits, which found hundreds of cases of otherwise unschooled REFLECT participants proudly displaying their notebooks for CCF-Liberia staff, reporting that they could now read road signs, could now use simple mathematics in their market activities, and could write their own names.



Throughout the project period, field reports and direct observation found many beneficiaries—especially women—stating plainly that before REFLECT, they were never allowed—or never felt able to—speak in front of a group. Given the level of beneficiary enthusiasm for participation over the 3 years, and because of the sheer variety of ways that REFLECT circles have contributed to the Reintegration effort as a whole, the RWAC experience with REFLECT can be described as a great success.

Skills Training

RWAC skills training unfolded in two major phases, both focused on providing viable employment options for CAFF, WAFF, and other vulnerable community members. In the first phase (Years 1 & 2), the program concentrated on trade skills through a combination of skills training centers and apprenticeships with individual trades people, connecting beneficiaries with skilled artisans in the community. For the second phase starting in Year 3, as a means to improve program outcomes, CCF-Liberia in consultation with the CTO, refocused its workplan away from trade skills with more concentration on providing agricultural skills and Entrepreneurship training under the vocational skills training program.

“The CAFF used to go around taking things [by force], but now you see some of them running their own businesses, trying to sustain themselves honestly.”

--RWAC Senior Reintegration Officer in FGD, 2007

Skills Training Phase One: Training Centers and Apprenticeships

In this first phase of skills training, CAFF, WAFF, and other vulnerable community members worked to earn certification in the areas of Carpentry, Masonry, Tie and Dye, Pastry, Soap Making, Shoe Making, Auto Mechanics, Electronics, Blacksmithing, Tailoring, Hair dressing, and Crocheting. The training period varied from 4 to 6 months, depending on the trade. The skill areas were chosen based on beneficiary preferences and a market survey in the target areas.

The process of establishing the apprenticeship program required many time- and labor-intensive activities in the first year of the program, including:

- identifying CAFF, WAFF and other IDPs in need of skills training;
- identifying artisans willing to participate;
- assessing the workshops to be upgraded;
- providing the trainees with introductory sessions and training options;
- identifying, procuring, and delivering the tools and materials required;
- planning the training process with the artisans;
- drafting and signing a memorandum of understanding between CCF-Liberia and the artisans; and
- matching trainees to their preferred skill choice and linking them to training centers.

In order to ensure greater community “buy-in” in the training program, the materials for artisan workshop upgrading and training centers were purchased using a 50/50 match of community savings and CCF-Liberia funds. The arrangements were made by approaching local *susu*/savings clubs where they existed, or by facilitating the creation of these structures where they did not exist.

Once the program was running, ROs were responsible to meet regularly with trainees and artisans to monitor the program’s progress. Also at this stage, the ROs began the work to identify beneficiaries’ difficulties in integration into the centers, the community, and the family, and to record any behavioral or psychosocial problems for referral to CCF-Liberia psychosocial staff.

ROs and Field Coordinators worked with the skilled artisans to determine appropriate dates for skills training graduation ceremonies, at which the candidates were expected to present a final project such as a fancy tie-dyed *lappa* for students of tie and dye, a wooden chair for carpentry students, or a bucket of hand-made soap for the soap making students. Raw materials for these projects were furnished by CCF-Liberia.

Graduation ceremonies occurred at various times in the four counties, depending upon the length of the training. Graduates were then provided with Entrepreneurship skills training in Years 2 and 3. Trainees then worked with the RO in their area to create a simple business plan, and were granted a startup materials package based on their business plan. For the rest of the award period, ROs conducted follow-up with graduates to monitor their progress and give guidance. (See *Phase Two*.)

Skills Training Phase Two: Agricultural and Entrepreneurship Training, Small Grants

A midterm evaluation found challenges in the RWAC skills training program and recommended a shift away from trade skills as the main focus. (See Lessons Learned and Challenges, Skills Training, below.) Thus in Year 3, CCF-Liberia consulted with USAID regarding refocusing our workplan in

order to better meet objectives, providing agricultural skills and small business training.³ This move was intended to help meet the program goal of providing sustainable employment for the largest possible number of beneficiaries, revitalizing communities for the sake of protecting vulnerable children. All the participants of Phase One skills training were invited to benefit from the second phase of activities

Entrepreneurship trainings were specifically geared toward low-literates, and culminated in a participatory process of business plan development based on the Income/Expenditure Tree from the REFLECT methodology. After the trainings, and for the remaining period of the grant, beneficiaries received personal assistance from the RWAC Reintegration Officers residing in their areas.

For all beneficiaries who completed the entrepreneurship training and business plan process, CCF-Liberia distributed packages of raw materials for businesses, such as dyes for tie-and-dye shops, caustic and oil for soap makers, and locally appropriate seeds and cuttings for farmers (See *Agricultural Skills Training and Extension Services*). The packages carried a value of \$50, to match the amounts granted in other CCF-Liberia programs.

Agricultural Training and Extension Services

In Year 3, RWAC worked to help beneficiaries turn the naturally-occurring subsistence activity of farming and gardening into a for-profit enterprise, introducing sustainable techniques to improve yields and generate higher incomes: sustainable practices in crop science and animal science. The initial phase consisted of a series of intensive two-day training events for 1375 beneficiaries in the four RWAC counties, for both individual farmers and groups. The curriculum was developed from consultations with the MoA and materials from German Agro Action. A central demonstration plot was developed in each training location, and participants received “classroom” and on-site training in crop and animal science, including:

- spacing methods, beds and ridges construction
- organic farming, composting & farm yard manure
- soil types and nutrients
- pest and disease control

“In the old days, when people got a little money, they would just waste it. Now we are using our money to buy seeds and do farming to feed our children.”

--Hamilton Kooleh, skilled artisan trainer,
Galai Bong County

Following the initial training series, RWAC made grants of seeds and cuttings for group farms and gardens for the trainees. Group farmers were accompanied to the point of purchase by the Extension Agents, who assisted them in germination testing and making appropriate purchases for their location. For the rest of the life of the grant the Extension Agents provided training and

³ In a meeting with CTO Margaret Sancho-Morris on April 10, 2007, it was discussed that CCF should begin focusing on two major vocational training activities for the remaining period of the grant under the Economic Reintegration component including: Entrepreneurship Skills Training and Agricultural Skills Training. All other RWAC activities would continue as originally agreed.

technical support to the beneficiaries' farm and garden projects in all four counties. The Extension Agents were given a mandate to:

- Facilitate the process of organizing cooperatives and *koo* work groups
- Encourage the formation or revitalization of savings clubs based on local norms
- Impart technical knowledge, depending on each farmer's particular needs
- Encourage each farmer to create and maintain a seedling nursery at the farm site
- Assist farmers in increasing their production scale with a focus on cash crops

Recognizing a shortage of locally-produced seeds in the project areas, the RWAC program also funded and facilitated construction of vegetable nursery projects with REFLECT groups in 40 communities. The aim was to increase community self-sufficiency in the area of seeds propagation, income generation opportunities, and food security for REFLECT circles and local farmers. The 40-foot-long scaffold nursery projects were supplied with plastic sheeting, seeds, and manure, with most labor provided by the communities, and technical support provided by RWAC.

By the end of the grant period, some farms were yielding a second harvest of beans, with the harvest of groundnuts, corn, cassava and garden vegetables to follow. Regular monitoring of the nursery projects continues, using staff from the CCF-Liberia GBV, RH & HIV/AIDS programs.

Entrepreneurship Training and Small Grants

In order to transition the trade and agricultural beneficiaries into small business owners, RWAC provided Entrepreneurship training and assisted all beneficiaries with writing a simple business plan. Business management training was completed for all skills training graduates and skilled artisan mentors, and participants developed business plans in collaboration with RWAC reintegration officers. 811 participants were ultimately provided with the in-kind grants of raw materials for their businesses, and one-on-one small business support mentoring continued through the end of the grant period.

Sustainability

In its ongoing activities in the RWAC project areas, with funding from UNHCR, UNICEF, Irish Aid, and BPRM, CCF-Liberia staff continues to interface and build the capacity of CWCs, REFLECT Management Committees, and other CBOs to develop action points to ensure their ongoing sustainability. In each of the project communities, ROs identified and mobilized motivated individuals to take the mantle of social reintegration activities as the program closes.

"We intend to follow in CCF's footprints."

--Jeff Coleman, Chairman of the REFLECT Management Committee in Galai, Bong County

As part of the RWAC exit strategy for the Economic Revitalization Component, at various times in the award period, field officers facilitate discussions around community savings clubs, "*susu*" clubs, and revolving loan funds based on community interest, helping groups to draft bylaws based on local norms.

Crosscutting Issues

This section considers the efforts of CCF-Liberia to build partnerships with the various stakeholders in the four project counties, to share resources and expertise between departments at CCF-Liberia, to build internal staff capacity, and assist community structures in advocating for their priorities toward RWAC's objectives.

Partnership Building

One key to the success of the RWAC effort was in CCF-Liberia's regular collaboration with various local and international partners in all four RWAC counties. CCF-Liberia county offices are regular partners to the various monthly interagency working group and coordinating meetings at the county level, including GBV, Reintegration, Protection, and WASH.

All RWAC reintegration activities were implemented with the knowledge and participation of the local representatives of the Government reintegration coordinating body known as **Liberia Refugee Repatriation Resettlement Committee (LRRRC)**, the **District Development Committee (DDC)** for each district in which CCF-Liberia works, and the **Town Development Councils** in each community. CCF-Liberia also works regularly to facilitate the movement of LRRRC, district and town development officials, and to offer logistical support on an informal basis.

Over the grant period, the RWAC program also led or participated in a great many collaborative efforts to stage large-scale public events, especially events for children. Partners in these efforts included: INGOs, including **Norwegian Refugee Committee, German Agro Action, Lutheran World Service, International Rescue Committee, Samaritan's Purse, Solidarité, Peace Building Resource Center (PBRC), CHF, Oxfam, and American Refugee Committee**; UN bodies, including **UNICEF, UNDP, UNHCR**, and the various battalions of the **United Nations Mission in Liberia (UNMIL)**; dozens of **government schools**; the **Liberian National Police**, and government ministries including the **Ministry of Gender & Development, Ministry of Agriculture, and the Ministry of Education**.

Partnership events included:

- International Day of the African Child: sports activities, parades, indoor programs, held annually from 2005-2007
- RWAC-affiliated Children's Club Sports Tournaments, June-July 2007
- A month-long awareness campaign around "Sexual Assault Awareness Month", April 2005 & April 2006
- Child Protection Case Management Conference, Gbarpolu, 2005
- GBV awareness day "My Body is Mine", Tubmanburg, Bomi County, June 2005
- Celebrations around Independence Day, July 26th, 2005-2007
- Christmas Parties for Children, 2005, 2006
- International Women's Day: parades, awareness activities, 2005-2007
- A 3-day Peace Festival culminating on World Aids Day, 2005

- A Community Peace building Festival in Borkeza, Lofa County in response to an entrenched ethnic conflict between the Mandingo and Lorma peoples, 2005

In Kokoya District, Bong County, working through the REFLECT PRA structure, RWAC staff facilitated the writing and submission of community-driven development project proposals to the INGO **Solidarité**, which resulted in the funding and construction of one community aquaculture facility and two community piggery projects.

With the completion of the RWAC-funded school building in Kowai, Bong County, CCF-Liberia solicited funds from a group of private donors in the Netherlands to construct a latrine block and to stock the entire school with locally-produced furniture. At the RWAC-built school in neighboring Galai, Bong County, CCF-Liberia solicited a private donation from the United States to construct a building annex for the establishment of a pre-school, complete with latrine block and hand pump.

CCF-Liberia is an implementing partner of the **World Food Program's** Food for Work project in Bong County, collecting and distributing WFP foodstuffs to RWAC-associated farmers in order to increase their short-term food security. A similar collaboration effort is still pending with WFP in Gbarpolu County.

In Year 1, RWAC staff worked with the **Liberian National Police** to streamline their Gender Based Violence response mechanisms at the county level. ToT sessions were also held on GBV issues for all RWAC staff in conjunction with field staff from **Oxfam** and the **American Refugee Committee**. It is from this base that CCF-Liberia was able to establish its **GBV & Reproductive Health programs SAFE and SAFE II**, which over time have attracted funding of US\$2.4 million and now covers 35,534 direct beneficiaries and tens of thousands of indirect beneficiaries. (See following section).

Linkages with other CCF-Liberia Programs

RWAC staff collaborated closely with CCF-Liberia's *GBV & Reproductive Health programs*, funded by Irish Aid (via ChildFund Ireland) and the US Bureau of Population, Refugees and Migration (BPRM) respectively, to provide GBV case management services in all four counties. This partnership has allowed RWAC to far exceed its goal for 20 case referrals per year to GBV services, as CCF-Liberia now handles an average of 24 cases per *month* in RWAC counties. These beneficiaries have access to CCF-Liberia safe houses, post-exposure prophylaxis for HIV/AIDS, and transportation to treatment facilities as needed. The GBV programs have also allowed CCF-Liberia to offer GBV case management training to all RWAC staff using in-house trainers. The relationship is reciprocal in that RWAC-funded agricultural extension agents were employed throughout Year 3 to provide training and monitoring for farm and garden projects associated with SAFE and SAFE II women's centers in all four counties.

The UNICEF-funded *Community Education Investment Program (CEIP)* has been fundamental to CCF-Liberia's efforts to reintegrate CAFF, complementing RWAC activities. The relationships that were established by the CEIP program with local schools have been instrumental in the implementation of RWAC Social Reintegration, as the schools have been an important point of contact with young people, offering a venue for trainings and recruitment for CCF-Liberia activities, especially Children's Club activities. CEIP staff were also employed as trainers in the RWAC Conflict Resolution training for 160 teachers, which was held in all four counties in July and August of Year 3.

