



JOINT FLAGSHIP PROGRAMME DOCUMENT

Youth and Women Employment

Government of Rwanda & One United Nations - Rwanda

Programme Title: Youth and Women Employment

Country: Rwanda

Joint Programme Outcomes:

1. National capacities enhanced to promote employment intensive growth and mainstream youth and women employment in programmes and budgets;
2. Youth and women Skills and competences enhanced for employability and enterprises competitiveness;
3. Job creation and enterprise development enhanced through entrepreneurship development, access to markets and inclusive financial services;
4. Labour market information systems enhanced for youth economic empowerment opportunities; and
5. Programme coordination, management and oversight strengthened.

Programme Duration: **4Years**

Anticipated start/end dates: **July 2014 to June 2018**

Fund Management Options: Parallel

Lead Agency: **ILO**

Managing or Administrative Agent: **UNDP**

Total estimated budget: **USD 28,232,646**

Out of which:

- Core Fund: USD 10,000,000
- Non-Core Funds: USD 12,000,000
- One UN Fund: USD 3,000,000
- Funds to be Mobilised: USD: 3,232,646

* Total estimated budget includes both programme costs and indirect support costs

Names and signatures of (sub) national counterparts and participating UN organizations

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Executive Summary

The intended objective of this joint programme is to contribute towards Rwanda's inclusive growth, economic transformation and accelerated poverty reduction goals as encapsulated in Vision 2020 and the second Economic Development and Poverty Reduction Strategy (EDPRS 2) as well as to the attainment of the Millennium Development Goals (MDGs). Through these strategies, the Government of Rwanda (GoR) aims to move half of the Rwandan labour-force from a low-productive agricultural dominated farm jobs to a more productive industry and services-based economy, thus reducing underemployment and unemployment especially among the youth and women in both urban and rural areas. It is through this entry point that the joint programme will support national efforts to achieve the youth and women employment programming results expected from the second EDPRS and UNDAF and will contribute towards attaining a structural shift from the current 104,000 off-farm annual job creation rate to the targeted 200,000 jobs.

Out of the estimated 5.89 million Rwandan working age population, 70.6% lies in the youth definition bracket and 65% of them are underemployed whereas 4% belong to the unemployed category. As the MDGs draw to a close, the UN and its member States are in the process of designing a post-2015 development agenda. The preliminary roadmap based on global country consultations as outlined in the Secretary General's Report "A Life of Dignity for all" identifies youth employment and inclusive growth as major shifts that need to happen to end extreme poverty and improve livelihoods.

This five-year programme is aligned to the programming cycles of GoR and UN through EDPRS2:2013-2018 and the United Nations development Assistance Plan (UNDAF) 2013-2018 respectively and is in particular aligned to Outcomes 1, 2 and 4 of the first result area of UNDAF - Inclusive Economic Transformation - and - Productivity and Youth Employment - thematic area of EDPRS 2. It is built on five outcomes including enhancing national capacities to promote employment intensive growth and to mainstream youth employment in programmes and budgets; building skills and competences of youth and women for employability and enterprises competitiveness; enhancing job creation and enterprise development through entrepreneurship development access to markets and inclusive financial services; promoting labour market information systems for youth economic empowerment opportunities; and building the coordination, management and oversight of the programme. The five programme outcomes are further aligned to the three strategic objectives underlined in the National Employment Programme (NEP) which are: Creating sufficient jobs that are adequately remunerative and sustainable across the economy; Equipping the workforce with vital skills and attitude for increased productivity that are needed for the private sector growth; and Providing a national framework for coordinating all employment and related initiatives; and the four pillars of NEP: Skills Development, Entrepreneurship and Business Development; Labour Market Intervention; and Coordination and Monitoring & Evaluation.

The flagship brings together 12 sister UN agencies under the coordination of ILO, including UNDP, UNCDF, UNECA, FAO, UN-WOMEN, UN-HABITAT, UNIDO, UNV, UNCTAD, ILO, UNESCO and ITC into joint actions based on comparative advantages each possesses in responding to particular youth and women economic empowerment needs. A total resource package equivalent to US\$ **28,232,646** will be required to support the programme. Contributing agencies will provide some core resources and vertical funds and the rest will be mobilized through the One UN funding mechanism and within the framework of the UNDAF. This joint programme will be implemented through a parallel funding mechanism with resources managed by UNDP in partnership with seven ministries including MYICT, MINECOFIN, MINICOM, MIGEPROF, MIFOTRA, MINEDUC, MINALOC and PSF.

Support will mainly come in form of financial and technical contributions including the provision of the required resources inform of finance, staff, trainers, facilities, equipment, curricula, technical expertise, and supplies enabling national capacities, networks and service providers to deliver services to the youth and to become sustainable. Direct beneficiaries are both rural and urban youth, male and female, with a focus on out-of-school youth, graduates and the less educated within the age bracket of 16 to 35.

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List of Acronyms

BDS	Business Development Services
CSO	Civil Society Organization
EDPRS	Economic Development and Poverty Reduction Strategy
EICV	Enquête Intégrale des Conditions de Vie des ménages
ESSP	Education Sector Strategic Plan
FAO	Food and Agriculture Organization
GDP	Gross Domestic Product
GNI	Gross National Income
GoR	Government of Rwanda
ILO	International Labour Organization
LMIS	Labour Market Information System
MDGs	Millennium Development Goals
MFIs	Microfinance Institutions
MIGEPROF	Ministry of Gender and Women promotion
MINALOC	Ministry of Local Government
MINECOFIN	Ministry of Finance and Economic Planning
MINICOM	Ministry of Trade and Industry
MINAGRI	Ministry of Agriculture and Animal Resources
MINEDUC	Ministry of Education
MYICT	Ministry of Youth and ICT
MIFOTRA	Ministry of Public Service and Labour
MSMEs	Micro, Small and Medium Enterprises
NEP	National Employment Programme
NGO	Non-Governmental Organization
NYC	National Youth Council
PSF	Private Sector Federation
RCA	Rwanda Cooperative Agency
RDB	Rwanda Development Board
SACCOs	Saving and Credit Cooperatives
SMEs	Small and Medium Enterprises
TSS	Technical Secondary Schools
TVET	Technical Vocational Education Training
UNCTAD	United Nations Conference on Trade and Development
UNECA	United Nations Economic Commission for Africa
UNDAP	United Nations Development Assistance Plan
UNDP	United Nations Development Programme
UNIDO	United Nations Industrial Development Organization
UNHABITAT	United Nations Agency for Human Settlements
UNWOMEN	United Nations Entity for Gender Equality and the Empowerment of Women
UNV	United Nations Volunteers
VTC	Vocational Technical Colleges
WDA	Workforce Development Authority
YEGO	Youth Empowerment for Global Opportunities (One Stop Youth Centres)
YEP	Youth Employment Programme

1. Situation Analysis (Rwandan Employment Problem Context)

1.1 Overview of the Labour Market

With an average annual GDP growth of 8.2% from 2000 to 2012, Rwanda has emerged as one of the fastest growing economies in Africa. In the period 2005-2011, more than a million people have been lifted out of poverty thereby, reducing poverty levels from 56% to 44% - according to EICV3 results published by the National Institute of Statistics of Rwanda (NISR)¹.

From the onset of economic performance improvement at the beginning of 2000, jobless growth i.e. growth not translating into sufficient job creation – has become a concern for policy makers and citizens. Such a challenge has been compounded by demographic expansion in the Eastern African Region and presents serious constraint for poverty reduction. Rwanda's annual population growth of 2.6% and the increased number of new entrants into the labour force (economically active adults aged 16 and above) has become a prominent concern. Since 2005, the number of working age population increased from 5.12 million to 5.85 million in 2012. According to the 2012 Rwanda Population and Housing Census, 78% of Rwandans are below 35 years of age, with youth comprising 40% of this age group³. Overall, 63% of the youth are active in the labour force. Youth unemployment is highest in urban areas (9%) compared to rural areas (3%) and country wide (4%).

In vision 2020, one of Rwanda's principal goals is to decrease the population dependent on agricultural activities from 72% in 2011 to 50% by the year 2020. Taking into account the current population growth, this would mean creating 2.2 million jobs in the off-farm sector by 2020. The uninterrupted high economic growth that Rwanda has registered since 2000 has been a noteworthy achievement. However, the weak point of economic performance has been the limited shift from a low productivity, primary-based economy to a high-productivity economy based on industry and services. The majority of the jobs created have been in paid agriculture, most of which (over 60%) are poor jobs. Most off-farm jobs created are in services, comprising mainly also petty trade and other informal economy jobs with severe decent work deficits. 70% of the enterprises are sole traders, one quarter operating in less than a year implying high attrition rate. Manufacturing known to be labour intensive and to create productive jobs is small and absorbs only 2.3%. Productivity in the services is higher than in farm employment, however is declining. The off-farm informal sector might be nearing saturation. The expected 50% working people involved in off-farm jobs by vision 2020 might actually be employed in low productive and vulnerable jobs if action is not taken. The employment problem for Rwanda is therefore not creation of jobs as such but creation of poverty reducing jobs.

The country's high population growth rate makes structural and inclusive transformation particularly urgent to create non-agricultural and higher-productivity jobs for one of the fastest growing labour forces in the world. The current 104,000 annual off-farm job creation rate lags behind the targeted 200,000 jobs and the annual average 125,000 new entrants in the labour market. Additional

¹ Unless mentioned otherwise data used in various sections is from the EICV 3

³ Youth are defined as a cohort between the ages 14 to 35. A total of 4,166,777 people fall in this age group.

employment opportunities are needed not only for those who enter the labour force annually, but also for: (1) those who are currently unemployed; (2) those who are underemployed; (3) those who are classified as the working poor. The second and third categories are likely to be engaged in low productivity and vulnerable employment and will need to find more productive and remunerative employment and jobs that are stable. Hence, another dimension of the employment challenge is to transform current vulnerable jobs into stable jobs that provide opportunities for decent and better paid work in all sectors of the economy.

