



Youth Sector Strategic Plan 2013-2018

July 2013, Kigali

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ACRONYMS

7YGP	Seven Year Government Programme
AIDS	Acquired Immune Deficiency Syndrome
AMIR	Association of Microfinance Institutions in Rwanda
BDC	Business Development Centre
BDF	Business Development Fund
BIC	Bank Identifier Code
BK	Bank of Kigali
COMESA	Common Market for Eastern and Southern Africa
COOJAD	Cooperative Bank for Youth Self Employment and Development
DOT	Digital Opportunity Trust
EAC	East African Community
ECGLC	Economic Community of the Great Lakes Countries
EDC	Education Development Centre
EDPRS	Economic Development and Poverty Reduction Strategy
EICV	Integrated Household Living Conditions Survey
GDP	Gross Domestic Product
GIZ	German Organisation for International Cooperation
GoR	Government of the Republic of Rwanda
HAPPi	Healthy Apt/Attitude Patriotic Productive Innovative
HIV	Human Immunodeficiency Virus
HLI	Higher Learning Institution
ICT	Information and Communication Technology
ILO	International Labour Organisation
IRVSDC	Iwawa Rehabilitation and Vocational Skills Development Centre
KCB	Kenya Commercial Bank
KHI	Kigali Health Institute

MARPS	Most at Risk Populations
MDG	Millennium Development Goal
M&E	Monitoring and Evaluation
MFI	Microfinance Institution
MIDIMAR	Ministry of Disaster Management and Refugee Affairs
MIFOTRA	Ministry of Public Service and Labour
MIGEPROF	Ministry of Gender and Family Promotion
MINADEF	Ministry of Defence
MINAFFET	Ministry of Foreign Affairs and Cooperation
MINAGRI	Ministry of Agriculture
MINALOC	Ministry of Local Government
MINEAC	Ministry of East African Community Affairs
MINEDUC	Ministry of Education
MINICOM	Ministry of Trade and Industry
MININFRA	Ministry of Infrastructure
MINIRENA	Ministry of Natural Resources
MINISPOC	Ministry of Sports and Culture
MINISANTE	Ministry of Health
MINIYOUTH	Ministry of Youth
MYICT	Ministry of Youth and Information and Communication Technology
NGO	Non-Governmental Organisation
NPA	Norwegian People's Aid
NWC	National Women's Council
NYC	National Youth Council
NYP	National Youth Policy
PPP	Public Private Partnership
PSC	Public Service Commission

PSCBS	Public Sector Capacity Building Secretariat
PSF	Private Sector Federation
PSI	Population Services International
RCA	Rwanda Cooperative Agency
RDB	Rwanda Development Board
RDHS	Rwanda Demographic Health Survey
RNP	Rwanda National Police
RYN	Rwanda Youth Network
SFCG	Search for Common Ground
SME	Small and Medium Enterprise
STI	Sexually Transmitted Infection
TVET	Technical and Vocational Education and Training
UN	United Nations
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNFPA	United Nations Population Fund
UNHABITANT	United Nations Human Settlements Programme
UNICEF	United Nations Children’s Fund
UNIDO	United Nations Industrial Development Organisation
UNV	United Nations Volunteers
USAID	United States Agency for International Development
VSO	Voluntary Service Overseas
VTC	Vocational Training Centre
WDA	Workforce Development Authority
YAF	Youth Access to Finance Programme
YEGO	Youth Empowerment for Global Opportunity
YFC	Youth Friendly Centre

FOREWORD

In 2000, following a rigorous consultation process, the GoR adopted an aspirational Vision 2020 for all Rwandans. In May 2012, the targets and indicators for Vision 2020 were revised with an aim of hastening goal attainment to develop better quality of life for all Rwandans through rapid economic growth and poverty reduction.

It is upon Vision 2020, the UN MDGs, the 7YGP, and EDPRS II that the YSSP 2013-2018 anchors itself. YSSP attainment requires greater efforts from all Rwandans, Rwandan youth being a key pillar to this cause.

The vision of YSSP 2013-2018 is to have a HAPPi generation of youth. Through this plan, the Youth Sector will rally efforts from stakeholders in order to remain focused on its vision. The strategy is premised on a strong political will as well as key partnerships with various stakeholders such as NGOs and the private sector among others.

Therefore, it is my strong conviction that the interventions formulated in this youth strategy will address the numerous challenges encountered by Rwandan youth and will be an impetus towards encouraging youth self-confidence as well as provide youth with an environment conducive to technological innovations. Furthermore, through the strategic interventions articulated in this document, Rwandan youth will be equipped with technical and soft skills that shall position them to be competitive domestically and globally. Equally, these youth will cement their self-worth in terms of better serving their country, the EAC, and the world.

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Hon. Minister Youth and ICT

I. INTRODUCTION

1.1 Background

According to the NYP, youth in Rwanda are defined as those aged 14-35. According to EICV3, the youth are 4,159,000 constituting 39% of the entire population in Rwanda, the largest segment of the population.

Arguably, for the Rwandan economy to flourish and to achieve its objective of becoming a middle-income country by 2020, this fraction has to be given special attention. Within this context, the GoR established MINICYOUTH to ensure that the needs of Rwanda's youth are planned and streamlined into government development plans. MINICYOUTH has undergone major structural changes such as separation from MINISPOC as well as a recent merger within the Ministry of ICT to become MYICT.

Given the continued importance attached to youth, Productivity and Youth Employment is one of four thematic areas for EDPRS II (a document that shall guide Rwanda's aspirations of medium-term development from 2013 to 2018).

A central EDPRS II objective is to increase the quality of life of all Rwandans through rapid economic development and sustainable economic growth at 11.5% per annum and accelerated poverty reduction below 30%. In this regard, the Productivity and Youth Employment thematic area shall endeavor to address the following questions.

- a) How can we ensure that skills development strategies meet the needs of the present and future labor markets?
- b) What cross-sector interventions are required to create massive jobs and drive youth employment?
- c) How can labor force productivity be enhanced to drive growth and poverty reduction?

Specifically, the Youth Sector will focus on youth employment by implementing mindset and attitude change strategies in complement with skills development.

In preparation of the YSSP 2013-2018, all programs and actions were linked directly to the EDPRS II theme of Productivity and Youth Employment, Vision 2020, the UN MDGs, and the 7YGP; this linkage will ensure that the Youth Sector contributes to the larger picture of EDPRS II.

1.2 Rationale

In order to carry out its role in the implementation of EDPRS II priorities that shall drive the country towards Vision 2020 aspirations, the Youth Sector has prepared a strategic plan 2013-2018 that should direct its operations and improve its program efficiency as well as its effectiveness. Also, the plan strengthens linkages and networking within the sector-wide planning framework to ensure that other Government Ministries mainstream youth programs into their strategic plans.

Development of this strategic plan involved leadership from and stakeholders of the Youth Sector to accept that yesterday's success does not ensure success in the future. Therein, it requires challenging the status quo, reviewing youth policies, changing attitudes, strengthening current youth programs/networks and implementing new programs in order to deliver on strategies that impact youth positively.

Lastly, the plan underscores the coordinating and monitoring role of various policies being implemented by other Ministries and stakeholders for the prosperity and growth of Rwanda's youth.

1.3 Preparation Process

In preparing this strategy for the Youth Sector a participatory approach was adopted so as to ensure inclusion and thus consultations with a broad range of stakeholders such as line ministries, districts, NGOs, and development partners. In addition, various policy documents and sector-wide reports have been reviewed to identify trends and align the Youth Sector strategies with Rwanda's national policy priorities. Stakeholder input at consultative and validation workshops (including peer reviews) were used to enrich this plan.

1.4 Structure

This Strategy is organized into six chapters. Chapter one provides the YSSP introduction (background, rationale and methodology). Chapter Two provides an overview of the Youth Sector by setting out its status, achievements, and challenges while Chapter Three is the plan's core. It presents the sector's mission and objectives, the priorities for the next five years, and the corresponding strategies to be undertaken by the sector. It further shows its contribution to EDPRS II thematic areas as well as the results chain, logical framework analysis, and priority/policy actions. Chapter Four draws out key features of the implementation for the strategic plan such as sequencing of interventions, roles and responsibilities of partners/stakeholders in the sector, and a mechanism for coordination and information-sharing. Chapter Five addresses the monitoring and evaluation framework while Chapter Six delves into financing and costs.

II. YOUTH SECTOR OVERVIEW

2.1 National Policy Context

YSSP translates into an action framework as defined by the EDPRS II theme of Productivity and Youth Employment, Vision 2020, the UN MDGs, and the 7YGP. Also, it responds to the NYP, which was adopted in 2006 and is undergoing a review to make it more relevant to the current development needs of Rwanda's youth.

The Youth Sector operates from a multifaceted and youth-driven environment. Accordingly, in determining its future thematic focus, various factors (impacting delivery of services) have been identified; especially, sector status, achievements, challenges, structure, and affiliations. Relevant with the Youth Sector, the situational analysis below presents an assessment of this environment.

2.1.1 Vision 2020

Vision 2020 places emphasis on youth and women socio-economic development; vocational and technical training in the fields of technology, engineering, and management; and encouragement of skills development and micro-credit schemes that will boost self-employment for young technicians. Special emphasis is on innovative, small-scale entrepreneurs to promote efficiency and a continuous upgrade of technical skills. To this end, appropriate programs will be launched through MYICT aimed at on-the-job training, in-service training, and distance learning.

