



Deliver as one to meet development needs and rights of Rwandan adolescents and youth 2009- 2011

With the Support of the United Nations System in Rwanda



International Labour Organization



OFFICE OF THE HIGH COMMISSIONER FOR HUMAN RIGHTS





Country:

RWANDA

UNDAF Outcome(s):

UNDAF Outcome 3: Participation in democratic governance

People's participation in democratic processes and structure at national and decentralized level increased

UNDAF Outcome 4: Gender equality

Capacity of key public and private institutions to strictly apply gender equality principles and standards in performance, practices and behaviour strengthened

UNDAF Outcome A2: Prevention of HIV

Protective behaviours adopted and effective preventive services utilized by HIV exposed population especially the youth and the women

UNDAF Outcome B1: Effective health System

Quality effectiveness and efficiency of health system, including Nutrition, Reproductive health, maternal & child health and family planning services improved

UNDAF Outcome B2: Health practices

Health care, nutrition, and hygiene practices at family and community level improved

Programme/project Title: **Deliver as one to meet development needs and rights of Rwandan adolescents and youth**
2009-2011

Programme/project Duration
(Start/end dates): **3 years: March 2009 to December 2011**

Fund Management Option(s): **Parallel funding**

Managing or Administrative Agent: (if/as applicable)

Total estimated programme/project budget:
12,622,777 USD

Out of which:

1. Planned resources:

- Government _____
- Regular/Other Resources _____
- NGO or private _____
- UN. 4,721,545 USD
- Donor ... _____
- Donor ... _____

2. Unfunded budget: 7,941,232 USD

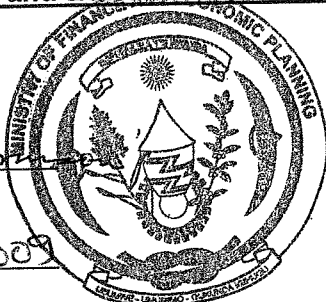
Minister of Finance and Economic Planning

James Musoni

Signature

16th June, 2009

Date

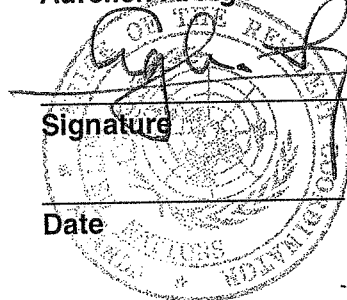


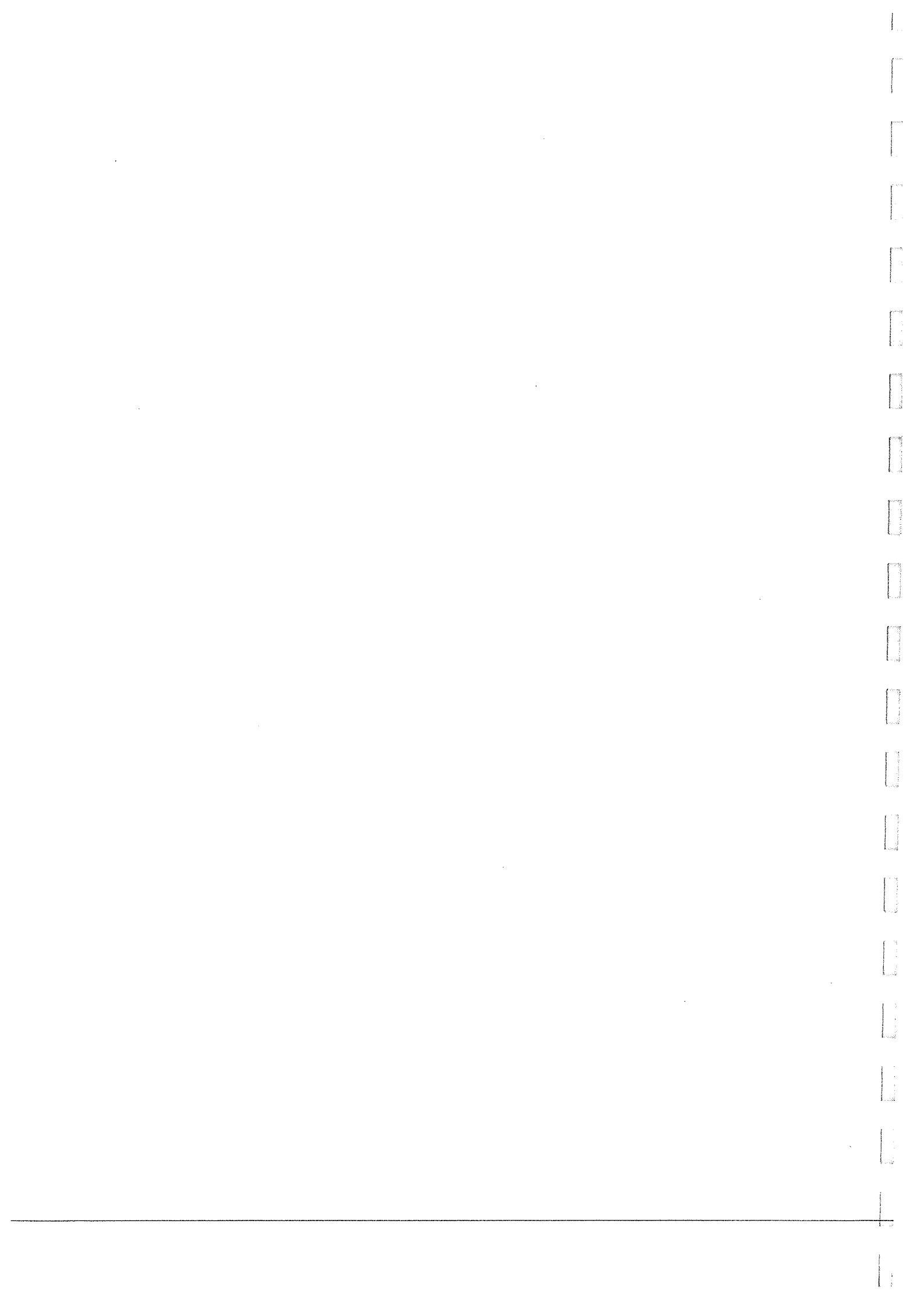
UN Resident Coordinator

Aurélien A. Agbenonci

Signature

Date





Names and signatures of ¹ counterparts and participating UN organizations

Adequate signature space should be provided in order to accommodate name (person), title (head) organization name/seal of all participating UN organizations and implementing partners, and date signed. Note that all partners involved in implementing the joint programme/project will be required to sign the JPD.



UN Organizations	National Partners ² (including sub national partners)
Name of Representative: Therese Zeba Signature: <i>[Signature]</i> Name of Agency: UNFPA Date & Seal: 22/05/09	Name of Head of Partner: Honourable Minister Prétats Ké MITALI Signature: <i>[Signature]</i> Name of Institution: Ministry of Youth Date & Seal: 25 MAY 2009
Name of Country Director: Anthony Ohemeng Boamah Signature: <i>[Signature]</i> Name of Agency: UNDP Date & Seal: 19/VI/09	Name of Head of Partner: Signature: Name of Institution: Date & Seal:
Name of Representative: Joseph Fombi Signature: <i>[Signature]</i> Name of Agency: UNICEF Date & Seal: 20/09/09	Name of Head of Partner Signature Name of Institution Date & Seal
Name of Representative: Kekoura Kouyouba Signature: <i>[Signature]</i> Name of Agency: UNAIDS Date & Seal: 19/VI/09	Name of Head of Partner Signature Name of Institution Date & Seal
Name of Country Director: Anthony Ohemeng-Boamah Signature: <i>[Signature]</i> Name of Agency: UNV Date & Seal: 19/VI/09	Name of Head of Partner Signature Name of Institution Date & Seal

Potential partners will be able to join the Joint Programme at any time during its implementation. Any new partner will be required to sign the JPD.