Rwanda shares most of the characteristics of the East African job market – characteristics that employment policies need to take fully into account. One is the high degree of informality. Even though aggregate unemployment rates appear quite low, the number of people in formal wage employment is also exceedingly low. At the same time, available evidence suggests that Rwanda is afflicted by low employment to growth elasticity, which implies that a unit of economic growth is accompanied by a lower rate of employment creation. This problem is not particular to Rwanda. The UNECA study indicates that despite attaining high rates of economic growth in Tanzania, Rwanda, Uganda and Ethiopia over the last decade, their job creation in the formal sector has been relatively disappointing. If one of the key developmental challenges for Rwanda is to change the pattern of growth to allow for a greater intensity in employment creation and poverty reduction, the analysis of which sectors are most likely to create poverty reducing job opportunities is fundamental.

In the UNECA report on Tracking Progress published in 2013⁴, the employment growth elasticity has been calculated per key sectors in Rwanda. Interestingly, high job creating elasticity is found in mining and utilities. The apparent paradox is explained by looking at absolute levels of employment in these sectors, which is very low. It is also important to note that the mining sector in Rwanda is small-scale and labour-intensive. The lowest job creation elasticity is to be found in agriculture. At the same time, it is also by far the largest contributor to employment in absolute terms. Likewise, the trade and government sector job-creation elasticity are modest, but the absolute impact of the number of jobs they create is fundamental.

The Information and Communication Technology (ICT) sector is singled out by the Rwandan Government as one of the priority areas. Despite its low employment elasticity, the ICT sector revolution is dramatically changing the nature and pace of structural change. Evidence suggests that ICT has strong potential to create economic growth through positive impacts on the labour market and productivity. Studies conclude that ICT create employment and generate incomes, including particularly in the rural, remote, and disadvantaged communities, notably among women, youth, and persons with disabilities.

1.2 Analysis of the Labour market especially for youth and women

Formal vs. Informal employment

Formal employment in Rwanda (both private and public) representing fairly remunerated jobs accounts for less than 10% of the labour-force whereas majority of workers (72%) still derives livelihoods from low productive smallholder farm jobs. These are mostly poor people living in rural areas, with low

⁴Tracking Progress on Macroeconomic and Social Developments in the Easter Africa Region 2012-2013: Towards High Quality Growth and Structural Transformation in the Easter Africa Region, UNECA 2013.

education levels, and who are underemployed, working an average of around 26 hours per week. Informal employment is estimated to account for slightly more than 80% of off-farm employment, as a result of shortfalls in job-creation since majority of jobs created lie in the Micro, Small and Medium Enterprises (MSMEs) and small-holder agricultural occupations with low earnings and employment vulnerability.

Unemployed vs. Underemployed

The 2012 census results indicate that out of the entire working age population (5.96 million), 74% is economically active. The economic activity rate is higher in rural areas (75%) compared to urban areas (68%) and it is higher among males (76%) compared to females (72%). There were 4,152,682 employed people, representing 71% of all working age residents.

The unemployment rate in urban areas (7.7%) is more than twice as high as the one at the national level (3.4%), whereas it is 2.6% in rural areas. The unemployment rate among the active youth (16–35) is 4.0% and 8.7% respectively at the national level and in the urban areas, while it was 2.6% and 5.6% among adults (aged 36–65). Unemployment in Rwanda is an urban phenomenon and affects young people (16-35 years) more than adults. In the urban Kigali, unemployment is much higher 9.4% and concentrated amongst secondary senior graduates (15%) and university graduates (6%).

The unemployment rate may appear to be very low, but that is generally the case in low income countries where people cannot afford to remain without some kind of work even if the working conditions, including remunerations, are very low. More significantly, 70% of the Rwandan youth are underemployed. The main employment problem for the youth, therefore, is underemployment in terms of people doing work that is of low productivity levels and earnings or engaged in precarious forms of employment.

About 82% of all working adults work on their own farm. Most people in Rwanda work in more than one job, particularly in rural areas. Work is highly seasonal, and this is particularly the case for farming. Farm jobs occupy 24 hours for independent farmers and 29 hours for wage labour. Independent non-farm business owners spend on average 36 hours a week on their business.

Based on the definition of underemployment of 35 hours a week or less, 65% of Rwandese adults can be defined as underemployed. Those working in farm jobs are the most likely to be underemployed. Only in Kigali, a significant percentage of the population work more than 35 hours a week. The poorest people in the work force are paid farm workers (61% are defined as poor) and those working on their own farm (46% are poor).

Education and skill deficiencies

The Rwandan labour force suffers from low levels of education. About 87% of the Rwandan labour force has never attended school or have attended only primary school. 47% of the unemployed population has a primary school level of education. Most Rwandans have no formal qualifications. The situation of employed population during the 2012 census indicates that 93% of the employed population does not have any degree, 4% has a secondary degree and only 2% had a university degree. Employed males are more highly educated than employed females. Whereas 95% of employed females are without any

degree, the proportion of male counterparts is slightly at 92%. Only 1% of employed females have a university degree compared to 2% male.

Among all the youth, 61% attended school only at primary school level, 22% continued to secondary education, 3% went to university, and 12% have no formal education. Primary school, both in urban and rural areas, is the highest level of education attended by most young people, though the proportion is higher in rural areas (65%) than in urban areas (44%). There are proportionally more young people in urban areas who have attended secondary and higher levels of education than in rural areas. There are no notable differences between young men and women in regard to their level of education.

In terms of highest qualifications obtained among the youth, 63% obtained secondary school level degree, 12% a Bachelor's degree, 8% higher diploma, 1% a Master's degree and only 0.1% a PhD. A relatively large proportion of youth did not declare the degree type, especially among men.

Numerous studies in Rwanda have shown that finding employees with the right skills is one of the biggest challenges faced by employers today. Skills gaps are predominant in both the formal and informal economies and constitute a major barrier to gainful employment and in the transition from informal to formal work. The LMIS data point to critical shortages of certain vital skills needed for sustainable development and, hence, the need for a stronger link between TVET and the realities of the current and future job markets, especially in response to technological changes and the emergence of global markets and new opportunities created by globalisation and regional integration. Skills development and improved access to training is, therefore, a key element to raising labour productivity in all sectors and improving international competitiveness of the economy.

Job creation

Another major youth employment challenge in Rwanda is the slow job creation and enterprise development required to absorb labour supply. The level and quality of entrepreneurship is low, as evidenced by a relatively small number of businesses. The MSME sector, including formal and informal businesses, comprises 98% of the businesses in Rwanda and 84% of all off-farm employment. Most micro and small enterprises employ up to four people, showing that growth in the sector would create significant private sector non-farm employment opportunities. SMEs in Rwanda have remained less competitive compared to regional neighbours. Vital to promotion of job creation and enterprise development is access to finance. Access to financial services is reported as a major bottleneck for enterprise creation and for existing SMEs to expand and grow. As evidenced by the OTF/PSF survey, financial institutions perceive SMEs as high risk and are therefore inflexible in terms of collateral and repayment terms. This is compounded by the fact that most small borrowers lack experience and understanding of financial organizations and do not have the necessary technical skills to make successful applications.

Awareness and information

Furthermore, young Rwandans often lack relevant and accurate information about job openings and demanded qualifications or adequately communicate their skills to potential employers. Young women in particular face social norms or customs, which limit their skills development and labour market entry. The labour market has not operated as efficiently as possible, and job-seekers have not adequately been able to find job vacancies that exist. There is a key need for government to smooth job search

processes through active labour market policy, assisting job seekers to find vacancies through Employment Service Centres, Career Advisory Services for students, and collecting viable statistics on employment and labour. There is also a continuous need to analyse the problems of unemployment and underemployment and to equip policy-makers with information and advice on how best to deal with them. In this regard, a functional Labour Market Information System (LMIS) is required.

Women employment Problem

Gender equality is very important to the development of women's entrepreneurship. If women do not have equal opportunity in education and training and to participation in economic and political life, then it is not impossible, but certainly more difficult for them to access the required knowledge and resources to start and grow successful businesses, and, thus, to contribute fully to the socio-economic development of their countries.

Despite the progress made by Rwanda in gender equality and women's empowerment, women and girls still have limited access to productive resources and they face more difficulties than men in gaining access to decent work and productive employment opportunities. These challenges, among others, make women's production potential to remain untapped.

Rwanda's poverty profile indicates that women are affected by poverty more than their male counterparts, with 47% of female-headed households being poor compared to 44.9% of the national average. Although women constitute a majority of the Rwandan labour force (52%), majority of them are employment in the agriculture and informal sectors predominated by working poverty.

The analysis of the labour force during the 2012 census indicated that the main occupation among the employed population is agriculture (73%) and a greater percentage of females were employed in agriculture (82%) than men (63%). Non-agricultural occupations were mostly present in urban areas and mostly occupied by men. The proportion of males who were employees was twice as high as the corresponding figure for females, while the proportion of women contributing to family work was more than double that of men. Across all levels of education, women have less success in accessing jobs than men. The unemployment rate among females is higher than the unemployment rate among males. The greatest disparities among males and females are observed at the upper secondary and university levels. The differences in these education categories are 7 percentage points.

It is worth noting that in urban areas, the unemployment rate among females reaches 21% for the upper secondary level and 15% for the university level. Men tend to have a wider range of opportunities in terms of occupations and industries than women. Women, on the other hand, tend to be more concentrated in a limited number of occupations. The different opportunity structure may contribute to the higher unemployment rate among women in urban areas. Young women are even more concentrated in self-employment than men, with 65% compared to 58%, as well as in work contributing to a family farm or business (16% compared to 9%). The situation in rural areas closely resembles the national average.

The National Gender Statistics Report 2013 equally shows that only 2.7% of women accessed credit through banks compared to 4.1% of men, while 4.4% of women accessed credit through other formal

means (e.g. Micro finance institutions) compared to 8.3% of men. The 2010 Demographic and Health Survey (DHS), found that 18.3% of women control/manage their cash earnings compared to 14.7% of men controlling women's cash earnings.

An analysis of the gender mainstreaming process in the EDPRS1 sectors carried out in 2012 identified the following additional bottlenecks that require particular attention:

- High illiteracy levels amongst women that prevent them from effectively participating in the country's economic development
- No systematic collection of sex disaggregated data for a gender sensitive economic planning
- Limited allocation of resources to gender equality initiatives and investments in women's economic empowerment.

