



Creating a Society free of Youth-Crime and Violence



By reintegrating at-risk street youth into
mainstream societies.



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1.0 INTRODUCTION:

The Network for Empowerment and Progressive Initiatives, Inc. (NEPI Inc.) is a charitable international organization with a 501(c)(3) tax-exempt status under the Nonprofit Corporation Act of the State of New York since 2016.

Established as a national organization in 2000, NEPI has transitioned to an international organization responding to the challenging and changing global landscape.

Our five-year strategic plan provides a framework for effective leadership and roadmap to increase our impact. Our strategic plan will guide and allow us to work with partners to develop and implement approaches that influence policies that result in a real, measurable reduction in organized crime, violent protests, communal violence, and drug use. It will allow us to improve the participation of youth in civic engagement and increase their political participation in the decision making that affects their lives. We will target the hardest to reach, most vulnerable and poor youth with a tested and proven intervention to address the issues and focus on transforming behavior. It establishes our vision, our goals and the targets we aim to achieve.

Civil wars do not only destroy the country's economy, infrastructure, and human resource capacity, but also leave tens of thousands of youth unemployed, at-risk, and easily mobilized into crime and violence. These at-risk youth pose risks of broader social instability through participation in organized crime, violent protests, communal violence, and armed conflict. Leaving these problems unaddressed threatens the economic and political stability of conflict-affected countries as well as those of their neighbors. These youths are often recruited as mercenaries to fight in regional conflicts. Policing and job creation aim to reduce crime and violence by either changing the economic incentives open to these young men and women or incarcerating them. Yet neither of these policy prescriptions addresses the root cause nor have they been proven to be effective.

NEPI is a leader in crime and violence reduction programs, advocating for resources, practices, and policies that restore the dignity and the potential of young people involve in crime and violence. Over the next five years, we will strengthen our organization through enhanced collaboration around shared approaches. We partner with academia, research institutions, to generate new knowledge from our field presence. We seek collaboration with civil society and the government to strengthen our collective impact.

This five-year strategic plan sets the ambitions of NEPI to be at the forefront of bringing positive and lasting change in the lives of those affected by poverty, crime, and violence. We aim to empower hard-core street youth, and young people to be in charge of their own destinies. We endeavor to support local communities and national institutions to develop long-term collective approaches to reinforce their capacity to better respond to organized crime and violence reduction. We do what it takes to bring young people closer to a society free from organized crime, violent protests, communal violence, and drug use.

NEPI was founded to serve as a catalyst for sustainable peace and development in communities devastated by civil conflict. We promote peace and reconciliation principles as tools to effectively build, strengthen, and promote positive social change within communities and shape policy decisions that recognize and support the most vulnerable populations.

- We reached 1000 street youth, through our sustainable transformation of a youth project in Paynesville, Central Monrovia, West Point, Doe Community, and Duala, in Montserrado County, Monrovia, Liberia (STYL).

STYL, an evidence-based intervention, has been tested and proven effective through a randomized control trial (RCT). Researchers found out that just the offer of therapy had huge impacts. Issues of crime — carrying a weapon, fight with each other and police, arrests, and even things as simple as losing your temper —dropped by 20 to 50 percent within a few weeks of finishing STYL (Blattman, Jamison & Sheridan, 2014). The program socially and economically impacted the lives of 1000 hard-core youth in Monrovia, Liberia.

- We reintegrated 1,555 former fighters and child soldiers with psychosocial support in Voinjama, Lofa County, Liberia, rehabilitated and reintegrated 800 former fighters at the Tumutu Training Center in Bong County, Liberia.
- We provided civic education for more than 600 youth in Voinjama, Lofa County, Liberia.
- Through psychosocial rehabilitation programs, trauma healing and human rights awareness, we impacted the lives of 15,000 former fighters and child soldiers from Cari and Buchanan cantonment sites, and 30,000 community dwellers (local community members, displace people, and returnees) across Liberia.

Over the next five years, NEPI will focus on providing cognitive behavior therapy and cash transfer to at-risk youth. NEPI will strive for a world where the lives of high core street youths are transformed from crime, and violence and are socially and economically empowered into peaceful and inclusive societies. We do this by working with poor and vulnerable youths in Africa and the world. We constantly search for more effective solutions, to crime and violence while sharing our knowledge and expertise with the world. We push for long-term change. We will strive until we find solutions to youth crime, and violence and contribute to reducing extreme poverty, in societies across the world.