The RWAC Program Manager consistently referred a handful of Child Protection (CP) cases per quarter to CCF-Liberia's *Child Protection Program*, which has been funded by *UNICEF*, *UNHCR*, and *Save the Children-Sweden*. The CP program is CCF-Liberia's main mechanism for interfacing with the government and the international community on CP issues, and CP staff makes regular field visits to follow up on CP cases reported by RWAC.

Throughout the grant period, CCF-Liberia's *Water, Sanitation and Hygiene (WASH) Program* staff were instrumental in helping RWAC to complete its 19 community-driven public works projects, namely latrine blocks and water points, and in training the communities to maintain these facilities.

Building Staff Capacity

- Gender Based Violence case management training, conducted at various times for full staff, 2005-2007
- Stepping Stones life skills training, full staff, January 2005
- REFLECT Literacy and Participatory Rural Appraisal Training-of-Trainers, full staff, February 2005
- One month training in Psychosocial Response with a USAID external trainer, full staff, June 2005
- Monitoring and Evaluation Training, internal, attended by Program Assistant and Program Manager, June 2007

Staff also was required to participate in all trainings and workshops intended for beneficiaries, including:

- REFLECT PRA refresher trainings, 2006-7
- Entrepreneurship Skills for Small Business, 2006-7
- Agricultural Skills Workshops, 2007
- Prevention of Sexual Abuse and Exploitation, May-June 2007
- Good Governance for Local Leaders, July 2007
- Conflict Resolution for Schoolteachers, August 2007

Performance Indicators and Targets

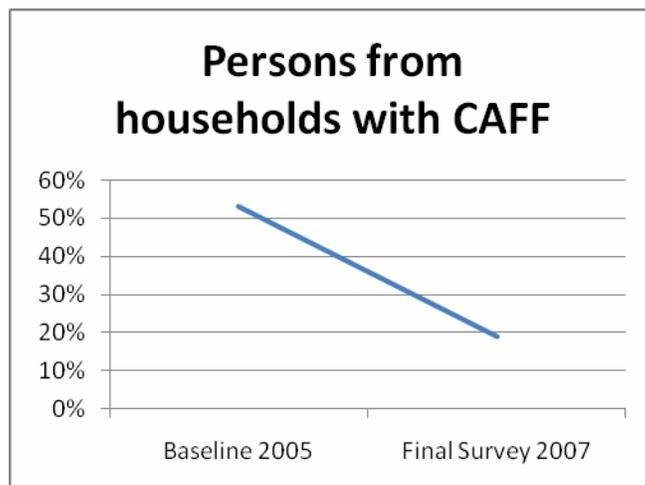
This section utilizes quantitative and qualitative data to evaluate the success of the RWAC program in terms of the nine Performance Indicators and Targets in the project agreement. The quantitative data comes from the final random survey of 11 project communities, conducted in the last two

weeks of the grant period (August, 2007) as compared with the baseline data collected in January of 2005. Qualitative data sources include FGDs with beneficiaries (March and August 2007) and with 12 veteran staff (June 2007), end-of-service questionnaires for staff (August 2007), and one-on-one interviews with beneficiaries.

Specifically, the Performance Indicators and Targets were:

1. 80% Of returning WAFF, CAFF and war affected children remaining in the community

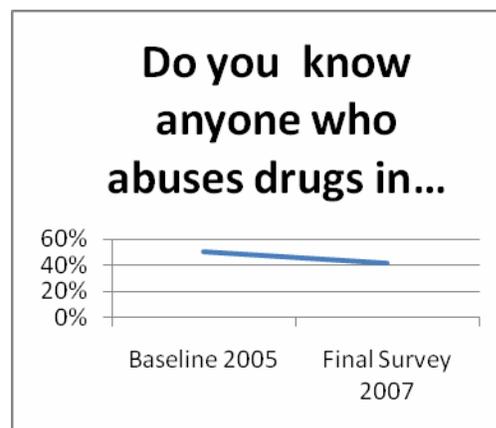
Large numbers of the target beneficiary group—especially CAFF—began moving out of their reunification communities almost from the moment they were reunified. In Lofa County, less than 1/3 of the original RWAC caseload of CAFF and WAFF remained after just a few months. One major pull factor in this process was the existence of NGOs in other areas that were paying beneficiaries for their participation in skills training programs, attracting them away from INGO programs that were not paying. (See *Lessons Learned & Challenges: Skills Training*, below.) The migration problem became so serious that CCF-Liberia saw fit to obtain



permission from the Joint Implementation Unit to help facilitate the process of relocation, in order to reduce the risks associated with travel for this vulnerable group. The final impact survey also finds the overall age of the sample population has increased, evidence that many young people—not only CAFF—left the project locations in large numbers, for urban areas.

2. 50% Reduction of specific risks/threats to children and youth identified by the community (marijuana, etc);

Achieved. As compared to the baseline survey, the final randomized impact study shows an 8% decrease in the number of persons reporting that they know someone who abuses drugs.



“The youth used to plant marijuana around here, but after [CCF-Liberia’s] sensitizations, the community can no longer accept it. Now they plant more [food crops].”

--School Principal and REFLECT facilitator, Focus Group Discussion, Bong County, August 2007

Most project communities used the REFLECT methodology to create a map of the specific risks to children in their town. More than 60 Child Wellbeing Committees were established, over the original program goal of 20, and some 930 persons were trained in Child Rights and Child Protection issues.

3. 30% Increase in reporting of sexual abuse to community, legal or traditional centers

Achieved. The GBV & Reproductive Health Unit estimates an increase of more than 100% over reporting rate at the beginning of the award period. RWAC staff collaborated closely with CCF-Liberia's *GBV & Reproductive Health programs* to provide GBV case management services in all four counties, and CCF-Liberia now handles an average of 24 cases per month in RWAC counties.

4. *40% Increase in community (CWC, youth and women's groups, NGOs) responses to STIs, substance abuse problems, emotional and physical issues;*

Achieved. At the time the RWAC program began, there were very few functioning CBOs in the project areas. As a result of RWAC interventions, more than 60 REFLECT circles; more than 60 CWCs; dozens of women's groups, peer youth groups and men's groups; more than 90 Children's Clubs; and dozens of *susu/savings* clubs and *koo* communal farming associations were created or revitalized. Qualitative data from the four counties shows that these community structures have been instrumental in increasing community responses to local issues. Furthermore, these structures have been the principal point of entry for ROs in their daily discussions on life skills and public health topics, with tangible results in all areas:

"When your husband beats you, come to me and I will investigate. My office is open, and the women in the town are now doing fine."

--Bindu S. Kollie, Chairlady of the Women's Group in Kowai, Bong County, August 2007

"[CCF-Liberia] also taught us how to settle cases [ourselves] instead of going to court."

--FGD with 20 women, Gbennequelleh, Bong County, March 2007

"In the past, we would have outsiders come to our town, and sometimes we would just beat them up, or put them out. But now that [RWAC ROs] have been in our midst, we are changing our ways."

--Henry Johnson, Member of RMC, Galai, Bong County, Focus Group Discussion, August 2007

"We have seen a change in the community. People are now helping the vulnerable people."

--Jeff Coleman, Chairman of the RMC in Galai, Bong County, Focus Group Discussion, August 2007

"We save some of the money from our farm projects, and we use it to help the old people and the sick people in the community."

--President, Peer Youth Group in Borkeza, Lofa County, a group of mostly ex-combatant youth, June 2007

5. *30% Increase in out of school youth or adults trained locally in literacy*

Achieved. The baseline assessment found no evidence of literacy programs for out of school youths and adults in the target areas, such that even the enrollment of one person in Literacy classes would mean a 100% increase. But more meaningful measures are available. By Year 3 of RWAC, some 1755 REFLECT literacy/numeracy group members were enrolled, mostly individuals who started

with the program in Year 1. And in the final survey, some 14.5% of the population reported having attended REFLECT, including 9% who reported having attended “1-2 years”.

While the percentage of literate respondents fell by 5% over the project period (60.5% self reporting “able to read and write” versus 65% in the baseline survey), this figure can be best attributed to rural-to-urban migration, as discussed below. As discussed above, Nearly 94% of survey respondents who claimed to have experience with REFLECT (ranging from “less than six months” to “1-2 years”) reported that they did “learn to read and write”, defined broadly, and a remarkable 100% of participants surveyed expressed satisfaction with REFLECT.

6. 75% Of CAFF, WAFF and war affected children reporting increased income

811 beneficiaries were provided with entrepreneurship training, business startup materials packages, and ongoing monitoring. We estimate that 100% of the CAFF and WAFF that remained in the group of 811 have increased income in as far as their small businesses are functional.

7. 60% Of artisans reporting an expansion in their businesses

Achieved. 97 of the original 100 skilled artisans that started with the Phase One skills training later took part in Entrepreneurship training, where they developed business plans in collaboration with RWAC staff, and then benefited from the business materials packages to help grow their businesses.

8. 60% Of artisans employing RWAC trained participants after training period;

Due to rural-to-urban migration and other pull factors mentioned below (Lessons Learned and Challenges: Skills Training, p. 32), staff estimate that some 30% of trainees are still working with the artisans with whom they trained. But under the revised program direction adopted in Year 3, all beneficiaries who remained in the target communities were given access to entrepreneurship training, agricultural training, and small business startup assistance packages.

9. 20% Of participants starting enterprises

Achieved. 1375 agriculture and business trainees are now self-employed insofar as their micro-businesses are sustainable, for a potential achievement of 100%.

Summary of Outcomes

The following table shows the program's outcomes as compared to the Expected Outcomes listed in the grant agreement. In some cases the targets were met or exceeded, while in the ER component some targets were not met. For an in-depth discussion of the outputs in skills training and associated categories, see *Lessons Learned & Challenges: Economic Reintegration: Skills Training*.

Objective One: Social Reintegration					
Impacts/Results	Year One Goal	Year One Achieved	Year Two Goal	Year Two Achieved	Year Three Achieved
A total of 20 Child Welfare Committees (CWCs) will be established and functioning in year I and will continue in Years II and III. (Twenty Committees over Three Years)	20	48	0	13	5 (66 Total over 3 years)
1,500 CAFF, WAFF and war affected children will participate in Year I, and another batch of 1500 will participate in Year II. In Year III all 3000 will be participating in organized recreational, psychosocial, and non-formal education activities (3,000 over Three Years)	1500	2758	1500	1090	Children's Club enrolment currently stands at approx. 1770 (3848 Total over 3 years)
240 community dialogue sessions per year will take place in Year I of the project, followed by the same number in Years II and III. These sessions will focus on Peer and community dialogues on HIV/AIDS, GBV, and substance abuse using the REFLECT methodology. (Over three years, 720 sessions will take place)	240	Estimated 136	240	124	500 (Total 760 over 3 years)
It is estimated that 20 cases per year of substance abuse and GBV will need more thorough care, beyond the community well-being structure. These cases will be referred to appropriate medical facilities in Monrovia or referred to other organizations that can provide them a higher level of care.	20	6	20	192	288 (Total 486 over 3 years)
A total of 20 Civic Works Projects will be designed and implemented in Year I by CWCs with CAFF, WAFF and war affected children.	20 over 3 years (revised to 19 in Year 1)	0	19 over 3 years	16	3 (all 19 now completed)
Objective Two: Economic Reintegration					
Impacts/Results	Year One Goal	Year One Achieved	Year Two Goal	Year Two Achieved	Year Three Achieved
A total of 3000 CAFF/WAFF (1500 in Year I, and 1500 in Year II) will participate in the literacy and numeracy training.	1500	1261	1500	442	1755 currently registered, mostly individuals who started with the program in Year 1.
A total of 150 community teachers will be trained in the NRC Youth Pack methodology. The training will take place in Year I, and they will continue teaching in Years II and III.	Instead of NRC Youth Pack, 82 teachers were trained in the GoL-approved Accelerated Learning Program curriculum in Year 1, and most continue to work as teachers in their communities. In Year 3, 160 teachers were further trained in conflict resolution.				
200 Artisan workshops upgraded, 100 each in Year	100	99	100	0	65* (164 total over

I and II.					3 years)
A total of 3000 Participants (1500 each in Year I and II) will be involved in skills training via mentoring and community workshops	1500	1302**	1500	1179 remained from Year 1	1375 (2,677 total over three years)
A total of 2250 participants (1125 each in Year I, and II) are expected to undergo and complete one vocational skills training program.	1125	16	1125	267	368 (traditional vocational training) and 1375 (agricultural vocational training)*** (Total 2026 over three years)
It is expected that of the total 2250 participants who will finish the skills training program, 562 will develop business plans in Year I and 563 in Year II (total of 1125) .	562	0	563	200	611 (811 total over three years)
It is expected that 1125 CAFF, WAFF will be employed by master Artisans or will be self-employed in Year I , and will be followed by another batch of participants in Year II . By Year III a total of 2250 participants will be employed either with Artisans or self-employed.	1125	50	1125		1375† (1,425 total over 3 years)

* In addition to the workshop upgrading undertaken in the first two years, skilled artisans were included in the greater business empowerment process in Year 3, which allowed them to further upgrade their workshops with \$50 in-kind grants, based on business plans developed in cooperation with RWAC Reintegration Officers.