The objectives of this programme in the context of women employment are to:

- Strengthen national capacities for the creation of a favourable environment for entrepreneurship;
- Strengthen capacities of employer and worker organizations and other community organizations to carry out advocacy efforts to improve the environment for women's entrepreneurship development;
- Strengthen the technical capacity of business development service (BDS) providers to better respond to the needs of women entrepreneurs;
- Strengthen the skills base of women to respond to employment needs
- Improve data and information for the promotion of women; and
- Systematically take gender into account and adapt related tools in this process

Person with Disabilities

According to the Convention 61/106 of the United Nations on the Rights of Persons with Disabilities, persons with disabilities include those who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others. In the Rwanda 2012 census, the measure of disability was based on the International Classification of Functioning, Disability, and Health, which focuses on activity limitations and participation restrictions rather than medical conditions (WHO, 2001). The question asks about difficulties in seeing, hearing, speaking, walking/climbing, learning/concentrating, and enquires about the causes of each type of disability.

Overall, 140,423 persons aged 14–35 years (3% of the youth population) have some form of activity limitation. The number of young people with disabilities is higher in rural areas, where 122,136 persons (3.7%) are disabled as against 18,287 persons (2.2%) in urban areas. Disability prevalence is also higher among young men (3.8%) than young women (2.9%). The most common type of disability is related to difficulties walking/climbing; this applies across the entire country and to men as well as women.

As expected, the 2012 census results showed that the labour force participation rate (LFPR) and employment to population ratios are higher among the population without disability compared to the population with disability. The disparity between women and men is much higher among persons with disabilities. In fact, for persons without disabilities the LFPR was 77% for males and 73% for females, while it was 60% and 52% respectively for males and females with disabilities.

In Rwanda, despite the ratification of the Convention of the Rights of People with Disabilities (CRPD) in 2008 and significant advancements in the realization of a broad range of disability rights, persons with disabilities still face great difficulties in their efforts to secure adequate livelihoods through work and employment. Most people with disabilities are non-active in the labour market, while persons with disabilities who actively seek employment are confronted with significant additional challenges in comparison to persons without disabilities. Overall, persons with disabilities experience higher unemployment rates and higher unemployment duration as well as higher poverty rates

Situation of Youth Affected by Disabilities: 2012

Youth with Disabilities and Causes						
Area of residence and Cause of disabilities	Count			Percentage		
	Male	Female	Both sex	Male	Female	Both sex
<i>Rwanda</i>						
<i>Congenital</i>	13,587	11,762	25,349	17.5	18.7	18.1
<i>Disease/Illness</i>	32,673	32,838	65,511	40.1	50.3	44.7
<i>Injury/Accident</i>	19,882	8,248	28,130	25.6	13.1	20
<i>War/Mines</i>	4,765	2,065	6,830	6.1	3.3	4.9
<i>Genocide against the Tutsi</i>	1,588	1,916	3,504	2	3.1	2.5
<i>Unknown</i>	4,860	4,987	9,847	6.3	8	7
<i>Other</i>	1,161	1,667	2,828	1.5	2.7	2
<i>Cause not stated</i>	283	246	529	0.4	0.4	0.4
<i>Total</i>	78,799	63,729	142,528	100	100	100
<i>Urban</i>						
<i>Congenital</i>	1,663	1,341	3,004	14.5	16.8	15.4
<i>Disease/Illness</i>	3,284	3,248	6,532	30.5	43.1	35.7
<i>Injury/Accident</i>	3,359	1,248	4,607	31.2	16.6	25.2
<i>War/Mines</i>	1,267	469	1,736	11.8	6.2	9.5
<i>Genocide against the Tutsi</i>	469	556	1,025	4.4	7.4	5.6
<i>Unknown</i>	578	538	1,116	5.4	7.1	6.1
<i>Other</i>	195	163	358	1.8	2.2	2
<i>Cause not stated</i>	83	59	142	0.8	0.8	0.8
<i>Total</i>	10,898	7,622	18,520	100	100	100
<i>Rural</i>						
<i>Congenital</i>	11,924	10,421	22,345	15.8	16.9	16.3
<i>Disease/Illness</i>	29,389	29,590	58,979	43.9	53.6	48.3
<i>Injury/Accident</i>	16,523	7,000	23,523	24.7	12.7	19.3
<i>War/Mines</i>	3,498	1,596	5,094	5.2	2.9	4.2
<i>Genocide against the Tutsi</i>	1,119	1,360	2,479	1.7	2.5	2
<i>Unknown</i>	4,282	4,449	8,731	6.4	8.1	7.2
<i>Other</i>	966	1,504	2,470	1.4	2.7	2
<i>Cause not stated</i>	200	187	387	0.3	0.3	0.3
<i>Total</i>	67,901	56,107	124,008	99	100	100

Data Source: 2012 Rwanda Census

What do Rwandans Do?

The recently published census results show that 94% of the Rwandan labour force is employed by the private sector and the public sector employs 4%. Non-profit organisations employed only 0.5%. In the public sector; six out of 10 employed persons are males. The analysis of the branches of economic activity reveals that 76% are mainly working in the primary sector, whereas 6% in the secondary sector and 16% in the tertiary sector. The fastest growing branches of economic activity between 2002 and 2012 were administration and support services activities (83%), arts, entertainment and recreation (23%), financial and insurance activities (18%) as well as accommodation and food service activities (18%).

Evolution of Rwanda Employment by Economic Activity among the Labour Force						
Industry	2012	Share	2002	Share	Increase	Growth rate
Administrative and support service activities	24,876	0.6%	60	0.0%	24,816	82.7
Arts, entertainment and recreation	5,252	0.1%	691	0.0%	4,561	22.5
Financial and insurance activities	12,890	0.3%	2,398	0.1%	10,492	18.3
Accommodation and food service activities	34,254	0.8%	6,725	0.2%	27,529	17.7
Information and communication	5,725	0.1%	1,617	0.0%	4,108	13.5
Mining and quarrying	18,171	0.4%	5,185	0.2%	12,986	13.4
Electricity, gas, steam and air conditioning supply	5,633	0.1%	1,646	0.1%	3,987	13.1
Construction	142,786	3.4%	43,008	1.3%	99,778	12.7
Water supply; sewerage, waste management and remediation activities	3,004	0.1%	1,105	0.0%	1,899	10.5
Transportation and storage	83,197	2.0%	30,799	0.9%	52,398	10.4
Manufacturing	110,539	2.7%	42,983	1.3%	67,556	9.9
Wholesale and retail trade; repair of motor vehicles and motorcycles	205,951	5.0%	89,240	2.7%	116,711	8.7
Other service activities	36,596	0.9%	16,156	0.5%	20,440	8.5
Human health and social work activities	29,413	0.7%	15,084	0.5%	14,329	6.9
Education	71,539	1.7%	39,937	1.2%	31,602	6
Activities of households as employers; producing for own use	107,240	2.6%	62,644	1.9%	44,596	5.5
Professional, scientific and technical activities	13,029	0.3%	8,246	0.3%	4,783	4.7
Public administration and defence	39,575	1.0%	28,172	0.9%	11,403	3.5
Activities of extraterritorial organizations/bodies	5,056	0.1%	3,740	0.1%	1,316	3.1
Industry not stated	69,631	1.7%	61,000	1.9%	8,631	1.3
Agriculture, forestry and fishing	3,128,176	75.3%	2,822,696	86.0%	305,480	1
Real estate activities	149	0.0%	677	0.0%	-528	-14
Total: Rwanda	4,152,682	100.0%	3,283,809	100.0%	868,873	2.4

Data Source: 2012 Rwanda Census

Distribution of off-farm employed population by industry and sex							
	Count				Percentage		
Industry	<i>Male</i>	<i>Female</i>	<i>Both Sex</i>	<i>Share</i>	<i>Male</i>	<i>Female</i>	<i>Both Sex</i>
<i>Wholesale and retail trade; repair of motor vehicles and motorcycles</i>	118,734	87,217	205,951	22%	18.1	29.1	21.6
<i>Construction</i>	131,155	11,631	142,786	15%	20	3.9	15
<i>Manufacturing</i>	72,947	37,592	110,539	12%	11.1	12.5	11.6
<i>Activities of households as employers; producing for own use</i>	48,483	58,757	107,240	11%	7.4	19.6	11.2
<i>Transportation and storage</i>	80,444	2,753	83,197	9%	12.3	0.9	8.7
<i>Education</i>	39,844	31,695	71,539	7%	6.1	10.6	7.5
<i>Public administration and defence</i>	30,336	9,239	39,575	4%	4.6	3.1	4.1
<i>Other service activities</i>	27,326	9,270	36,596	4%	4.2	3.1	3.8
<i>Accommodation and food service activities</i>	21,115	13,139	34,254	4%	3.2	4.4	3.6
<i>Human health and social work activities</i>	13,484	15,929	29,413	3%	2.1	5.3	3.1
<i>Administrative and support service activities</i>	19,649	5,227	24,876	3%	3	1.7	2.6
<i>Mining and quarrying</i>	16,801	1,370	18,171	2%	2.6	0.5	1.9
<i>Professional, scientific and technical activities</i>	9,018	4,011	13,029	1%	1.4	1.3	1.4
<i>Financial and insurance activities</i>	7,560	5,330	12,890	1%	1.2	1.8	1.3
<i>Information and communication</i>	4,240	1,485	5,725	1%	0.6	0.5	0.6
<i>Electricity, gas, steam and air conditioning supply</i>	5,020	613	5,633	1%	0.8	0.2	0.6
<i>Arts, entertainment and recreation</i>	3,220	2,032	5,252	1%	0.5	0.7	0.6
<i>Activities of extraterritorial organizations/bodies</i>	2,995	2,061	5,056	1%	0.5	0.7	0.5
<i>Water supply; sewerage, waste management and remediation activities</i>	2,541	463	3,004	0%	0.4	0.2	0.3
<i>Real estate activities</i>	118	31	149	0%	0	0	0
Total	655,030	299,845	954,875	100%	100	100	1

Data Source: 2012 Rwanda Census

1.3 Review of Existing Policies and Programmes Affecting Youth and Women Employment

The Government of Rwanda elaborated and has been implementing over 25 employment initiatives⁵, most of them over the last few years. It has indeed taken considerable steps towards addressing the issue of job creation, particularly among young people, women, vulnerable groups as well as poor households. Numerous programmes provide training and support to new businesses and address the challenges of existing firms in Rwanda. However, these interventions could benefit from a more

⁵National Employment Programme, 2014

coordinated approach to ensure that duplication of activities and efforts is minimised and that resources are utilised efficiently. Employment promotion initiatives have been prominent in Rwanda over the past decade, with a variety of actors - public and private sector institutions, donor agencies, and NGOs— contributing to addressing major employment

Promoting jobs intensive growth and mainstreaming employment in programmes and budgets

The government of Rwanda has elaborated and implemented different policies and programmes to support the achievement of poverty reduction and employment targets set in Vision 2020 and EDPRS. In 2007, prior to the completion of the current EDPRS 1, the National Employment Policy was drafted as a guiding document for all stakeholder interventions and initiatives aimed at creating and promoting employment in Rwanda. The National Employment Policy acted as a guiding document, for the implementation of other policies such as like the SME policy, the youth policy, the TVET policy and the education policy, the National Policy for the Promotion of Cooperatives, the Public Works Programme of the Vision 2020 Umurenge in which some of the interventions done included, constructing anti-erosive ditches, radical terracing, road construction, building valley dams, building coffee plant ditches, school classroom construction, etc. all these policies had interfaces in promoting employment and income generating opportunities for Rwandans.