Name of Representative : Signature Name of Agency: Date & Seal	Name of Head of Partner Signature Name of Institution Date & Seal
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Name of Representative Signature Name of Agency Date & Seal	Name of Head of Partner Signature Name of Institution: Date & Seal

¹ Governmental, and any NGO/civil society, private sector or other partners

² For UNDP, national signatories must include the national coordinating agency and the relevant national cooperating agency



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ACRONYMS AND ABBREVIATIONS

AIDS	: Acquired Immunity Deficiency Syndrome
ARBEF	: Rwandan Association of Family Welfare
ARS	: Association of Rwandans Scouts
CBC	: Communication for Behavioural Change
CCA	: Common Country Assessment
CDLS	: District Committees for the fight against HIV&AIDS
ICPD	: International Conference on Population and Development
CNLS	: The National Committee for the Fight against AIDS
COD	: Common Operational Document
COOJAD	: Youth Cooperative for self employment and development
DED	: Deutscher Entwicklungs Dienst/German Services for Development
EDPRS	: Economic Development and Poverty Reduction Strategy
FP	: Family planning
HIV	: Human Immunodeficiency Virus
IEC	: Information, Education and Communication
IGA	: Income Generating Activity
ILO	: International Labour Organization
LPC	: Local Piloting Committees
MIGEPROF	: Ministry of Gender and Family Promotion
MIJESPOC	: Ministry of Youth, Sports and Culture
MINISANTE	: Ministry of Health
MINIYOUTH	: Ministry of Youth
MDG	: Millennium Development Goals
NYCR	: The National Youth Council of Rwanda
NGO	: Non Governmental Organisations
NPC	: National Piloting Committee
PACFA	: Protection And Care of Families Against AIDS
PNC	: Pre Natal Consultation
PSI	: Population Services International
RH	: Reproductive Health
RHR	: Reproductive Health and Rights
SG	: Secretary General
STI	: Sexually Transmitted Infection
SPD	: Population and Development Strategies
SRH	: Sexual and Reproductive Health
UN	: United Nations
UNAIDS	: United Nations for the Fight against AIDS
UNDP	: United Nations Development Program
UNV	: United Nations Volunteers
UNDAF	: United Nations Development Assistance Framework
UNFPA	: United Nations Population Fund
UNICEF	: United Nations Children's Fund
V4D	: Volunteers for Development
VCT	: Voluntary Counselling and Testing
WHO	: World Health Organisation

DESCRIPTION

Located in 15 districts of the provinces of the EAST, the WEST, and the NORTH, the joint programme that falls under the United Nations COD, generally intends to increase, through voluntary services, and participation of youth at all levels, the use of and access to high quality friendly services in a socio-political and cultural environment favourable to psycho-social, emotional and physical development of adolescents –and young boys and girls. In the same way, the programme also intends to involve the youth in the development in Rwanda, while respecting equity between sexes and human rights in general and particularly those of youth.

The programme Outcomes

Outcome 1

Youth (Boys and Girls)' participation in socio-economic development processes and responsibility at national and decentralized levels increased in 15 targeted districts by the end of 2011.

Outcome 2

Access to a minimum package of youth friendly SRH services increased and safer SRH behaviours enhanced by boys and girls.

Programme Components

1. Participation and education on citizenship, gender, human rights, environmental education, community life and voluntary services;
2. Professional training, accessibility to employment and income generating activities;
3. Sports, cultural activities and games, as a means of psycho-social, emotional and physical development of adolescents and youth of both sexes.
4. Information, education and counselling in Sexual and Reproductive Health (SRH), including education on family life and responsible parenthood plus adolescent sexual and reproductive health (ASRH) services.
5. Capacity building, coordination, monitoring and Evaluation

Programme outputs

Output 3.1.1. By 2011, youth (boys and girls) in each of the 15 districts who have full awareness in civic education, volunteerism, human rights, gender and environment management increased to 75%.

Output 3.1.2. A national policy and strategy on volunteerism is elaborated, adopted and implemented by 2011.

Output 3.2.1. At least 75% of youth (boys and girls) in each of the 15 targeted districts trained and gained skills in areas favored by the youth (based on the job market results) by the end of 2011 achieved.

Output 3.2.2. At least 5 IGAs per year in each of the 15 districts with the support of strong partnerships between the centres, local authorities and the private sector established.

Output 3.3.1. An action plan for the development of youth through sports, leisure and cultural activities for each year (2009-2011) in each of the 15 targeted Districts developed and integrated into DDP.

Output 3.3.2. By the end of 2011, an environment favouring youth talent expressions and participation in national, regional and international competitions (sports and festivals) is enhanced

Output 3.4.1. By the end of 2011, a comprehensive, culturally and gender sensitive quality information and life skills-based education on SRH and rights, as well as fully accessible SRH products for adolescents and youth (boys and girls), with active involvement of community members in the 15 targeted districts enhanced..

Output 3.4.2. By the end of 2011, essential package of ASRH clinical services suitable for the specific needs of adolescents and youth, in the 13 health centres and 2 ARBEF clinics set up in the 15 targeted districts is offered.

Output 3.5.1.

Institutional capacity of the national and district levels to mainstream youth issues in all national development policies and programmes, advocate for investing in adolescents and youth, coordinate interventions, set in place an RB planning, monitoring and evaluation, and leverage disaggregated data for evidence, strengthened.

Output 3.5.2 Capacity of National Youth council, youth networks and youth serving organizations to scale up adolescent and youth participation at all levels of decision making, raise their voice and built strategic alliances, strengthened.

Output 3.5.3. By the end of 2011, organizational and financial capacity of the Youth Centres in the 15 targeted districts, with the involvement of both the district and the community is strengthened and sustained.

Programme strategies

i) Youth mobilization, ii) Community approach involvement, iii) Peer education, iv) Comprehensive service package, gender and culture sensible, adequate to each group of adolescents and youth, v) Capacity building for institutionalisation and sustainability of youth friendly services.

This project is based on the youth participation (youth for youth approach/ peer group) and volunteerism as a strategy and a mechanism of implementing the project.

Programme beneficiaries

i) Primary (direct) beneficiaries of the programme are Rwandan young adolescents, boys and girls between 10 to 14 years, adolescent girls and boys between 15 to 19 years and youth of both sexes 20 to 24. Intervention will take into account needs of each specific group.

ii) Secondary (indirect) beneficiaries of the project are young adults between 25 to 35 years who will be trained as trainers, coaches and who will support the direct beneficiaries of the programme, actors and people working in Government national institutions, Non Governmental Organisations and Associations.

iii) Tertiary beneficiaries are key persons who are able to influence in one way or another implementation of the programme and support its sustainability.

The management arrangement for the joint project will be the parallel funding modality. Under this modality, participating agencies agreed to sign a memorandum of understanding for the implementation of the joint programme. The total budget of the 3 years project is amount 12,622,777 USD.

SECTION I

I. Context

With an area of 26.300 km² and the population size estimated at 9,3 million inhabitants in 2007, Rwanda is one of the African countries with a very high population density (350 inhabitants per km²) and high rate of population growth (2,9%) and an estimated fertility index of 6,1 children per woman³.

The population of Rwanda is very young (50.4% of active population is between 15 to 65 years) and females are predominant (52,3%) particularly in rural Rwanda (88 men to 100 women), with a small number of the elderly, aged 65 years and above (3%) due to 1994 genocide. The percentage of the population aged less than 15 is 46.3% whereas the percentage of the population less than 25 years of age is equal to 67%⁴.

Formerly known as MIJEUMA (Ministry of Youth and Associative Movement), this Ministry used to deal, primarily, with encouraging the youth into joining associations and cooperatives and was also the one in charge of organizing sports and leisure activities in the country.

In 1997, the department of "Culture" which had been in the Ministry of Education was transferred to the Ministry of Youth. This department was in charge, *inter alia*, of organizing dignified burials of the remnants of genocide victims and other activities related to safeguarding the genocide memory. These activities were initially organized through an inter ministerial Commission whose mandate was 3 months. Due to the size of the assigned tasks, however, the commission had to be turned into a division under the same department. At the same time, because the Ministry also dealt with professional training, it adopted the name "**Ministry of Youth, Sports, Culture and Professional Training**" (MIJESCAFOP).

In 2002, professional training was entrusted to the Secretary of State in the Ministry of Public Service and Labour and name of the Ministry was changed to MIJESPOC, Ministry of Youth, Sports and Culture.

The Cabinet reshuffle on March 7, 2008 divided MIJESPOC into two distinct Ministries, the Ministry of "Youth" and the Ministry of "Culture and Sports".

I.1. Adolescents and Youth issues

In the socio-economic context of scarcity of employment opportunities and too great a pressure on the available natural resources, the Rwandan youth face a great number of challenges, which compromises their future, hinders their growth and well being and adversely affects the country's development. Despite the fact that the percentage of children of the primary school age attending school remains 73.8% of all boys, and 76.6% of all girls, only 50% of these children reach grade 5. Percentage of children of the secondary school age attending school remains low (4.4% of all boys and 3.8% of all girls). Lack of information on

³ Demographic and Health Survey, 2005

⁴ DHS, 2005

reproductive health and poor use of family planning methods increases the number of teenage mothers. In 2005, 4.1% of all mothers were between 15 and 19 years of age⁵.

Behavioural change as a means of AIDS control is too slow to yield any fruitful results. AIDS awareness among the youth is equally low (51% among women and 54 % among men), the rate of condom use during the first sexual intercourse also remains very low among youth (7% among women and 12% among men). Regarding gender-based violence, women are affected by 31%⁶.