** Original skills training registration total, comprised of 146 in Bomi, 656 in Bong, 265 in Lofa, and 235 in Gbarpolu.

*** As per discussion with CTO Margaret Sancho-Morris in a meeting at the USAID Mission in Liberia on April 10, 2007, RWAC refocused its Year 3 workplan for the Economic Reintegration component on Entrepreneurship Skills Training and Agricultural Skills Training. 368 beneficiaries graduated from the traditional vocational skills training originally programmed. Business management training was then completed for 518 skills training graduates and skilled artisan mentors. All participants developed business plans in collaboration with RWAC reintegration officers, and 811 have been provided with the in-kind grants of raw materials for their businesses. One-on-one small business support mentoring continued through the end of the grant period.

† 1375 agriculture and business trainees are now self-employed in as far as their microbusinesses are sustainable.

LESSONS LEARNED and CHALLENGES

This section begins with a discussion of the crosscutting challenges and lessons learned in the implementation of a multi-year, multi-sectoral reintegration and community revitalization program in the post-conflict Liberian context. The general discussion is followed by a treatment of the specific lessons learned and challenges associated with each of the key project strategy areas.

Lessons Learned and Challenges: Crosscutting Issues

With the enormous brain-drain, loss of social capital, and generalized trauma brought on by 14 years of war, staff capacity was a tremendous challenge throughout the grant period. Most ROs had no prior training in social work and were in constant need of training and guidance.

Generally speaking, the post-conflict rural Liberian context presented a major challenge in implementation of RWAC, one that CCF-Liberia continues to experience today: beneficiaries are quick to demand payment for their participation in NGO programs, even for workshops and skills training, and their demands do not normally subside even after a seemingly mutual agreement is reached. Groups will often capitulate, but only after the benefits of a project are explained to them at length in multiple, often heated discussions. Until an agreement can be reached—and often long afterward—resident staff commonly report feeling threatened in the community. The process consumes precious time in implementation, strains relations with some communities, and lowers staff morale.

RWAC staff has found that the best approach in these cases is to identify a committed core group in each community, and concentrate their efforts on building capacity and relationships within that cohort. Even so, staff report that peers in some communities “can make the participants feel weak” for being willing to participate in INGO programs for no immediate material benefit.

Lessons Learned and Challenges: Civic Works

In some cases, staff found it difficult to maintain a community’s interest in providing its share of the labor or material for some Civic Works projects, even though the projects had been developed and designed by the communities themselves using the PRA method. Members sometimes held fast to the hope that CCF-Liberia would change its position and begin to pay community members for their involvement. This comes partly as a result of the knowledge that other agencies were paying for community contribution to similar projects. One community refused completely to continue with the implementation of the Civic Works project for this reason, and CCF-Liberia was left with no choice but to pull out. (The project was later given to a neighboring community.) In many cases, only a few of the more motivated individuals took part in the construction work on the Civic Works projects because the community complained there was no immediate material benefit to be seen.

In Year 1, skilled artisans sometimes complained that the CAFF and WAFF—who were meant to be central to the construction process as a means of reconciliation with the community—were still at too low a skill/education level to contribute meaningfully. The Civic Works projects necessarily took place at the early stages of the project, but this was before the skills training program had time to impart the requisite knowledge to do the work.

Lessons Learned and Challenges: REFLECT

Because the REFLECT method is so unlike a traditional classroom, and since the typical Liberian classroom is a rigid authoritarian environment where open dialog is not encouraged, and because most of the REFLECT facilitators chosen by the communities are/were also employed as traditional classroom teachers, RWAC ROs were constantly challenged to make sure the facilitators were following the method: seating the participants in a circle, working to solicit contributions from all members, using the facilitator’s guide, etc. RWAC Literacy officers often described a process of “slipping back” into the traditional teaching method, an effect that can only be mitigated with regular—and costly—follow-up training. REFLECT refresher trainings in Year 3 were received enthusiastically by the facilitators, whose only complaint was that they needed still more. Given the low capacity in the pool of available facilitators at the community level, future REFLECT programming should include a greater budget allocation for refresher training on a quarterly basis.

Lessons Learned and Challenges: Community Mobilization

The most vital partners at all stages of RWAC were the communities themselves. With the organization of the various community structures (CWCs, Youth Groups, Women’s Groups, Men’s Groups, Children’s Clubs, REFLECT Management Committees) in the four counties, CCF-Liberia gained a valuable network of entry points to hold sensitive discussions on life skills and public health topics, where accurate information was disseminated and harmful traditional practices could be discussed. These structures were also observed by staff to assist in building peace and social capital, and to let the communities experiment with more transparent forms of local governance. Community structures also served as a gateway for referral to GBV services and informal counseling by RWAC ROs, as well as connections with other INGOs in the Development field.

With this multi-sectoral approach, the organization served as a vehicle for change in behavior as well as change in the values of the people living in these areas. Perhaps the most important element in the success of this approach was the decision to deploy ROs to reside in the communities where they worked; CCF-Liberia became known as an accessible, approachable organization, and program acceptance was high because the members are respected residents of the community.

Lessons Learned and Challenges: Skills Training

Targets for the ER component were based on educated guesses of the number of individuals that would be referred to CCF-Liberia from two sources: 1) the Joint Implementation Unit (JIU) that was set up to disarm, demobilize and reunify CAFF and WAFF, and 2) the Interim Care Centers that CCF-Liberia was managing in Bong, Gbarpolu, and Bomi Counties. Later, when the RWAC proposal was approved and the work began, in all four counties the number of cases actually *received* by CCF-Liberia turned out to be significantly less than estimated. For example, in Lofa County, where CCF-Liberia and USAID had estimated a caseload of 375 CAFF, 188 WAFF, and 188 other vulnerable youth, the JIU only referred 78 cases total. The experience was similar in the other three counties, forcing CCF-Liberia field offices to struggle to meet targets for skills training and other activities.

Already faced with this lower-than-expected caseload of CAFF & WAFF, as soon as the skills training program was established, field staff began to report a high dropout rate. This can be attributed to several factors, including:

1. *The existence of other INGO skills training programs which offered stipends to participate, while CCF-Liberia did not.* Many CAFF/WAFF migrated to displaced camps or other areas based on rumors that a certain organization might be offering money for participation in another program. The project design did not take into account this “money-led” reintegration method that was pursued by a minority of implementing agencies (UMCOR, YMCA, RRBST, CESD, etc.), in spite of an agreement forged between NGOs in UNHCR coordinating meetings *not* to offer payment for participation.
2. *Rapid rural-to-urban migration.* As discussed below, the final RWAC impact survey finds that the population in the 11 survey locations has lost many of its young people, literate people, and skilled tradespersons, all of which together suggests a rapid rate of migration to the cities.
3. *Lack of skilled artisans to implement the apprenticeship program.* The project design took for granted that enough artisans would be identified to offer training in all trades. But artisans were not found in all of the project communities. Of those artisans that did participate, demands for money were very high, and they did not adequately prioritize the needs of the beneficiaries.
4. *Skills training beneficiaries opting to pursue formal education.* While this represents a positive outcome for the beneficiaries, it appears on the chart of RWAC outcomes as a shortfall. Many CAFF left the skills training to attend school on their own accord. In addition, artisans in certain skilled trades—especially carpentry, masonry and auto mechanics—reported many cases of CAFF who could not make proper measurements due to their low education level, and they were routinely referred by RWAC staff to CEIP-affiliated schools.

Thus, the chart of program activity targets reflects what appear to be shortfalls in some cases. For instance, the Year 1 skills training target was 1500 CAFF and WAFF, but even after opening the program to OCM, field staff was only able to register 1302 in four counties. Without the expected number of 3000 program starters, CCF-Liberia could not possibly meet the ambitious program target of 2250 persons who were expected to undergo and complete a vocational skills training program over the first two years.

In addition to the high dropout rate, a mid-term external evaluation of the program found that in many cases, the trade skills training was serving to alienate rather than to reintegrate the target group, a result of drawing trainees away from more spontaneous livelihood activities like farming, hunting, and gathering. At the same time, the consultant conducting the evaluation found that many of the skills that were taught—while originally chosen based on indigenous industry and the preferences of the beneficiaries—were proving unmarketable in the cash-poor post-conflict economy.

Thus after consultation with the CTO, the vocational training broadened to include skilled trades as well as Entrepreneurship and Agricultural Skills Trainings, which were successfully implemented for 1375 direct beneficiaries by the end of Year 3. The remaining core group included the skills training graduates from Years 1 and 2, their skilled artisan mentors, women’s and girls’ groups associated with CCF-Liberia community centers, as well as the elected leaders of the REFLECT management committees and Child Wellbeing Committees, individuals with a proven commitment to the development of their own communities.

Lessons Learned and Challenges: Microfinance

In the original project agreement, CCF pledged \$337,500 in matching funds for use in Years 2 & 3 as Small Loans of \$150 each to the fledgling businesses of qualified skills training graduates. But a consultant's evaluation in late 2006 found the staff capacity and resources needed to operate "best practices" microcredit activities were not available within the scope of the program. Additionally, in the first two years, CCF-Liberia had numerous negative experiences with beneficiaries "gaming" the systems that CCF-Liberia had worked with communities to create. Thus instead of loans, CCF-Liberia distributed packages of raw materials for businesses, such as dyes for tie-and-dye operations, caustic and oil for soapmakers, and locally appropriate seeds and cuttings for farmers (See above, *Agricultural Skills Training*). The packages carried an approximate value of \$50, to match the amounts granted in CCF-Liberia GBV grant programming.

LOOKING AHEAD

While RWAC has come to a close, CCF-Liberia's commitment to the community revitalization effort in Northeastern Liberia continues. This commitment is realized through the approval of awards for 2007-2008 from UNICEF, BPRM, UNFPA, and Irish Aid (via ChildFund Ireland) for programming in the areas of GBV prevention and response, and Peace Education. CCF-Liberia will optimize the use of the lessons and the best practices that it learned over the RWAC project implementation period in its current and future programs.

Impact Survey

The final impact survey made every effort to replicate the means and methods of the baseline survey. The methods used were the same, interviewing 230 respondents aged 15-60 years old at random in 11 project communities.

In general, respondents in RWAC project areas are reporting better outcomes in the amount of food they consume today. But the demographic profile of RWAC target areas appears to have changed significantly since the time of the baseline survey of January 2005. Our final impact study finds that the population in the 11 survey locations has lost many of its young people, literate people, and skilled tradespersons, all of which together suggests a rapid rate of rural-to-urban migration.

The final survey added questions to measure the “dose effect” of CCF-Liberia programming, rating the individual respondents based on the amount of contact they had with RWAC interventions. The results of this process are very encouraging, showing that the more contact a person had, the more often they give favorable answers to questions on basic life skills and public health topics.

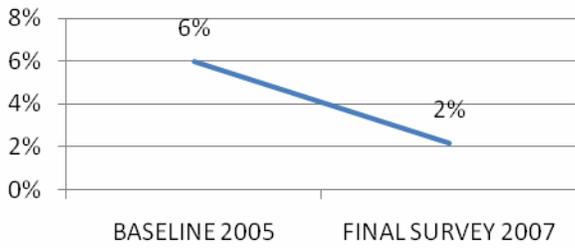
The degree of reintegration of CAFF and WAFF is inherently difficult to measure because, for ethical reasons, in the later stages of the DDDR process, it is not desirable to collect the impressions of the CAFF and WAFF themselves. Gathering detailed case information is a conspicuous activity in a rural village, and several years after the DD stage, regular visitation from a social worker with a data collection form is the last thing a child needs as she struggles to fit in with her non-CAFF peers in the community. CCF-Liberia discontinued the practice of keeping individual case records on CAFF and WAFF by the end of Year 1 as to avoid further stigmatizing these already stigmatized individuals. Thus this section relies on a number of proxy measures and qualitative data in order to show the success of the RWAC program in the broader category of reintegration.

In a focus group discussion with the 12 longest-serving RWAC staff from all four counties, staff estimated roughly that 60% of CAFF and WAFF are now “fully reintegrated”, and additional 30% are “partially reintegrated” but still experiencing “flashbacks and mental problems”, and another 10% are still “notorious” or “lost” to society, living at the margins of the community where ROs feel powerless to help them without professional training in mental health counseling. This latter group continues to suffer from drug addiction, stigmatization, and serious mental illness.

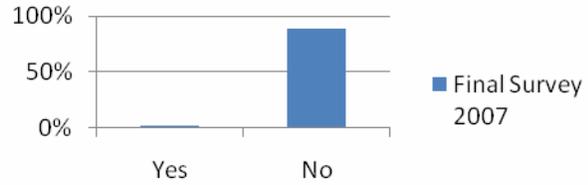
It is encouraging to find that nearly 84% of respondents felt that CAFF are not treated differently from OCC. Those reporting discrimination of CAFF went from about 6% down to about 2% over the project period.⁴

⁴ As discussed above, for ethical reasons we have opted not to attempt to capture the voice of the CAFF themselves with this figure, which may provide imperfect data.

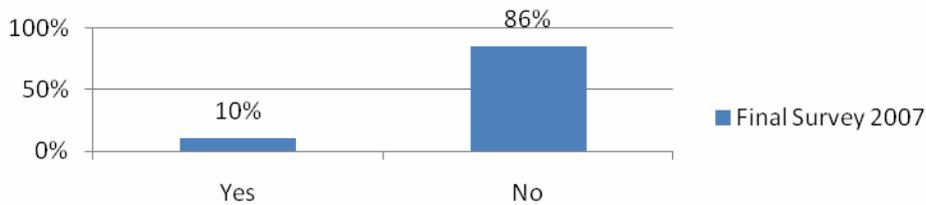
Respondents reporting discrimination against CAFF in the community



Are [WAFF] treated differently than other women in the community?