The main challenges with respect to the implementation the national employment policy include: national strategies include:

- Limited coordination of initiatives and action plans especially between government ministries,
- Limited mainstreaming of employment targets in annual action plans and budgets,
- Limited ownership and monitoring of employment promotion results,
- Inadequate alignment of employment action plans between different government ministries
- Duplication of programs and initiatives between different government ministries.

It is important that future policies assess the productivity and absorptive capacities of economic sectors to determine their employment elasticity and prioritize support to sectors based on employment absorptive capacities and labour movements between them. A strong coordination mechanism for implementation of job creation and employment programmes also needs to be established and supported. Measures should be designed to give effect to the centrality of employment creation in macroeconomic policies. The macroeconomic policy framework should be guided by sector employment and growth assessments with a focus on a) increasing the demand for labour through a stable economic growth; b) ensuring that the growth pattern is employment-friendly and gender-sensitive; c) giving special attention to reducing poverty and vulnerability. At sectoral level, emphasis should be placed on confirmation of strengthen the enabling environment for private sector growth by reforming the incentives to support the growth and sustainability of MSMEs, while at the same time attracting large firms with backward linkages to MSMEs. Equal importance should be placed on reforming the education system, particularly TVET, to cater for the skills requirements of the private sector and encourage entrepreneurship among young people in Rwanda.

Enhancing youth and women skills and competences

The EDPRS2 identifies skills development as imperative to the economic transformation theme. Some key sectors identified for skills development are transport, energy, mining, hospitality, IT and trade logistics.

Among the initiatives taken by the GoR under skills and competences interventions, the professional internship programme run by RDB has placed 4,535 graduates as interns in the formal sector since 2010. The internship programme run by PSF has placed 100 interns in companies since 2009 and at least 40% of them have been employed by these companies. In addition, 305 Business Incubation Centres in TVET schools are being set up by WDA. MYICT plans to set up 21 Youth Employment for Global Opportunities (YEGO) centres at the district level to facilitate the creation of at least 100,000 new jobs.

The main lessons learnt from these interventions are the following: the crucial element of skills development is the ability of the education sector to meet the demands of the labour market. A responsive education system is therefore needed, particularly TVET that caters to the needs of employers, encourages entrepreneurship and focuses its efforts on providing practical on-the-job training. There is a need to enhance the participation of the private sector in internship/apprenticeship schemes and encourage them to drive the process. The ability of the education sector to adequately respond to the needs of employers is essential as well. Business Incubation Centres need financial resources to run and require strong technical skills and know-how whereas TVET schools need necessary equipment and an increase in the quality of their trainings to be aligned with the employers' requirements. Furthermore, The TVET training programmes are not fully responsive to labour market situation. The development of new industries in Rwanda requires a different set of skills. Finally, without an effective labour market information system (LMIS) in the country it is not possible for the WDA and training providers to proactively upgrade and develop new training programmes.

Entrepreneurship and inclusive financial services

There are at least 8 initiatives that fall under this theme, most of them targeting young people and women. They provide training to instil a culture of entrepreneurship, enhance financial literacy skills, and assist in the development of business plans. Others are geared towards providing business development services to the private sector. Among their achievements, about 3,000 new businesses have been created under the Hangumurimo programme alone and 17,000 jobs have been created under the apprenticeship scheme run by MINICOM and MIFOTRA under the Hangumurimo and Kuremera programmes.

Within the framework of the YouthStart programme, UNCDF's partner in Rwanda has opened 22,000 savings accounts for youth and collected almost US\$200,000 in youth savings, trained 21,000 youth in financial literacy and granted almost US\$200,000 in youth loans. In addition, BIFSIR (a UNCDF/UNDP) sector based project has supported the establishment of 416 SACCOs throughout the country, refinancing of about 78 SACCOs/MFIs, delivery of mobile banking services and these interventions partially contributed to improvement of financial inclusion rate from 21% in 2008 to 42% in 2012.

There are a number of gaps and lessons learnt for these initiatives. The main challenge here is the scattered efforts of various institutions involved to reach the same objective. A more coordinated approach at delivering an entrepreneurship development programme at the district level which has an active element of follow-up coaching, mentoring and on-the-job training is needed. Similarly, a joint effort for running a business plan competition for different sectors (ICT, agri-business, food processing etc.) could also prove more efficient. Entrepreneurship programmes initiated by the GoR in schools need to be implemented and up-scaled to reach a large number of youth. Additionally, the lack of access to financial services has been underscored as a major barrier to entrepreneurship for young people who are interested in establishing their own businesses. Without a steady source of income or without being able to provide collateral for borrowing, young people are generally considered as high risk clients and as such banks are reluctant to respond to their credit requirements.

Labour Market Intermediation Services

Labour market intermediation remains an important tool to reduce the gap between demand and supply of labour. Among the 5 existing initiatives in this area in Rwanda, the newly established Kigali Employment Service Centre (KESC) aims to connect job seekers with employers; the University Career Advisory Service Centres provide career guidance; the VUP Public Works programme is a labour-intensive public works programme targeted at poor households. The KESC has managed to register 576 job-seekers and 2 employers and provide placements to 16 job seekers. The VUP Public Works programme has benefitted over 18,000 households and is operational in 150 sectors in Rwanda.

A major lesson from past experience is the need to establish Career Advisory Service Centres to be run by higher education institutes and universities and to enhance the participation of private sector. The Centre also needs to build trust with the public through an awareness campaign and reach out to young unemployed or underemployed people to register. There is also a need to provide career guidance to secondary school students which could be done at the district level by the YEGO centres.

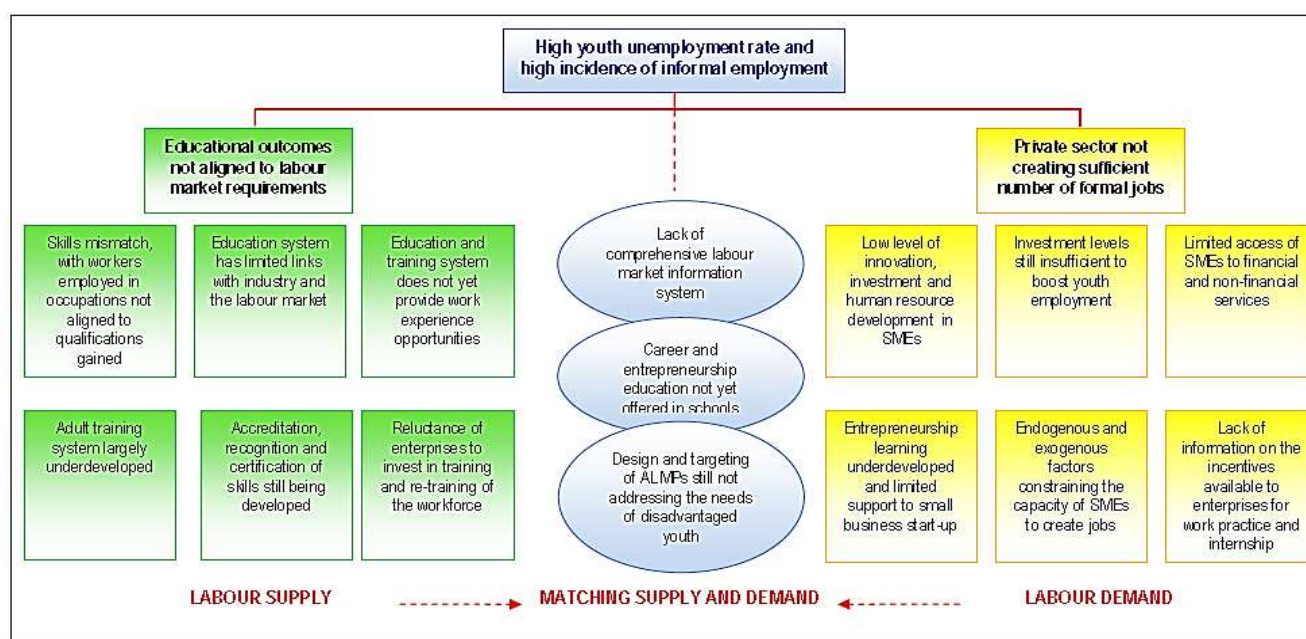
The Labour Market Information System (LMIS), currently being managed by RDB aims at providing regular up-to-date information on the labour market to assist the government in planning and designing employment initiatives, providing employers with information on the current skills set of graduates of tertiary institutions and potential job-seekers with relevant information about the job markets. The system currently relies on secondary data and has identified many gaps in data collection which inhibit its performance. The LMIS should act as the central source of information on the labour market and therefore requires improved data collection efforts by the various institutions, particularly through effective collaboration with the National Institute of Statistics of Rwanda (NISR). The analysis of available data is done infrequently and results from analyses are not regularly shared with the WDA and TVET training providers. The lesson learnt is that the LMIS needs to be upgraded and fully functioning to allow for evidence-based planning and policy-making. In addition, entrepreneurship programmes need to be implemented and up-scaled to reach a large number of youth.