Based on the document "**National policy on Youth, Rwanda Today and Tomorrow, For, with and by the youth**", the Ministry of Youth, Sports and Culture outlines quite well the situation of youth and challenges that they face in various fields. The management of the direct and indirect impact of 1994's genocide, poverty, unemployment, STIs and HIV /AIDS, illiteracy, lack of access to useful information, poor education and lack of other basic social services, are currently the main impediments for Rwandan youth. However, the Rwandan youth is considered as an invaluable asset and a great potential for the development of the country and is regarded as great hope for the reconstruction of its social capital destroyed by war and genocide. Furthermore, due to the recent history of the country, which badly affected the country's social cohesion, Rwandan youth constitutes a part of the population confronted with difficulties arising from lack of specific programmes and projects favourable to them and that could allow them to develop the culture of peace, patriotism, national reconciliation and sustainable development.

1.2 The strategy of the country in tackling youth issues

Aware of the existence of specific needs for youth, the government of Rwanda and various development partners have tried to find a solution to the needs expressed above by formulating policies that provide a relevant favourable institutional framework. Among these initiatives, one would quote:

- The creation of a Ministry in Charge of Youth Affairs
- The creation of a National Youth Council;
- The creation of a National Youth Policy and finally,
- The creation of youth community centres.

With the assistance of its development partners including the Swiss Co-operation, seven (7) youth community centres were created under the Project RWA/98/ "Adolescent Reproductive Health".

In the same vein, under the framework and based on the government's willingness to expand and revitalise youth activities, a second project called "**Adolescent Reproductive Health**", <<promotion of reproductive health for adolescents and youth>> was created. Three (3) new centres (Rusizi, Karongi and Nyagatare) have been developed to effectively meet the needs of adolescents and youth in matters of sexual and reproductive health and in development matters in general.

This approach of "Youth Community Centres" prompted stakeholders, agencies and organizations such as the UNICEF, DED/GTZ, PSI, PACFA and the National Youth

⁵ DHS, 2005

⁶ DHS, 2005

council (NYCR), to establish other centres in different districts of the country with more or less similar approaches.

Indeed, considering that solutions to the challenges that the youth are facing in the country are cross-cutting and having in mind that these problems concern every one, ministries and development partners, the Government set up the National Youth Council (NYCR) in 2003, an organisational institution of youth under the guardianship of the Ministry of Youth, to formulate important guidelines and action plans for the Government, faith based organizations, the private sector, Non-Governmental organisations, bilateral cooperation and international institutions, and to create favourable and supporting environment that ensures the participation of youth in the national development.

Thus, in order to provide the youth with more integrated multi-sectoral services, better adapted to their needs and in order to further entice the interest of other organizations to do what is needed for their development, the Minister in charge of Youth has requested the support to extend the experience of the existing youth centres to other 12 districts, to be able to eventually cover all the 30 districts of the country.

Learning from the past experience of youth friendly centres as found in the study conducted in early 2008, and based on the needs expressed by adolescents and youth, the present project intends to serve as a landmark for a joint support of the United Nations system and other partners of the Ministry of Youth, to achieve its mission clearly stated in the National Youth Policy, approved in 2006 and summarized as follows: *“creation of an environment and favourable conditions for the promotion of youth, girls and boys, integrating and involving them in all development sectors, as actors and beneficiaries, enabling them access to appropriate services provided in the youth centres in such areas as: health, education, apprenticeship, information, all emanating from youth co-operation and local and international voluntary services.”*

1.3 Past experience in developing youth friendly services

1.3.1. Volunteerism in Rwanda

The study carried out in the framework of the capitalisation of experiences of the youth centres (1st half of 2008), showed that the centres are operational due to contributions of a high number of “volunteers”, among which we can mention the *“peer educators”*.

Volunteerism is the important resource for the viability of the centres but has not been formally promoted at the local level and no specific efforts have been exerted at this level for the mobilisation and the training of local volunteers. In this sense volunteerism has not been integrated in the development of local projects and programmes in general and in the activities of the Youth Centres in particular.

Since the celebration of the International Year of Voluntarism in 2001, Rwanda has been one of the countries, which in line with its will to implement the recommendations drawn from this occasion, uses volunteerism as a modality for the implementation of development activities. Such a commitment is clearly visible in activities such as the “Gacaca courts” in which many people give their contributions in the justice sector.

1.3.2. The centre “Vision Jeunesse Nouvelle” was created in 2002 and is supported by UNICEF in the Western province. The organization “Vision Jeunesse Nouvelle” of

Rubavu aims to contribute to « youth in good health, dynamic, productive for a better future for Rwanda. ».

Its mission is to fight all kind of delinquency for young people, sexually transmitted infections (IST), HIV / AIDS. It also aims at the promotion of young people and providing them with positive values to make them good citizens.

The activities of the Association Vision Jeunesse Nouvelle of Gisenyi stretch over the Region of Rubavu (areas Gisenyi, Cyanzarwe, Nyamyumba, Rubavu and *Rugerero*) and the periphery and intend to extend on all Western Province. Activities of « Vision Jeunesse Nouvelle » can be classified in 4 main categories: i) The training activities (literacy tuition); ii) The income generating activities for the young people and the centre; iii) sports and cultural activities; iv) Evangelization.

1.3.3. Youth Centre of Gaculiro

It is a centre which was created with the objective to facilitate young people access to film services. In this regard programmes have been initiated in areas such as the realization of a film for young people by the young people (Film one Youth by Youth ' FY2 ') with the financial support of the Embassy of the United States in Rwanda. The centre trained 20 young people in film production and organised the Rwanda Film Festival. In 2005, the Rwanda Film Festival provided opportunities to organise the projection of films in the Regions of Musanze, Karongi, Rwamagana, Nyagatare and Huye. The Centre has partners who contribute to its functioning among which MIJESPOC, MINALOC, RIEPA, Vivid Feature in Nairobi, 'Vue d'Afrique" in Montreal, The Lincoln Society Center-York USA, France, International School of Audiovisual creation and Realization (EICAR), etc.

1.3.4. Youth Centre of GATENGA (*Centre d'accueil et de Formation Professionnelle ; Pré noviciat*)

The centre is located in Kigali city, Kicukiro district. It was founded in 1976 and officially established in 1977; facilitated by 9 associates, 6 priests and 3 young interns.

1.3.5. Centres of the Scouts and Guides of Rwanda

These centres have the objective to train young people so that they become complete, productive citizens in the society and for themselves. They devoted themselves to the mission to create a space for holistic blossoming of young girls and boys and where they can develop human values such as love of others, helpfulness, fidelity and where they acquire knowledge, skills and attitude allowing them to be responsible and reach a decent standard of living. Opportunity is given to young people in the centres to improve their moral education, self-esteem, civic responsibility, and help other members to participate in various activities.

1.3.6. Centres of vocational training (CFP of Gakoni)

Training centre of the young people of Gakoni (called CFJ of Gakoni) is one of the centres which were re-established in 2000 on the initiative of local authorities and with the support of Canadian cooperation.

1.3.7. In 2005, PACFA in collaboration with NYCR, UNICEF and UNAIDS started a programme called "Youth Friendly Centres" in 6 regions which are : Gasabo, Rubavu, Bugesera, Gicumbi, Kicukiro, and Nyanza with objectives : i) to give a package of convivial/friendly and gender sensitive services to young people including services of counseling and voluntary testing in the view of protecting them against HIV/AIDS. ii) to strengthen the leadership role of young people in education for effective protection of

their peers in HIV/AIDS and reproductive health, ii) to give space to young people where they can acquire knowledge on HIV/AIDS and reproductive health, iv) to encourage active involvement of young women in the fight against HIV/AIDS.

1.3.8. In 1999, MIJESPOC undertook the rehabilitation of the cultural sites that were destroyed during the 1994 genocide, with the objective to restart services in these structures that were provided prior to the genocide. The services consist of a library, projections of films and a room for socio-cultural activities in general. With the national policy of decentralization, MIJESPOC wanted to institutionalise these centres under the terminology "Centre Itorero" in each district of the country. For each district, Centre Itorero is devoted to implement sectoral policies on youth, culture and sports; and to be a place of relaxation that contributes to the improvement of the social well-being and social unity.

I.4. EDPRS, UNDAF, COD and their RH related assistance

The Government of Rwanda has formulated an economic development and poverty reduction strategy (EDPRS), defining a five (5) years' priority (2008-2012).

The United Nations Development Assistance Framework (UNDAF) presently in place for the period 2008-2012 aligns with the EDPRS strategy and aims particularly at poverty reduction as a means of consolidating peace in Rwanda. The Framework has proved relevant as far as government priorities and global strategies for international development are concerned. Results expected are as follows:

- **Good governance** enhanced and sustained,
- **Health, Population, HIV/AIDS and Nutrition:** child and maternal mortality and mortality, incidence and impact of HIV/AIDS and other major epidemics are reduced, and **population growth** is slowed down,
- All children in the country have access to free and quality **basic education** and skills for a knowledge-based economy;
- **Environmental management:** natural resources and land are improved in a sustainable way,
- **Sustainable growth and social protection:** Rwandan population benefits from economic growth and is less vulnerable to social and economic shocks.