2.1.2 MDGs

MDGs encompass youth development; particularly, MDG 8 provides for the establishment of global partnership for development and decent/productive job creation for youth. MDG 1 focuses on the eradication of poverty through youth employment promotion by supporting youth-led employment and entrepreneurial initiatives within rural and urban areas. A principal role of the Youth Sector will be to continue its contributions to the realization of all MDGs targets, principally, youth development.

2.1.3 7YGP

The 7YGP emphasizes youth sensitization, patriotism and self-reliance while supporting Rwanda's youth with proper orientation to enable their self-development. Viable action items are to:

- a) Increase and establish youth cooperatives (at least 350 cooperatives), and monitor their operations
- b) Build youth capacities (knowledge and skills), so that new jobs are created and the unemployment rate is maintained under 5% in terms of the general Rwanda population
- c) Set up programs/an environment that allows youth to participate in productive activities such as youth-friendly construction equipment like Hydra form machines and furnaces to ease construction in rural-grouped settlements and in towns
- d) Invest efforts in programs meant to promote youth-healthy lifestyles, including availing youth-useful information to support them in strengthening their mindsets and decreasing unhealthy behaviors such as narcotic abuse
- e) Promote youth-social interaction and trade exchange within and outside Rwanda. A national target of creating 200,000 'off-farm' jobs annually has been set, majority of the beneficiaries for these jobs are envisaged to be youth; all sectors with this mandate will contribute towards its achievement. The Youth Sector would like to play a great role in reaching this annual target; and has pledged to contribute to half (100,000 jobs annually).

2.1.4 Regional Interventions

Linked to these aims for skills development (distance learning and on the job training) and promotion of jobs in trade for youth is the new cross cutting issue of Regional Integration. This sets the EDPRS II into an environment with an outward looking focus, and links with the sixth pillar of Vision 2020 known as regional and international economic integration. This implies that EDPRS II, and the YSSP, considers regional integration processes as central to growth and development. Regional integration arrangements for Rwanda include the EAC; COMESA; and ECGLC.

Currently, the EAC is its deepest form of integration with a Customs Union and Common Market Protocol. There are many EAC activities that need attention from each sector throughout the next five years.

For youth particularly the EAC offers the free movement of labor and people which can offer new opportunities for education, training and skills development. There is also the free movement of goods and services which offers possibilities for new entrepreneurs to sell their products with ease to neighboring countries.

The EAC has a November 2010 Strategic Plan for Gender, Youth, Children, Social Protection and Community Development. This outlines needs for a policy and legal framework to be developed by 2012. The Rwandan National EAC Policy's Implementation Plan gives priority activities for youth as follows: encourage the development of youth empowerment schemes such as entrepreneurship development, vocational skills enhancement and mobilisation for civic participation at regional level. The EAC Strategic Plan 2011-2015 enlists a set of youth employment opportunities, including capacity building and regional exhibitions, especially in ICT, science and technology. These interventions indicate a similar concern of the youth at the national and regional levels.

2.2 Youth Sector Status

2.2.1 Demography

According to the NYP, youth (females and males) are those aged between 14 and 35 years. Rwanda's estimated population is 10.8 million people, of which, 78.7% are under 35 years while those aged between 14-35 constitute 38.5% of the total population (although the provisional census results indicate 10.5 million people).

Youth lie in the "active population category" which is 16-65 years, and this category constitutes 54.7% of the total population. Youth constitute 61.5% of this active population. The largest youth age group is 14-19 years (14% of the total population).

2.2.2 Youth Employment and Economic Activity

According to EICV3, overall, the employment and economic activity rates for youth (14-35) are lower than all working age people (16 years+) because many, especially in the 14-19 age group category are students. The overall employment rate for youth is 70.2%, of the others who are not working, 26.3% are students. The table below provides a detailed breakdown of employment and unemployment rates among different youth age groups.

Table 1: Economic activity and unemployment rates by sex and age groups

	14 to 19		20 to 24		25 to 29		30 to 35		Total		
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	All
Usual Economic Activity	%	%	%	%	%	%	%	%	%	%	%
Employed	36.8	36.7	77.0	79.3	94.5	94.0	97.4	97.2	69.1	71.2	70.2
Unemployed	0.3	0.4	1.6	1.7	0.9	2.0	0.7	0.8	0.8	1.1	1.0
Student	58.7	59.4	20.0	15.9	3.9	2.3	0.3	0.3	27.7	24.9	26.3
Domestic duties	2.4	2.2	0.5	2.1	0.0	0.9	0.0	1.0	1.0	1.7	1.4
Disability illness	0.8	0.6	0.7	0.8	0.4	0.8	0.7	0.5	0.7	0.7	0.7
Other	0.8	0.6	0.2	0.0	0.2	0.1	0.7	0.1	0.5	0.2	0.4
No information	0.1	0.1	0.1	0.0	0.0	0.0	0.1	0.0	0.1	0.0	0.1
Total	100	100	100	100	100	100	100	100	100	100	100

Source: EICV3

Youth unemployment rates are generally low in Rwanda. This is because unemployment according to the ILO definition is generally very low in countries without extensive social safety nets since they would otherwise find it hard to survive. To be classified as unemployed someone must be working less than one hour per week, and actively looking for work.

A more informative indicator in countries such as Rwanda is underemployment, which looks at people working less than full-time and who would like to be working more hours if work was available. The table below clearly paints this situation.

Table 2: Median and mean hours worked in all jobs in the last seven days by sex and age group

	Median			Mean		
	Male	Female	All	Male	Female	All
14-19 years	28	25	26	32.9	31.6	32.2
20-24 years	35	25	29	38.0	28.4	32.8
25-29 years	34	24	28	37.4	26.5	31.7
30-35 years	34	24	29	38.4	27.5	32.6
All 14-35	33	24	28	37.0	28.1	32.3

Source: EICV3

The median hours worked by Rwandan youth is 28 hours per week. The mean is slightly higher at 32.3 hours per week. Males work more hours than females by either measure and across all age groups, although females carry out more domestic duties than their male counterparts.

In more detail, looking at the distribution of hours worked, it is apparent that overall 65% of Rwandans aged 14-35 work less than 35 hours per week, and therefore might be considered underemployed; 15% work less than 10 hours per week, and 17% work for 51 hours or more per week. In the YSSP, we shall ensure that youth engage more in productive work which is why our indicator in Vision 2020 is creating new 'off-farm' jobs.

2.2.3 Economic Poverty

Economic poverty in Rwanda is measured by household consumption per adult equivalent member. The value of consumption is measured at the household level, and divided by the number of people in the household (with an adjustment for children). As is done in most countries, a line is then set based on what is considered to be required for a basic minimum level of consumption.

EICV3 results as indicated in the table below show that 38.5% of young people live in households that are below this poverty line, slightly below the figure for Rwandans of all ages which is 44%.

Table 3: Proportion of young people below poverty line

	Male	Female	Overall	Total population
14-19 years	44.0	44.0	44.0	1,491
20-24 years	32.7	34.2	33.5	1,026
25-29 years	28.9	36.9	33.2	885
30-35 years	33.9	45.6	40.3	757
Total	36.4	40.3	38.5	4,159

Source: EICV3

A lower line is also set including food only. People who cannot afford to buy the minimum amount of food that they need to be healthy are considered to be the extreme economically poor. The rate of extreme poverty for young people 14-35 years old is the same as for Rwandans of all ages, 24%. As with the overall poverty rate, the rates of extreme poverty are the same for males and females in the 14-19 year old age group, before dropping lower for males than females in the older age groups from 20-35 as shown in table.

Table 4: Proportion of young people in extreme poverty

	Male	Female	Overall	Total population
14-19 years	23.9	23.7	23.8	1,491
20-24 years	15.9	16.5	16.2	1,026
25-29 years	13.2	17.5	15.5	885
30-35 years	15.8	24.7	20.6	757
Total	18.3	20.7	19.6	4,159

These statistics related to poverty rates among the youth reveal the extent of efforts that need to be invested in order to economically empower these youth to sustain themselves not only with marginal survival capacity but to have a better quality of life as is envisaged in EDPRS II.

2.2.4 Youth and Formal Education

According to EICV3, the majority of youths aged 14-35 in Rwanda have either never been to school or have not yet completed primary (62.2%); and 31.5% have completed primary school, whereas 4.9% have completed post-primary, vocational, secondary, or higher education. Overall, 80% of the population (aged 14-35) know how to read and write. This varies from 68.7% (for those in the lowest quintile) to 89.8% (for those in the highest quintile).

Of all Rwandans (aged 14-35) who have completed primary school, 2.7% have attended technical or vocational school. The overwhelming majority (97.2%) of primary school graduates go on to attend secondary school, and very few attend secondary and vocational school. The oldest age group from 30 to 35 years are the most likely to have attended technical or vocational school at 27.4%. Generally, 3% of Rwandans (aged 14-35) are confident about using a computer. The number is highest in Kigali (13%) and amongst the wealthiest quintile (12%). Given the above statistics, Rwanda is at risk of harbouring a big segment of youth who are idle. Therefore, the Youth Sector with partners will integrate strategies to ensure that this youth segment is productive. In addition, Rwanda aims to become an ICT hub for the EAC; notably, with the youth being a large percentage of Rwanda's population (39%), the 3% of ICT confidence among youth implies a stronger need for interventions to address the situation.