2. Strategies, including lessons learned and the proposed joint programme

2.1 Programme Strategies

Based on the labour market analysis made in the previous section, the causes and effects of the youth and women employment problem can be summarised as in the diagram below:

Cause effect of youth unemployment and underemployment



Broadly youth and women employment constraints can be analysed at four levels:

1. Macroeconomic framework: Employment considered as a derivative of sound macro-economic policies and not an objective in itself; Limited coordination of employment programmes; Low youth employment elasticity to GDP growth; investment levels (both domestic and foreign) still insufficient to boost employment-rich growth; low capacity of the formal economy to create jobs;
2. Education and training: limited of education and qualification; inadequate education inputs leading to poor quality of education outcomes; lack of relevance of education outcomes to labour market needs; still limited linkages with industry and the world of work; entrepreneurship and career education still limited to few schools; Low level (quantity and quality) of massive training provision, limited competency based system linked to the world of work; few lifelong learning opportunities; Qualification and certification system as well as recognition of prior learning still being developed;
3. Enterprise development: Low job creation capacity of enterprises in the formal economy; endogenous and exogenous productivity constraints; framework for the promotion of SME in place, but still limited access to credit, scant investment in human resource development; and

limited market competitiveness; Limited youth entrepreneurship initiatives and access of young people to credit facilities, limited advisory services and networks

4. Labour market: High rates of temporary, casual and seasonal employment of youth compared to adults; higher incidence of informality among young workers; Inadequate design and targeting of active labour market policies (ALMPs), lack of linkages between passive and active measures; no impact evaluation of ALMPs; limited and ineffective instruments to overcome lack of work experience of young people; Many interventions deployed on youth employment, but with little coordination.

In order to address these constraints, especially related to the youth and women in particular, employment has to be placed at the centre of macroeconomic economic policy. While maintaining the same pace of growth, Rwanda needs to focus on the pattern of growth and labour intensity of growth. Active labour market policies should be more targeted and coordinated. Productive and decent employment is the link between growth and poverty reduction and hence inclusive growth. The state should continue to play the “agent of development” role through mainstream employment and developing pro-employment macroeconomic, sectoral and labour market policies; and ensuring harmonization of the policies. Employment targets need to be set targets in EDPRS 2. There is a need to identify key high productivity and labour intensive sectors and support the sectors to perform. Monetary policy, fiscal policy, exchange rate policy and capital account management policy should support pro-employment growth. The Central Bank needs to adopt a dual mandate of stability and agent of development by incorporating employment objective in their mandate. Detailed studies on the employment impact of sectors are needed as well as understanding the role of Central Bank in employment creation.

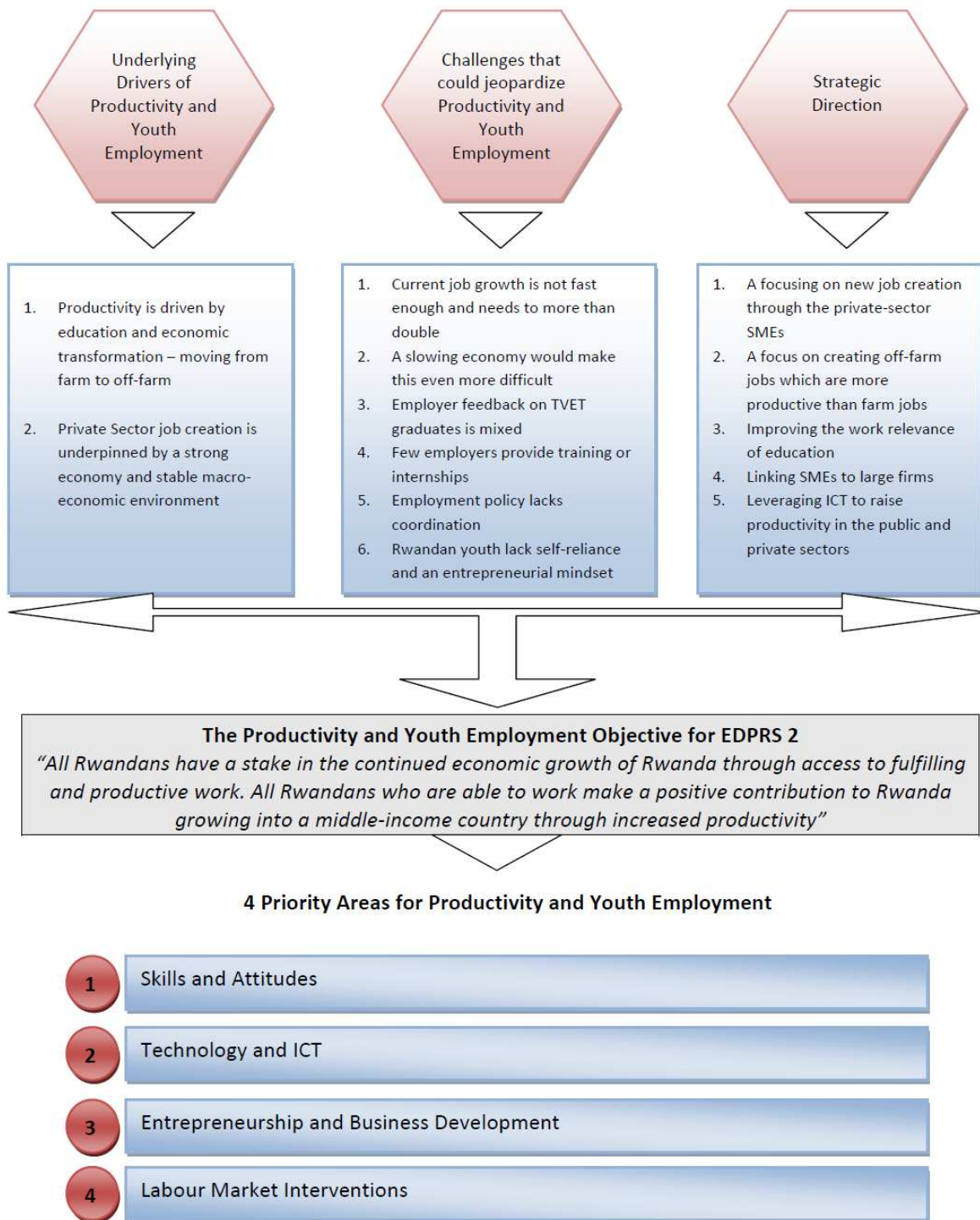
The GoR has already prioritized Productivity and Youth Employment as one of the key thematic areas of the EDPRS-2. The focus is on increasing worker productivity by encouraging a shift from agriculture to industry and services, and creating the conditions for higher worker productivity within each sector, in conjunction with the other three thematic Strategies on Rural Development, Economic Transformation and Accountable Governance. In terms of economic transformation, three key transitions are mentioned in the EDPRS-2:

- The movement of farm workers into micro-enterprises and SMEs
- The growth and formalization of existing small businesses
- The growth and expansion of the formal sector

The EDPRS-2 strategic framework for productivity and youth employment sets out 4 priority areas:

- 1) Skills and attitudes: skills are a key driver of productivity and wage increases
- 2) Technology: the development of Information and Communication Technologies (ICT) has applications in every sector of the economy, and cuts across the other priorities of the thematic areas
- 3) Entrepreneurship, access to finance and business development: to increase off-farm employment and productivity through job creation driven by the private sector based on a national employment programme
- 4) Labour market interventions: to address the key emerging challenge of unemployment amongst skilled youth, particularly in urban areas, it is important that the labour market operates as efficiently as possible and that job-seekers are able to find the job vacancies that exist

Box 2. Strategic Framework for Productivity and Youth Employment



In order to meet the employment and productivity objectives outlined in the EDPRS2, The **National Employment Programme** (NEP) (2013-2018) has been designed as implementation framework for

employment interventions to boost job creation quantitatively and qualitatively and to enhance skills and productivity of the labour force. The NEP provides an opportunity to put in place institutional arrangements and policies that bring together all actors involved in employment promotion and job creation.

The objectives of NEP are three fold: Creating sufficient jobs that are adequately remunerative and sustainable across the economy; Equipping the workforce with vital skills and attitude for increased productivity; and providing a national framework for coordinating all employment promotion initiatives. As such NEP is built on four pillars or outcomes: Skills Development (Lead by MINEDUC); Entrepreneurship and Business Development (Lead by MINICOM) Labour Market Intervention (Lead by MIFOTRA) and Coordination, Monitoring & Evaluation (lead by MIFOTRA)

The strategy of this programme is to contribute and align to achievement of objectives as defined above both in NEP and EDPRS2. It is one of the modalities for implementing interventions under the United Nations Development Assistance Plan (UNDAP) which is the business plan of the One UN in Rwanda, for the period 2014-2018 closely aligned to the priorities of the EDPRS-2 with three main result areas: Inclusive Economic Transformation, Accountable Governance, and Human Development/ Foundational Issues. These three focus areas respond directly to the key priorities articulated in EDPRS-2: Rapid Economic Growth; Productivity and Youth Employment; Rural Development; Accountable Governance; and Foundational Issues.

Application of the Human Rights-Based Approach, the imperative for Gender Equality, Sustainable Capacity Development and Results-Based Management (RBM) have been central to the development of the UNDAP. In line with the Human Rights-Based Approach one of the most important basic human rights, the right to work will be addressed but the youth employment flagship pays special attention to gender and people living with disabilities in accordance with Article 23 of the Universal Declaration of Human Rights:

- Everyone has the right to work, to free choice of employment, to just and favourable conditions of work and to protection against unemployment.
- Everyone, without any discrimination, has the right to equal pay for equal work.
- Everyone who works has the right to just and favourable remuneration ensuring for himself and his family an existence worthy of human dignity, and supplemented, if necessary, by other means of social protection.
- Everyone has the right to form and to join trade unions for the protection of his interests.