Further, being one of the 8 pilot countries for the new UN system referred to as « Delivering as One » and based on UNDAF, Rwanda has designed a « Common Operational Document » (COD) for 2008-2012, in which UNFPA co-leads with the UNAIDS a Thematic Group on result 2(a) of UNDAF (HIV), and it works with WHO on result 2(b) of the UNDAF (Health and Population). This also applies to GENDER Task force, which UNFPA co-leads with UNIFEM.

II. The joint programme “Deliver as one to meet Development needs and rights of Rwandan adolescents and youth

The current joint programme is in line with the UN Common Operational Document through five of the outputs of UNDAF related to Participation in democratic governance, Gender equality, Prevention of HIV, Effective health System and Health practices. The joint programme envisions to promote and protect rights of adolescents and youth, facilitate access to same opportunities for young girls and boys, empower them to express themselves and have their views respected, and to live free of poverty, discrimination and violence.

Drawing on this vision, the joint programme will support the Government and partners to:

- Empower adolescents and youth, girls and boys, with skills to achieve their dreams, think critically, negotiate risky situations and express themselves freely;
- Provide access to health, including sexual and reproductive health information, education, commodities and services;
- Connect young people to livelihood and employment programmes;
- Uphold the rights of young people, specifically girls and vulnerable groups, to grow up healthy and safe;
- Recognise the right of young people to a fair share of education, skills and services with a special focus on economically disadvantaged, socially vulnerable groups.

Making this happen requires crossing boundaries between sectors and the development of new partnership so that young people's life can be seen in totality rather than in fragments.

II.1. Impact and outcomes

2.1.1. The Impact of the joint programme:

Safe and enabling environment that strengthens participation and development needs and rights of Rwandan young girls and boys.

2.1.2. The outcomes of the joint programme

Taking stock of the COD, the joint programme will focus on two outcomes:

- Outcome 1

Youth's (Boys' and Girls') participation in socio-economic development processes and responsibility at national and decentralized levels increased in 15 targeted districts by the end of 2011.

- Outcome 2

Access to a minimum package of youth friendly SRH services increased and safer SRH behaviour enhanced by boys and girls

To contribute to the achievement of these outcomes, the programme is strategically focussing on 5 key components:

A. Component « Participation and citizenship education, gender, human rights, community life and volunteer services»

B. Component « Vocational training, access to employment opportunities and to income generating activities»

C. Component « Sports, cultural activities and games, an important factor in physical, psycho – social and emotional development of adolescents and youth of both sexes »

D. Component «Information, education and counselling on sexual and reproductive health (SRH), including education on responsible parenthood, family life education and ASRH services »

E. Component Capacity building (including institutional capacity) and sustainability.

In addition to these components, *advocacy, gender mainstreaming and Human rights will be crosscutting to position young people's agenda within the national development context, including policy dialogue and resources mobilization for youth.*

II. Overall strategic approaches of the joint programme

2.1. Mobilisation Strategy

Youth constitute a heterogeneous group in terms of age, sex, conditions in which they live, the level of education, their matrimonial status and their level of vulnerability. Because of this, in order to influence them, identifying their interests may serve as a gateway into designing programmes that may interest them.

Creation of youth centres is one of the most important approaches, useful to assist youth.

In the framework of this project, the main strategy for the mobilisation of youth will be that of the "Youth centres", as already explained above. By providing them with a favourable, recreational and friendly environment, one can seize the opportunity to:

- Mobilize them, guide them, train them on how to volunteer for peace and development (**V4D**),
- Call upon young boys and girls to become good citizens, and to respect their rights and responsibilities,
- Give them useful information and educate them in matters of sexual and reproductive health, family life and responsible parenthood
- Promote safe behaviour among youth in matters of RH, STI and HIV/AIDS
- Encourage increased use of sexual and reproductive health services among youth

- Provide youth with necessary skills and competences enabling them to earn a living
- Facilitate, without discrimination, access to information and training for young girls and young boys, which will enable them to improve their welfare, quality of life and assist them in creating income generating activities or employment.

2.2 Implementation Approach

2.2.1. Community approach

The centres will adopt this approach, referred to as “Integrated community approach”, to mobilize different partners and stakeholders in the youth sector. It requires the existence of a synergy to orientate all the activities towards a common goal. Therefore the District, being the custodian of the youth centre at local level must play a very important role.

The project will use the national execution modality and will to the maximum extent possible channel the components and activities through national partners. International organizations (namely UN agencies) will support the national partners on the basis of their experience and/or expertise in the respective areas.

The development associations at grassroots level will be associated to the implementation strategy of the project, in order to bring together the different inputs in the areas of intervention, not only to avoid duplication, but also to revitalize youth activities particularly in rural areas. Thus, they become members of the local steering committee at the district level.

2.2.2 “Peer education” approach

The project will be implemented based on the principles of “peer group approach”. In this regard, members of the youth are not only considered as beneficiaries, but also as actors of interventions, and thus, fully enjoying the rights to information, services, and socio-economic development. Youth are, therefore, involved in all phases of the planning and in all stages of implementation, monitoring and evaluation of activities. The project will give real opportunities to youth in terms of “participating” entirely as actors and beneficiaries. In this respect, the youth will be supported and will be given guidance, training and oversight in all aspects of project implementation.

2.2.3. Service delivery approach

Service delivery approach will be that of « conviviality ». Friendly services are those that are appropriate and provide solutions to meet the real needs of adolescents and youth. The approach provides quality services through competent persons and in an appropriate and safe environment and at a convenient time when youth are available. The approach takes into account adolescents' and youths' interests and involve them as key elements when identifying their needs. Services will be offered by hospitable staff who do not judge them, who are skilled in methods and techniques of interpersonal and group communication. They will also offer appropriate counselling techniques to build adolescents' and youths' confidence. Service providers adopting respectful attitudes create conducive, comfortable environment, encourage adolescents and youth to adopt positive behaviour and encourage them to attend the youth centres. The services will be offered in an agreeable, comfortable place, guaranteeing confidentiality, in a stress-free environment and when convenient to youth.

The package of services offered would vary depending on the target sub group of young people, sex, age and marital status (especially of girls), channels of service, delivery used, policies and resources.

II.3 Outputs, strategies and activities

II.3.1. Component 1: Participation and citizenship education, gender, human rights, community life and volunteerism.

This component will contribute to the Outcome 1 through:

Strategy:

Under this component the programme will support sensitisation and training of youth to volunteerism, civic education and a culture of peace, as well as towards the support to community development activities. This component is essentially based on the strategy of, on the one hand, providing services and supporting the activities of all components of the project, and on the other hand, providing support to grassroots development projects under operation in the targeted districts.

This strategy will cover, among others, the following domains of interventions and services:

Output 3.1.1. By 2011, youth (boys and girls) in each of the 15 districts who have full awareness of civic education, volunteerism, human rights, gender and environment management increased to 75%.

Activities:

- **Training of youth prior to the provision of volunteer services»⁷**

All volunteers involved in this project will be trained in issues related to volunteerism and provision of "volunteer services". The training will concern local volunteers as well as volunteers recruited under the modality of UNV volunteers, as well as the "leaders" who will be identified for the implementation of the project and who show their interest in getting involved in their own local development and in actions in favour and in support of youth.

In regard to the logic behind « Youth for youth», "local volunteers" and leaders will be young men and women of less than 35 years of age, selected on the basis of their aptitudes and/or their professional qualifications, who respond to the specific needs of the project and who have the will and interest to voluntarily engage in the development of services provided to the youth in communities ("peer educators", "supervisors/trainers" will be part of this group).

⁷ The pre-volunteering training must be very carefully planned with different partners in charge of each component of the project in order to have good understanding of and commitment to the philosophy of voluntarism among all actors.

All potential youth volunteers will have to undergo a "pre-voluntary" service training comprising of a common course and specialised courses related to sectors or domains of their intervention, based on their aptitudes. This training will have an interval of practical training on the field to acquaint them with the environment and practical work, depending on the voluntary service to which the trainee will be assigned.

It is only at the end of these training sessions that the volunteer is now fully selected and assigned work to do. The selected volunteer must also give an oath before his peers and sign a 'contract' for the provision of the volunteer services, which will be limited in time.

- **The Participatory approach of the Community Development Volunteers**

Local Volunteers are pillars in this strategy. They hold everything together and that is why the following conditions must be fulfilled to become a local volunteer,

- Living with the population and the target group
- Have good knowledge of the immediate environment. For this purpose, the volunteers will receive basic training on participatory methods such as, , t Accelerated Method of Participatory Research (AMPR), which will be used in problem and needs identification and the ranking of priorities.

The Volunteers will be integrated right from the beginning of the programming processes. Jointly with the manager of the Youth Centre and/or the community, he/she will identify a leader in the community, from each administrative Cell, who will work directly with her/him. The selected person will benefit from an additional training in sensitisation techniques and will participate, as much as possible in the different meetings organised at the Youth Centres. The locally selected "leader" will be gradually involved in the management of the Youth Centres so that he/she is able to play an effective role before the end of the project, and will contribute to the sustainability of the Centre. As a way of motivating him/her, the chosen local leader could be the recipient of funds to create an income generating activity.