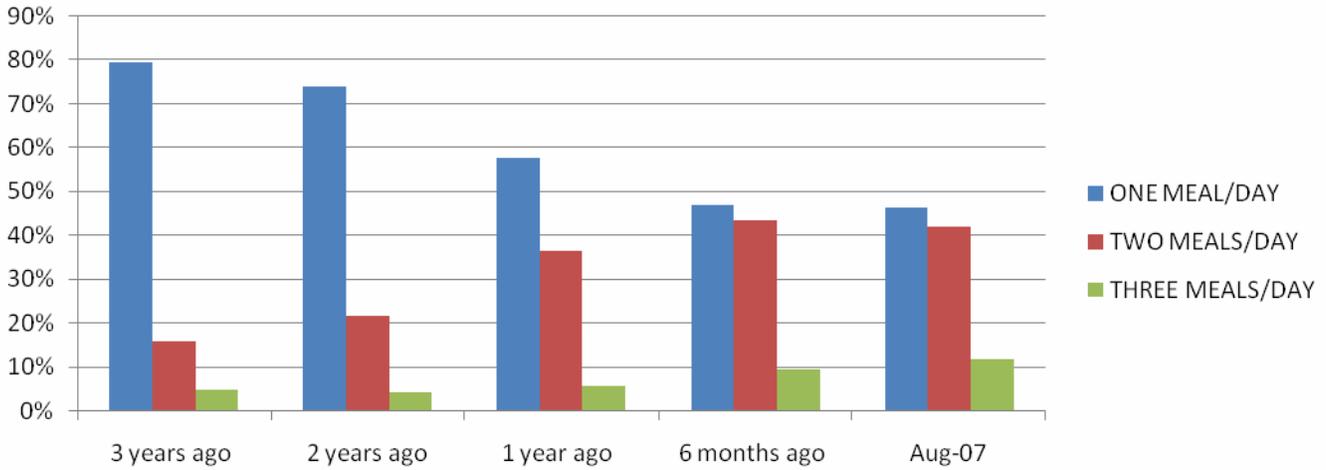
In some villages in Liberia, people say that the community people are scary to be with the former soldiers. Is it like that here?



Revitalization

The final impact survey of August 2007 added a number of questions that attempt to quantify the level of community revitalization, at least from an economic perspective. In the category of number of meals consumed, the survey shows the target communities faring much better than in years past. The number of respondents reporting that they consume two meals per day has increased from approximately 15% to about 42% over three years. Likewise, while 79% of respondents recalled only eating one meal per day three years ago, about 46% say they eat only one daily meal at present. We would expect these figures to improve even further in the coming years as the benefits of RWAC agricultural and entrepreneurship training are realized.

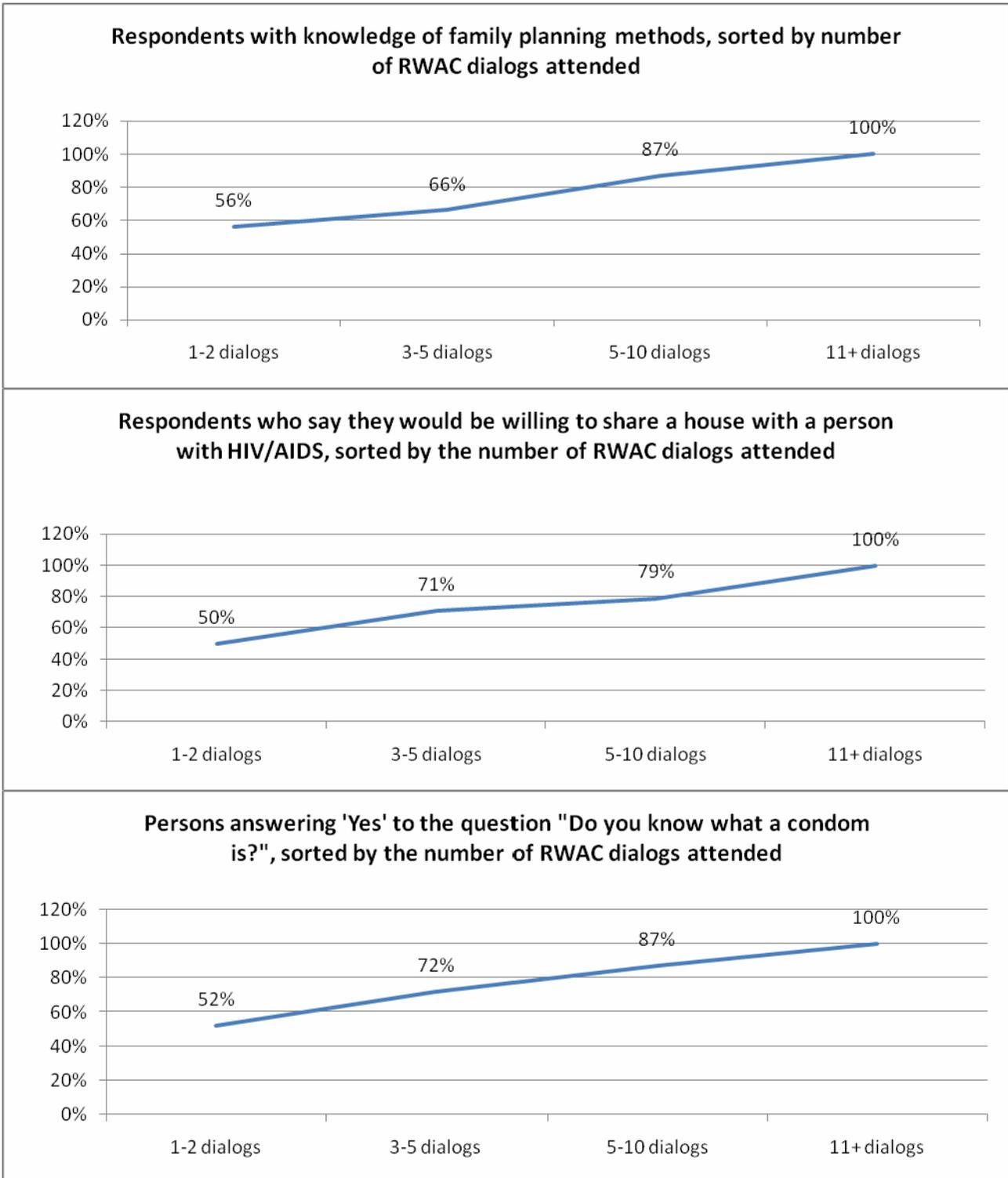
Thinking back in time, how many meals did you normally eat in a day?



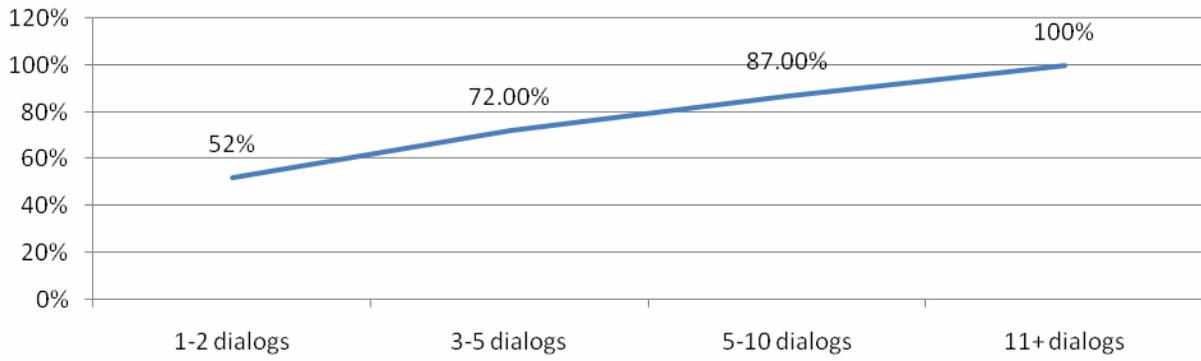
On the issue of RWAC's impact on the number of skilled trades people and small businesses, the data are inconclusive, showing either no impact or a negative impact that can be most likely attributed to rapid rural-to-urban migration in the post-conflict period. This theory is corroborated by the findings that the overall age of the sample population has increased, and that the relative percentage of literate people (self-reported) in the communities has fallen.

Annex 1

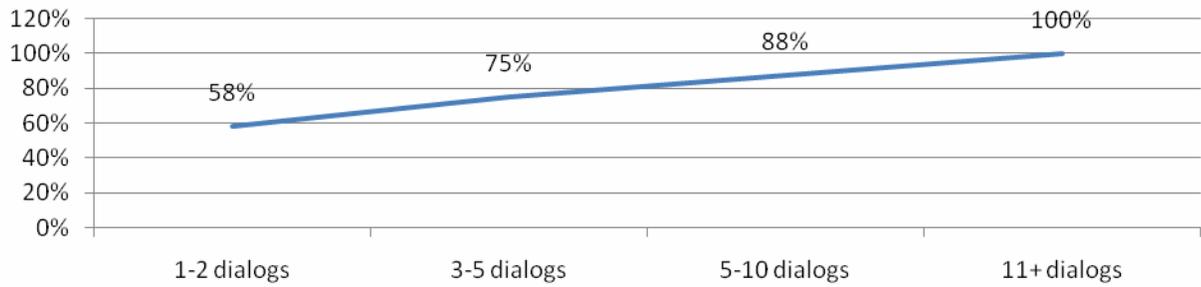
“Dose Effect” of RWAC Dialogs/Workshops



Persons answering 'Yes' to the question "Do you think AIDS is real?", sorted by the number of RWAC dialogs attended.



Conflict Resolution: Persons answering 'No' to the question "Have you made palava [argument] recently that ended in a fight?", sorted by number of RWAC dialogs attended



Annex 2

Final Survey Instrument

Survey

CCF-Liberia

August 2007

Surveyor Name: _____

Surveyor code number: _____

My name is _____ and I work for Christian Children's Fund. We are working in this area to help the community since three years.

CCF is collecting information about the people in this area so that we can make better programs. If you agree to speak with me, I will ask you some questions. But I will not ask your name, and I will not write your name on my paper. I will not share your answers with anyone else. Nobody will know what you say to me. I hope you are willing to answer honestly.

You are under no pressure to speak with me. You are the one to choose if we continue. Do you wish to continue?

Yes__ No __

Thank you.

Date and Location

1. County: _____
2. Town: _____
3. Date: _____, 2007

Personal information

4. Male (1) ____ Female (2) _____
5. Age (estimate if necessary) _____ (NOTE: Interview people aged 15-35 **only!**)
6. Who do you live with?
Alone (1)
With parents/ relative (2)
With sexual partner/wife/ husband (3)
No fixed place (4)
7. Are you married? Yes (1) ____; No (2) ____;
8. Is your husband/wife living? Yes (1) ____; No (2) ____;
9. Do you have children? Yes (1) Number of Children ____;

No (2)

10. Where were you at the end of the war?
- In this locality (1)
 - In other town/city (2)
 - In the bush (3)
 - In IDP camp (4)
 - In refugee camp (5)

11. When did you come back to this town?
- Less than 6 months ago (1)
 - Less than one year ago (2)
 - More than one year ago (3)
 - More than two years ago (4)
 - Never left this place (5)

Education

12. Are you able to read and write? Yes (1) ___; No (2) ___;

13. What is the highest level of school you completed?

- No formal school (1)
- Elementary (2)
- Junior High (3)
- Senior High (4)
- College/University (5)

Income

14. How do you do to get money?
- Trade (1)
 - Farming/ hunting (2)
 - Employed by others business (3)
 - Family/ friends support (4)
 - Other (specify) _____ (5)

15. Do you have any trade skills? Yes (1) ___; No (2) ___;

(if NO, skip to question #21)

16. If yes, what trade skill do you have?

- Carpentry (1)
- Masonry (2)
- Tailoring (3)
- Pastry (4)
- Tie & Dye (5)
- Black smith (6)
- Agriculture (7)
- Mechanic (8)
- Soap making (9)
- Electronic (10)
- Other [*specify*] (11)

17. Are you able to ply your trade presently? Yes (1) ____, No (2) ____

18. Do you have your own business? Yes (1) ____, No (2) _____,

19. If yes, how did you get the money to start your business?

- Your own savings (1)
- Friends/relatives (2)
- Loan (3)
- CCF (4)
- Other NGO (5)
- Others (specify) (6) _____

20. Do you employ any other person? Yes (1) ____; No (2) _____;

21. How many meals can you eat in a day? (1) (2) (3)

22. Six months ago, how many meals did you eat in a day? (1) (2) (3)

23. One year ago, how many meals did you eat in a day? (1) (2) (3)

24. Two years ago, how many meals did you eat in a day? (1) (2) (3)

25. Three years ago, how many meals did you eat in a day? (1) (2) (3)

26. How much cash at hand do you have today?

LD\$ _____

27. How much cash at hand did you have at this time last year? (estimate)

LD\$ _____

28. Did any child that lives in your house go with the fighters in the war?

Yes ____ (1) No ____ (2) Don't know (3) ____

29. How many former child soldiers live in your town today?

- None (1)
- 1-5 (2)
- 5-10 (3)
- More than 10 (4)
- Don't know (5)

30. Do you think that the former child soldiers are treated differently from other children in your community?

Yes (1) ___; No (2) ___; Don't know (3) ___

31. The women that went with the rebels in the war, do you think that they are treated differently from other women in your community?

Yes (1) ___; No (2) ___; Don't know (3) ___

32. In some villages in Liberia, people say that the community people are scary to be with the former soldiers. Is it like that here?