To implement UNDAP; the One UN in Rwanda formulates a number of flagship programmes in the outlined results areas. The joint UN flagship programme on youth and women employment is designed to contribute to achieving the youth employment targets as defined in the second EDPRS and mostly aligned to priorities identified under NEP. Furthermore, this flagship programme responds to the fourth outcome of UNDAP which hinges on Skills development, decent employment opportunities, and urbanization process, for quality livelihoods both in urban and rural areas, especially for youth and women. The flagship brings together 12 UN agencies including ILO, UNDP, UNECA, FAO, UN-WOMEN, UN-HABITAT, UNIDO, UNV, UNCTAD, UNESCO, UNCDF and ITC based on their respective comparative advantages.

The programme includes activities to promote article 27 of the Convention of the Rights of People with Disabilities, which emphasizes the right of persons with disabilities to work on an equal basis with others, including the right to the opportunity of earning a living by working in a freely chosen job and in a workplace that is inclusive and accessible.

2.2 Lessons Learnt

The One UN during the phase of UNDAF (EDPRS1) formulated and implemented the Joint Youth Programme. The lesson learnt from the implementation of the JYP the need to become focused on specific youth issues such as employment and the need to become more coordinated. Hence the joint programmes is not a means to put together funds only, but it requires integration of all activities, and objectives of all the agencies to ensure inter-linkages is ensured. This requires setting up a strong mechanism for joint implementation monitoring and evaluation. During this period, the One UN family strengthened capacities of national system by combining efforts with the Central Government to discuss more relevant policies to the youth.

The previous Joint Youth programme has shown that better results can be achieved if the different interventions are well coordinated by the different implementing partners. Holding joint steering committees provides a platform for information sharing and networking. Learning from past experience, the new programme will be better coordinated and joint steering committee meetings will be organised to oversee the implementation of the programme.

The implementation of a programme requires results based indicators that can be used to measure project performance. Failure to define clear indicators and targets has resulted in poor quality reporting. The new programme outcome and output indicators will be jointly defined to allow project management to measure progress against expected results. The use of Di-Monitoring will help in project monitoring.

Capacity building strengthening for the implementing institutions is required to employment promotion. Capacity development has been built into this programme in line with the implementing partners' needs as well as the comparative advantage of the UN.

Aligning the Government planning with development partners planning cycles is crucial for increased ownership of development support but also contributes to effective planning and use of resources. The current programme will be aligned with the Government fiscal year to align both the country and the One UN planning cycle.

The number of implementing agencies per UN participating agencies has been minimised to ensure that one IP doesn't have to report to many UN agencies. Also each implementing agency needs technical staff to follow up with the implementation of agreed activities.

2.3 Proposed Joint Programme

In the EDPRS-2, productivity and youth employment is given prominent importance in the Rwandan economic transformation agenda. Job creation is perceived as the cornerstone for economic growth

and social progress, implying that sustainable growth and poverty reduction will be achieved mainly through decent formal jobs.

The intended objective of this flagship programme is to contribute towards reducing underemployment and unemployment of both urban and rural young men and women. The overall aim of the joint UN Youth Employment Flagship Programme is to promote decent work opportunities by supporting young women and men with to access employable skills, to develop entrepreneurship skills, to have access to productive resources including finance and labour market intermediation services and to strengthen national capacities for mainstreaming employment across key national policies and programmes.

The joint programme will contribute towards attaining a structural shift from the current 104,000 off-farm annual job creation rate to the targeted 200,000 jobs.

The programme's interventions will be based on an analysis of the needs and will mainly target out-of-school youth, both graduates and the less educated within the age bracket of 16 to 35. The main interventions will include enhancing coordination and evidence-based planning and policy-making; imparting job skills (including basic literacy, numerical, technical and behavioural); accelerating growth of employment intensive sectors (supporting the creation of new enterprises and expanding existing ones), promoting opportunities for business creation (including promoting entrepreneurship and financial capital, land, and social resources, improving labour market intermediation interventions, and raising awareness of policies and strategies conducive to productive employment and growth.

Specifically, the programme strategy is underpinned by four key drivers that define the nature of financial and technical assistance and results to be achieved:

The **first driver** is enhancing national capacities to promote employment intensive growth and to mainstream employment in national and sectoral programmes and budgets. This entails promoting an enabling policy environment that engenders inclusive growth and livelihood opportunities for the youth. Without employment-centric policies that cut across different economic sectors, it will be difficult to sustain job creation in the economy. The programme recognizes that capacities of national institutions are essential to execute strategies, programmes, and in effective delivery of services. While it is necessary that all the stakeholders contribute, the contributions have to be made in a coordinated fashion to avoid overlap and ensure judicious use of limited resources.

This programme will support the coordination of the implementation of a coherent national employment programme. To this end, it will support institutional arrangements and policies that will bring together all the actors involved in employment promotion and job creation to plan, implement and monitor the various employment initiatives in a coordinated and coherent manner.

The **second driver** relates to enhancing youth skills and competencies for employability and enterprises' competitiveness. Widening the skills base for both formal and informal sectors will help to enable enterprises to become competitive and to transit from informal to formal economy. The aim is to support training systems including TVET institutions and schemes to provide the Rwandan youth with the necessary skills needed to meet the growing demands of labour markets, mainly the private sector, particularly targeting university graduates, school-leavers and youth that do not complete education. Interventions under this driver will also focus on promoting on shift from mere paper based qualification system which rely more on theoretical learning to developing a demand-driven education

system with labour market relevant curricula; strong emphasis on practical training and on-the-job learning, and hence bringing the world of education and training closer to the world of work. Active participation of the private sector to provide feedback on curricula, offer opportunities for internships and apprenticeships and invest in employee training will be supported. Particular efforts will be made to target the needs of vulnerable and disadvantaged youth.

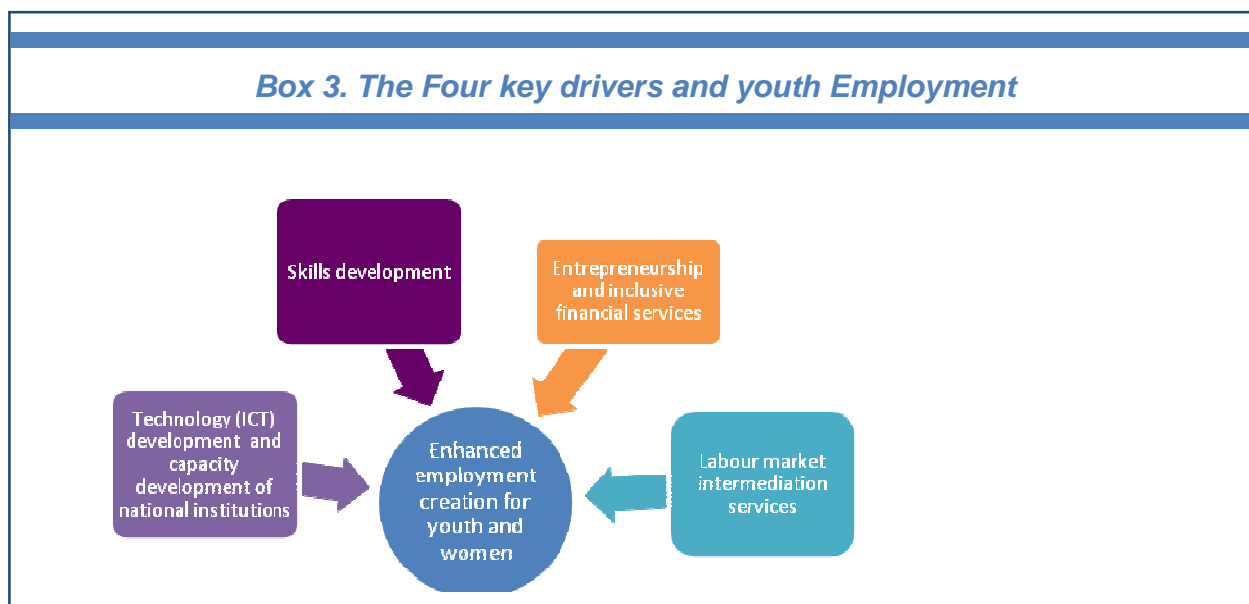
The programme will further provide support for attracting the youth from poor households in rural and urban areas to access relevant and affordable training and work experience opportunities in their localities. The programme will also encourage the private sector to contribute to work-specific trainings linked to their industries and enterprises

The **third driver** is the promotion of job creation and enterprise development through entrepreneurship and inclusive financial services development. Young people face resource barriers when setting up their own businesses, which pertain to entrepreneurial skills, finance, policies, laws and regulations that hinder them from accessing loans and other financial services. Banks usually demand collateral and consider young people as high risk clients and as such banks are reluctant to serve them. This programme acknowledges the need for youth-friendly financial services. The programme will also provide assistance to build an inclusive financial industry so that young entrepreneurs have improved access to financial services in the country.

The **fourth driver** is supporting the development of labour market intermediation services including job search matching, job placement, job readiness trainings, labour market information systems and awareness of available employment information. A critical factor that will determine whether policies and programmes are actually geared towards the needs of youth is through active engagement of the target population. An important part of this strategy is therefore to raise awareness and ensure that information reaches the youth. Knowledge of specific labour market conditions will also be useful for designing labour market policies that strike a balance between labour market flexibility and labour market regulation, and will contribute to the design and implementation of a comprehensive employment agenda.

The diagram in the box below shows the linkages between the four key drivers and youth employment:

The following are the expected result areas:



2.2.1. National capacities and technologies enhanced to promote employment intensive growth policies

Promoting employment for youth will require a collective effort involving several key ministries, private sector partners, and civil society organizations. Youth and Women employment has to be mainstreamed in national programmes and budgets by setting clear targets. This calls for a departure from “conventional planning” where sector outputs are set as the only targets. Programmes across different sectors of the economy need to develop youth and women employment targets alongside production targets. Setting youth and gender sensitive employment targets in all the relevant national programmes will be an important starting point for mainstreaming employment.

In line with the National Employment Programme, the intervention will support the development of a strong coordination mechanism for planning, implementation, monitoring and evaluation of different employment promotion and enterprise development programmes, including reviewing and reforming macroeconomic policies, investment climate institutions and infrastructure, labour market regulations and institutions, education and skills development, and social protection among others.