The approach will encourage more of a dialogue and active participation of grassroots communities at all levels of interventions - right from the time when constraints are identified until when solutions to these constraints are found, all through the implementation of activities and evaluation of their impact on the socio- economic welfare of the youth. It will also lead to increased recognition of the importance of volunteerism by national agencies and government institutions. People themselves are better placed to identify their own problems, their opportunities as well as the potentials around them. An understanding between volunteers of the project and different officials, technicians, other partners/projects present in the area and the beneficiary population will help to define the most appropriate type of intervention.

- **48 days Intensive Functional Adult Literacy (IFAL) programme**

A programme of intensive functional adult literacy (IFAL) for a period of 48 days, will serve as an answer to the urgent need for actual and effective participation of the youth in the management process of sustainable grassroots development, particularly in rural areas.

In order to achieve this, we shall be required to identify available resources for the intensive adult literacy, including teachers, at a district level. The teachers, will also have to undergo a "**pre-volunteer service training**", to equip them with sufficient knowledge to serve the Youth Centres. Partnerships related to literacy might also be developed with associations active in the area.

At least one (1) « local volunteer » per Sector will be recruited and trained for the work on functional literacy. They will also give support in training of at least 1500 uneducated youth for small crafts and skills (mechanics, electricity, plumbing, tailoring, masonry, handcraft, carpentry, dyeing, trade, metal works, food processing...) through programmes of vocational training (non-qualifying), proposed within the youth centres.

- **Programs: Civic education, Human Rights, Gender, Environmental Education**

All youth who benefit from the services of the Youth Centres will have to participate in training/sensitisation sessions on the subjects mentioned above. To this effect, the project will initially identify the existing resources and competences at the local level in order to design and develop specific modules for the youth in each discipline.

Civic education, is already part of the national programmes and is applied in formal education (schools, colleges, training centres, etc). To complement this, the project will formulate a strategy whereby civic education and volunteerism for peace and development will be taught in informal settings or out of school, such as for instance in the Youth Centres. The training, which will be implemented together with relevant local partners, could take place by means of tools such as group discussions, theatre plays, documentary films, thematic tours, end of the month meeting of the *Umuganda*, etc. The project will mobilise all-important partners so that together, they may put into implementation the theme in question.

In addition, each year, in partnership with other actors in the environmental sector (UNDP, UNEP, REMA, etc.), the project will organise a 'camp chantier' for the youth with the purpose of education about and protection of the environment.

In addition to that, UNDP is supporting the Government of Rwanda in order to develop a project called the National Environment Youth Project. The aim of the project is to enhance both income generation for the youth and environmental protection in the 17 targeted districts in Rwanda, in the area around Nyabarongo River System. The project activities include those in rural areas such as terracing, nursery development, tree planting, rehabilitation of degraded areas, and those in cities such as waste collection and recycling in order to produce fertilizers and briquettes.

As these project activities can be recognized as concrete practices of the environmental education, the stakeholders have agreed to create a harmonization modality between the project and this youth programme as attached in Annex. More specifically, at common areas between the National Environment Youth Project and the Joint Youth Program, the latter will conduct the activities stipulated by the former. Then, the Youth Centre will play the key coordination role in the fields like other components' activities.

The above mentioned programmes will lead to the creation of different types of work for the youth. These may include, establishment of a public library at the youth centres, introduction of language classes or, training courses on community life, dance, drama, etc. The voluntary participation of youth in these programme activities will also enhance their skills and lead to better employability for them.

The activities and approaches of the project will also enable the elected Counsellors in the project intervention zones, to play an active role at all stages of development planning with regard to decentralisation. These Counsellors will also increase their assets and energies and be able to participate in the process of local governance. As the youth centres are ensuring a gender based approach, the project will also empower women to more actively participate in local governance processes.

These different services that the centres will coordinate and the priorities that they will choose, coming from the grassroots, and specifically from the youth, offer the best conditions. This kind of good governance, once exercised in local governance, may also reinforce the powers of woman in the same environment.

Output 3.1.2. A national policy and strategy on volunteerism is elaborated, adopted and implemented by 2011.

- **National Policy on Volunteerism**

Under this component the programme will support the Rwandan Government in setting up the main conditions for building the right environment for a national policy on volunteerism. This support will be offered with two main objectives: on the one hand for the awareness raising and the consensus around the need of having a national volunteer policy, which should eventually lead to the development of a national volunteer policy. On the other hand and as part of the same effort the component will be aimed at creating a national mechanism for the promotion and coordination of volunteerism and youth volunteerism in particular.

Activities

The joint programme will:

- Support the sensitization of local and national authorities, and advocate for the creation of a national policy and strategy on volunteerism.
- Provide technical and financial support for the creation of a national policy and strategy on volunteerism.
- Carry out activities at district level to advocate for volunteering and the importance of producing a mechanism for promoting and coordinating voluntary work.
- Provide support at the national and district levels in the creation of a national mechanism to promote and coordinate voluntary work with the participation on a local level (strategy, action plan, budget, etc.).

II.3.2. Component 2: Vocational training, access to employment and income generating activities.

Strategy:

This component is in line with the Government's five-year action plan for employment of youth. The plan was elaborated by the Government of Rwanda, through the Ministry of Public Service and Labour (2008). The Youth Centres aim to be the implementation sites of this plan at the district level. The National Youth Council of Rwanda, as an implementing agency of the MINISTRY of Youth, will be in charge of the development of this component in 15 districts targeted by the project.

To this effect, the project will put at its disposal the necessary resources, notably, the national UNV volunteers specialised in "training /employment". These volunteers will serve as focal points in all the activities of this component, and shall directly collaborate with the district, Youth Centres and other partners (COOJAD⁸, etc.) in the implementation of the activities.

In order to make these activities sustainable, a partnership agreement will be signed between the project and COOJAD for the set up of youth micro finance desks in all Youth Centres within the scope of the project. By doing so, COOJAD will not only be supported in setting up the said micro finance office, but it will also take part in awareness raising and mobilising members of the youth to join the cooperative. Under this component, the following activities will be done:

Output 3.2.1. At least 75% of youth (boys and girls) in each of the 15 targeted districts trained and gained skills in areas favored by the youth (based on the job market results) by the end of 2011, achieved.

Activities:

- Analyse the situation and identify all the baseline indicators (relating to vocational training, employment opportunities, income generating activities...)
- Organise training courses in the Youth Centres (with or without awarding certificates) in areas favoured by the youth and various training workshops that provide a gateway into income generating activities as per the job market survey results.
- Facilitate youth access to various types of training courses outside the Youth centres, apprenticeships, employment, as well as supporting them in the formalities of seeking employment (writing application letters, CV, Expression of interests, etc)
- In each centre, create a database of opportunities relating to training, apprenticeship and employment for the youth, and a database of trained youth in different fields of work.

⁸ Coopérative de la Jeunesse pour l'auto emploi et le développement

Output 3.2.2. At least 5 IGAs per year in each of the 15 districts with the support of strong partnerships between the centres, local authorities and the private sector established.

Activities

- Give training on income generating activity management (using existing modules)
- Develop partnerships with the private sector (e.g. BDS) to support youth initiatives;
- Organize apprenticeship placement for qualified youth and internships for graduates within the district and at central level;
- Elaborate a gender sensitive Workplace programme in each centre and in all partner organizations;
- Provide materials and financial support to the youth, after completion of their training; guide them where they can get funds as well as subsidies to set up income generating activities;
- Open one COOJAD⁹ desk in each of the 15 targeted districts to give youth access to micro credit;
- Support at least 15 income generating Activities of youth (centre Provide technical, material and financial support to Income Generating activities (IGA) at youth centres)¹⁰;
- Select and support at least 4500 young boys and girls to carry out a pilot project in their district;
- Conduct trainings in districts to strengthen creation, administration and entrepreneurial skills for those involved in the pilot projects.

II.3.3. Component 3: Sports, cultural and recreational activities, an important factor for the development of adolescents and youth of both sexes.

This component will contribute to both Outcomes 1 and 2:

Strategy:

The project will build capacity of the Districts and the Ministry of Youth to rehabilitate the infrastructure for sports and games in the Youth Centres and to develop action plans and training modules for development of youth, boys and girls, through sports, games and culture. Under this component, the following activities are anticipated:

⁹ Coopérative de la Jeunesse pour l'auto emploi et le développement

¹⁰ It is important to differentiate between income generating activities (IGAs) for youth on individual level and IGAs on the group (centre) level.

Output 3.3.1. An action plan for the development of youth through sports, leisure and cultural activities for each year (2009-2011) in each of the 15 targeted Districts developed and integrated into DDP.