2.0 NEPI DRIVE

2.1 Our Drive for Young People involves in Crime and Violence

We want the world to put young people at the heart of their development work to reduce crime and violence and increase young people's social, economic and political participation in decision making that affects their lives. NEPI drive is in a more explicit and focused way to the challenges posed by youth poverty, crime and violence in Africa and the world and its direct impacts on young people and communities and the ways in which it demoralizes ambitions in other key areas of youth development (vocational education, psychosocial support and services, education, social, economic empowerment and political participation).

NEPI is responding with a highly effective, evidence-based program, the Sustainable Transformation of Youth in Liberia (STYL). It is designed to promote future orientation, self-discipline, and norms of non-violence, pro-social behavior with the goal of mainstreaming these youth back into society. Hard-core street youth pose risks of broader social instability, through participation in organized crime, violent protest, communal violence, and armed conflict. NEPI identifies these poor deprived youth living on the fringes of society and rehabilitate and reintegrate them using therapy and counseling to foster character skills such as self-control and a noncriminal self-image as well as providing cash support.

NEPI drive and the innovative evidence-based program that targets the hardest to reach, most vulnerable youth with a tested and proven intervention to address the issues of violence and crime, will enable us to lead and work with our partners to contribute to addressing the immediate causes of youth crime and violence. We will support the SDGs through contributions towards a world in which no young person lives in extreme poverty, crime, and violence, and are socially and economically empowered to fulfill their potential into a peaceful and inclusive society. We will use a combination of high impact program delivery, social mobilization, and advocacy for the successful interventions at scale. NEPI will build on its longstanding progress and evidence in reducing violence and crime in developing countries in Africa and transform the lives of hard-core deprived young people into productive citizens.

Our youth transformation work will enable us to lead in this understudied and under-engaged field, to build capacity and work with partners to address the causes and deprivation impacts of poverty, crime, and violence. We will pursue this cause across developing countries in Africa and the world. We will use high impact program delivery, conduct social mobilization and advocacy for the replication of successful intervention at scale. We will build synergistic approaches across NEPI, and forge coalitions with civil society and public sector to achieve a reduction in the number of young people involved in crime and violence, build their capacities, increase their social and economic stability and political participation.

Over the next five years, we will work intensively with governments, local communities, young people to identify policies and interventions that achieve secure pathways out of crime, and violence, and reduce poverty for the most deprived, poor, high-risk youth.

3.0 NEPI CHALLENGE

3.1 Youth Crime and Violence

Our world is currently home to nearly 1.8 billion young people ages 10 – 24, more than any other time in human history (UNFPA 2014). Many of them – nine out of ten – live in developing countries where economic, civic and social opportunities are insufficient to address the diverse needs of transitioning into mainstream societies. Others are facing this transition while living in a prolonged humanitarian crisis that presents significant challenges to their safety and well-being in the form of forced recruitment, organized crime, violent protests, communal violence, drug use, and early marriage and pregnancy for adolescent girls.

In post-conflict and fragile states, crime and violence concentrate unreasonably among young men in low-income settings, with detrimental effects on these men and their victims. Many of these cities struggle to deal with large-scale urban violence, crime, and drug. These poor young men continue to be targeted for mobilization into election intimidation, rioting, and rebellion. In addition to these direct social costs, the uncertainty and risks of crime and violence can discourage economic growth. Various systemic factors contribute to these challenges, affecting not only these choices young men make but how they think about making those choices. While young adults in many contexts struggle to develop a positive identity or skills such as self-control, those who grow up in low-income or violent settings, and who are often targets for mobilization into violence, may have more at stake and receive less support.

These circumstances impede young people's ability to contribute to their country's growth and stability. Our greatest challenge today is to provide these young people with the capacities and opportunities they need to drive and sustain development. They demand our attention, support, and action.

3.2 Youth Poverty and Unemployment

“Poverty is the worst form of violence.”
.... Mahatma Gandhi

Thinking of poverty as violence shows how it actively causes harm, and how the problem is larger than just the money you earn: poverty reaches into every part of life. Over one billion people in the world today live in unacceptable conditions of poverty, mostly in developing countries, particularly in rural areas of low-income countries in Africa, Asia and the Pacific, Latin America, and the Caribbean, and the least developed countries. Poverty has various manifestations; hunger and malnutrition; ill health; limited or lack of access to education and other basic services; increased morbidity and mortality from illness; homelessness and inadequate housing; unsafe environments; and social discrimination and exclusion; it is also characterized by a lack of participation in decision making and in civil and socio-cultural life. Young people are particularly affected by this situation.