2.3 Youth Sector Key Achievements

Four breakthrough achievements have been achieved by the Youth Sector to date. These achievements are as follows:

Launch of the Kimisagara One Stop Youth Employment and Productivity Centre to promote and facilitate youth employment.

Youth Access to Finance Program and National Policy on Volunteerism approved by Rwandan Cabinet.

Establishment of IRVSDC to coach delinquent youth in acquiring life skills and vocational skills, for purposes of becoming economically- and socially-productive citizens.

Implementation and coordination of youth-driven activities based on national priorities and represented through two major programs: 1) Youth Mobilization, Education and Youth Cooperation; and 2) Youth Economic Empowerment.

Youth Mobilization, Education and Youth Cooperation. These programs encompasses other sub programs such as promotion of patriotism/civic education and promotion of exchanges between youth from Rwanda and youth from other countries in terms of cooperation, dismantling HIV,

decreasing narcotic abuse and scaling up YFCs to provide youth-friendly services, youth skills development, leisure, entertainment and environmental protection.

Youth Economic Empowerment. Mainly, this program aims to promote economic empowerment among youth by fostering employable skills, access to finance, as well as advocacy and information sharing.

2.4 Youth Sector Main Challenges

Seven major challenges affect the Youth Sector as specified below.

2.4.1 Employable skills and unemployment

The labor market in Rwanda is affected by a low level of vocational/entrepreneurship skills among Rwanda's youth. Technical and vocational skills are central to job creation. There is also a need of matching the existing skills to the labor market needs, investing more in TVETs and VTCs for example. The current unemployment rate among youth is reported to be at 1% (EICV3); this figure appears small as compared to the total youth population. By the year 2020, it is anticipated that 50% (3.2 million) of the Rwanda workforce will be a part of 'off-farm' employment. Rwanda will require an additional 1.8 million jobs over the next decade to achieve this goal.

2.4.2 Negative mindset and attitudes among youth

Young people in Rwanda tend to overlook manual labour in preference of corporate office jobs. Most outright unemployment is held by formally-educated youth. There is lack of an entrepreneurship culture among Rwandan youth as well. Men are much more likely to be working 'off-farm' than women. If the Vision 2020 target of 50% 'off-farm' is to be met, then this will require a large inclusion of women benefitting. This will have a positive impact upon gender and economic growth in terms of productivity and output rise.

2.4.3 Business capacity and access to finance

The GoR has made substantial efforts to create a conducive environment for Rwanda businesses as well as to support SMEs/SME policy.

Equally, there are mechanisms in place to facilitate businesses through the creation of BDCs (established by the BDF to facilitate youth and women to access finance). Arguably, limitations lie in fostering financially an entrepreneurship culture among youth; and generally, Rwanda's financial inclusion is still average despite the remarkable progress taken from 2008 to 2011.

With factors listed above, a large number of young people find themselves underemployed and with limited access to finance for investment in productive enterprises. That said, the extent of the challenge is not easily estimated as disaggregated data indicating the amount of lending to youth is not readily available.

2.4.4 ICT facilities and capacity to explore existing opportunities

The ICT sector has been regarded as a key sector of Rwanda's development process. This sector is expected to create jobs; facilitate general economic development; and ensure that Rwanda will be transformed into a globally competitive, information-rich, knowledge-based economy. Presently, effective utilization of ICT for youth empowerment and transformation is low.

Table 5: Usage rates for internet service facilities

	<i>Not at all</i>	<i>Sometimes</i>	<i>Often</i>	<i>Regularly</i>	<i>Don't know about service</i>	<i>Total</i>	<i>Number</i>
Total years	22.7%	7.8%	7.1%	3.8%	58.5%	100.0%	617
14-19 years	21.4%	7.2%	6.3%	3.3%	61.8%	100.0%	339
20-24 years	24.7%	8.3%	7.0%	4.7%	55.2%	100.0%	178
25-29 years	24.0%	10.3%	10.3%	4.2%	51.1%	100.0%	72
30-35 years	22.1%	6.5%	9.5%	2.8%	59.0%	100.0%	29
Kigali City	44.7%	16.5%	16.0%	11.3%	11.5%	100.0%	121
Southern Province	15.3%	3.9%	3.2%	1.3%	76.2%	100.0%	141
Western Province	19.7%	8.4%	5.0%	1.0%	65.9%	100.0%	128
Northern Province	16.0%	3.7%	9.0%	3.2%	68.2%	100.0%	99
Eastern Province	18.2%	6.7%	3.6%	2.8%	68.6%	100.0%	128
Male	22.6%	7.6%	6.6%	3.5%	59.8%	100.0%	309
Female	22.8%	8.1%	7.7%	4.1%	57.3%	100.0%	308

Source: EICV3

According to EICV3, only 3% of Rwandans (aged 14–35 years) are confident about using a computer. The number is highest in Kigali (22%) and amongst the wealthiest quintile (19%). A total of 13% of young Rwandans use a public internet service facility ‘sometimes’, ‘often’, or ‘regularly’, while 19% never use a public internet facility and 68% do not even know one exists. Youth in Kigali are by far the most likely to use internet facilities. Access to ICTs such as computers, mobile phones, and the Internet (especially broadband) remains a challenge for youth in Rwanda. Furthermore, there continues to be low exposure among youth nationally in utilizing the Internet. This reflects a need to breakdown the issues and opportunities and to think more

deeply about the potential of technology as a part of the solution to youth employment and poverty reduction issues.

2.4.5 Youth-friendly health services and facilities

Currently, the major health problem that affects the youth of Rwanda is lack of special youth-friendly services that are tailored to the needs and status of youth. According to the 2010 RDHS, 6% of females (between 15 and 19 years) have begun childbearing, with early childbearing occurring more frequently among teenagers with no formal education (25%) than among those who are educated formally (6% for those who have primary education and 4% for those with secondary education and higher), also, slightly more common in rural areas than in urban areas. Furthermore, adolescents are sexually active at an estimated age of 12 for girls and 15 for boys; 31% of adolescents and young adults (aged 15-25 years) reported having sex, which is a major risk to HIV and AIDS plus STIs where unprotected. About half of females and males (aged 15-24; 53% of females and 47% of men) know the facts about HIV and AIDS. Youth (aged 15-24; 1%) tested positive for HIV/AIDS with the prevalence higher among females at 2%. RDHS 2010 revealed that of those young persons who had sex, 51.1% of females (aged 15-19 years), 47.9% (aged 20-24 years), 42.5% (aged 15-19 years); and 30.2% of males (aged 20-24 years) had sex without a condom. Furthermore, up to about half of young women and young men who had had sexual intercourse in the past 12 months had not been tested for HIV (59% females and 55% males respectively were tested and received their test results), a sign of high risk behavior.

2.4.6 Sports and recreational facilities

There are limited sports and recreation facilities to provide youth with opportunities to network; share information; spend their time productively; as well as strengthen/develop their character and discover their talents. It is worth noting that even where such facilities exist, their capacities are minimal, inaccessible and are not attractive to females (as most of them are male-oriented).

2.4.7 Youth delinquency

The rate of juvenile delinquency is a challenge as well, most especially in urban areas. One of the most challenging factors is the usage of drugs among youth.

According to the 2012 Study on Prevalence of Psychoactive Substance Use among Youth in Rwanda (carried out by MINICYOUTH in collaboration with KHI), 52.5% of youth have consumed one or more substances at least once in their lifetime. The risk profile is that narcotic use is more common among males (67.03%) than females (36.92%). Hence, tobacco, alcohol, marijuana and other drugs are realities in the daily lives of youth. There is a need for substance abuse prevention programs and increasing efforts to ensure interventions for those who are drug-free. GoR efforts to prevent use of drugs among the youth (translated by the establishment of IRVSDC) have contributed significantly in providing viable skills and rehabilitation to deviant youth. Arguably, there are young people who have deviated still from societal norms and engaged in narcotic abuse. A main reason for this delinquency being social economic factors (eg poverty, low income, lack of skills, dysfunctional homes among others).

Institutional coordination. Lack of proper coordination and harmonization of youth development initiatives is another barrier. A number of youth development initiatives are implemented throughout Rwanda without effective M&E and reporting. Mainstreaming youth programs into other sector plans is another challenge, which hinders youth involvement into development interventions. Limited capacity of NYC structures to facilitate implementation of youth programs up to grass root levels is yet another barrier. Plus, there are challenges related to the law establishing NYC, where committees are established from cell level to national level; leaving a gap between the village levels and cell levels. Uneven distribution of YFCs, uncoordinated management as well as limited capacity to provide appropriate services to youth exists too; inclusive of limited budget allocation to the Youth Sector as well as other resources for youth development programs.

III. STRATEGIC FRAMEWORK

The following chapter forms the core element of this strategic plan. It presents the Youth Sector vision, mission and objectives along with its overall goal and innovations in terms of contributing to EDPRS II thematic areas as well as Youth Sector priorities. It further shows the results chain, logical framework analysis, and priority/policy actions.

The Youth Sector intends to craft and avail numerous opportunities meant to empower youth in view of the economic and social challenges affecting them. This is within the context of Rwanda's progress made over the last 18 years. To this end, the YSSP proposes a number of initiatives, which constitute applicable programs of action. By pursuing these initiatives, the Youth Sector will give practical meaning through the strategic orientation outlined, specifically, its vision, mission, overall goal, objectives, and strategies.

3.1 Vision

The Youth Sector envisions a Health, Apt/Attitude, Patriotic, Productive, innovative (HAPPi) Generation.