Activities:

- Give technical and financial support to the Ministry of Youth for the development of a training module for promotion of health through sports and games with the focus on the needs of children and youth.
- Provide support for the training of all people working at the centres in a holistic approach to the development of children and youth as well as in promotion of health through sports and games;
- Give technical and financial support to districts to elaborate action plans for sports and cultural activities and integrate them into DDPs;
- Train supervisors and youth animators at the centre in a holistic development model of children and youth and in a way of promoting their good health through games and sports;
- Organise trainings for the supervisors of the youth in various sports (volleyball, basketball, football...) and in various cultural activities including dance and drama;
- Organise trainings and coach youth in sports and cultural activities and games;
- Give particular attention to the creation of cultural troops, cultural entertainment and music groups;
- Encourage talents by organising creativity workshops (painting, modelling, embroidery, sculpture, traditional storytelling, etc.);
- Train elderly men and women to engage in cultural activities of the centres
- Support the participation of youth in competitions and events, organised at national, regional, and international level in sports, cultural and leisure activities, (seminars, exhibitions, festivals etc.)

Output 3.3.2. By the end of 2011 an environment favouring youth talent expressions and participation in national, regional and international competitions (sports and festivals) is enhanced.

Activities:

- Give technical and financial support to districts for evaluation of needs for rehabilitation of infrastructure and equipment for sports and games in the youth centres;
- Give technical and financial support to districts for the set up or the amendment of gyms, training rooms, sport terrains and libraries in the Youth Centres based on the needs assessment;
- Provide sports equipment and materials to the youth centres: footballs, basketballs, volleyballs, accessories, pool tables, table tennis... and materials for cultural activities.

II.3.4. Component 4: Reproductive health Information, education and counselling including family life education and responsible parenthood, and ASRH services.

This component will contribute to Outcome 2 through:

This component's strategy focuses on i) SRH life skills education, ii) behaviour change communication, iii) creation of an intergenerational alliance between youth and adults, iv) provision of youth friendly and adequate package of clinical services on ASRH. All these interventions will be within the centres and out of the centres with the centres as an entry point. The interventions address adolescents and youth, girls and boys, as a heterogeneous group to better identify and meet their specific needs. Therefore the group will be segmented into young adolescents from 10 to 14 years old, adolescents from 15 to 19 years old and young adults from 20 to 24 years old, in school and out of school, married and unmarried, urban and rural adolescents and youth, and the needs of these different groups will be regarded separately.

Output 3.4.1. By the end of 2011, a comprehensive, culturally and gender sensitive quality information and life skills-based education on SRH and rights, as well as fully accessible SRH products for adolescents and youth (boys and girls), with active involvement of community members in the 15 targeted districts enhanced.

Strategy:

1. **Gender sensitive , life skills-based SRH education**
Sexual education, Reproductive health education, family life education, and population education are all content that refer to intervention that aim to provide adolescents and youth with sexual and reproductive information, critical thinking and negotiating skills to protect themselves and make wise choices in life.
2. **Comprehensible BCC gender and culturally sensitive and relevant to life, specific needs and rights of girls and boys in their community**
Behaviour change will be achieved through education, communication and advocacy, on group and individual levels, both in and outside the Youth Centres. Special attention will be paid to different needs of different youth groups to ensure that all groups, including the most vulnerable, are reached.
3. **Building partnership between adults and youth and develop intergenerational alliances to support young people issues and empower girls and boys**
The development of intergenerational alliances will provide support to youth to create a common ground with adults thus opening doors for adolescents and young people. The programme will create space for discussion forums between young people and adults, as well as an opportunity for youth to express themselves and their views freely. Through those forums, young people will have access to adult support. The programme will identify adults to champion youth issues and influence other adults.

Activities:

Gender sensitive, life skills-based SRH education

- Design/adapt and distribute gender sensitive information tools kit, training modules and check lists in SRH education and counselling;
- Conduct trainings for trainers (adults and peer educators, male and female) and educate them on the principles of the ASRH, communication, counselling, gender, management, etc);
- Conduct trainings for youth, boys and girls, on SRH, communication, gender...

Comprehensive gender and culturally sensitive BCC, relevant to , specific needs and rights of girls and boys in their community

- Expand the network of peer educators and nontraditional condom distributors (motor taxi, hairdressers etc) who can easily reach youth in the context of their everyday lives;
- Facilitate outreach activities by peer educators in locations where youth congregate;
- Create discussion forums with adults at community level to build understanding between youth and adults, exchange of experience and mentoring.

BCC – Sensitisation and advocacy in Youth Centres

- Organise activities for sensitisation and communication on SRH using films, sketches, role-plays, competitions, etc.;
- Organise parents–children days in order to promote parent–children communication/dialogue;
- Organise open door activities focused on World Population Day, World Day of Volunteering, The World AIDS Day, The International Women's Day, The World Youth Day, The 16 Days of Activism Against Gender-Based Violence, etc.;
- Create and maintain the website of the programme, including online youth discussion forum on relevant topics.

Outside Youth Centres (in the community)

- Use media to advertise Youth Centres, the availability of ASRH services and to pass on messages about ASRH;
- Create and maintain a website of the project, including a discussion forum;
- Create networks between centres and youth organisations (e.g. scouts, Anti-AIDS clubs...) in the area;
- Organise community-based services (educational sessions, counselling, distribution of condoms and other non-prescription contraceptives, medical references.) to reach adolescents and youth outside the centres and in areas difficult to access (hills, remote villages, etc.);
- Home visits in situations of urgent need;
- Organise activities for sensitisation and communication outside the centres (film projection, role-play, sketches, IEC sessions, competitions etc.).

Counselling and mitigation on HIV and ASRH

- Provide information and counselling on HIV and ASRH to boys and girls on individual basis when required, in each youth centre;
- Ensure promotion and distribution of male and female condoms;
- Refer and guide the youth to appropriate and adapted youth friendly health service;
- Provide food and non-food support for PLHIV identified in the centre;
- Build partnership with youth serving organisations for integration of youth living with HIV.

Output 3.4.2. By the end of 2011, essential package of ASRH clinical services suitable for the specific needs of adolescents and youth, in the 13 health centres and 2 ARBEF clinics set up in the 15 targeted districts are offered.

Strategy

Provide essential package of sexual and reproductive health services to adolescents and youth including HIV voluntary testing and family planning commodities/packages:

Partnership will be built/ strengthened between the nearest health centre/ARBEF clinic and Youth Centres to provide quality clinic services to adolescent and youth as needed.

Clinical services will be provided in health centres and ARBEF clinics and the project will ensure that personnel are specifically trained in the youth friendly approach. This will be carried out in close collaboration between Youth Centres and health centres/ARBEF clinics. A referral system will be put in place.

- Create partnership between each Youth Centre and health centres/ ARBEF clinics;
- Put in place referral system for adolescent and youth;
- Support boys and girls with "Mutuelles" insurance;
- Train the staff of health centres and ARBEF clinics in youth friendly approach related to ASRH;
- Build capacity of health centres and ARBEF clinics to provide youth friendly services on ASRH (consultations, prescription of contraceptives, testing and treatment of STIs, testing and pre/post counselling on HIV/AIDS, lab services, treatment of other SRH problems);
- Provide psycho-social counselling, and support as needed with support of qualified personnel (psychologists, social workers, legal experts etc), primary health care, reference, report writing and documentation of results...;
- Collect, analyse and use age and gender disaggregated data and information on ASRH;
- Organise open days for health centres to come to Youth Centres and provide services to young people;
- Organise field visits and study tours for learning purposes.

II.3.5. Capacity building, advocacy, coordination, Monitoring and evaluation, and sustainability

Strategy

The joint programme should support the Ministry of Youth's effort to gather stakeholders influencing youth concerns through mapping of stakeholders, developing advocacy package, and mobilising support and funds to address adolescents and youth concerns. The advocacy should make a strong case for investing in young people and should highlight the long-term benefits for poverty reduction and its contribution to MDGs related issues (gender equality, education, maternal and child mortality, HIV).

The programme leverage of disaggregated data for youth friendly monitoring of existing policies and programmes, will help identify vulnerable young people and invest in them. The use of available data will also ensure equitable access of youth to development benefits including financial resources and employment.

The joint programme will strengthen youth serving organisations to build alliances, coalitions and networks in order to ensure youth capacity building and raise their voice at all levels of development, from grassroots to the parliament, as well as strengthen youth advisory role in development.

The programme will put in place a mechanism to build the sustainability of interventions at all levels based on the needs/aspirations of youth and the community. This requires capacity building of young people and of communities in management, advocacy, partnership building, fund-raising and management, and result-based planning, monitoring and evaluation.

Output 3.5.1. Institutional capacity of the national and district levels to mainstream youth issues in all national development policies and programmes, advocate for investing in adolescents and youth, coordinate interventions, put in place an RB planning, monitoring and evaluation, and leverage disaggregated data for evidence strengthened.