In conflict and post-conflict communities, economy and human resource capacity are not only destroyed but leave tens of thousands of youth unemployed. These at-risk youth are easily mobilized posing risks of broader social instability through participation in organized crime, violent protests, communal violence, and armed conflict. Leaving these problems unaddressed

threatens the economic and political stability of conflict-affected communities as well as those of their neighbors. These youth are often recruited as mercenaries to fight in regional conflicts. Policing and job creation aim to reduce crime and violence by either changing the economic incentives open to these young men and women or incarcerating them. Yet neither of these policy prescriptions addresses the root cause nor have they been proven to be effective.

NEPI responds with a highly effective, evidence-based program, the Sustainable Transformation of Youth in Liberia (STYL). It is designed to promote future orientation, self-discipline, and norms of non-violence, pro-social behavior with the goal of mainstreaming youth back into society.

4.0 The Strategic Direction/Framework

NEPI Strategic Direction/Framework

Our Vision

Our vision is a society free from youth crime and violence.

A world where the lives of at-risk street youths are transform from crime, and violence and are socially and economically empowered into peaceful and inclusive societies.

Our Mission

Our mission is to reintegrate high core street youth into mainstream society.

We constantly search for more effective solutions, to crime and violence while sharing our knowledge and expertise with the world. We push for long-term change. We will strive until we find solutions to youth crime, and violence and contribute to reducing extreme poverty, in societies across the world.

Our Core Value

Our core values are inherent in transparency, accountability, commitment, collaboration, leadership and excellence.



2020 – 2025 Goals

Given our organizational strengths and experience in reducing crime and violence, among at-risk street youth through CBT and cash transfer, we have developed the following overarching ambition over the next 5 years.

NEPI will continue to lead the way in evidence-based crime and violence reduction program. We will influence public policy and high impact program design that contribute to policy development on youth crime and violence reduction.

To achieve this ambition, we will engage in the following mutually reinforcing goals. These goals are at the heart of our core approach, which will help us link vulnerable population with practice and policy to make post conflict communities peaceful, inclusive and safe. Each of the goals is underpinned by a set of intended outcomes. Every year we will review and assess our progress and adapt to present realities in host countries. We recognize that the context in which we are working and at the global level, we will contribute along with other organizations to realize these changes.

Goal 1:

Develop and implement country strategies that incorporate performance measures that are effectively communicated internally and externally

Key Initiatives Supporting the Goals:

- Develop NEPI strategy to launch operations and establish a strong presence in host countries

Outcomes:

- Programmes that aligned with and reflect host country crime and violence reduction priorities developed and implemented

Goal 2:

Increase revenue for scaling STYL evidence across 4 counties in Liberia by 2025.

Key Initiatives Supporting the Goals:

- Establish and evaluate program fundraising strategy, develop country-specific fundraising plans,
- Increase headquarters engagement with the US and European donors
- Diversify NEPI funding sources

Outcomes:

- Overall revenue with emphasis on unrestricted and diversified funding sources increased [5 years target: 5M and 30:70 ratio restricted to unrestricted; 10% of restricted revenue generated at country level; at least 60% of programs funding acquired by year 3],

Goal 3:

Strengthen the quality and consistency of existing crime and violence reduction programming activities

Key Initiatives Supporting the Goals:

- Assess the potential for expansion within existing countries of operation, establish assessment criteria for new country expansion in alignment with mission

Outcomes:

- Demonstrable social impact achieved in the areas of crime, and violence reduction,
- Scale STYL evidence to an additional 5,400 at-risk street youth, maintained and program quality, and consistency achieved,
- 5 external program evaluations conducted and increased beneficiary reach to 5,400 in 4 counties of operations in Liberia,

4.1 Purpose

We strive for a society that advances solutions to crime and violence, and reduces extreme poverty, among hard-core street youth. We do this by working with poor and vulnerable youth in Africa and the world. We engage people and partners to rehabilitate and reintegrate hard-core street youth into mainstream society. We drive change in practice and policy at local, national and global levels with the work we do with high core street youth.

4.2 NEPI Strategic Choices

- Position NEPI as a center of excellence and a leader in youth crime and violence reduction
- NEPI aims to double its beneficiaries reached in Liberia with a long-term investment with clear evidence of the results communicated to government, policymakers, practitioners, donor's community and the world at large while testing and scaling programs in new locations.
- Position NEPI with donors that understand both the relevance and value of our contribution to crime and violence reduction in alignment with the priority of long-term, unrestricted funding
- Invest in the necessary management structure required for the highest levels of governance, accountability, sustainability, and processes and policies development

4.3 Our Vision

Our vision is a society free from youth crime and violence.