3.2 Mission

The Youth Sector mission is to mobilize, to build capacity and to advocate for youth initiatives that lead to economic/social development as well as a productive and patriotic young generation.

3.3 Overall Goal

The overall goal of the Youth Sector is to enhance growth and competitiveness of Rwanda's youth, enabling them to contribute to Rwanda's medium-term and long term development goals as outlined in EDPRS II and Vision 2020.

In view of the aforementioned Youth Sector Strategic Orientation, the following shall be the priorities over the next five years;

3.4 Youth Sector Priorities

Given the limited funds allocated to the Youth Sector, there is difficulty in selecting between the various competing priorities, especially when the outcomes are all interconnected. Indeed, all national youth agendas are important; this YSSP is exercising strategic choice; and thus, the Youth Sector has selected three areas of focus: 1) youth economic empowerment; 2) youth mobilization; and 3) sector coordination. These areas of focus will be guided by the EDPRS II theme of Productivity and Youth Employment, Vision 2020, the UN MDGs, and the 7YGP.

3.4.1 Youth Economic Empowerment

This area of focus will enable Rwanda's youth to realize their potential and rights through an integrated approach addressing the challenges they face such as economic poverty and unemployment. This will be done through focusing on new job creation, creating off-farm jobs, improving the work relevance of education, linking SMEs to large farms and leveraging ICT to raise productivity in public and private sectors. The Youth Sector will place emphasis on implementation.

3.4.2 Youth Mobilization

The attitude of young people is also a driver of their productivity. Many Rwandan youth lack a culture of Entrepreneurship while some youth perceive a certain kind of jobs as jobs for second zone citizens. This further translates into a negative attitude towards learning skills related to those perceived blue-collar jobs. Developing suitable programs, activities, and events geared towards sensitizing youth and getting them involved in various social economic programs is a necessity. Mobilization programs have been developed such as Agaciro Kanjye or My Worth, My Dignity, I Count, touching upon all HAPPi aspects. The aforementioned will be achieved through awareness creation about, civic education, volunteerism, health, environmental protection; decreasing drug abuse among youth; and promoting a positive mindset change toward entrepreneurship and productivity. This intention will be guided by inclusion, participation and collaboration.

3.4.3 Youth Sector Coordination

There is evidence of existing opportunities to address the diverse needs of Rwanda's youth and the many problems that hinder their development through an efficient coordinating mechanism. It is more feasible for multiple players in the youth space to collaborate/partner in terms of contributing to the Youth Sector and constructing effective strategies to harmonize viable interventions. Therefore, coordination among the Youth Sector will address areas such as youth data, M&E, partnerships and decentralized youth services.

3.5 Sector Outcomes

The above highlighted priorities are envisaged to deliver the following sector outcomes:

1. Increased Youth employment and productivity ensured for sustainable development;
2. A responsible young generation nurtured through strong mobilization;
3. The Youth Sector is effectively coordinated and public private partnerships enhanced.

3.6 Proposed Strategies

Addressing the youth challenges discussed earlier (such as availing 100, 000 'off-farm' jobs annually to the youth) calls for bold actions and concrete strategies.

These include establishment of strong operational and decentralized network of YEGO youth centers; YAF for youth economic empowerment; and Ijisho ry'umuturanyi Programs or Neighbour's Eye plus Agaciro Kanjye for youth mobilization. While skills development is mainly under the coordination of the Education Sector, it is important to note that the skills offered should be responsive to the needs of the labor market. The Youth Sector will play its supportive role through mobilization to develop capacities among youth for employability and entrepreneurship towards economic sufficiency. It will collaborate with WDA to set up vocational training programs in YEGO youth centers in order to increase accessibility. Also, it will develop an apprenticeship program for less advantaged youth (eg truancy, drop-out, illiteracy, idleness). The Sector will mobilize youth to fully engage in TVET programs. Equally, the Youth Sector will develop strategies to boost access to and promote youth employment. Apart from entrepreneurial skills and access to finance, the sector will set up initiatives to facilitate business linkages and access to mentorships/counseling by connecting aspiring youth to entrepreneurial

opportunities. Since the public sector and the private sector cannot absorb all new entrants into the labor market, the Youth Sector will develop and implement a job creation mainstreaming strategy, for example, job generation through modernizing agriculture, service industries, and infrastructure.

3.6.1 YEGO

A key YEGO objective is to facilitate the creation of at least 100,000 new jobs annually for Rwanda's youth; YEGO will be based at District (YEGO-Di) and Sector levels (YEGO-Se).

YEGO is a network of youth centers aimed at tackling socio-economic development issues among Rwandan youth. YEGO has four main programs:

- Youth Entrepreneurship Programs (eg youth entrepreneurial skills development, business role modeling and mentorship, financial access services, self-employment support, business innovation, youth excellence).
- Employability Program (eg apprenticeship for the needy, rotational training, job and language skills development, ICT and computer literacy).
- Youth Placement Program (eg job readiness, friends for youth, job information systems, overseas employment).
- Talents Detection and Incubation Program (eg talent search, discovery tests, competition awards, counseling and orientation)

3.6.2 YAF

Youth have limited access to finance and consequently cannot invest in productive enterprises. To address this challenge, the Youth Sector (in collaboration with BDF and RCA) emphasizes on financial literacy programs in terms of capacity building and trainings; as well as financial access and credit enhancement schemes to address financial barriers. For example, the "Women and Youth Access to Finance Programs" has been prepared with an objective to increase access to finance to youth and women. The program has two elements: 1) capacity building and training with specific emphasis to financial literacy; and 2) financial access and credit enhancement programmes. The program components include credit guarantees, microloans, matching grants, quasi equity participation, and business advisory services.

Through this program, MIGEPROF and MYICT aim to establish a sound, enabling financial environment for youth and women who would otherwise not be fully qualified for approval under the normal credit underwriting guidelines. It is estimated that the program could create nearly 125,000 jobs over five years.

3.6.3 Mobilisation Programmes

Agaciro Kanjye program is a mobilization campaign towards youth productivity. The program will encourage youth into becoming exemplary, innovative, patriotic and responsible citizens with high level of integrity through mindset and attitude change by taking advantage of existing opportunities within their surroundings. The program aims to reach a good number of youth in rural and urban areas.

An objective of the Ijisho Ry'umuturanyi program is to empower communities; create safe country-responding crisis centers; prevent drug abuse and violence; ensure the health and wellbeing of the youth; and to promote development of good character and citizenship.

3.7 Youth Sector Strategic Interventions

Mainly, the Youth Sector will focus on:

- Partnership and Resources Mobilization;
- Coordination of Program Development, Implementation and Research;
- Consolidated and Realistic Action Plans;
- NYC Decentralized Structures up to Umudugudu Level;
- YEGO Youth Centers;
- Quality Assurance;
- Update Youth Development Index,
- Information Sharing;
- Focal Points; and
- M&E.

Below is a summary of the Youth Sector strategic interventions.

Table 6: Summary of Youth Sector strategic interventions

Proposed Strategies	Youth Sector Challenges
Outcome 1. <i>Increased Youth employment and productivity ensured for sustainable development</i>	
<ul style="list-style-type: none"> - Collaborate with WDA to set up vocational training programs in YEGO centers to increase accessibility. - Mobilize youth to fully engage in TVET programs. - Encourage universities and other learning HLIs to partner with regional entities through exchange programs in order to enhance acquisition of employable skills for the youth. - Promote the teaching of the Kiswahili language in formal schools in order to facilitate young entrepreneurs in terms of favorably competing in the regional market. 	<i>Employable skills</i>
<p><i>Implement a decentralized entrepreneurship program through YEGO.</i></p> <ul style="list-style-type: none"> - Ensure the youth are aware of the EAC job opportunities in terms of free movement of labor and through the provision of regional job opportunities. - Connect youth networks to regional markets through Rwanda High Commissions and Embassies in partner states (by identifying possible areas for informal and formal sectors such as manufacturing, agribusiness). Develop and implement a job creation mainstreaming strategy. - With the Private sector, sensitize youth about cross border trade opportunities available. - Mobilize youth for positive mindset and attitude changes through Agaciro Kanjye program. 	<i>Unemployment</i>

Proposed Strategies	Youth Sector Challenges
<ul style="list-style-type: none"> - Liaise with MINISPOC to mainstream talent detection and nurturing programs in YEGO youth centers as a source of employment and income. 	
<p><i>Entrepreneurial skills development through YEGO youth centers</i></p> <ul style="list-style-type: none"> - Liaise with the Financial Sector to raise the financial literacy among youth, especially through mobilization for savings and cooperatives. - Partnership building with MFIs and commercial banks to design youth-friendly products and services; as well as to create awareness about these products and services. - Increase access to BDF services. - Develop PPPs to finance start up materials (eg leasing-buy approach). - In partnership with MINEAC, encourage regional level joint youth forum debates on economic development and youth empowerment in Rwanda; at EAC level, to provide a platform for youth to share information with their colleagues within the region. 	<p><i>Business capacity and access to finance</i></p>
<p><i>Computer literacy through YEGO youth centers.</i></p> <ul style="list-style-type: none"> - Implement national initiatives aimed at promoting positive mindset and attitude changes. 	<p><i>ICT facilities and capacity to explore existing opportunities</i></p>
<p><i>Outcome 2. A responsible young generation nurtured through strong mobilization</i></p>	
<ul style="list-style-type: none"> - Collaborate with MINISANTE to facilitate the establishment of youth friendly health services and facilities in YEGO centers. - Promote awareness campaigns about HIV/AIDS and sexual/reproductive health. 	<p>Youth-friendly health services and facilities</p>

Proposed Strategies	Youth Sector Challenges
<ul style="list-style-type: none"> - Awareness creation about drug abuse through Ijisho Ry'Umuturanyi program. - Develop/implement anti-drug abuse policy and revise the law punishing drug abuse offenders. 	Youth delinquency
<ul style="list-style-type: none"> - Youth are mobilized for positive mindset and attitude change towards nation productivity. 	<i>Mindset and attitude change</i>
<i>Outcome 3. The Youth Sector is effectively Coordinated and public private partnerships enhanced</i>	
<ul style="list-style-type: none"> - Strengthen Youth Sector coordination. - Initiate Youth Development Index. - Appoint youth development monitoring officers for social, economic and health clusters. 	<i>Institutional coordination</i>
<ul style="list-style-type: none"> - Revise law establishing NYC to allow easy reach out to the youth at the grass root. - Capacity building for NYC structures. 	
<ul style="list-style-type: none"> - Transform existing YFCs into YEGO centers. 	