Activities:

- Support MINICYOUTH (in terms of human resources, materials and finance) to put in place the Steering Committee, the coordination and monitoring team of the programme at central and district levels and to put in place the management team of the youth centres;
- Conduct a mapping of key stakeholders and assess their roles and responsibilities;
- Ensure the establishment of the youth advisory group in population and development issues;
- Conduct a review of existing policies and strategies (sectoral policies and strategies and EDPRS) to assess if the youth issues are reflected;
- Conduct documentary review of studies and secondary study of existing data to design Rwandan Adolescent and youth profile;
- Provide technical and financial support to MINICYOUTH to develop a Policy for Youth Centres.

- Support IMBUTO Foundation to organise youth series using role models to strengthen youth capacity, commitment and participation in development programmes.

Output 3.5.2 Capacity of National Youth council, youth networks and youth serving organisations to scale up adolescents and youth participation at all levels of decision making, raise their voice and built strategic alliances strengthened.

Activities:

- Conduct training in leadership for youth centres and NGOs involved in the project;
- Train Youth serving organisations in alliances and partnership building;
- Establish partnership and coordination with youth serving organizations and districts level regarding the organisation and management of the youth centres so that youth benefit from the active participation of the community;
- In collaboration with youth serving organizations, district authorities, private sector institutions and communities, design a sustainability plan and an implementation mechanism to ensure sustainability of the youth friendly centres.

Output 3.5.3. By the end of 2011, organizational and financial capacity of the Youth Centres in the 15 targeted districts, with the involvement of both the district and the community is strengthened and sustained.

Activities:

- Conduct training in RBM, planning, monitoring and evaluation (including HIV activities) for centres and NGOs involved in the project;
- Conduct training on gender mainstreaming for project staff and all involved parties to ensure that all programmes to be developed take into account gender equality.
- Elaborate and disseminate a monitoring and evaluation system for youth friendly services (including HIV prevention activities) in Rwanda
- Conduct field visits with the purpose of monitoring progress;
- Produce progress reports and organize dissemination sessions to the decision-makers;
- Evaluate the needs to improve services offered at the youth centres (on a people, gender, institutional, technical and financial level) - including coverage exercise.
- Document successes of the project and life stories of boys and girls involved in the project
- Establish a plan to ensure the durability of the 15 centres once the project is over. This must be on a technical, institutional, financial and human resources level.
- Establish a strategy, with the involvement of all concerned parties, which will improve and increase services available in the centres.
- Convince all parties involved to advocate for the project.

II.5 Beneficiaries and project areas of intervention

Primary (direct) beneficiaries of the programme are Rwandan i) young adolescents, boys and girls between 10 and 14 years, ii) adolescent girls and boys between 15 and 19 years and iii) youth of both sexes 20 to 24 years. Intervention will take into account needs of each specific group.

Secondary (indirect) beneficiaries of the project are young adults between 25 to 35 years who will be trained as trainers, coaches to train and support the direct beneficiaries of the programme, actors and people working in Government institutions, Non Governmental Organisations and Associations (health centres, ARBEF clinics, RNYC, COOJAD, youth serving associations and/ or youth guiding institutions) whose capacities will be strengthened to provide services.

Tertiary beneficiaries are key persons who are able to influence in one way or another implementation of the programme and support its sustainability. They are meant to play the advocacy role, influence other stakeholders and are therefore central for the creation of a conducive environment for youth development, mobilisation of resources and for the sustainability of the programme (traditional and religious leaders and other community decision makers including parents associations).

The programme is established to support the Government of Rwanda in reaching an improved, complete, integrated, and participative friendly services to all youth in the (30) districts of the country.

The resources mobilised in the context of this programme will cover 15 districts. These districts have been chosen on the basis of the possibility to consolidate the on-going and planned interventions in the country. The selected districts are:

PROVINCES	DISTRICTS
NORTHERN PROVINCE (KINIHIRA)	Gicumbi
EASTERN PROVINCE (RWAMAGANA)	Nyagatare Gatsibo Kayonza Rwamagana Ngoma Kirehe Bugesera
WESTERN PROVINCE (KARONGI)	Rubavu Nyabihu Rutsiro Ngororero Karongi Nyamasheke Rusizi

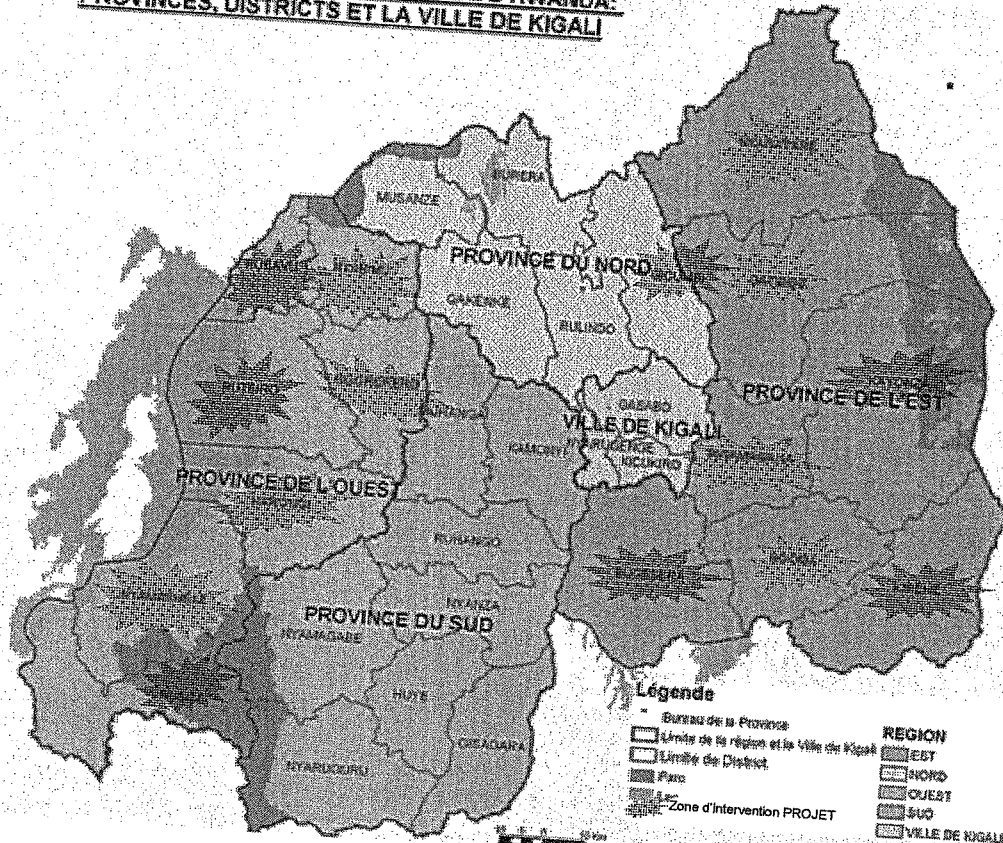
Beside the above mentioned centres, the project will also build capacity of a Youth centre in Rubavu, called "Vision Jeunesse Nouvelle". It will be regarded as a benchmark

of this project. Due to the fact that this association offers high quality services to the youth, partners have decided to use the centre as a role model.

A number of organizations which assist in the development of youth centres have already expressed their interest to establish them throughout the country. A case in point, is the Population Services International (PSI) which by carrying out the minimum package of services proposed in this project, anticipates doing it for all the remaining districts.

A « mapping » exercise of centres is almost being accomplished and will serve as a base on which partners will be guided by MINICYOUTH.

**NOUVELLE CARTE ADMINISTRATIVE DU RWANDA:
PROVINCES, DISTRICTS ET LA VILLE DE KIGALI**



II.8. Conditions for project sustainability and related risks

The sustainability of the project will, in fact, depend on the capacity and willingness of local authorities to build on the achievements of the project and to gradually take over the fixed costs of the Youth Centres. It is therefore important that each relevant district mainstreams youth centres in its district development plan.

Failure to include youth centres in district development plans constitutes a serious setback to the sustainability of activities of the centres. In fact, with effect from the third year of operation, all 15 districts should ensure, in the context of the exit strategy of the project, a gradual integration and absorption of Youth centres costs into the districts annual budgets.

(For instance, as a structure responsible for the procurement of public and social services, electricity supply line to these centres must be rapidly connected to the National grid at the cost of the local community, etc.).

The project does not anticipate heavy investment in terms of infrastructure for accommodating youth centres. Failure of the district or other partners to provide sufficient premises for project activities within the required time, constitutes another serious bottleneck.

Finally, having in mind the characteristics of the target population (adolescents and youth), the projects' resource mobilization strategy, which foresees the participation of beneficiaries, may be an obstacle to the access of vulnerable and excluded beneficiaries to social services.