A world where the lives of high core street youths are transformed from crime, and violence and are socially and economically empowered into peaceful and inclusive societies.

4.4 Our Mission

Our mission is to reintegrate high core street youth into mainstream society.

We constantly search for more effective solutions, to crime and violence while sharing our knowledge and expertise with the world. We push for long-term change. We will strive until we find solutions to youth crime, and violence and contribute to reducing extreme poverty, in societies across the world.

4.5 Our Core Value:

Our core values are inherent in transparency, accountability commitment, collaboration, leadership, and excellence.

4.5.1 Transparency:

We believe in total transparency. Whether for partners, donors or beneficiaries of our work, we make clear information available on the allocation and management of our funds and provide guarantees of good management.

4.5.2 Accountability:

We believe that it is our duty to create an environment of trust internally and externally in the organization by being open, honest and transparent. We hold ourselves and others to account for the content and process of decisions we make, the actions we take, and the resulting outcomes. We challenge ourselves to be effective stewards of the financial resources entrusted to us. We are accountable to our Donors, Board, and host Government for the impacts of our organization and the use of resources.

4.5.3 Commitment:

We believe that our success is based on the commitment we make by devoting our time, talents, and resources to those who entrust their care to us. That is why we make long-term commitments to support a resilient transformation of youth from violence and crime to lasting peace.

4.5.4 Collaboration:

We believe that people affected by conflict have a stake in the peace process. By collaborating and partnering with local communities, national government, donors to transform violence and crime, we promote peaceful coexistence and achieve lasting peace. Together, we design a timely and effective program that drives sustainable solutions to local community issues.

4.5.5 Leadership:

As a leader, we believe it is our duty to be effective stewards, engender trust and provide solutions toward our common goal to lead change and provide the highest quality of integrated care. We make our ethics and values clear by living them each day, and persistently uphold our organizational culture that recognizes and supports our diverse strengths. We believe in the unique identity of those we serve, treating each with friendliness, dignity, respect, care, and compassion. Our values are inherent in our passion and desire to provide exceptional service.

4.5.6 Excellence:

We believe that the excellence we achieve is based on the best practices we incorporate and innovation we stimulate in the services we provide. We believe in the desire for, and pursuit of, the highest quality in any undertaking, process or result.

4.6 Our Philosophy

- We believe that all people have the right to live in safe and peaceful communities and **participate** fully in the decisions that affect their lives.
- We believe that safe and peaceful societies emerge when poor, vulnerable, and at-risk street youth lives are transformed. Having youth move from a position as an outcast to an economically and socially integrated members of society.
- We believe that **transformation** and future-orientation are of central importance in changing risky behaviors such as drug and alcohol use/abuse, crime, violence, and vulnerability to recruitment into armed conflict.

4.7 Our Stakeholders

NEPI stakeholders are people or organizations affected by the decisions we make and the actions we take.

Our primary stakeholders are the people and communities we serve (at-risk street youth, former child soldiers, former combatants, war-affected youth and local community dwellers).

Other stakeholders include donors, partners, governments, and philanthropists.

4.7.1 Accountability to our Stakeholders:

- As individuals and as an organization, we act ethically.
- We treat all people with respect.
- We are open and transparent about the work we do and how we do it.
- Our stakeholders participate in the design, planning, implementation, monitoring and evaluation of our work.
- We are effective stewards of the financial resources entrusted to us and the natural environment in which we live.
- We commit to achieving demonstrable impact for our stakeholders, using their feedback to innovate, learn and improve.

5.0 NEPI RESPONSE

5.1 Our Strategy

Since its inception, the Network for Empowerment & Progressive Initiative (NEPI) has been providing a highly effective, evidence-based program to hard-core street youth with the goal of mainstreaming them back into society. NEPI identifies these youth living on the fringes of society and rehabilitates them using therapy and counseling to foster character skills such as self-control and a noncriminal self-image as well as provide cash support.

NEPI engaged young people aged 10 – 24, to build a crime and violence-free society. We work with partners to develop and implement approaches that influence policies that result in a real, measurable reduction in organized crime, violent protests, communal violence, and drug use. We aim to empower hard-core street youth, and young people to be in charge of their own destinies. We endeavor to support local communities and national institutions to develop long-term collective approaches to reinforce their capacity to better respond to organized crime and violence reduction. We do what it takes to bring young people closer to a society free from organized crime, violent protests, communal violence, and drug use.