3.7 EDPRS II Linkage

The Youth Sector selected priorities are linked with EDPRS II thematic areas, foundational as well as cross-cutting issues. Thematic areas contribute to the achievement of emerging priorities of the country while foundational issues address the existing sector priorities and cross cutting issues deal with inter-sector interventions such as HIV/AIDs, gender, and capacity building. Below is a table illustrating the envisaged sector outcomes after implementing sector priorities in relation to the aforementioned thematic areas and foundational/cross-cutting issues at the country level such as Productivity and Youth Employment?

<i>Youth Sector Priority</i>	<i>Youth Sector Outcome</i>	<i>EDPRS II Thematic areas</i>
<i>Youth Economic Empowerment</i>	Increased Youth employment and productivity ensured for sustainable development	<i>Productivity and Youth Employment</i>
<i>Youth Mobilization</i>	A responsible young generation nurtured through strong mobilization	<i>Productivity and Youth Employment</i> <i>Foundational/Cross-Cutting Issues</i>
<i>Youth Sector Coordination</i>	The Youth Sector is effectively Coordinated and public private partnerships enhanced	<i>Foundational/Cross-Cutting Issues</i>

Note: As much as the YSSP mainly contributes to the Productivity and Youth Employment thematic area, the interventions laid out in this strategic plan have an indirect contribution to other thematic areas in ways described below.

3.8.1 Rural Development

The programs to be delivered in YEGO youth centers up to the sector levels will provide skills to/change the attitude of rural youth towards work and entrepreneurship thereby contributing to an increase of their productivity even in farm activities. In addition, interventions in this strategic plan such as sensitizing youth to join cooperatives will enhance linkages between rural farms and SMEs.

3.8.2 Economic Transformation

As indicated in the EICV3 findings, Youth make up the largest section of classified age groups. Improving their skills and improving their mindset towards work will unlock youth potential in various fields of the economy, thus, contributing to the economic transformation of the country. Further still, the national voluntary service program will also contribute to economic growth.

3.8.3 Accountable Governance

Through civic education programs that emphasize on patriotism and self worth, national unity shall be cemented and the youth will be motivated to participate effectively in nation building and accountability programs. This will go a long way in consolidating the country's progress with regard to Democracy and Good Governance.

3.9 YSSP Innovations

After a thorough assessment of the Youth Sector and an identification of its weaknesses, the Youth Sector recommended innovative measures to ensure effectiveness and efficiency of the strategy.

These innovations shall be embedded in stronger coordination, promotion of PPPs, job creation mainstreaming, YEGO, market-led capacity building, and EDPRS II thematic areas/priorities.

3.9.1 Promotion of PPPs (Leasing-buying)

There is a planned shift towards greater and integrated work among sectors, NGOs, civil society, and widening partnerships within the private sector (eg PSF in terms of imparting youth skills through apprenticeship).

Through PPPs, start-up kits and related equipments will be financed for young entrepreneurs who have good projects; this will be done through leasing-buying. This mechanism will provide materials and initial capital at a low cost to youth wishing to venture into self-employment. The loan will be reimbursed in a reasonable period allowing the youth to sustain his/her activity and generate enough cash flows to refinance other start-ups.

3.9.2 YEGO-D and YEGO-Se

In response to district priorities and to promote Rwanda’s development, YEGO-D and YEGO-Se will be established to provide a standardised service (rural and urban-focused) that supports entrepreneurship; talents detection and development; skills development and vocational training development through apprenticeship; research and advocacy; national volunteerism; and mentorship.

3.9.3 Market-Led Capacity Building

This approach aims to promote productive employment and small business ownership/management; financial and business development services are to be offered also. Self-employment opportunities as a career option for young women and men will be promoted more widely and effectively; and as a result, capacity building within these areas encourages poverty reduction—for example, emerging business ventures that are realized by skills provision, information-sharing, practical advice, networking, and/or youth entrepreneurship. Equally, skills training will be designed in conjunction with the private sector to meet varied and evolving market requirements.

3.10 Strategies for Mainstreaming Cross Cutting Issues

The Youth sector will endeavor to mainstream capacity building, gender and family, environment, climate change and disaster management, regional integration as well as HIV.

3.10.1 Capacity Building

The sector has an output under youth economic empowerment that will entirely address issues related to capacity building. Activities related to capacity building have been developed and annual activities will be incorporated in the sector action plans.

3.10.2 Gender and Family

YEGO youth centers shall ensure that gender specific issues are taken into account in terms of the structures and the programmes offered. In addition, efforts shall be invested in the data collection processes to ensure that youth progress is tracked with sex disaggregated data in order to allow informed decision making with regard to gender related aspects.

3.10.3 Environment, Climate Change and Disaster Management

In line with the GoR's goal of attaining a green economy, the youth will undergo sensitization programs on environment, climate change and disaster management.

This is to ensure that they do not impact the environment negatively and to continue in their endeavors to empower themselves economically.

3.10.4 HIV/AIDS and Non Communicable Diseases

YEGO youth centers in collaboration with MINISANTE shall focus on raising awareness on prevention of HIV/AIDS and non-communicable diseases as well as promoting use of contraceptives (eg distribution of condoms to youth; pretest and posttest counseling).

3.10.5 Contribution from the Districts

The Youth Sector will concentrate a significant portion of its programme resources on serving districts that were highlighted by EICV3 as having the highest poverty levels; namely, Gisagara, Karongi, Nyamagabe, Nyamasheke, Nyaruguru, and Ruhango. The Youth Sector generally expects districts to mobilise youth through existing district structures for social and economic development; and to support the Youth Sector through awareness creation on various interventions.

The Youth Sector further expects provided infrastructures as well as thorough M&E.

3.10.5 Regional Integration

The Youth Sector will closely work with MINEAC and EAC Secretariat to ensure that the regional youth policy is aligned to national aims and goals. Youth organizations shall be strengthened in order to ensure that the country's youth take full advantage of regional integration.

IV. YSSP IMPLEMENTATION

This chapter addresses areas such as sequencing of interventions, coordination mechanism of party's involved, probable risks and mitigating measures among others.

4.1 Youth Sector Structure

MYICT is responsible for developing policies, coordinating programmes as well as monitoring effective implementation. NYC is responsible for the implementation of youth programmes through NYC structures that are spread from the District to the Cell levels.

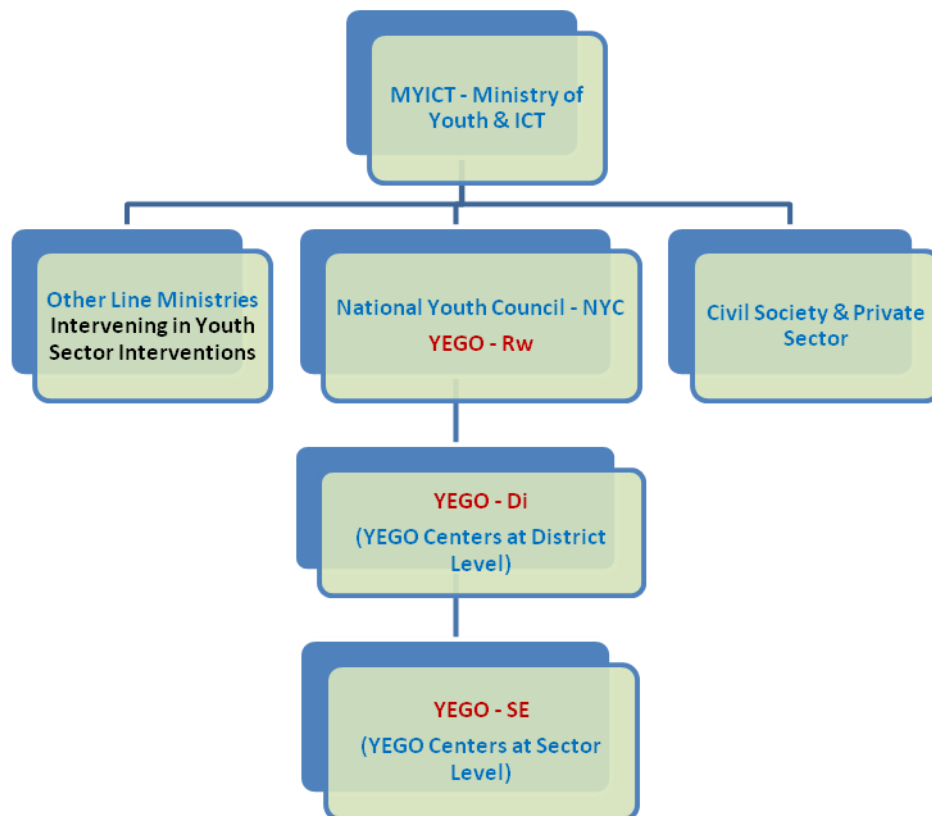


Figure 1: YSSP Structure

4.2 Youth Sector Partnerships

4.2.1 Government Institutions/Agencies

The Youth Sector is cross-cutting; key institutions/agencies that have worked closely with the sector include MIFOTRA, MIGEPROF, MINAFETT, MINALOC, MINEDUC, MINICOM, MINISANTE, MINISPOC, RDB, RNP, and WDA. The main areas of intervention are advocacy as well as implementation and coordination of social economic youth programmes. During EDPRS II implementation, the Sector will scale up collaboration and work with more institutions/agencies such as MIDIMAR, MINADEF, MINAGRI, MININFRA, and MINIRENA, MINECOFIN, BDF, GMO, ITORERO. With the increased linkages to the region, MINEAC will be a key partner.