Yes ___(1) No ___(2) Don't know (3) ___

33. Think back to last year at this time. Is the problem of the former rebels worse today, or better?

Worse today (1) Better today (2) Don't know (3)

34. Think back to two years ago at this time. Is the problem worse today, or better?

Worse today (1) Better today (2) Don't know (3)

35. Think back to three years ago at this time. Is the problem worse today, or better?

Worse today (1) Better today (2) Don't know (3)

36. What made the problem to get better/worse?

Conflict

37. Have you made palava recently with someone else that has lead to a fight or that nearly lead to a fight?

Yes ___(1) No ___(2) *(if no move to question no. 41)*

38. If yes, what was the cause? _____

39. Was it resolved? Yes ___(1) No ___(2) Don't know (3) ___

40. If yes, who helped you to resolve it?

41. Is there any conflict between families in your community?

a. Yes ___(1) No ___(2) Don't know (3) ___ (*if no move to question no. 45*)

42. If yes, what is the conflict? _____

43. Has it been resolved? Yes ___(1) No ___(2) Don't know (3) ___

44. If yes, who resolved it? _____

45. Is there any conflict between the different groups in your community?

a. Yes ___(1) No ___(2) Don't know (3) ___ (*if no move to question no. 50*)

46. If yes, what is the conflict? _____

47. Has been resolved? Yes ___(1) No ___(2) Don't know (3) ___

48. If yes, who resolved it? _____

49. What is the biggest problem for women in this community? _____

50. [For women only] Do you ever experience violence against you by a man or boy?

Rarely ___(1) frequently ___(2) very frequently ___(3)
Never _____(4)

51. What did you do the last time that the violence happened?

Nothing (1)
Reported to police (2)
Reported to elders/town chief (3)
Reported to NGO worker (4)
Other (specify) (5)

52. Have you heard/witness somebody in your community who has been:

Raped Yes ___(1) No ___(2)

53. Have you heard/witness somebody in your community who has been:

Beaten by her husband Yes ___(1) No ___(2)

54. Think back to last year at this time. Is the woman raping and beating problem worse today, or better?

Worse today (1) Better today (2) Don't know (3)

55. Think back to two years ago at this time. Is the woman raping and beating problem worse today, or better?

Worse today (1) Better today (2) Don't know (3)

56. Think back to three years ago at this time. Is the woman raping and beating problem worse today, or better?

Worse today (1) Better today (2) Don't know (3)

57. What made the problem to get better/worse?

Man and Woman Business

58. Have you heard of HIV/AIDS? Yes ___(1) No ___(2)

59. How did you first know it?

60. Do you think it is real? Yes ___(1) No ___(2) Don't know (3)___

61. Can you tell me how HIV/AIDS is spread from one person to another?

62. *[if person gives one answer, ask "Do you know any other ways HIV/AIDS is spread?"; if person gives two answers, repeat until you have 3 answers.]*

63. Are persons infected with HIV to blame? Yes ___(1) No ___(2) Don't know (3)___

64. Would you be willing to share a house with persons with HIV/AIDS?

Yes ___(1) No ___(2) Don't know (3)_____

65. Do you know what a **condom** is? Yes ___(1) No ___(2)

66. If yes, have you used it? Yes ___(1) No ___(2)

67. If yes, how frequently do you use it?

Rarely ___(1) Sometimes ___(2), All the times ___(3)
Never ___(4)

68. How many sex partners do you have? One ___(1), More than one ___(2)

69. Do you know any method of family planning? Yes ___(1) No ___(2)

70. If yes, please tell me at least three ways you can control the number of children you bear? *[record as many answers as the person is able to give, DO NOT MAKE SUGGESTIONS]*

71. Have you used any of the above methods? Yes ___(1) No ___(2)

72. How many persons do you know that use birth control? None ___(1) At least one ___(2)

Drugs

73. Do you know any one who abuses drugs in your community? Yes ____, No ____,

74. If yes, what drugs do they abuse?

Experience with CCF Activities

75. Did you ever speak with a CCF worker about your problems, or the problems in the community?

Yes (1) ___; No (2) ___;

76. Have you participated in CCF skills training? Less than six months (1)

6 months - one year (2)

1-2 years (3)

Did not participate (4)

77. CCF agriculture training?

Yes (1) ___; No (2) ___;

78. CCF business training? Yes (1) ___; No (2) ___;
79. CCF dialogs/discussions? One or two times (1)
3-5 times (2)
5-10 times (3)
More than ten times (4)
80. REFLECT circle? Less than six months (1)
6 months - one year (2)
1-2 years (3)
Did not participate (4) *[skip next 2 questions]*
81. Are you satisfied with your experience in REFLECT?
Yes (1) ___; No (2) ___; Somewhat (3)___
82. Did you learn to read and write in REFLECT?
Yes (1) ___; No (2) ___; Somewhat (3)___

That is the end of my questions. Again, I promise I will not discuss your answers with anyone. CCF Liberia says thank you for your assistance today.

Annex 3: RWAC Photos 2004-2007

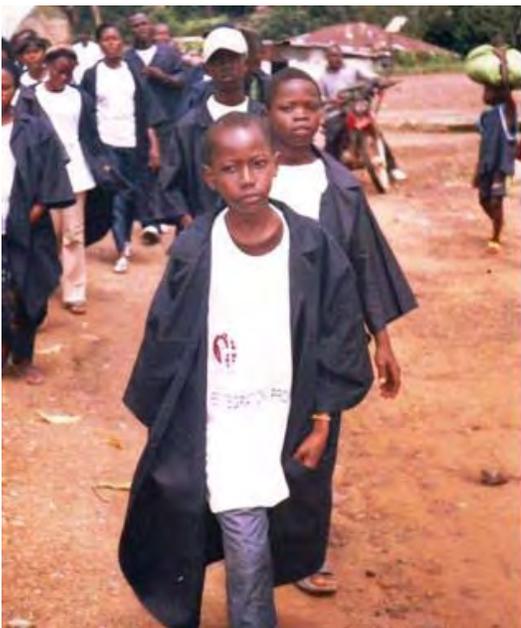


“When CCF was not here, the men would not do anything in the family. But when CCF came, they brought all the men together and encouraged them to share the work with the women. From CCF’s little talks and persuasions, things have changed.”

-Ma Sarah, Galai, Bong County



REFLECT groups have become important incubators of community development ideas. This piggery project in Kowai, Bong County was funded by the INGO Solidarité in response to a proposal written by the local REFLECT group.



Children formerly associated with the fighting forces in graduation from RWAC skills training, Lofa Bridge, Gbarpolu County.



The RWAC program funded and facilitated construction of vegetable nursery projects with REFLECT groups in 40 communities in Northeastern Liberia, increasing community self-sufficiency in the area of seeds propagation, income generation opportunities, and food security for local farmers.



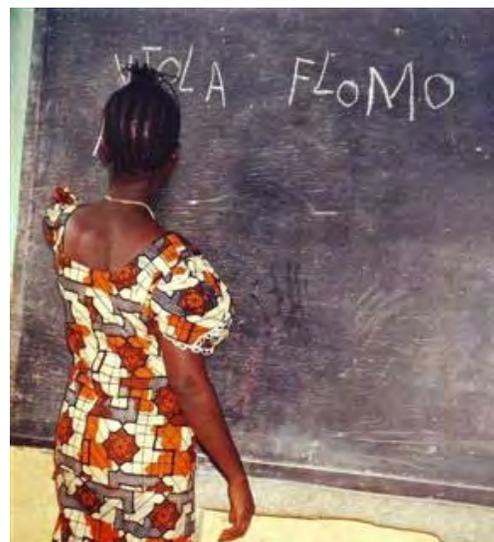
Forgiveness Festival, Tumuquelle, Gbarpolu County, 2004. Prior to RWAC, the women of Tumuquelle refused to work together. Now they have their own savings club and hold regular Friday night meetings to discuss their problems.



Refresher training for RWAC REFLECT circle facilitators, Bong County, January 2007.



Agricultural Training, Zelemai, Lofa County, July 2007



REFLECT circle member in Lofa Bridge, Gbarpolu County



Blacksmith shop in Bomi, one of the skilled artisan workshops upgraded by CCF-Liberia for RWAC trade skills training.



Forgiveness Festival in Zota, Bong County, 2004



RWAC staff assisting a Bomi County REFLECT group with a mapping exercise to identify risks and resources in the community, 2005.



Ex-WAFF Yamah Flomo sells staple foods like pepper, ground nuts, salt and canned fish in Gorlu, Lofa County. Flomo is one of 811 beneficiaries who were provided with entrepreneurship training, business startup materials packages, and ongoing monitoring by RWAC.



Ex-CAFF and other community children, skilled masonry trainer, and RWAC staff at the site of a school rehabilitation project in Lofa County, 2006.



Farmers associated with a Bomi County REFLECT circle inspecting the swamp that they have prepared for planting with RWAC-supplied seed rice.





Christian Children's Fund Liberia

**Revitalization of War Affected Communities and
Reintegration of Women and Children Associated with the
Fighting Forces**

RWAC PROGRAM EVALUATION REPORT

SEPTEMBER 2007

List of Acronyms

CAFF	Children Affected by Fighting Forces
CCF	Christian Children's Fund
CWC	Child Welfare Committees
DAI	Development Alternatives Incorporated
GoL	Government of Liberia
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
ICC	Interim Care Centers
IDP	Internally Displaced Persons
ILO	International Labor Organization
IRC	International Rescue Committee
LCIP	Liberia Community Infrastructure Project
LRRRC	Liberian Repatriation Reintegration and Reconstruction Commission
LURD	Liberians United for Reconciliation and Democracy
MODEL	Movement for Democracy in Liberia
NACP	National AIDS Control Program
NCDDRR	National Commission for Disarmament, Demobilization, Rehabilitation and Reintegration
NRC	Norwegian Refugee Council
OFDA	USAID's Office of Foreign Disaster Assistance
REFLECT	Regenerated Freirean Literacy through Empowering Community Techniques
RWAC	Revitalization of War Affected Communities and Reintegration of Women and Children Associated with the Fighting Forces
SCF-UK	Save the Children Fund, UK
SGBV	Sexual and Gender Based Virus
STD/I	Sexually Transmitted Disease/Infections
TDC	Town Development Councils
UNDP	United Nations Development Program
UNHCR	United Nations High Commission for Refugees
UNICEF	United Nations Children's Fund
UNMIL	United Nations Mission in Liberia
UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
WAFF	Women Affected by Fighting Forces

ACKNOWLEDGEMENTS

The presented report has been produced at the request of Christian Children's Fund's-LIBERIA, RWAC Project. It has been written on the basis of the documentation provided by RWAC Managers and the information gathered on the ground from the field staff and beneficiaries.

The evaluator would like hereby to address his warmest thanks to the RWAC Program Manager and his team for the quality of the documentation and field visits facilities and hospitality.

He also extends his sincere thanks and appreciation to the West Africa MED TA and CCF-Liberia National Office respectively for the technical assistance and for all the support for the purpose of the evaluation.

Ousmane Thiongane

1. Evaluation Profile Sheet

- Organization Name and Cooperative Agreement Number:
Christian Children's Fund, Inc. (CCF, Inc.)
Cooperative Agreement Number: 669-A-00-04-00056
- Country Program Site: Christian Children's Fund (CCF) – Liberia
- Program Period (Month/Year): September 10, 2004 - August 30, 2007
- Budget and Expenditures to date (\$):
Budget: USAID - \$2,677,000, CCF - \$799,450
Expenditures as of 31/08/2007: USAID - \$2,674,761, CCF - \$799,457
- Date DIP was first approved and changes made to DIP:
Submitted: May 12, 2005
Changed: n/a
- Evaluation Start Date: August 20, 2007
End Date: September 02, 2007
Completion of Draft Report: No later than September 17, 2007

2. Summary of Major Conclusions

The overall goal of the Revitalization of War Affected Communities and Reintegration of Women and Children Associated with the Fighting Forces (RWAC) program was to revitalize communities and increase their capacity to effectively integrate Women Affected by the Fighting Forces (WAFF), Children Affected by the Fighting Forces (CAFF) and war affected community members, including refugees and Internally Displaced People (IDPs).

The RWAC program wanted to contribute to building the social foundations necessary for successful reintegration of WAFF, CAFF and war affected individuals through the strengthening or creation of participatory community structures, including Child Welfare Committees (CWCs).

This was to be accomplished under two main objectives:

- To facilitate social integration through the strengthening of community capacity to ensure the protection rights of CAFF, WAFF and war affected children, including survival, non-discrimination, development and participation;
- To promote economic growth opportunities through the provision of literacy/numeracy, vocational skills training, entrepreneurship training, links to employment through apprenticeships and mentoring programs and follow up employment support.

Assessing the progress toward the two major objectives, the following appears to have occurred:

- Under the first objective, ‘social reintegration’, RWAC has performed pretty well, reaching most of its indicators.
- Under the second objective, ‘promote economic growth opportunities’, RWAC had some difficulties achieving some of the indicators and due to factors both external (beneficiary migration, a lower-than-anticipated caseload of CAFF & WAFF, etc) and internal (high turnover of key staff, failure to adapt the program in a timely fashion), under some components less was done during the 3-year run of the program. In short, the contribution of this objective was not as effective as it had intended to be toward the achievement of the overall goal.
- Being aware of its difficulties, it was decided in year 3 to refocus its workplan to include agriculture and new business training in the vocational training component. But the issue is, even if it is never late to do better, these new activities were so recent there was no time for M& E to know its impact.
- The high turn over of the senior staff especially the Program Managers (3 PMs for a 3 year program) caused serious and negative effects for the whole overall program management and the achievement of results by being unstable and inconsistent about the strategies used and creating real frustration among the entire staff.
- No micro-credit scheme was made available to provide start-up capital. A lot of money had been budgeted for micro credit, more than \$200,000 of CCF match funds, but nothing with microcredit was done during the 3 years of the program. RWAC did not recruit a specialist in microcredit after the resignation of the first Economic Technical Advisor in late year one. RWAC did start giving in-kind raw materials (equivalent of \$50) in year 3 to business trainees.
- Due to several factors, communication between CCF and USAID was not always regular. Throughout program implementation CCF was in regular contact with UN agencies and with USDoS which were funding programs in Liberia. It should be noted that the RWAC Program Manager was only able to meet with USAID’s CTO on one occasion in order to discuss revising the workplan for Year 3.