Activities along this intervention will focus on supporting national capacities to assess the employment-economic growth – poverty reduction nexus by determining and forecasting the sources of jobs from macroeconomic and sectoral analysis. In addition, the programme will fund sector specific studies to assess the potential growth in these sectors and future demand for skills and job creation.

A move towards an evidence-based approach to planning will require building technical expertise in relevant institutions to collect and analyse information to construct different scenarios and possible implications of programme actions. Hence, increased availability and use of pro-poor and labour market information in developing sector priorities and fiscal plans will be promoted.

The intervention will also support the improved policy environment for labour migration and services for young people who migrate to urban areas ensuring that those migrating have the services and opportunities in the cities. Due to lack of proper urban planning it can be quite challenging for developing countries to fully benefit from rural-urban migration. A large number of migrants coming to cities can put a lot of pressure on already constrained services provided by the local administration.

The EDPRS 2 considers ICT as an important aspect in developing the knowledge based economy⁶. The development of Information and Communications Technologies (ICT) has applications in every sector of the economy, and cuts across the other priorities of the thematic area. Priority 2 in the EDPRS 2 is to promote technology. Improving the internet and mobile phone infrastructure and improving ICT skills will bring down costs of sharing information, increase business efficiency, and labour market efficiency. Encouraging the growth of mobile money will also facilitate access to financial services.

2.2.2 Youth and Women Skills and competences enhanced for employability and enterprise competitiveness

Actions under this results area will contribute to addressing the issue of skills deficiencies relevant to the labour market needs including basic literacy and numeracy, technical skills, behavioural skills and entrepreneurial skills. Skills-needs for jobs in both the formal and informal economies will be identified and capacities of training institutions enhanced to deliver them. LMIS will be supported to produce relevant information in relation to skills development. The link between TVET and the realities of the current and future job markets will be strengthened. Current training initiatives will be supported. The ability of the training and education sector to meet the demands of the labour market will be strengthened.

A responsive training system, particularly TVET that caters for the evolving needs of employers, and efforts on providing practical on-the-job training will be promoted. This also includes the development of a comprehensive Recognition of Prior Learning (RPL) and apprenticeship scheme for increased employability of fresh graduates. The TVET sector will also be supported to provide training to unemployed and low-skilled people who are outside the schooling system to enable them to acquire decent jobs, with a focus on the variety and methodology of informal apprenticeship practices that are predominant in the informal. Efforts will be made to enhance the participation of the private sector in internship/apprenticeship schemes and encourage them to drive the process. TVET schools will be supported to acquire the necessary equipment and relevant curricula.

The programme will develop the capacity of the youth to utilize ICT and be fully empowered participants of the ICT-driven economy and society, which support the socio-economic transformation of Rwanda through smart implementation and application of Information and Communication Technologies. A short assessment of training needs of selected BDS providers will be undertaken to assist them to develop youth friendly business products and services. It is expected that the nature of support provided to the partners will be primarily technical, but on a case to case basis funding might be provided to help partners to scale up their programmes.

The programme will also support the enabling transition of trained youth to employment through offering employers with incentives to include young people in employment-related training, providing

assistance to improve employment services and job counselling, using ICTs to extend access to modern training to rural areas, developing and upgrade formal and informal apprenticeship systems by designing common standards, including assessment and certification, and upgrading the skills of master craftspeople, working with private companies operating in rural areas to promote corporate social responsibility, including eliminating child labour, improving working conditions and work-life balance, as well as encouraging social dialogue with workers' groups, facilitating youth inclusion in cooperatives and producer groups, workers' associations, savings groups and women's groups

The programme will therefore take a holistic approach by focusing on key areas which are critical for economic activity and job creation for young people. These include support for selected business sub-sectors to promote value chains, technical skills to enhance employability, and promoting entrepreneurial attitudes and competencies of youth to run businesses. Measures will also include enhancing improved capacities of institutions providing TVET trainings and business development services. A wider coverage and quality of market responsive vocational training programmes will be promoted and trainings will be linked to job potential identified in promoting key value chains.

An important element of the youth and women employment strategy is to avoid getting into the role of a direct service provider. Instead of directly providing services to the ultimate beneficiaries, the strategic focus of the programme is to enable the service providers- whether government, private sector or NGOs- to provide these services to the beneficiaries. The objective will be to strengthen the market for business development services in the country so that once the programme ends, service providers will be able to continue to offer services on their own.

2.2.3 Job creation and enterprise development enhanced through entrepreneurship and inclusive financial services

The programme will support national institutions to provide trainings and instil the culture of entrepreneurship, enhance financial literacy skills, assist them to develop a business plan and thereby secure sources of funding for their business. It will also support institutions providing business development services to the private sector. It will support the strengthening of coordination for the scattered efforts of various institutions involved to meet the same objective. The programme will join effort for running a business plan competition aimed at key sectors to become more efficient.

Entrepreneurship education in schools will also be promoted, especially through scaling up the implementation of entrepreneurship programmes both in school and out of school to reach a large number of youth.

An inclusive financial sector includes a range of financial institutions catering to the diverse needs of large, medium, small and micro sized enterprises. Despite progress made on several fronts, the outreach of financial sector in the Rwanda remains fairly limited.

This programme will support the implementation of the Government of Rwanda's Financial Education Strategy (FES) to expand youth access to finance through providing training courses on financial literacy. Emphasis will be put on linking the provision of microcredit with training programmes wherever possible, on supporting the development of locally owned and operated financial institutions, on establishing partnerships with financial institutions, and on developing financial products tailored to the

needs of young women and men. The programme will seek to strengthen partnerships between government, commercial banks, and small-scale financial institutions in the country.

The programme will improve the capacity of financial service providers to develop, test and scale up innovative loan and saving products customized for young men and women. The focus will be to develop a range of financial products that can be useful for young entrepreneurs wishing to start their businesses. UNCDF experience in Rwanda has shown that micro-leasing is a financial product that greatly meet the needs of young people as they do not need any collateral and they micro-leased products can be gender sensitive, which ensures that young women also get greater access to economic opportunities. Another key innovation to increase access to finance of young people is mobile banking. This is because young people are not only more likely than adults to use technology, but they are also more difficult and therefore costly to reach. Promoting mobile banking in the financial sector in Rwanda will help reduce costs to provide access to finance for youth, and will mean that more young people will benefit from having a savings account.

The aim will be to offer short-term and time bound incentives to increase access to finance by those segments of the youth population who are underserved. The targeting of those prioritized will be done against a set of criteria that will include geographical location, profile of potential clients, including their socio-economic status, and the types of businesses that clients have and its impact on job creation.

A key feature of support delivery will be to strengthen existing networks and service providers of MFIs. There is already a legal framework for small scale financial institutions, but an inclusive financial sector also needs an infrastructure of organizations that are able to self-regulate, collectively strive to achieve higher standards, and manage risks. At the national level, a national association of MFIs (AMIR) has already been established to promote learning and knowledge sharing. Efforts will be made to further strengthen this network and other sector players to, engender best practices and industry standards in microfinance that are in line with smart campaign's client protection agreed upon principles, maya declaration on financial inclusion, child and youth friendly banking principles of CYFI and build a cadre of service providers that can offer high quality technical assistance to the MFIs in future.

2.2.4 Labour Market Intermediation Services enhanced for youth and women economic empowerment opportunities

Labour market intermediation services will be promoted to reduce the gap between demand and supply of labour. The programme will support the establishment and strengthening of Career Advisory Service Centres, labour market information systems, and the delivery of services they provide.

The Programme will offer technical advice on using cost-effective methods for data collection, analysis, and dissemination for the strengthening of a labour market information system (LMIS). Currently, the LMIS has limited features, there is lack of data, and analyses are not done on a regular basis.

The inputs from the assessments (Current and future skills and competence needs, TVET) will be very useful to review the existing curriculum, improvements that might be needed to make the training material more responsive to market needs, and development of new trainings. There is also need to draw from the labour market analyses while designing future trainings. In this vein, a study will shed light on the mismatch between labour market demands and the skills sets produced by the education and training systems, in order to identify the root causes and allow for evidence-based planning.

Technical support will be provided in the design of such surveys and labour market research to obtain data that will feed into the TVET Information System.

In order to address the lack of an interface to moderate the debate between relevant stakeholders and find comprehensive solutions to the issue of unemployment, this programme will set up an action-oriented platform for cooperation and multi-stakeholder partnerships between policy makers, academia, private sector and donors for skills development and employment creation for youth. This programme will develop capacity of the youth to utilize ICTs and be fully empowered participants of the ICT-driven economy and society, which supports the socio-economic transformation of Rwanda through smart implementation and application of Information and Communication Technologies.

GoR has integrated ICTs, through the NICI process, as a key driver for socio-economic development to fast track Rwanda's economic transformation, and consistently strives to align the country's development agenda to global trends in order to be competitive. Under this programme awareness raising activities will be conducted on the role of ICT in promoting development to promote youth participation through ICT within the framework of the Youth Connekt programme. With a view to shaping the new development agenda, these civil society engagement processes will also prioritize ICT inclusion as a central pillar of a post-2015 development agenda. Further, it will connect young people to role models, resources, knowledge and skills development, and employment opportunities and enables them to participate in shaping the future of Rwanda.

To ensure that gender dimensions are incorporated in all the youth employment programmes, activities will be undertaken to raise awareness and improve availability and use of gender-disaggregated data. The awareness raising activities will target women, so that they become familiar with existing policies and programmes through which they can receive support for livelihoods. Also, campaigns will be used to bring problems that women face to the attention of policy makers. Besides improvements in data analysis, the programme will assist in conducting gender audits of youth employment programmes and budgetary allocations for gender related components of these programmes.

A key feature of activities under this outcome will be technical assistance, which will be provided to support the development of the Youth Friendly Centres so that the outreach of their services can be further improved and extended across the country. The programme also seeks to provide assistance to further improve employment services and job counselling for youth. Efforts will be geared towards building the capacity of the employment services centres with help from volunteers. The number of YEGO Centres will be scaled up to provide several services to the youth including job counselling. The function of the YEGO Centres will be further improved and linkages with national employment services strengthened. Under this programme awareness raising activities will be conducted on the role of ICT in promoting development to promote youth participation through ICT within the framework of the Youth Connekt programme. These outreach activities will crowd-source a multimedia statements from young people onsite and virtually, spread digital literacy and improve education using ICTs.