4.2.2 Development Partners

ILO and One UN (UNDP, UNFPA, UNHABITAT, UNICEF, UNV), and the Global fund have been active in the Youth Sector; they have given support in areas such as capacity building, HIV prevention provision of technical and financial support in YFCs. The French Embassy is a new partner and Co-Chair of the Youth Sector.

4.2.3 NGOs

The Youth Sector works closely with a number of domestic and global NGOs like Techno Serve (implementing the Stryde project); EDC (implementing the Akazi Kanoze project); VSO (promoting volunteerism); PSI/SFH (implementing the youth and MARPS project); GIZ (promoting youth employment); DOT Rwanda (addressing youth entrepreneurship training, on the job training, mentoring, and coaching); Rwanda Youth Network (addressing youth advocacy, participation and governance); Pajer (promoting savings and entrepreneurship); Right to Play (promoting leadership and health among youth through sports and games); Compassion International Rwanda (mobilising youth for child protection and holistic child development); Educate (training university students in entrepreneurship); NPA (promoting good governance among youth through anti-corruption, democracy, and life/business skills); and SFCG (entrepreneurship through the media), Junior Chamber International/Rwanda (training of youth in entrepreneurship), YES Rwanda. The sector will continue to work with many more NGOs during the implementation of EDPRS II.

4.3.4 Private Sector

The Youth Sector has engaged the private sector, although on a limited scale and especially on the part of access to finance. The Sector has worked with MFIs such as COOJAD to provide access to micro-finance loans for youth. The Sector will scale up to work with MFIs and commercial banks who have developed youth-friendly products such as ‘Yes Sir Singira’ with BK and ‘Bankika” with KCB; there are other commercial banks like BCR, Fina Bank, and Ecobank with youth products designed with special interest rates. MFIs like ‘Umutanguha’ have youth products and services aimed at promoting savings, business loans, and leasing. Still, there is need for the Youth Sector to widen its partnerships with commercial banks and MFIs, creating awareness about existing products, new designs and increased accessibility. Apart from access to finance, the Youth Sector would also like to engage the telecom industry as an outreach mechanism for reaching to youth. The Youth Sector would suggest an expansion of partnership within the private sector as a way of boosting competition in terms of rewarding best performing youth.

4.3 Existing Coordination Mechanism

The Youth Sector has established forums such as the Joint Sector Review, where partners meet to discuss the progress, challenges and accordingly design strategies for the way forward. The meetings act as way of monitoring the implementation of these various interventions, and also provide a framework for discussing priorities and enhancing coordination to avoid duplication of efforts. Periodic reports such as quarterly and annual reports are presented to the Youth Sector.

4.4 Sequencing

The implementation of this plan will begin with the sector’s first priority. To achieve the ambitious goals set, young women and men aged 18-35 years will need to have increased incomes and become economically empowered.

The sector will decentralize the most important services to the District and Sector levels and create the framework for an integrated approach which can provide services for youth wherever they live. Mobilisation will be integrated into economic empowerment activities. The one stop centre approach (to meet the varying needs of youth) enables a holistic approach to providing economic, educational, and political and social services for youth.

All actors involved in the youth sector will deliver its services through the centre which will encourage other stakeholders and attract other new players in the sector. This avoids duplication of service provision and enables better information sharing and coordination. In addition, this approach promotes equity in distribution and ease of access. The grouping together of services will enable improved and standardized M&E.

4.5 Interdependence

To achieve the vision of the sector which is a HAPPi generation we need to have all its aspects together as they are interdependent: health, aptitude, patriotism, productivity and innovation. For all sectors' interventions, the common aspect in achieving their priorities will be mobilization. The youth sector will play a central role in the mobilization of youth to maximize opportunities. Each aspect of mobilization, whether it is economic, social or political, should include the main priority of the sector which is youth employment and productivity.

4.6 Risks and Mitigation strategies

The planning of the SSP is based on the assumption that government and development partners will fund all the programs which is risky in the event that they are not in position to. However, the Youth SSP will have contingency plans such as: partnering with the private sector to fund some of the activities especially on the part of creating awareness 2) engage various partners and stakeholders on a voluntary basis to sponsor some of the activities and continuous mobilization of partners.

The YSSP is based on the assumption that the sector has qualified personnel to execute the presented tasks. There are other variables that can affect the assumption such as labor turn over and unqualified personnel. The sector intends to mitigate this by training staff and motivating them through a robust sector specific capacity building strategy.

V. MONITORING AND EVALUATION

Given the importance and urgency of various interventions proposed in this plan, it is necessary that a robust M&E system be in place to track performance and identify areas where corrective action may be required. M&E will be guided by targets and indicators provided in this plan.

An M&E framework to be developed by MYICT will provide quality, timely and accurate evidence for informed decision making in the course of implementing the plan.

The framework will guide collection, analysis, use and dissemination of information that enables tracking of progress and informs decision making. The strategic control mechanism needed to make this happen includes preparation of comprehensive work plans and other management control measures such as:

- Reviewing progress reports, performance standards and targets, performance measurements and indicators, performance evaluations (midterm, internal and external) and holding joint sector reviews and sector working groups.
- Develop an M&E tool for collecting data from other partners & recruit staff in charge of partnerships.
- Hold stakeholders meetings with implementing institutions on sector cross cutting issues.
- Periodic reviews such as quarterly reviews, joint sector reviews, sector working groups to provide feedback indicating overall progress made on key strategic objectives. Monitoring, follow-up and control systems will be established at all levels such as district and sector levels.
- The sector will document lessons learned during implementation of this plan. In addition, evaluation will be conducted to determine systematically and objectively as possible the relevance, effectiveness and efficiency of activities of this strategy in terms of agreed strategies. The goal is to improve current and future activities and to provide a rationale for scaling up programs that empower youth.

VI. COST AND FINANCING OF THE SECTOR STRATEGIC PLAN

This chapter provides a picture of the costs of implementing the strategy.

6.1 Costs and Funds Available

Table 7 shows a summary of the Youth sector cost projections over the period 2013/14-2017/18 together the estimated funds available for the next years. The sector is cognizant of the risk of not consistently getting the anticipated resources and thus ready to bank on the mitigating measures discussed inter alia in chapter four that involve sensitizing the private sector to participate in the delivery of the interventions while the sector retains the role of setting policies, creating an enabling environment as well as monitoring and evaluation.

Table 7: YSSP Costing

	EDPRS 2					
RWF '000	2013/14	2014/15	2015/16	2016/17	2017/18	Total for EDPRS 2
Funds Available						
Government	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000	11,000,000
Donor projects	1,093,532	1,093,532	1,093,532	1,093,532	1,093,532	5,467,659
Private sources						0
Other sources						0
Total	3,293,532	3,293,532	3,293,532	3,293,532	3,293,532	16,467,659
Existing Baseline Expenditure						0
Funds Available for EDPRS 2	3,293,532	3,293,532	3,293,532	3,293,532	3,293,532	16,467,659
Total Projected Cost						
National projects costs	4,650,000	4,725,000	4,725,000	4,950,000	4,950,000	24,000,000
Districts' project costs	2,988,098	3,273,642	10,804,278	9,087,174	11,382,908	37,536,100
Total	7,638,098	7,998,642	15,529,278	14,037,174	16,332,908	61,536,100
Overall Deficit/Surplus	-4,344,566	-4,705,111	-12,235,746	-10,743,643	-13,039,376	-45,068,441
% Surplus/deficit	-132%	-143%	-372%	-326%	-396%	-274%