3. Lessons Learned and Program Recommendations

- A program must have an M & E component: Among the origins of the main difficulties of RWAC is the absence of an M & E team in Years 1 and 2 which would have helped keep the project manager informed in a timely manner of potential problems in program implementation. CCF-Liberia took corrective steps and established an M&E team in Year 3 to capture past achievements. Also in Year 3, the PM created the post of roving M&E advisor to monitor program progress in the field and submit quarterly reports.
- The closing out process: It should have been well planned and two important dimensions should have been included as it is CCF’s intention to responsibly implement programs and continue its activities in the country. The two dimensions are:
 - Community meeting: To create a meeting with communities members and explain the end of the project and to receive their feed back. This was agreed to by Field Coordinators in an Exit Strategy planning meeting in the final months of the program, but only implemented in some communities.

- Staff meeting: To give them more consideration and creating a productive meeting at the end of project as RWAC has well trained staff who can be used in the future by other CCF programs.

RWAC planned well most of the close out process but the two items described above were not fully executed.

- PM and senior staff recruitment: It is important to select well-engaged and experienced staff to start a new program in a post conflict country as is the case in Liberia. There was a real problem with the instability and level of experience of key staff.
- External Technical Assistance: Such kind of staff is very important, but can be very costly, especially if used on a full time basis. So if possible can use West Africa TA in their domains and who have more experience in CCF procedures, guidelines and objectives. RWAC spent a lot of money on TA recruitment with no experienced results over the three year program. One important exception was the hiring of the midterm review consultant, whose report became the basis of the revised work plan in the Economic Recovery component in Year 3.
- Cultivate cross sector/program partnerships: It is well accepted that a program has its own goal and objectives, but that does not mean working alone is the only way of achieving its objectives. CCF must be seen as ONE agency, so the relationship between programs is a necessity. The RWAC program collaborated with the BPRM and Child Fund Ireland funded SAFE program. RWAC realized that the dimension of cultivating partnerships is a key to success in Year 3 of the program.
- Relationship with Donors: This is a very critical issue. The end of a program does not mean the end of partnership and it is CCF's advantage to develop and maintain positive relationship with its main donors. CCF is well known by its efforts to respect the terms of both the signed Cooperative Agreement and the agreed DIP.
- Master the Art of Adaptation: RWAC revised its Year 3 work plan in response to the mid-term evaluation. It made this revision to increase its impact, but unfortunately that measure was taken in Year 3. What can be learned is the necessity along the program life cycle of reacting rapidly by modifying its original approach on the basis of external signals. Rapid adaptability is sometimes the key for program success in post war countries.

4. Program Background

In August 2003 the warring factions in Liberia signed a Peace Agreement bringing to a halt a series of violent conflicts that had gone on since 1989. During these 14 years of war, electricity, water, telecommunications, roads, housing, and industrial and agricultural infrastructure were either damaged or completely destroyed. Over 350,000 Liberian refugees fled to neighboring countries and almost half a million IDPs were chased from their homes. An estimated 15,000 children were associated with the fighting forces, given drugs, used as sex slaves, and used to perpetrate many of the atrocities in one of Africa's bloodiest conflicts.

The signatories to the Peace Agreement were the Government of Liberia (GoL), the Liberians United for Reconciliation and democracy (LURD), the Movement for Democracy in Liberia

(Model) and Liberian political parties. The National Commission for Disarmament, Demobilisation, Rehabilitation and Reintegration (NCDDRR) was established. In September 2003, the UN Security Council approved the creation, and deployment of a 15 000 strong UNMIL force to support the peace process and the transitional government. The UN coordinated Appeal for Liberia was launched in October.

An initial Disarmament and Demobilization process was begun in December 2003. Between April 15 and May 23, 2004, approximately 20,000 former adult combatants were disarmed and brought to cantonment sites for medical screening, counseling and preparation for their return to their communities. In addition, over 2,000 CAFF had been brought to Interim Care Centers (ICCs) to receive medical care, food, clothing, educational and psycho-social services, and to be traced and reunified with their families or caregivers. Approximately 300 children in Bomi and Bong counties have been reunited with their families. In total UNMIL estimates that between 38,000 – 45,000 combatants will be processed by the DDRR, of which approximately 15,000¹ are children. Moreover, there are 600,000 IDPs and refugees that will have returned over two years.

From the few child and women combatants who spontaneously demobilized and the more than 2,000, who were processed through the 15 ICCs, it appeared that a significant percentage of these CAFF used marijuana and other illegal substances and had little or no education. Moreover, many WAFF and girl CAFF were sexually abused. CAFF and WAFF examined in cantonment sites showed a high incidence of gonorrhea and other STIs, and assumptions were that HIV rates were significantly higher with these groups than in the general population. In general, CAFF and WAFF had few opportunities for positive social interaction and development. Nor did they have access to services to address the many atrocities they had witnessed and participated in. Training and employment opportunities for these children and youth were slim. There was great risk that they would once again become involved in violence, drugs, and other illegal activities once they return to their communities.

While the WAFF and CAFF were affected by their participation in the fighting, communities were also devastated by the 14 year cycle of violence, poverty, lack of education and training, and a dearth of opportunities for normal development. Economic growth was much lower than pre-war levels. The unemployment rate in the formal sector rose to 85% of the total labor force of about one million people. Liberia remains amongst the most food insecure countries in West Africa, with 27% of the children under five years old undernourished. The adult literacy rate is 37% compared to an African average of 58% (OXFAM and UNOCHA statistics).

There was considerable displacement of people throughout Liberia, with the hardest hit counties being Lofa, Bomi, Bong and Gbarpolu. For example, over 52% of the population of Lofa was displaced during the 14 year instability, while in Bomi, that figure was about 24%, with nearly 124,000 people either IDPs or refugees². The dislocation of persons and separation of families caused by the civil war also provided opportunities for the spread of HIV/AIDS. According to UNDP, the national sero-prevalence rate was estimated at 8% at the beginning of 2003, and sero-prevalence was projected to reach 12% by the end of 2004.³

In focus group discussions conducted as part of the pre-RWAC assessment, CWC members

¹ USAID APS for Peace and Security through Community Revitalization and Reintegration. Page 4.

² Source: February 2004 UN/WB Joint Needs Assessment Sector Working Paper

³ www.lr.undp.org

listed substance abuse as a major threat to their children, estimating that between 80% and 90% of local businesses openly sold marijuana. In at least 18 focus group discussions held across the four intervention areas, involving over 250 people in May 2004, rape and sexual violence against girls were consistently emphasized as major problems during war. Discussion participants confirmed that GBV continued to be a persistent problem.

Another problem encountered throughout the four proposed counties was the lack of education and literacy skills among the CAFF, and WAFF. Once again, focus group discussions revealed a high level of school dropouts, and a strong desire to acquire literacy and numeracy skills in order to pursue various livelihoods.

CCF-Liberia

According to the original program agreement, CCF-Liberia implemented six Interim Care Center (ICC) programs aimed at facilitating the transition of CAFF toward peaceful and productive lives. CCF also implemented an OFDA funded water and sanitation project in three counties, including Bomi, Gbarpolu, and Grand Cape Mount. CCF-Liberia had over 200 program and support staff and had the infrastructure in place implement this project. CCF-Liberia's core team was made up of experienced expatriates, including its Country Representative. Aside from the core staff, CCF-Liberia was staffed primarily by experienced nationals who knew the situation, language and culture of Liberia and understood the complex dynamics of reintegration and reconciliation. CCF-Liberia expanded its staff pool to include technical, logistical, and managerial positions to implement the RWAC project.

CCF has an independent registration in Liberia and has been a strong advocate for getting youth and children's concerns on the DDRR program through bilateral meetings and collective work in the Child Protection Core Group. CCF partnered with UNICEF and UNDP in running ICCs in Bomi, Bong and Gbarpolu Counties. CCF also worked in close association with the DDRR process. CCF Liberia worked closely with various stakeholders and was well established in the four target counties which facilitated the implementation of RWAC.

Community Role (As proposed)

The RWAC program was to build upon the community organization work accomplished by CCF in its then on-going UNICEF/UNDP funded "Interim Care for War Affected Children" (ICC) in Gbarpolu, Bong, Lofa, and Bomi Counties. Through the ICC project, CCF established Community Wellbeing Committees (CWCs) in communities around the ICCs and established additional committees at the clan, district, and village levels. The RWAC project worked with established CWCs in 10 RWAC target communities and facilitated the formation of new CWCs in each of the other target communities.

CWCs were comprised of 12 or more dedicated community members (including children and youth) and leaders who were selected by the communities after a series of sensitization and awareness meetings facilitated by CCF. The CWCs were then trained to facilitate the process of community risk assessment and mapping, prioritizing and ranking problems and lead the development of community solutions to those problems at the district and village level in matters relating to the rights of the child.

CWCs sensitized host communities to the difficulties facing returning CAFF, WAFF and tried

to ensure that they were included in the analysis, planning, and implementation of community solutions. In addition, since no active child protection component existed in Liberian Repatriation Reintegration and Reconstruction Commission's (LRRRC's) proposed re-integration structures, CWCs served to inform the work of LRRRC's proposed Town Development Councils (TDCs) at the district and village level in matters relating to children. The 20 CWC's were also trained to identify suitable community workshops and artisans focusing on the informal sector production and services. In each of the 20 communities, some eight to 10 qualified community members were to serve as master artisans and mentors in the vocational skills training project component for a total of 160 to 200 Master Artisan trainers in the program area. During the program lifecycle as post conflict recovery continued, CCF was to continue to explore with CWC's new possibilities for diversifying skills and non-traditional careers and identify gaps in present vocations that can be filled. CCF community outreach and social workers and small business trainers were to work with CWC's and local mentors to provide literacy and numeracy training, counseling, appropriate family support, links to employment, entrepreneur skills training, and continued guidance and support after employment.

5. Original Proposed Program

Program Model or Approach

CCF is the UNICEF designated child protection agency in Bong, Bomi and Gbarpolu Counties, serving an estimated 1,800 CAFF in six ICCs and supervising eight others. CCF will build upon and extend its initial re-integration work accomplished with CAFF in the ICC's and in their communities and throughout the children's family tracing and re-unification process. Using a phased approach to project implementation, the proposed project will start in communities with existing CCF programs in Bong, Bomi and Gbarpolu, and Lofa Counties, and consolidate activities. In addition, CCF is currently working to provide psychosocial care to Liberian refugees in eight Sierra Leonean camps, the majority of who will return to the designated project area. UNHCR plans for these refugees to return to Liberia beginning October 2004. The RWAC program will coordinate with the International Rescue Committee in Lofa, where IRC interventions are planned in Kolahun and Vojama districts. The RWAC program will work in districts which have a high return of CAFF, such as Foya, Vahun, Zorzor and Salayea. In addition, the RWAC program will coordinate with Save the Children UK (SCF-UK) in Gbarnga to ensure complementary coverage of districts.

The prevention of HIV/AIDS is also a priority topic throughout Liberia, but especially in areas with high movement of the population. The National AIDS Control Program (NACP) is embarking on a new multisectoral HIV prevention project, with support from UNDP. The RWAC program will support these efforts by including community sensitization, the creation of crosscutting HIV/AIDS prevention messages to be disseminated and activities throughout this project, and thereby contribute to the government's multisectoral approach to the prevention and control of HIV/AIDS.

The RWAC program will be phased over three-years beginning with community sensitization and formation of CWCs, organization of civic works projects, community based reconciliation and psychosocial activities, pre-vocational orientation, introduction of literacy, numeracy, and lifeskills program components, formation of community vocational skills training venues, and job placement, follow-up and support. CCF recognizes the importance of community participation and ownership of the reintegration process and the urgency in

stabilizing communities and to create the conditions for longer term development. Over the first two years of implementation, the RWAC program will use a community based, participatory approach, in which community members will facilitate all skills training and re-integration activities. The third year of the project cycle will be used for consolidation of program gains. During this year, there will be further follow-up and monitoring of the first 1500 program participants, placement and follow-up of the second group of beneficiaries and work to hand over remaining CCF functions to CWC's. Also by this time, it is possible that the majority of CAFF, WAFF, and war-affected children will be fully integrated into the community and that community structures facilitated during CCF's involvement will become freestanding. To reduce or offset the potential opportunity cost to families due to having one or more of their children participating in the training programs, a Training Allowance will be given to these families.

The exact modalities of these grants will be developed with the communities and families. CCF proposes this innovative support model because the population in the target areas is extremely poor and vulnerable. As such, families may not be able to allow their children to participate in training activities, even if they recognize the benefits to the children and the family in the long run. Unfortunately, short term food and income needs could preclude participation in training activities, as families are forced to allocate all available labor in pursuit of greater food security. Similarly, artisans will be compensated for their participation in the program, and will be given a combination of cash and materials.