NEPI targets the hardest to reach, most vulnerable and poor youth with a tested and proven intervention, the sustainable transformation of youth in Liberia (STYL) program, to address youth crime and violence which establishes our vision, our goals and the targets we aim to achieve.

STYL is an 8-week behavior change and cash transfer intervention that bolsters hard-core street youth's cognitive and social skills necessary for entrepreneurial self-help raises youth's aspirations and equips them to reach their goals. STYL has three components: (1) role models show at-risk youth how they have been able to change their lives for the better; (2) youth learn

practical steps to changing their lives, learning to adopt normal, non-criminal dress, behavior, and lifestyles; and (3) through a series of assignments, youth practice improving their self-control and discipline. It combines cognitive-behavioral therapy (CBT), and a cash transfer. Through these interventions, STYL aims to reduce anti-social behaviors by changing noncognitive skills and preferences; and to shift hard-core street youth living within a present-oriented framework to more future-oriented goals and behavior.

STYL is unique in that it is an evidenced-based intervention. It has been tested and proven effective through a randomized control trial (RCT) conducted by researchers from Columbia University, Harvard University, the World Bank and Innovations for Poverty Action (IPA). The findings from the RCT have been featured in the Washington Post and on the influential podcast, Freakonomics, highlighting NEPI's success in identifying a workable and affordable solution to rehabilitating street youth. Based on the positive evidence from the RCT, NEPI plans to expand STYL to reach an additional 5,400 youth over a period of 5 years while pilot testing new programs.

5.1.1 How our Transformation Work Supports our Strategy

Our work contributes to the change our intervention creates in society by transforming the lives of poor, vulnerable hard-core street youth lives from extreme poverty, crime, and violence to productive members of local communities in Liberia. Our transformation work had changed behavior by enhancing knowledge, skills, and attitude to socially, and economically empower hard-core street youth and break the cycle of violence and crime among youth.

STYL's effectiveness in rehabilitating the hardest to reach youth attracted the attention of international researchers who wanted to determine, through a rigorous scientific study, if STYL was the cause of these youth forgoing crime. And if yes, what elements made this training effective. The program designed focus on two different treatments to test two different theories of poverty and violence in order to scientifically test STYL's effectiveness. The intervention engages behavior roots with the transformation program and economic roots by providing a capital injection and unconditional cash grant.

The researchers - from Columbia University, Harvard Medical School, and IPA - conducted an RCT, the gold standard in quantitative research with a sample of 1,000 youth, into treatment assigned by lottery, placing them into four groups:

1. 25% of the youth receive the transformation program training and a \$200 unconditional cash transfer to do business;
2. 25% of the youth receive a \$200 unconditional cash transfer only;
3. 25% of the youth receive transformation program training only; and
4. 25% of the youth did not receive any interventions. This fourth group of youth is the control group.

5.1.2 Contribution to the Reduction of youth crime and Violence

Our impact is to create a society free from youth-crime and violence. STYL led to significant decreases in crime, drug use, and violence for participants. The results confirmed that investments in programs that focus on self-control and self-image can help to reduce crime and

violence among youth. Researchers found out that just the offer of therapy had huge impacts. Issues of crime, carrying a weapon, fight with each other and with the police, arrests, and even things as simple as losing your temper — they dropped by 20 to 50 percent within a few weeks of finishing the therapy. After a year, these effects had started to dissipate if the men got therapy alone. But if they got cash after the therapy, the effects stayed steady or grew.

The cash grant is both a treatment and measurement tools to evaluate the effect of the transformation program. 50% of the program participants receive the unconditional cash grant in total. Of that amount, participants spent:

- 20% on savings and debt payments,
- 23% on business investments and expenses,
- 8% of the cash on their own health and education,
- 28% of the cash on consumption and rent,
- 6% on durable assets,
- 4% on drugs, alcohol, gambling, and sex, and
- 11% on gifts and transfers.

The evaluation found that the young men largely invested and saved a substantial fraction of the unconditional cash transfer, yet the money only produced short-run improvements in investment and income, an outcome that NEPI proposes to address in STYL's expansion. Results suggest that character skills and self-image remain malleable and that STYL is a powerful tool to reduce poverty, crime and violence in fragile states.

Over the next five years, NEPI will focus on providing cognitive behavior therapy and cash transfer to at-risk youth. NEPI will strive for a world where the lives of high core street youths are transformed from crime, and violence and are socially and economically empowered into peaceful and inclusive societies. We. We do this by working with poor and vulnerable youth in Africa and the world. We constantly search for more effective solutions, to crime and violence while sharing our knowledge and expertise with the world. We push for long-term change. We will strive until we find solutions to youth crime, and violence and contribute to reducing extreme poverty, in societies across the world.