III. Project implementation modalities

Having in mind the level of mobilisation and the structural capacity for execution, implementation of the project activities is planned to last for a period of (3) years (2009-2011). The implementation will remain a gradual process, particularly the establishment of youth centres, which will solely depend on the availability of resources, community involvement and priorities agreed upon by stakeholders.

The project will remain open until the final year of the project cycle to allow more partners to get involved. This will, as a result, enable the project to attain its intended objectives in all 30 districts in terms of provision of full youth friendly services.

While waiting for an expression of interest from other partners, resources mobilized by the Government (Ministry of Youth, National Youth Council, Ministry of Health, Ministry of Gender), NGOs and associations (ARBEF, COOJAD, etc.), United Nations Agencies through « Delivering as One » (UNFPA, UNVP, UNDP, UNICEF, ILO, UNIFEM, UNICEF, UNESCO, etc.) and other stakeholders (Right to Play, PSI, etc.) will be used to start the project activities in 15 districts depending on the availability of pledged resources.

Each intervention will be subject to a specific agreement signed between the project and the district. The agreement will specify stakeholders' roles and responsibilities and, in addition to that, parties will oversee the implementation of the District Development

Plans. This agreement will equally specify strategies for the sustainability of actions undertaken under the project as well as criteria and modalities of disengagement.

The sustainability of the project will, in fact, depend on the capacity and willingness of local authorities to retain projects' gains. It will also depend on their capacity and willingness to gradually take over the fixed costs of the Youth centres. It is therefore important that each relevant district mainstreams youth centres in its district development plan or in its envisaged objectives.

Given the nature of joint initiative and involvement of different partners, the method of parallel funding seems the most adequate. Each partner, therefore, may intervene in any one of the project components or activities provided under the joint programme either directly or through other executive organizations under the present project framework.

III.1 Project Coordination Mechanisms

The project will be implemented under the leadership of the Ministry of Youth, which will also be responsible for the project's results. The Ministry will have a Representative in the project's decision-making bodies and will have the responsibility to appoint the Project Coordinator at the National level. The National Coordinator of the Project will have an overall view over the project activities and will participate in the Steering Committee, and prepare the supporting documents.

III.1.1 The National Steering Committee (NSC)

The National Steering Committee will be set up, which will meet every 6 months in regular sessions and if needed, in extra sessions, upon request of its President. The NSC could be composed of the following members:

Government:

- Ministry of Youth
- Ministry of Natural Resources
- Ministry of Health
- Ministry of Public service and Labour
- Ministry of Sports and Culture
- Ministry of Finance and Economic Planning
- One (1) Representative of the National Youth Council
- Ministry of Local Government
- Ministry of Gender and Family Promotion

Representatives of Financial and technical partners

- UNFPA
- WHO
- UNDP
- UNV programme
- ILO
- UNICEF
- UNESCO

The main role of the National Steering Committee is to oversee the implementation of the project in order to attain the intended objectives and outputs within the context of National policies. Therefore, it will be assigned the role of analyzing and approving the following:

- Annual work plans and related budgets;
- Annual progress reports or any other progress reports of the on-going activities;
- Internal and external evaluation reports;
- Audit project reports.

Detailed terms of reference will be prepared and validated by stakeholders prior to the meeting of the steering committee.

III. National Programme Coordination Team

The technical implementation and coordination of the project will be done at National level by a team referred to as "National coordination team of the programme", which will be based in Kigali. It will be in charge of daily implementation of the programme in terms of coordination, monitoring, evaluation and advocacy as well as institutional capacity building of stakeholders who will be committed to developing Youth Centres in Rwanda. The Team will also facilitate the interventions of implementing partners.

The team, chaired by the National Coordinator will be comprised of the following:

- **A National Programme Coordinator** appointed on permanent basis by the Ministry of Youth. She/he will mainly deal with technical and financial management of the project; She/he will be supported by a Resident Technical Advisor (CTA) – **International Specialist for adolescent and Youth Programme** appointed for the duration of the project. She/he will help the National Coordinator and the National Coordination Team to monitor and oversee the project implementation. She/he will be based at the Ministry of Youth and work closely with the Project Coordinator.
- **A National expert in Planning, Monitoring and Evaluation.** She/He will devote 70% of his/her time in monitoring and on field supervisory work and the remaining 30% would be dedicated to technical production at the Administrative head office and coordination with other M&E unit members of the Ministry and other stakeholders.
- Five (5) experts among which one (1) in **Adolescent and youth sexual and reproductive Health**, one (1) in **labour and professional training**, one (1) in **Social mobilization and Volunteerism**, (1) in **Gender**, (1) in **Environment** who will technically support the Youth Centres according to their respective expertise.
- Support staff of one (1) **administrative and financial assistant** and one (1) **driver/ clerk** who will bring support to the existing team and one assistant to the Permanent Secretariat to strengthen the overall coordination of youth issues.

The programme team will prepare the launching of the programme and the needs assessment of Youth Centres. The evaluation will take into account existing

infrastructures provided by districts and potential availability of human resources. The project needs assessment will highlight specific needs related to rehabilitation and capacity building and will result in a specific convention between the Steering Committee, through the Programme Coordinator and each district.

In this sense, the Programme Coordinator, in close collaboration with the CTA, will oversee the negotiation of these conventions and will facilitate interventions of the programme coordination team and implementing partners.

The rehabilitation of Youth Centres will require strong youth involvement. The HIMO strategy¹¹ would therefore, be paramount. Equipping Youth Centres will be done in a specific agreement with each centre.

The coordination team has the responsibility of coordinating the implementation of all project components. For that matter, the team will work closely with agencies in charge of implementation of the project. The latter will also sign implementation agreements, defining roles and undertakings as well as the responsibility of each party.

In the course of the first three years, the Project Coordinator/Director, together with the CTA, will be in charge of recruitment of Human Resources in Youth Centres in close coordination with the concerned local District Administration. It is advisable that candidates be mostly local residents at the time of the recruitment. At the end of the project cycle, the Programme Coordinator will prepare a project human resource plan for the district to sustain project activities. This clause shall be explicitly stipulated in an executive agreement.

Jointly with the association "*Vision Jeunesse Nouvelle*" the programme will formulate a **Strategy on capacity strengthening of Youth Centres** and will set up the Gisenyi centre as a centre of excellence.

For that purpose, the association "*Vision Jeunesse Nouvelle*" will be supported by the programme and will implement all the components of the programme in accordance with standards set in the programme.

The main mission of this centre will be to organise specialised group trainings necessary for developing Youth Centres, but it may as well organise different training courses in specialised areas. It will equally serve as a place where experience would be exchanged among actors involved in promoting youth activities. The centre will also organise group sessions, training of community workers, managers of Youth Centres and other expertise would preferably be organised at the CPRCCJ in Gisenyi.

Apart from the administrative duties of the programme, the team will be in charge of:

- Supporting the organisation during supervision and monitoring of activities on the field;
- Coordinating progress reports writing;

¹¹ The HIMO approach: a) creates jobs with a view to reduce rampant unemployment, b) provides infrastructure that is urgently needed for rural development, c) protects and conserves the environment, d) achieves the demobilisation and reintegration of soldiers and increases revenues and purchasing power within rural areas.

- Organizing seminars and capacity building workshops;
- Organizing and supporting youth participation in workshops, National, Regional and International conferences in matters related to health, Population and Development;
- Supporting the Ministry of Health and its decentralized structures in capacity building of Health Centres, enabling them to deliver youth friendly services in the operational zone of fifteen (15) districts.
- Give support to the formulation of a disengagement strategy and in a manner in which it can be adapted by the stakeholders and ensure its implementation.

The team will as well have an advocacy and communication role and therefore will be requested to:

- Organise decision-makers' meetings to inform them about the progress and achievements of the programme;
- Provide regular information to stakeholders on progress and achievements made;
- Prepare a project report on registered successes and on the actual lives of youth and adolescents of both sexes, working on/within the project;
- Prepare a Mid-Term and Final documentation of the project;
- Organise days to promote youth mobilisation with actors from the civil society and the private sector;
- Organise **One- to- One** visits whenever need arises;
- Encourage donors to make field visits to project sites.

III.1.3 The Local Steering Committee (LSC)

The Local Steering Committee will be chaired by the District Mayor or her/his representative or any other person she/he may appoint for that purpose. The composition and nomination of the committee members will be discussed with local actors and will be subject to the Mayor's decision.

The committee may, for instance be comprised of:

- The Mayor or her/his Representative
- The National Youth Council Representative
- One Youth Representative/sector
- One Representative of the project implementation team at the local level

Taking into account the local context, the LSC may be open for any other member, if other members so agree.

The role of the LSC is mainly to monitor programme activities at the district level, ensure the achievement of programme objectives and results as required by the District Development plans and guidelines set in the National Implementing Committee.

The Local Implementing Committee will, therefore, analyse and approve the following:

- Quarterly plans of activities and related budget of the Youth Centre;
- Quarterly progress reports and any other project progress report in the District;
- Audit reports of the Centres.