Specific Interventions and Program Activities

Social Reintegration and Reconciliation

Reintegration and reconciliation in post-war societies is best accomplished through an array of activities. CAFF in particular need organized activities that work in different ways to bring about positive and lasting change in their lives. To accomplish this objective, CCF will employ a highly successful model it used in other war-torn countries to assist the reintegration of former child soldiers and war-affected youth by organizing young people's participation in community-selected civic work projects, engaging youth and community members in organized dialogues and promoting recreation and other activities to improve the psychosocial conditions of children.

CCF will use the REFLECT methodology to guide the vision of, and facilitate the activities in its reintegration and reconciliation program. Reflect is an innovative approach to learning and social change which fuses the theories of Paulo Freire⁴ with the methodology of participatory rural appraisal⁵. REFLECT's participatory, empowering process gives participants the opportunity to discuss the causes of and explore the solutions for day to day socio-economic, political, and cultural issues and also to uncover complicated social problems such as domestic violence, teen pregnancy and HIV/AIDS. Reflect will also create the link between social and economic reintegration via linking the NRC Youth Pack literacy approach to provide basic education/literacy competency to participants in the Project's Skills Building components .

Civic Works Projects

⁴ Paulo Freire: <http://217.206.205.24/reflect/tree/freire.htm>

⁵ participatory rural appraisal: <http://217.206.205.24/reflect/tree/participatorytools.htm>

To advance reconciliation, ex-combatants and community members will cooperate on at least 40 civic projects that build basic infrastructure and strengthen local capacities such as building and community development associations. These civic works projects will compliment DAI's activities within the USAID funded Liberia Community Infrastructure Project (LCIP). LCIP is a large, complex, three-year effort focusing on demobilizing ex-combatants and other war-affected populations and reintegrating them into the productive work place. The program emphasizes the reconstruction of community infrastructure—schools, clinics, water services, markets, and roads—as a means for coupling gainful employment and skills training with priority social services. While LCIP targets up to 20,000 former adult combatants and war affected adults, CCF's RWAC project involve CAFF and other under 18 war affected children and youth.

Community dialogues will be held in each of the 20 target communities on topics such as reconciliation and human rights will support acceptance of ex-combatants, who will demonstrate their community commitment through participation in civic works and through attitudes and behaviors learned in psychosocial workshops.

CCF will employ a model it has used in other post-conflict countries to assist the reintegration of former child soldiers and war-affected youth. In these regions, CCF along with community committees, organized young people's participation in community-selected civic work projects, engaged youth and community members in organized dialogues and facilitated recreation and other activities to improve the psychosocial welfare of children. In addition, the use of traditional cleansing rituals used in certain communities will be incorporated into the reconciliation process when appropriate. These indigenous rituals were found to be extremely helpful in contributing to the reconciliation and re-integration process employed by CCF-Sierra Leone.

Construction or reconstruction of local infrastructure such as schools, water and sanitation facilities, roads, small bridges, and schools is a very high priority in Liberia. The 80 projects anticipated under this program will be selected by CWC's and local authorities to employ youth as unskilled laborers in civic works projects. The average amount allocated to these civic works will be US\$5,000 per project, or US\$400,000 invested over the three-year implementation period. CCF is currently implementing an OFDA funded emergency water and sanitation rehabilitation project in Gbarpolu and Bomi Counties. Returning CAFF, WAFF, and war-affected children will be recruited into the work force for these projects.

The collaboration of former child soldiers with young people who were not actively involved with the fighting forces is excellent means of reducing tension, building tolerance, and increasing integration. Youth participation in civic works projects will provide them with an immediate goal, some "pocket funds", and will present CAFF in a more favorable light to the rest of the community. As elders observe young people fulfilling a positive role for their community, they may begin to respect young people's ability to participate in the rehabilitation and life of their communities. In addition, community celebrations will be organized by CWCs at the completion of each project, recognize and highlight youth participation and contribution to the community.

The key to the success of these projects is that they are community-selected and owned. CCF staff will work with the 20 CWCs to facilitate village dialogues to identify projects that are most needed. After a village has selected a project, CCF will organize the necessary logistics such as obtaining building materials and working with engineering experts. To organize

participating youth, estimated at approximately 150 per community, community mobilizers will work with individual young people selected for their dynamism, ability to mobilize youth for community service, and level of respect by young people and elders in their local community. At least 15 youth leaders will be selected and trained per community.

The LRRRC has proposed a local development structure, Town Development Councils, (TDAs), to identify and monitor all development projects taking place in local communities. Unfortunately, this committee is not organized to assure the participation of youth. CCF Child Welfare Committees will collaborate with LRRRC local structures to ensure that children's rights and participation are considered in all projects selections. In addition, USAID funded civic works projects through Development Alternatives Incorporated (DAI); do not include those under 18. Through its civic works component, CCF extends the social and economic benefits of this approach to include CAFF.

Compensation will be given to civic works participants, with the amount depending on whether they contribute skilled or unskilled labor. The exact amounts to be paid will be decided with the CWCs during the design phase of these projects, and in accordance with current wage rates.

Recreation and Psychosocial Support

In addition to community and peer dialogues, the 20 outreach workers (five in each county) will facilitate activities such as drawing, arts and crafts, cultural songs and drama, traditional dance, and sports activities designed to promote emotional and social reintegration. Team sports such as football and volleyball are particularly useful as a reconciliation and psychosocial strategy for groups of youth. Teams will be organized of mixed groups of CAFF, returnees, and IDP's, which serves as an anecdote for replacing the rivalry of war with healthy competition and belonging to a normative group based on cooperation. Youth team leaders will be selected by CWCs and trained by a combination of CWC members and CCF community mobilizers. This activity will build on CAFF's experience in participating in team sports in ICCs.

CCF estimates that with the addition of structured activities the majority of war-affected children's psychosocial needs can be addressed. CCF's approach of training CWC's in child and youth protection, identification of children with special needs, and ensuring extra support for vulnerable youth and children to join, and continue to participate in these activities will assist the community in providing psychosocial care for its children. In addition, providing teacher training in recognizing and treating the psychological effects of war in students will assist students to stay in school. With the lack of professional mental health services in Liberia, culturally appropriate approaches to treatment are the best desirable and most sustainable alternative.

Additionally, during the skills training process, CCF social workers will meet regularly with participants to systematically monitor their progress. These meetings will identify which youth are having difficulties reintegrating into the community, with his/her family, experiencing behavior problems or experiencing other psychosocial problems such as depression, anxiety, post traumatic distress symptoms, or having difficulty participating in the program as a result of his/her war experience.

Economic Growth and Reintegration

Literacy/Numeracy/Skills Training

Improving the education and creating employment opportunities at the same time are the greatest challenges right now facing Liberia (ILO, March, 2004). A weakness common to most vocational skills training programs in Liberia is the lack of job placement, business planning and follow-up of graduates. At the root of this problem is illiteracy and limited exposure to improved business practices. There have been a number of innovative approaches developed for teaching functional literacy and business skills to small enterprise managers to complement the skills training provided in the community workshops. CCF will adapt Norwegian Refugee Council's (NRC) successful Youth Pack literacy, numeracy program, and life skills to its on-going business skills and hands-on skills training. The youth literacy program has been designed, keeping in mind the needs of youth between the ages of 14 and 22, who have little or no formal educational background, and includes components on literacy, numeracy, health, physical education, peace, and human rights, as well as practical skills training to facilitate functional literacy for young people, help build their self reliance, and increase their chance of employment. This program has been specifically designed for ex-combatants, IDPs, returnees, and local youth.

Skills Training and Mentoring

This strategy addresses the immediate needs of many CAFF to turn a newly acquired skill into a viable business opportunity. There is a pressing need for a program that provides basic training in technical skills that can be mastered in less than 6 months, like baking, brick making or fishing, and a another option for skills development requiring a longer period, such as for carpentry, welding or car mechanics. The RWAC program will offer choices to participants and design programs accordingly, with consideration and programming options for youth who have previously received training.

Short-term training is especially appropriate for older CAFF who may have received some training, as well as youth who are entering the workforce for the first time, but do not want additional training. RWAC will begin by offering an introductory skill course for each of the major fields of interest, which will provide basic information about the business or skill. At the end of the course, participants are required to organize themselves into groups of five to seven individuals. The program will link each group with an experienced business person or Master Artisan who will continue to monitor the development of their technical skills and serve as a business mentor to the group. Appropriate tool kits will be given to each of the 200 community mentors at the beginning of the training sessions and will remain with the artisan mentors for as long as the apprentice remains with the mentor.

Simultaneously, a CCF Small Business Training Officer will help the group decide how they will work together, provide formal business management training and assist the group develop a simple business plan. It is expected that the majority of groups will need a fixed asset that can be shared, like an oven, tool set or circular saw. With an acceptable business plan in place, CCF will offer group loans for fixed asset purchases and working capital. These loans will be reimbursed through community service, such as donated labor to civic works projects, or time allocated to training others in vocational skills or literacy. Other ways of repayment may be possible, depending upon the community needs as decided in consultation with the CWCs. The unique characteristic of this component is that during the project period, the

mentor will continue to act as a technical advisor to the group.

Vocational skills demanding more than six months to achieve complete competency include carpenter, mason, metal-worker, electrician, mechanic, and tailoring. Each master artisan will receive training from CCF's Economic Reintegration Officers to upgrade the artisan's business management skills and assist the artisan in transferring both his or her technical and business skills to the apprentice(s). This in particular is intended to provide a means to reach those beneficiaries who may benefit from a more structured format, i.e. youth experiencing adjustment difficulties, those desiring to fully master a skill before starting their own business, or those with interest in a particular trade. The time period, level of supervision and continuity are more intensive allowing the CAFF, WAFF or war affected child to feel secure in their future.

Upon acceptance of the business plan at the end of the training period, start up grants will be offered in either cash, in-kind, or some combination of the two for up to \$150 per approved plan. Recipients of the grants would then be obliged to contribute either time, skills or products to their communities, as stipulated in the business plans. For example, trained program beneficiaries can devote time to training other new program beneficiaries. The business plans will be approved and monitored by the CWCs and relevant community structures.

In the event that a community or district lacks available master artisans in specific fields, especially female master artisans, CCF will contract with a vocational training institute to provide vocational and basic business skills to the program participants.

6. Program Goals and Objectives as Proposed:

The goal of the Revitalization of War Affected Communities and Reintegration of Women and Children Associated with the Fighting Forces (RWAC) program is to revitalize communities and increase their capacity to effectively integrate:

- Women Associated with the fighting forces (WAFF),
- Children affected by the Fighting Forces (CAFF) and
- War affected community members, including refugees and Internally Displaced People (IDPs).

The program will target 3,000 direct beneficiaries, to include, 1,500 CAFF, 750 WAFF and 750 war affected children in Lofa, Gbarpolu, Bong, and Bomi counties.

The project will have two main objectives:

- To facilitate social integration through the strengthening of community capacity to ensure the protection rights of CAFF, WAFF and war affected children, including survival, non-discrimination, development and participation;
- To promote economic growth opportunities through the provision of literacy/numeracy, vocational skills training, entrepreneurship training, links to employment through apprenticeships and mentoring programs and follow up employment support.

7. PROGRAM ACHIEVEMENTS

Strengths, Weaknesses, and Constraints of Actual Program Implementation

OBJECTIVE	STRENGTHS	WEAKNESSES/CONSTRAINTS
<p>1. To facilitate <u>social integration</u> through the strengthening of community capacity to ensure the protection rights of CAFF, WAFF and war affected children, including survival, non-discrimination, development and participation;</p>	<ul style="list-style-type: none"> • Good community-based and participatory approach during implementation ownership of the process. • RWAC staff was based in the community where they served ;that proximity was fundamental to the success of main activities and social reintegration of CAFF and WAFF; creating trust with community members during dialogs for example • RWAC increased community awareness and understanding of various issues such as substance abuse, HIV/AIDS, teenage pregnancy and SGBV and developed community solutions for prevention • Because of RWAC community members know the importance of their rights and how to follow up their plights to Districts • RWAC stimulated in all the areas of intervention recreational activities and provided children recreational materials such as footballs, volleyballs, enabling an environment of unity of the children and youth 	<ul style="list-style-type: none"> • Staff mobility: each RWAC staff member served in average 5 communities and was confronted with a shortage of motorbikes; RWAC did not budget enough to resolve that issue or to repair the existing ones. • Promises made were not always respected, including delivery of some materials with a delay, especially during raining season • Rapid migration of target population caused difficulties in some areas to effectively know the location of beneficiaries for follow up of activities. Also, CCF-Liberia never received the anticipated numbers of CAFF and WAFF cases. • Program was designed to target mostly CAFF and WAFF, but at the community level there wasn't always a real difference between beneficiaries and other community members (OCM), thus the program was later opened up to OCM.
<p>2. To <u>promote economic</u> growth opportunities through the provision of literacy/numeracy, vocational skills training, entrepreneurship training, links to employment through apprenticeships and mentoring programs and follow up employment support.</p>	<ul style="list-style-type: none"> • Using effectively and consistently the REFLECT methodology in the communities • A lot of well-appreciated trainings on literacy/numeracy. • High number of skilled literacy trainers who will be available to continue training at the community level and beyond • Many vocational and entrepreneurship skill trainings for artisans and women • Intensive on-site training on agriculture issues (crop 	<ul style="list-style-type: none"> • Instability of strategy used, difficulties having a coherent approach: resulted in refocusing RWAC workplan in Year 3 to include agriculture and business training in its vocational skills training along with the trade skills training (carpentry, masonry, soap making). • Artisans and trainees expected to receive a training allowance for their participation in skills training session, many difficulties respecting this for changing implementation approach reasons; migration of beneficiaries to other NGOS programs that were giving stipends.