6.0 NEPI Action Plan for 2020 – 2025

6.1 NEPI Focus: Goals, Activities, and Outcomes

Given our organizational strengths and experience in reducing crime and violence among high core street youth and knowledge and psychology in the reintegration of former child soldiers, we have developed the following overarching ambition over the next 5 years. NEPI will find solutions to extreme poverty among poor and at-risk youth, reduce crime and violence, and reintegrate former child soldiers in mainstream societies. To achieve this ambition, we will engage in the following mutually reinforcing goals. These goals are at the heart of our core approach, which will help us assist poor, marginalized youth with practice and policy to make post-conflict communities peaceful, inclusive and safe. Each of the goals is underpinned by a set of activities and intended outcomes. Every year we will review and assess our progress and adapt to present realities in host countries. We recognize that the context in which we are working, we will contribute along with other organizations to realize these changes.

NEPI Focus: Goals, Activities, and Outcomes

Goal	Activities	Outcomes
1. Develop and implement country strategies that incorporate performance measures that are effectively communicated internally and externally	1.1. Establish operational standards for field programs and operations, 1.2. Implement internal commitment and communication mechanisms to align Headquarters departments with country strategies, 1.3. Develop NEPI strategy to launch operations and establish a strong presence in host countries,	<ul style="list-style-type: none"> • Programs that aligned with and reflect host country youth crime and violence reduction priorities are developed and implemented, • Resources that aligned with specific country needs are developed, • Effective communications strategies are developed and implemented, • Headquarters policies and practices to help attract and retained staff continuously improved, • Financial systems, policies, procedures and reporting mechanisms between field and Headquarters continuously improved, • Administrative and logistics standard operating procedures continuously improved,
2. Increase revenue for scaling STYL evidence across 4 counties in Liberia by 2025	2.1 Establish and evaluate program fundraising strategy, 2.2 Develop country-specific fundraising plans, 2.3 Increase Headquarters engagement with the US, and European donors, 2.4 Diversified NEPI funding sources 2.5 Maintain and improve financial controls and management to stay ahead of changes in the sector,	<ul style="list-style-type: none"> • Fund development specialist or a director for program operations to increase and diversified NEPI funding sources recruited, • Communication specialist to disseminate NEPI evidence to attract the interest of host government, policymakers, donor for scaling NEPI/STYL evidence in the host country and elsewhere recruited, • Comprehensive fundraising strategy that informed NEPI capacity needs established, • Overall revenue with an emphasis on unrestricted and diversified funding sources increased [5 years target: 5M and 30:70 ratio restricted to unrestricted; 10% of restricted revenue generated at field level; at least 60% of programs funding acquired by year 3], • Strong and secured long-term funding relationships with unrestricted focus identified among donors, policymakers, and host government and retained, • Local and country-specific fundraising plans are established and implemented,
3. Strengthen the quality and consistency of existing programming activities	3.1 Invest in the capacity building of field offices and staff, 3.2 Invest in key field positions to successfully manage and grow country programs, 3.3 Engage with donor networks and beneficiaries, 3.4 Conduct an annual assessment of capacity building needs, 3.5 Assess the potential for expansion within existing countries of operation, 3.6 Establish assessment criteria for new country expansion in alignment with NEPI mission,	<ul style="list-style-type: none"> • Highly talented people from the countries and regions in which we work recruited and retained, under the principle of ‘as local possible, as international as necessary’ • 70% of training and development needs to be identified through performance appraisals, • Demonstrable social impact in the areas of youth crime and violence reduction achieved, • Scale STYL evidence to an additional 5,400 at-risk street youth maintained and program quality and consistency achieved, 5 external program evaluations conducted and increased beneficiary reach to 5,400 in 4 countries of operations, • Skills and knowledge of managers to conduct an effective performance appraisals system acquired, • Fundamental practices, policies, and techniques for providing an employee with constructive feedback understood, • Managers ability to develop/formulate key performance indicators, competencies, and standards enhanced,
4. Develop results-based monitoring and evaluation systems and standards and apply to all stages of program development and delivery	5.2 Recruit monitoring and evaluation (M&E) specialist, 5.3 Develop and implement the M&E Framework (including goals, indicators, and measures), 5.4 Provide on-going support and training as required to Headquarters and field staff on M&E, 5.5 Identify and disseminate best practices from the field, both internally and externally, 5.6 Improve knowledge management at all levels, 5.7 Conduct one external country program evaluation per year,	<ul style="list-style-type: none"> • Lead the way in evidence-based crime and violence reduction program, • Influence public policy and high impact program design that contribute to policy development on issues of youth crime and violence reduction [5 years target: 2 academic and research partners; 500K in research funding; 2 research reports/publications/policy documents], • Program results disseminated at workshops with host country government, policymakers, and at international conferences, • Technique advisor to provide consistent field support recruited, • Field reporting mechanisms to document learning and to mitigate risk established,