ANNEXES

ANNEX I: IMPLEMENTATION PLAN

Implementation Plan	Activities	Responsible	Roles
1st Priority: Youth Economic Empowerment			
Outcome 1.1: Increased Youth employment and productivity ensured for sustainable development.			
1.1.1 Establish YEGO	Youth Entrepreneurial Programs	RDB, MIFOTRA, EDC Akazi Kanoze/USAID, DOT Rwanda, MYICT, MINEDUC, WDA, HLIs, ILO, UNHABITAT, UNIDO, UNECA, Techno Serve, MINICOM	Design/harmonize curriculums modules and programs Promote awareness, capacity building, positive mindset change, and entrepreneurship Create, identify, and promote business opportunities
	Youth Job Readiness	NYC, MYICT, MIFOTRA, EAC, ILO, WDA, PSCBS, PSC BICs, PSF, RDB, EDC Akazi Kanoze/USAID, DOT Rwanda, MINEDUC, WDA, HLIs	Increase Internships and Apprenticeships Job Readiness Soft Skills Development
	Youth Placement Program	EAC, MINEAC, MINAFFET, NYC Emigration & Migration, RDB, MINALOC, MIFOTRA, GIZ, ILO	Mindset Campaigns towards Blue Collar Jobs Regional Integration awareness Campaigns
	Youth Talent Detection and Incubation Programs in each Sector	MYICT, NYC, MINISPOC, NCST, Civil Society	Talent Identification and Development

Implementation Plan	Activities	Responsible	Roles
	ICT for Job Creation and Innovation	RDB, MYICT, MINEDUC, MTN, Tigo, Airtel, ICT , PSF, Media	ICT Awareness and Literacy Social Media Promotion
1.1.2 Strengthen youth access to finance programmes(YAF)	To create an awareness campaign about existence of access to finance products	MIGEPROF, MYICT, NYC, NWC, BDF, financial institutions, RCA, MINICOM, PSF, AMIR, civil society, development partners	Mobilize youth to work with financial institutions Create awareness about existing financial services (eg guarantee funds, youth tailored products, business services) Mobilize financial institutions to develop youth friendly products Develop PPP approach to support youth innovations
	To carry out youth financial literacy training to establish MFIs partnerships	HLIs, PSF, banks, MFIs, MINICOM, BICs, professional associations, MINECOFIN, RDB	Mobilize competent financial institutions to promote youth financial literacy
		MYICT, TVETs, HLIs, MINALOC, PAJER, MIGEPROF, DOT Rwanda, EDC Akaze Kanoze/USAID, BICs	Identify and map existing MFIs partnerships
1.1.3 Establish a youth skills development program in relation to present and future labor market needs	To increase youth participation in vocational training programs	MYICT, YEGO, NYC, NWC, ILO, MIFOTRA, MINEDUC, WDA, PSF, RDB, MINALOC, districts, development partners, civil society	Encourage youth to join vocational training centers Mobilize PSF to host youth apprenticeship

Implementation Plan	Activities	Responsible	Roles
2 nd Priority: Youth Mobilization			
Outcome 2.1 A responsible young generation nurtured through strong mobilization			
2.1.1 Youth are mobilized for positive mindset and attitude change towards productivity	Conduct campaigns to mobilize youth to become their community problems solver	MYICT, MINALOC, RDB, MINEDUC, NYC, NWC, civil society, media agencies, districts	Mobilization and sensitization
2.1.2. To nurture a healthy and productive youth generation	<p>implement policies and strategies to decrease drug abuse among youth</p> <p>increase youth access to public health information</p> <p>Sensitize youth on SRH and HIV/AIDS Prevention</p>	MYICT, MINALOC, MINISANTE, MINEDUC, NYC, RNP, media, civil Society, RBC, NGOs	<p>Policy and strategies formulation,</p> <p>Mobilization and sensitization of youth</p> <p>VCT services in YEGO</p>
2.1.3 Strengthen youth civic education programs	<p>To develop programs for civic education entailing volunteerism, patriotism, and peace building</p> <p>To strengthen partnerships with key institutions such as Itorero and universities</p>	<p>NYC, MYICT, One UN, NURC, Itorero, MINALOC, civil society, MINJUST, Parliament, Senate, FBOs, UNDP, VSO</p> <p>NURC, Itorero, universities, MINALOC, Civil Society, MINJUST, Parliament and Senate</p>	<p>Share good practice</p> <p>Design of the program</p> <p>Delivery of the program</p> <p>Input and advice to program implementation</p>

Implementation Plan	Activities	Responsible	Roles
2.1.4 Increased youth participation in environment protection and climate change while contributing to the green job creation for sustainable Development	To set up programs aiming at environment protection and climate change	MYICT, NYC, REMA/FONERWA, UN HABITAT, ILO, UNDP, UNEP	Mobilization, advocacy,
3rd Priority: Sector Coordination			
Outcome 3: The Youth Sector is effectively Coordinated and public private partnerships enhanced			
3.1.1. Strengthened coordination amongst key stakeholders	To conduct periodic M&E	All Partners led by MYICT	Provide and collect information related to the sector Produce a report
3.1.3. YDI is developed	To develop a YDI (address baseline & indicators)	All Partners led by MYICT	Provide and collect information related to the sector Produce a report

Annex II: Youth Sector Priority and Outcome Matrix

(1) THEMATIC OUTCOME	(2) SECTOR PRIORITY	(3) SECTOR OUTCOME	(4) SECTOR OUTCOME INDICATOR
Changing attitudes to work.	Youth Employment and Economic Empowerment	Increased Youth employment and productivity ensured for sustainable development	Number of youth trained in entrepreneurship skills Percentage of youth accessing financial services for their own businesses Number of youth employed in new off-farm jobs Number of youth trained in different vocational skills
	Youth Mobilization	A responsible young generation nurtured through strong mobilization.	Number of youth sensitized for mindset and attitude change towards employment. Number of youth sensitized on SRH, drug misuse and HIV/AIDS Number of youth sensitized in civic education program Number of youth involved in volunteering activities. Number of youth involved in environment protection activities.
	Management and coordination of youth interventions	The Youth Sector is effectively Coordinated and public private partnerships enhanced	Number of YEGO centers established. Youth development index report Number of new partnership agreements signed

Annex III: Sector Monitoring Matrix

SECTOR OUTCOME	SECTOR OUTCOME INDICATOR	BASE LINE (YR)	BASELINE	Yr 1		Yr 2		Yr 3		Yr 4		Yr 5		Reporting Responsibility
				Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Increased Youth employment and productivity ensured for sustainable development	Number of youth trained in entrepreneurship skills	2012	31,156	41,541		51,926		62,311		7,2696		83,081		RDB/PSC BS
	Percentage of youth accessing financial services for their own businesses	2012	NA	50%		55%		58%		61%		65%		MYICT, FIs, BDF
	Number of youth employed in new off-farm jobs	2012	83,026	100,000		257,000		357,000		457,000		5 57,000		MYICT,MI FOTRA, MINICOM
	Number of youth rehabilitated and reintegrated	2012	2, 711	4,611		6,511		8,411		10,311		12,211		MYICT

SECTOR OUTCOME	SECTOR OUTCOME INDICATOR	BASE LINE (YR)	BASELINE	Yr 1		Yr 2		Yr 3		Yr 4		Yr 5		Reporting Responsibility
				Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
	Number of youth out of school trained in ICT	2012	NA	10,500		20,000		30,000		40,000		50,000		MYICT,NYC, DOT, RDB
	Number of youth trained in different vocational skills		80,591	73,681		94,507		11,9219		149,890		192,369		MYICT,WDA, NYC,
A responsible young generation nurtured through strong mobilization.	Number of youth sensitized for mindset and attitude change towards employment	2012		2,000,000		2,000,000		2,200,000		2,500,000		3,000,000		MYICT,NYC, LOCAL Gov.
	Number of youth sensitized on Sexual Reproductive Health,	2012	NA	1,000,000		2,000,000		3,000,000		3,500,000		4,000,000		MYICT,NYC, LOCAL Gov.

SECTOR OUTCOME	SECTOR OUTCOME INDICATOR	BASE LINE (YR)	BASELINE	Yr 1		Yr 2		Yr 3		Yr 4		Yr 5		Reporting Responsibility
				Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
	drug misuse and HIV/AIDS.													
	Number of youth sensitized in civic education Program	2012	NA	180,000		360,000		540,000		720,000		900,000		MYICT,NYC,LOCAL Gov.
	Number of youth involved in volunteering activities	2012	NA	25,000		48,000		75,000		110,000		150,000		MYICT,NYC,LOCAL Gov.
	Number of youth involved in environment protection activities.	2012	NA	22,000		46,000		70,000		95,000		120,000		MYICT,NYC,LOCAL Gov.