	<ul style="list-style-type: none"> science, composting, etc.) Small grants given to start businesses 	<ul style="list-style-type: none"> Skills taught were based on a market survey and the preferences of beneficiaries themselves. However, in a cash-poor post-conflict rural economy, trade skills are often not marketable. This prompted the change to agricultural and small business skills in Year 3. Starting saving clubs or given start up funds in some areas without any expertise in microfinance or guiding and monitoring plan
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Achievement of Objectives

Objective One: Social Reintegration				
MAJOR PLANNED ACTIVITIES	INDICATORS AND TARGETS	TARGETS - EOP	ACHIEVED EOP	COMMENTS
Provide needed psycho-social assistance via recreational, non-formal education activities for children and youth, community monitoring and follow up, and peer dialogues;	A total of 20 Child Welfare Committees (CWCs) will be established and functioning in year I and will continue in Years II and III. (Twenty Committees over Three Years)	20	66	RWAC perform well by surpassing the target
	1,500 CAFF, WAFF and war affected children will participate in Year I, and another batch of 1500 will participate in Year II. In Year III all 3000 will be participating in organized recreational, psychosocial, and non-formal education activities (3,000 over Three Years)	3000	3848	
Raise awareness on issues related to the reintegration of these target groups and cross cutting issues such as substance abuse, HIV/AIDS, STDs and SGBV and develop community solutions for prevention; and,	240 community dialogue sessions per year will take place in Year I of the project, followed by the same number in Years II and III. These sessions will focus on Peer and community dialogues on HIV/AIDS, GBV, and substance abuse using the REFLECT methodology. (Over three years, 720 sessions will take place)	720	760	Many dialogues were organized by staff

Develop referral mechanisms and structures for those needing special care (victims of torture and sexual abuse, disabled, mentally ill, and substance abusers).	It is estimated that 20 cases per year of substance abuse and GBV will need more thorough care, beyond the community well-being structure. These cases will be referred to appropriate medical facilities in Monrovia or referred to other organizations that can provide them a higher level of care.	60	486	If during Y1&Y2, the annual targets have not been achieved, at Y3 RWAC partnership with the GBV program has allowed it to far exceed its target as RWAC staff consistently report 5 or more cases per month to their GBV colleagues
Strengthen social support networks and build the capacity of existing support mechanisms and institutions, such as the CWCs	A total of 20 Civic Works Projects will be designed and implemented in Year I by CWCs with CAFF, WAFF and war affected children.	20	19	RWAC has performed reasonably well by working with the community to design and implement the projects in a participatory manner, and in employing the CAFF trainees to do some of the construction work whenever possible.
Objective Two: Promote Economic growth opportunities				
MAJOR PLANNED ACTIVITIES	INDICATORS AND TARGETS	TARGETS EOP	ACHIEVED EOP	COMMENTS
Provide skills training via apprenticeships, mentoring, and community workshops (integrated with literacy and numeracy training and life skills).	A total of 3000 CAFF/WAFF (1500 in Year I, and 1500 in Year II) will participate in the literacy and numeracy training	3000	1755	CCF Liberia was unable to achieve full REFLECT participation due to a lack of demand.
	A total of 150 community teachers will be trained in the NRC Youth Pack methodology. The training will take place in Year I, and they will continue teaching in Years II and III.	150	82	
	200 Artisan workshops upgraded 100 each in Year I and II.	200	164	
	A total of 3000 Participants (1500 each in Year I and II) will be involved in skills training via mentoring and community workshops	3000	2677	
	A total of 2250 participants (1125 each in Year I, and II) are expected to undergo and complete one vocational skills training program.	2250	2026	
Establish and strengthen referral services for employment.	It is expected that of the total 2250 participants who will finish the skills training program, 562 will develop business plans in Year I and 563 in Year II (total of 1125).	1125	811	Under this objective , it is recognized that RWAC had a lot of difficulties to find ways to help trainees developing BP and

	It is expected that 1125 CAFF, WAFF will be employed by master Artisans or will be self-employed in Year I , and will be followed by another batch of participants in Year II . By Year III a total of 2250 participants will be employed either with Artisans or self-employed	2250	1425	strengthen a favourable environment of job creation
Provide appropriate credit for qualifying graduates.		n/a	n/a	Rather than loans, RWAC provided packages of in-kind raw materials with values of \$50 to start businesses to 811 beneficiaries.
Improve coordination with DAI, USAID, UNHCR, UNDP and other agencies involved in economic integration programs.		n/a	n/a	CCF has been in regular communication with UN agencies and US DoS.

Results Analysis

Objective 1

RWAC has performed fairly well under this objective, reaching most of its indicators and its activities under this objective with most of the results having been achieved in the past 2 years

Indicators

As of 30 July 2007, the indicators were as follows:

- A total of 66 Child Welfare Committees have been established (20 Committees over three years was targeted).
- 3,848 CAFF and WAFF participated in recreational, psychosocial, and non-formal education activities organized by RWAC (3,000 over three years was the target).
- Over the three years, a total of 760 community dialogue sessions focusing on HIV/AIDS, GBV, and substance abuse using the REFLECT methodology have been organized. This is not far from the 720 sessions targeted at EOP.
- 486 cases of substance abuse and GBV were noted and referred to appropriate medical facilities in Monrovia or referred to other organizations that can provide them a higher level of care. The target was 20 cases per year.
- 19 Civic Works Projects have been designed and implemented by CWCs with CAFF and WAFF, not far from the target of 20.

Activities

- Provide needed psycho-social assistance via recreational, non-formal education activities for children and youth, community monitoring and follow up, and peer dialogues.

RWAC successfully used the REFLECT methodology to facilitate the activities in its reintegration and reconciliation program. It is well known that REFLECT is an

innovative approach to learning and social change which fuses the theories of Paulo Freire with the methodology of participatory rural appraisal. It gives participants the opportunity to discuss the causes of their problems and explore the solutions for day to day socio-economic, political, and cultural issues and also to uncover complicated social problems such as domestic violence, teen pregnancy and HIV/AIDS. All these are done through various actions such as recreational, psychosocial, and non-formal education activities.

Although the planned activities worked well overall, RWAC encountered some problems such as:

The WAFF were treated separately to the other women in the community and focusing on the younger women. This approach did not work well because at the community level there is no distinction between WAFF and other community women and WAFF have diverse age differences.

- Raise awareness on issues related to the reintegration of these target groups and cross cutting issues such as substance abuse, HIV/AIDS, STDs and SGBV and develop community solutions for prevention.

Using the REFLECT methodology, 760 community dialogue sessions were organized by RWAC. Because the prevention of HIV/AIDS is a priority topic throughout Liberia, especially in areas with high movement of population, RWAC's efforts included community sensitization which aimed to increase knowledge on HIV/AIDS and erase misconceptions on methods of transmission and improving knowledge, availability and use of contraceptives such as condoms and hormonal pills.

RWAC staff was well trained to deliver adequate messages and to make follow up on gender based violence reports.

- Develop referral mechanisms and structures for those needing special care (victims of torture and sexual abuse, disabled, mentally ill, and substance abusers)

RWAC performed very well because of its close partnership with the GBV program. All cases which need more thorough care were identified and reported to GBV staff for appropriate treatment.

- Strengthen social support networks and build the capacity of existing support mechanisms and institutions, such as the CWCs.

About the CWCs, RWAC put in place more than the target over the 3 years, but it is noted the absence of full support to run all the CWCs activities (stationeries, recreational, and sports materials).

Objective 2

For a variety of reasons, both external and internal, RWAC did not perform as well under the economic component. The initial major planned activities did not work well. In Year 3, RWAC staff refocused its work plan to also include agriculture under the vocational training program and significant gains were made.

Indicators

As of 30 July 2007, the indicators were as follows:

- It was planned that at the EOP, a total of 3,000 CAFF/WAFF (1500 in Year 1, and 1500 in Year 2) will participate in the literacy and numeracy training. Only 1,755 participated over the 3 years.
- A total of 82 community teachers have been trained in the NRC Youth Pack methodology, far from the 150 community teachers targeted. CCF-Liberia shifted the training curriculum to match the GoL-approved Accelerated Learning methodology. Another 160 teachers were trained in conflict resolution in Year 3.
- RWAC upgraded only 164 Artisan workshops but 200 artisans was the target. This illustrates RWAC problems with artisans who required fees before participating in workshops. It must be noted here that CCF-Liberia skills training was competing with other NGOs operating in the region that gave fees for workshop participation. Also, staff claims that in some areas they encountered a lack of enough qualified artisans to participate in the project.
- RWAC targeted a total of 3,000 participants who would be involved in skills training via mentoring and community workshops. Because of its difficulties in mobilizing participants, only 2,677 were obtained. 1743 participants completed one vocational skills training program (2,250 was the target over the 3 year program).
- RWAC targeted to help 1,125 participants on skills training program to develop a business plan before the end of the program period, only for the same reasons listed above, only 811 participants developed a Business Plan.
- At EOP, RWAC expected a total of 2,250 participants to be employed either with Artisans or self-employed, only 1,375 were realized. RWAC had a lot of difficulties finding ways to help trainees developing BP and strengthen a favourable environment of job creation. It may have been unrealistic to expect that large numbers of trainees could find a market for their trade skills in the post-conflict rural economy.
- RWAC planned to provide appropriate credit for qualifying graduates (no targets given). At the EOP, no microcredit scheme was observed for qualifying graduates. Instead it is noted that in-kind raw materials were given to business skill trainee graduates.
- CCF coordinated the RWAC program with other programs funded by UN agencies, and US DoS which were involved in economic integration programs.

7. Cross-cutting Issues

External - with other partners

One key to the success of the social reintegration efforts has been CCF-Liberia's regular collaboration with various local and international partners in all four RWAC counties. CCF

county offices are regular participants of the various monthly interagency working group and coordinating meetings and county-level coordination meetings in GBV, reintegration, and civic works. Over the grant period, the RWAC program also led or participated in a great many collaborative efforts to stage large-scale public events.

Internal - linkages with other CCF-Liberia Programs

RWAC recognized the necessity to be linked to the other CCF-Liberia programs if it wanted to succeed; some coordination was started in Year 3 with the SAFE program to provide GBV case management in the 4 counties.

Also the Water, Sanitation and Hygiene (WASH) Program staff was instrumental in helping RWAC to complete its 19 community-driven public works projects, namely latrine blocks and water points.

8. ADVOCACY

Following on the achievement of facilitating the creation of some 62 Child Welfare Committees in the four counties, RWAC staff began working to facilitate the creation of elected district-level CWCs, as well as four elected county-level CWCs, providing transportation, encouragement, and stationery to members.

9. Program Management

Management Approach

Evaluations of program staff have demonstrated that the RWAC program had well engaged and hardworking staff at the field level who have received various trainings during the program. However, RWAC experienced a frequent turn over of key staff such as the Program Manager. Each new PM tried to find his own way of resolving problems and achieving RWAC's main goals. During focus groups meetings and after reviewing a lot of reports, it appears that with a minimum of strategic orientation and adequate supervision, RWAC could have fully achieved its overall goal.

Financial Management

Financially, RWAC was managed by the CCF Liberia Finance Controller, and based on CCF accounting procedures. Adequate financial control systems existed to manage RWAC funds. At the end of the program, 100% of the budget was spent and yearly CCF-Liberia sent a financial report to USAID through CCF,-HQ. As of June 30, 2006, a financial external audit was approved by HQ and executed by Ernst and Young. After reviewing all the program financial statements, and selecting 25 items/expenditures for testing, only one item had incomplete documentation. Appropriate recommendation was given to resolve that issue.

10. Evaluation Methodology

The evaluation was conducted to gather information about the impact of the RWAC program in the targeted communities. Field visits were done in 3 counties Bomi, Lofa and Bong, but because of transportation difficulties the evaluator was not able to visit Gbarpolu. The evaluator was aided by the CCF RWAC Program Manager and field staff in the target

counties visited. The evaluation was a comparative and analytical exercise, “before and after”, containing a mix of evaluation methods such as:

- Surveys for comparing targets and EOP measures;
- Content analysis of management information, such as quarterly reports, previous evaluation reports, and meeting minutes;
- Results of precedent key informant interviews
- Focus groups with beneficiaries and field staff

11. Reference Documents

1. USAID / Christian Children’s Fund, Inc. (CCF, Inc.):Cooperative Agreement Document: 669-A-00-04-00056
2. Report on RWAC dialogue conducted in Bong and Lofa counties from the 19th of March to the 23rd,2007
3. Notes from focus group discussion in Bomi County during the Quarterly Review Meeting with 12 Liberian Reintegration Officers and CCF Social Workers who have lived among rural war-affected communities for 2.5 years, working to reintegrate young ex-combatants and revitalize war-affected communities generally with the goal of protecting vulnerable children (Date: 11 April 2007)
4. A review of the RWAC and CEIP Project: A one day review of the program in both Bomi and Bong counties on Monday 3rd and Wednesday 5th July 2006 respectively.
5. RWAC Program Manager’s Quarterly Report, April 2007 - June 2007
6. RWAC close out plan
7. RWAC base-line survey (Final Report- Dec 2005)
8. CCF-Liberia Skills Training Report (March – June 2006)
9. Project Proposal Submission, June 30, 2004, Submitted to: The United States Agency for International Development (USAID) in Ghana
10. RWAC Agriculture Training Program 2007 Work Plan
11. Kithinji Boore’s Report dated June 2006 “Integrating the Center, Small-Enterprise Revitalization for War Affected Communities in Liberia
12. Guidelines for focus group discussions and interview with community leaders (baseline survey)