6.2 Steps we will need to take to deliver on our plan

6.2.1 Diversify and Expand NEPI Funding Sources

At present, NEPI funding is largely from institution sources. This means that 100% of the funding is short-term (i.e. one year or less) and restricted to particular programs and countries. This allows only minimal flexibility in our programmatic activities, which can be problematic given the complex and shifting context within which we work. In order to meet our strategic organizational goals over the next five years, a much more diverse set of funding sources must be realized.

Diversifying the source of our income is critical in helping us make strategic choices, and for our programs to be innovative and flexible. By 2025, NEPI funding needs to have moved away from restricted, short-term grants, towards more sustainable long-term, unrestricted income. This will mean an aggressively targeted strategy that ensures that institutional funding will be complemented by other income sources, such as corporate donation, individual donors and high net worth individuals, and foundations.

NEPI aims to increase overall revenue with an emphasis on unrestricted and diversified funding sources. Over the next 5 years, we hope to raise 5M with a ratio of 30:70 split from restricted to unrestricted revenue. In addition, NEPI aims to acquire at least 60% of program funding by year 3.

Based on an analysis of current NEPI capacity, the following action steps have been identified as necessary to build the foundation to increase overall revenue for all fund development programs:

1. Investment in a Donor Database that will assist with soliciting, leveraging and engaging individual, corporate, and institutional relationships
2. Creation of a centralized Donor Information Management Program (DIMP)
3. Refocusing on human resources based on funding priorities
4. Recruitment of experts where gaps exist

6.2.2 How NEPI will continue to transform poor and at-risk youth lives

NEPI will continue to transform poor, vulnerable, and hard-core street youth lives and empower them to participate in the decision that affects their lives through the following method:

6.2.2.1 Sustainable Transformation of Youth Lives (STYL)

The Sustainable Transformation of Youth Program (STYL) is an evidence-based cognitive behavioral therapy and life-skills training program run by the Network for Empowerment and Progressive Initiative (NEPI) and a research team from Innovation for Poverty Action (IPA). STYL aims to bolster youth's cognitive and social skills necessary for entrepreneurial self-help, raise youth's aspirations, and equip youth to reach their goals. STYL is based upon the theory of change that hard-core street youth, many of whom have been members of armed groups, know what constitutes acceptable behavior in society (e.g. that drug use or stealing are not acceptable), but because they view themselves as outside of mainstream society, do not feel accountable to those norms and values. Facilitators/trainers, therefore, work to persuade these youth to be part of mainstream society, show them it is possible, and walk them through the steps. For instance, youth have "homework" assignments to learn like a regular person and realize they are accepted

– visiting banks, supermarkets, and mobile phone companies, and reintroducing themselves to family and community leaders. Positive experiences reinforce the new behavior and image, and setbacks are processed in the group.

Using this approach, the NEPI program encourages youth to practice new skills of self-control and discipline. The youth practice making and executing modest plans, improving their dress and hygiene, and managing their anger. Practice in being part of mainstream society is aimed at helping these youth develop impulse control, emotional regulation, and long-term planning skills, increase youth's self-esteem and to demonstrate that they can interact successfully with people outside of their immediate peer group. NEPI believes these skills are critical for changing behaviors such as drug and alcohol abuse, crime, and establishing stable social and economic relationships within a community. STYL is an eight-week group therapy that shifts these youth away from reactionary to more future-orientation goals and behavior. The program consists of Training of Trainers Workshop, Cognitive Behavior Therapy (CBT), Cash transfer, and Annual Review Workshop.

6.2.2.1.1 Training of Trainers Workshop

A training of trainers' workshops will be conducted with 35 participants in order to adequately prepare trainers for the project implementation. Qualified participants will be selected to serve as transformation trainers for the project.