SECTOR OUTCOME	SECTOR OUTCOME INDICATOR	BASE LINE (YR)	BASELINE	Yr 1		Yr 2		Yr 3		Yr 4		Yr 5		Reporting Responsibility
				Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
The Youth Sector is effectively Coordinated and public private partnerships enhanced	Number of YEGO centers established	2012	22	30		90		120		150		180		MYICT,NYC,LOCAL Gov.
	Youth development index report	2012	NA	YDI Report available		Updated report		Updated report		Updated report		Updated report		MYICT,NISR
	Number of new partnership agreements signed	2012	7	15		22		29		35		42		MYICT

Annex IV: Youth Sector Priority/Policy Action Matrix

THEMATIC OUTCOME	YOUTH SECTOR Outcome	YOUTH SECTOR Output (Aggregated)	PRIORITY/POLICY ACTIONS (ANNUAL OUTPUT)					TOTAL BUDGET FOR 5-YR PERIOD (RwF 000)
			Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	
Changing Attitudes to work	Increased Youth employment and productivity ensured for sustainable development.	Strengthen Youth entrepreneurship development	Develop and implement campaigns aiming at a mindset change towards employment	Organize campaigns aiming at a mindset change towards employment	Organize campaigns aiming at a mindset change towards employment	Organize campaigns aiming at a mindset change towards employment	Organize campaigns aiming at a mindset change towards employment	31,000,000
			Entrepreneurial skills development	Entrepreneurial skills development	Entrepreneurial skills development	Entrepreneurial skills development	Entrepreneurial skills development	
			Conduct mentorship programs in entrepreneurship (friends of youth entrepreneurial network)	Conduct mentorship programs in entrepreneurship (friends of youth entrepreneurial network)	Conduct mentorship programs in entrepreneurship (friends of youth entrepreneurial network)	Conduct mentorship programs in entrepreneurship (friends of youth entrepreneurial network)	Conduct mentorship programs in entrepreneurship (friends of youth entrepreneurial network)	
	Youth mobilised to use financial services and take part to markets (opportunities) and information	Organize sensitization campaigns for youth to work with MFIs Increase youth access to BDF services	Awareness campaigns for Financial Institutions to create new youth friendly products	Strengthen a PPP approach to finance Youth projects (Leasing Buy Company)	Strengthen Youth access to finance mechanism	Strengthen Youth access to finance mechanism		

THEMATIC OUTCOME	YOUTH SECTOR Outcome	YOUTH SECTOR Output (Aggregated)	PRIORITY/POLICY ACTIONS (ANNUAL OUTPUT)					TOTAL BUDGET FOR 5-YR PERIOD (RwF 000)
			Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	
				Set up a PPP approach to finance Youth projects (Leasing Buy Company)				
		Skills Development	Mobilize youth to take part into technical, vocational, education and trainings	Mobilize youth to take part into technical, vocational, education and trainings	Mobilize youth to take part into technical, vocational, education and trainings	Mobilize youth to take part into technical, vocational, education and trainings	Mobilize youth to take part into technical, vocational, education and trainings	
			Training in ICT including repairs services and software development	Introduce international and regional certified Training program in ICT including repairs services and software development	Strengthen international and regional certified Training in ICT including repairs services and software development	Strengthen international and regional certified Training in ICT including repairs services and software development	Training in ICT including repairs services and software development	
			Mobilize youth and private sector to boost internship and apprenticeship programs	Mobilize youth and private sector to boost internship and apprenticeship programs	Mobilize youth and private sector to boost internship and apprenticeship programs	Mobilize youth and private sector to boost internship and apprenticeship programs	Mobilize youth and private sector to boost internship and apprenticeship programs	

THEMATIC OUTCOME	YOUTH SECTOR Outcome	YOUTH SECTOR Output (Aggregated)	PRIORITY/POLICY ACTIONS (ANNUAL OUTPUT)					TOTAL BUDGET FOR 5-YR PERIOD (RwF 000)
			Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	
			Initiate short term vocational programs in YEGO centers	Conduct short term vocational programs in YEGO centers	Conduct short term vocational programs in YEGO centers	Conduct short term vocational programs in YEGO centers	Training in languages (English and Swahili)	
			Training in languages (English and Swahili)	Training in languages (English and Swahili)	Training in languages (English and Swahili)	Training in languages (English and Swahili)	Training in languages (English and Swahili)	
			Mobilize youth to take advantages of regional and international opportunities	Mobilize youth to take advantages of regional and international opportunities	Mobilize youth to take advantages of regional and international opportunities	Mobilize youth to take advantages of regional and international opportunities	Mobilize youth to take advantages of regional and international opportunities	
			Initiate model value chain development in selected areas	Strengthen model value chain development in selected areas	Strengthen model value chain development in selected areas	Scaling up model value chain development in selected areas	Scaling up model value chain development in selected areas	
		Job Creation	Initiate green business programs (environment protection and recycling)	Strengthen green business programs (environment protection and recycling)	Strengthen green business programs (environment protection and recycling)	Strengthen green business programs (environment protection and recycling)	Strengthen green business programs (environment protection and recycling)	

THEMATIC OUTCOME	YOUTH SECTOR Outcome	YOUTH SECTOR Output (Aggregated)	PRIORITY/POLICY ACTIONS (ANNUAL OUTPUT)					TOTAL BUDGET FOR 5-YR PERIOD (RwF 000)
			Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	
			Mobilize Private Sector to ensure job mainstreaming into Private Sector	Mobilize Private Sector to ensure job mainstreaming into Private Sector	Mobilize Private Sector to ensure job mainstreaming into Private Sector	Mobilize Private Sector to ensure job mainstreaming into Private Sector	Mobilize Private Sector to ensure job mainstreaming into Private Sector	
			Train member of cooperatives in different skills.	Train member of cooperatives in different skills.	Train member of cooperatives in different skills.	Train member of cooperatives in different skills.	Train member of cooperatives in different skills.	
		Build capacity of youth operating in informal sector to join the formal sector (association to cooperatives, informal to formal businesses)	Mobilize youth in informal sector to join formal sector through cooperatives and companies	Mobilize youth in informal sector to join formal sector through cooperatives and companies	Mobilize youth in informal sector to join formal sector through cooperatives and companies	Mobilize youth in informal sector to join formal sector through cooperatives and companies	Mobilize youth in informal sector to join formal sector through cooperatives and companies	

THEMATIC OUTCOME	YOUTH SECTOR Outcome	YOUTH SECTOR Output (Aggregated)	PRIORITY/POLICY ACTIONS (ANNUAL OUTPUT)					TOTAL BUDGET FOR 5-YR PERIOD (RwF 000)
			Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	
		Mobilizing private sector to introduce task shifting in business	Mobilizing private sector to introduce task shifting in business	Mobilizing private sector to introduce task shifting in business	Mobilizing private sector to introduce task shifting in business	Mobilizing private sector to introduce task shifting in business	Mobilizing private sector to introduce task shifting in business	
	A responsible youth generation is nurtured through strong mobilization for productivity.	Youth are mobilised for mindset and attitude change towards work and livelihoods through Agaciro kanjye program	Mobilize youth to take advantages of regional and international job opportunities	Mobilize youth to take advantages of regional and international job opportunities	Mobilize youth to take advantages of regional and international job opportunities	Mobilize youth to take advantages of regional and international job opportunities	Mobilize youth to take advantages of regional and international job opportunities	
		Mindset change towards blue color jobs, development of hard work culture, entrepreneurship and independence and equality	Mindset change towards blue color jobs, development of hard work culture, entrepreneurship and	Mindset change towards blue color jobs, development of hard work culture, entrepreneurship and	Mindset change towards blue color jobs, development of hard work culture, entrepreneurship and	Mindset change towards blue color jobs, development of hard work culture, entrepreneurship and	Mindset change towards blue color jobs, development of hard work culture, entrepreneurship and	
			Organize campaigns against drug abuse	Organize campaigns against drug abuse	Organize campaigns against drug abuse	Organize campaigns against drug abuse	Organize campaigns against drug abuse	

THEMATIC OUTCOME	YOUTH SECTOR Outcome	YOUTH SECTOR Output (Aggregated)	PRIORITY/POLICY ACTIONS (ANNUAL OUTPUT)					TOTAL BUDGET FOR 5-YR PERIOD (RwF 000)
			Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	
			Set up a National Rehabilitation and vocational training center (for both boys and girls)	Strengthen rehabilitation centers for both girls and boys	Strengthen rehabilitation centers for both girls and boys	Strengthen rehabilitation centers for both girls and boys	Strengthen rehabilitation centers for both girls and boys	
		Youth are mobilized through the youth connect series events	Conduct National youth connect Convention	Conduct National youth connect Convention	Conduct National youth connect Convention	Conduct National youth connect Convention	Conduct National youth connect Convention	
		Youth are mobilized towards a Healthy generation.	Organize awareness campaign on SRH and HIV/AIDS and conduct voluntary testing through YEGO	Organize awareness campaign on SRH and HIV/AIDS and conduct voluntary testing through YEGO	Organize awareness campaign on SRH and HIV/AIDS and conduct voluntary testing through YEGO	Organize awareness campaign on SRH and HIV/AIDS and conduct voluntary testing through YEGO	Organize awareness campaign on SRH and HIV/AIDS and conduct voluntary testing through YEGO	
	The Youth Sector is effectively Coordinated and Partnerships enhanced	Youth policies and strategies developed for effective monitoring of the sector.	Develop and implement a policy and regulation on drug abuse	Implement Drug Policy and conduct annual M&E	Implement Drug Policy and conduct annual M&E	Implement Drug Policy and conduct annual M&E	Implement Drug Policy and conduct annual M&E	
		Hold regular youth stakeholders forum	Hold regular youth stakeholders forum	Hold regular youth stakeholders forum	Hold regular youth stakeholders forum	Hold regular youth stakeholders forum	Hold regular youth stakeholders forum	

THEMATIC OUTCOME	YOUTH SECTOR Outcome	YOUTH SECTOR Output (Aggregated)	PRIORITY/POLICY ACTIONS (ANNUAL OUTPUT)					TOTAL BUDGET FOR 5-YR PERIOD (RwF 000)
			Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	
		Establish the youth joint venture capital	Strengthen the youth joint venture capital	Scale up the youth joint venture capital	Scale up the youth joint venture capital	Scale up the youth joint venture capital	Scale up the youth joint venture capital	
		Effective Youth sector and programs coordination, M&E ensured.	Establish and operationalize YEGO centre in each District	Establish and operationalize YEGO centre in each District	Establish and operationalize YEGO centre in each District	Establish and operationalize YEGO centre in each District	Establish and operationalize YEGO centre in each District	
			Carry out an effective M&E System					
			Conduct a youth stakeholders mapping exercise					
			Develop a Youth Development Index (YDI)					