6.2.2.1.2 Cognitive Behavior Therapy (CBT)

CBT is a behavior change intervention that teaches youth new ways of thinking about harmful thoughts and behaviors and crucially has them practice new skills and behaviors in real-life settings. It is a short-term approach that aimed at reducing self-destructive beliefs or behaviors and promote positive ones. Its premise that the relationship between thought and behavior goes two ways: the therapist tries to help the at-risk youth become more aware of their automatic thoughts: inaccurate or negative thinking about themselves or others. Shifting automatic thoughts allows them to respond to everyday situations in a more effective way. Changing thoughts through lectures or counseling can influence behaviors but practicing new behaviors can also change how a person thinks about himself and reacts to events. The CBT focus on youth cognitive and social skills necessary for entrepreneurial self-help, which raise youth aspirations and equip them to reach their goals. The curriculum includes modules on anger management, impulse control, and future orientation, planning skills, confidence building, leadership, critical thinking, and self-esteem. The program is intended to run for 8 weeks, with sessions taking place three times a week, each of the sessions lasts for four hours. Two transformation trainers lead sessions with 20 participants and deliver training through a series of practical lectures, visual aids, and demonstrations.

On days when the group did not meet, forty-five minutes follow-up visits, and one-on-one counseling activities are conducted with program beneficiaries to provide advising and encouragement. Using this approach, program beneficiaries are encouraged to practice new skills of self-control and discipline. The participants practice making and executing modest plans, improving their dress code and hygiene, and managing their anger. Trainers work to persuade the

participants to be a part of mainstream society, show them that it is possible, and walking them through the steps, for instance, participants have homework assignments to learn to be like a regular person and realize they are accepted visiting banks to open bank account, supermarkets, and mobile phone companies, and to reintroduce themselves to families and community leaders. By doing that, positive experiences reinforce the new behavior and image, and setbacks are processed in the group sessions.

6.2.2.1.3 Cash transfer

The cash transfer will occur one week after the completion of the training cycle in the behavior change therapy, and all project participants are eligible. It is purposely done after the behavior change intervention because it is both a treatment in itself helping them improve their lifestyle, save, or start a small business or finance their education. It also serves as a measurement tool to test whether spending decision is affected by the therapy. The cash transfer is done in a lumpsum payment of \$200 two weeks after the intervention. We emphasize to the project beneficiaries that the grant is unconditional.

6.2.2.1.4 Annual Review Workshop

The annual review workshop will review the project implementation process and outcome and determine the next steps. The workshop will bring together 25 project staff and administrators from NEPI and its partners. The workshop will be conducted over a period of three (3) days.

6.2.2.3 Policy & Advocacy on Youth Crime and Violence

NEPI work to influence public policy to create the opportunity for youth developed high impact program design, achieve impact, and scale results with the change our intervention create in society. We strive to promote policies that ensure youth participation, inclusion, and reduce organized crime and violence, and in the long run create a society free from youth crime, and violence in operating countries in Africa and the world. As part of our overall strategy for social change, we will advocate for policies and legislation that prevent youth crime and violence, support youth and families and help victims of crime and violence survive, heal and thrive. We will focus on helping youth who have been exposed to or are victims of violence, changing the social norms and attitudes that tolerate and condone violence, engaging youth in prevention efforts and ensuring that there are adequate services and support for survivals. We will prioritize multi-sectorial solutions built around evidence on policy and systems reforms that lead to long-term, sustainable change.

6.2.4 Evaluation through Randomized Control Trial (RCT):

STYL is unique in that it is an evidenced-based intervention. It has been tested and proven effective through a randomized control trial. We will continue to evaluate the program beneficiaries who are socially and economically integrated into mainstream society. We proposed to survey each participant three times: 1) at baseline prior to the intervention; 2) at “short-run” end line survey three months after the cash transfer, and 3) at one end line survey one year after the intervention. We will conduct interviews and focus groups discussion with

participants as well as interview facilitators/trainers for their impressions of the intervention and beneficiaries. We will measure:

- **Opportunity cost:** cash spurs investment and incomes when paired with therapy, raising the cost of crime/violence
- **Peer change:** STYL leads youth to shed risky peers
- **Drug abuse:** STYL reduces addiction (direct driver of poverty, crime, and violence)
- **Self-control skills:** STYL increases skills to control anger and criminal temptation
- **Value change:** STYL helps youth internalize anti-violent-criminal norms
- **Time preferences:** STYL leads to more forward-looking and risk-averse behavior, with change enabled or reinforced by cash

STYL will increase youth belief in their own worth as well as in their ability to shape their lives and environments. NEPI will provide these youth with the tools they need to economically and socially reintegrate into mainstream society.