2.2.5 Programme Coordination, management and oversight strengthened

To achieve the desired results, programme coordination, monitoring, and evaluation are of vital importance, particularly in view of the many UN agencies and Implementing Partners involved.

The Joint programme will provide direct support and technical assistance for capacity building of implementing partners and especially support the functioning of Single Project Implementation Units (SPIUs) of the various line ministries such as MYICT and MIFOTRA.

The ILO, as the lead agency, will provide a programme manager to assist coordinate and oversee the implementation of the entire programme.

2.3 Sustainability of results

To achieve sustainable results, the UN will collaborate with various stakeholders from Government, donors, CSOs and other stakeholders involved in promoting youth employment. Building capacities in a sustainable manner of key beneficiaries at both centralized and decentralized level will ensure the programme results are sustained after the completion of the programme.

The programme will focus on developing national capacities by supporting the implementation of several national policies, programmes and strategies. It will seek to anchor interventions within government development plans, and institutional frameworks.

Capacity development support and long-term strategic planning are integral parts of the support provided to youth employment implementing by the UN.

Strengthening capacities of national institutions including in result based management will provide implementing partners with adequate systems, skills and tools to sustain results of the programme and increase government ownership during and after the programme implementation phase.

3. Results Framework

UNDAP Outcome: Sustainable Urbanization Process Transforms The Quality Of Livelihoods And Promotes Skills Development And Decent Employment Opportunities In Both Urban And Rural Areas, For Youth And Women									
JP Outputs	Participating UN Organization	Participating Partner	Indicative activities for each output	Resource allocation and indicative time frame* (in USD)					Total
(Give corresponding indicators and baselines)				2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	
JP Outcome 1: National capacities enhanced to promote employment intensive growth and mainstream youth employment in programmes and budgets									
1. Processes and procedures institutionalized for incorporating youth sensitive dimensions in economic policies									
2. Percentage change in funding for youth employment initiatives									
3. Number of youth employment programmes being implemented and coordinated effectively (including youth living with disabilities)									
JP Output 1.1: Planning capacities for an employment intensive growth environment reinforced	ILO	MIFOTRA	Provide support for sectoral and districts employment diagnosis to provide guidance for current and future national jobs targeting	0	150,000	150,000	100,000	50,000	450,000
Indicators									
1.Availability of evidence based sources of growth and employment especially for youth and women									
2. Sectoral assessments and strategies for employment and growth potentials available	UNECA	MIFOTRA	Provide Support for reinforcing regional employment intensive policies and strategies	0	50,000	50,000	50,000	50,000	200,000
Baseline: Currently limited analysis and capacities for employment mainstreaming	ILO	MIFOTRA	Strengthen capacities of social partners to engage in dialogue and advocacy for employment policy implementation and alignment of NEP in their strategies	0	200,000	100,000	100,000	100,000	500,000

	UNWOMEN	MIFOTRA	Support to develop a robust and dynamic gender sensitive electronic M&E system profiling all NEP beneficiaries	0	150,000	50,000	0	0	200,000
JP Output 1.2: Coordination Capacities for the national employment program strengthened	ILO	MIFOTRA	Provide support for enhancing an effective systemic employment planning and coordination mechanism and networking at central and district level	0	100,000	100,000	100,000	100,000	400,000
Indicators									
1. structures for employment coordination exist									
2. accountability structures functioning	ILO	MIFOTRA	Enhance capacities of decentralised entities to design and undertake locally driven economic development (LED) programmes fostering young women and men employment	0	50,000	50,000	50,000	50,000	200,000
Baseline Lack of coordination and accountability for job creation and employment	ILO	PSF	Support capacities of PSF to engage in dialogue on the creation of a favourable environment for enterprise development	0	50,000	50,000	100,000	100,000	300,000
JP Outcome 2: Youth and women Skills and competences enhanced for employability and enterprises competitiveness									
1. Number of trained youth receiving follow-up jobs offers placements									
2. Number of training institutions with enhanced capacity to review and implement effective skills development policies and strategies									
3. Number of trained youth who get placed for employment in less than 6 months after graduation									
4. Number of woman in small businesses with enhanced skills for formal business operations									

JP Output 2.1: Youth and women Skills and capacities for productive employment developed	UN-HABITAT	MYICT	Support the capacity building and scale up of Youth Friendly Centres to provide pathways to employment of youth and other women, with a focus on priority sectors	0	300,000	300,000	200,000	200,000	1,000,000
Indicators: 1. Number of youth and women enrolled in training schemes	ILO	MYICT/MINEDUC	Support youth ICPCs to acquire equipment and up-grade skills and technology of operators in 30 Districts	0	400,000	200,000	200,000	200,000	1,000,000
2. Number of youth and women accredited with certificates from training programmes	UNDP	MINECOFIN	Conduct a study on the "Labour Market Skills Demand and supply" mismatch	15,650	0	0	0	0	15,650
	UNWOMEN	CoK	Support and expand weaving skills development and businesses for women in traditional baskets	0	100,000	100,000	100,000	100,000	400,000
	UNWOMEN	MIGEPROF	Support small scale women farmers with modern farming practices skills and equipment to meet demands of the market	0	50,000	50,000	50,000	50,000	200,000
	ILO	MINEDUC	Provide support for sector skills development programmes targeting especially needs of priority sectors (Agro-processing, tourism, mining, construction)	0	100,000	100,000	100,000	100,000	400,000
	FAO	MINAGRI	Support skills development and acquisition of assets needed for aquaculture enhancement	0	100,000	100,000	100,000	100,000	400,000

	ILO	MINEDUC	Support certification of apprenticeship program for the unskilled and semiskilled	0	60,000	60,000	60,000	60,000	240,000
JP Output 2.2: Capacity of the vocational training systems for quality employment-orientation enhanced	ILO	PSF	Support vocational institutions to deliver more job relevant training programs	0	50,000	50,000	100,000	100,000	300,000
Indicators:	ILO	MINEDUC	Support the development of Training Manuals and modules of short term Vocational and Apprenticeship program	0	50,000	50,000	50,000	50,000	200,000
1. Number of companies training TVET students at workplaces	ILO	PSF	Support private companies & Training Institutions to jointly use workplace-based training programs	0	100,000	100,000	100,000	100,000	400,000
2. Number of TVET graduates employed after certification	UNESCO	MINEDUC	Build capacities of formal training institutions to implement programs that develop transferable skills aligned with labour market needs.	0	50,000	50,000	50,000	50,000	200,000
Baseline:	UNESCO	MINEDUC	Support formal training institutions to provide digital educational materials for young people living with disabilities	0	200,000	100,000	100,000	100,000	500,000
Low demand and disconnected TVET training systems from the world of work	ITC	MINEDUC	Support national programs in business management and ICT skills development to increase employability and entrepreneurship capabilities for TVET graduates.	0	150,000	150,000	100,000	100,000	500,000
JP Outcome 3: Job creation and enterprise development enhanced through entrepreneurship development, inclusive financial services, and access to markets									

1. Types of financial products and services tailored for youth owned by SMEs									
2. Number of SMEs owned by young people receiving financial services									
3. Number of policies, laws and regulation developed to address youth access to financial services									
JP Output 3.1 Effective policy environment to facilitate resource allocation of financial institutions that target businesses owned by young entrepreneurs enhanced	UNCDF/UNDP	MINECOFIN	Provide support for the implementation of the national financial education and literacy strategy and enhance access to inclusive financial services	0	200,000	400,000	400,000	200,000	1,200,000
Indicators: 1. Enactment of policies needed for an inclusive financial sector 2. Number of schemes that provide financing for SMEs owned by young people Baseline: A stocktaking exercise will be undertaken to establish a baseline of number of financial institutions and estimated clientele of youth	UNCDF	MINECOFIN	Provide support to enhance client protection principles	0	50,000	80,000	60,000	80,000	270,000
JP Output 3.2 Improved quality and tailored outreach of financial services for young entrepreneurs provided through existing financial institutions	ILO	MINEDUC	Support the provision of start-ups and tool kits to the apprentices and short term vocational graduates for self-employment	0	100,000	100,000	100,000	100,000	400,000

	UNCDF	MINICOM	Support bankable business proposals and start-up MSMEs projects to access finance through guarantee loan, matching grant and Quasi Equity schemes through financial institutions	0	450,000	600,000	600,000	350,000	2,000,000
Indicators:									
1. Number of MFIs provided support 2. Number of entrepreneurs accessing financial services	UNWOMEN	CoK	Provide support for the promotion and expansion of women's informal savings and loans initiatives	0	50,000	50,000	50,000	50,000	200,000
Baseline See baseline output 4.2.1	UNCDF	MINECOFIN	Strengthen the capacity of financial institutions to develop, test and deliver new financial product that are tailored for young men and women entrepreneurs	0	0	150,000	100,000	100,000	350,000
	ITC	MINICOM	Support SMEs and financial institutions in the area of ICT based financial solutions (credit scoring and risk management software tools) for young men and women entrepreneurs.	0	150,000	150,000	100,000	100,000	500,000
	UNDP	MYICT	Support employment initiatives Specific for the needs of the youth with disabilities	0	150,000	50,000	50,000	50,000	300,000
JP Output 3.3 Financial education programmes promoted to encourage youth to learn about credit and savings as well creating greater demand for financial services	UNCDF	MINECOFIN	Strengthen the capacity of youth serving organizations to promote entrepreneurship and access to finance	0	50,000	50,000	50,000	50,000	200,000

Indicators: 1. Change in knowledge among target population about financial products and services Baseline: Generally low awareness among young people about financial services	UNCDF	MINECOFIN	Support the scale up of programs regarding creation of informal saving groups targeting underserved youth	0	200,000	200,000	200,000	200,000	800,000
JP Output 3.4 Youth and women enterprises have increased access to local, regional and international markets	UNWOMEN	CoK	Support women farmer cooperatives and associations to expand production and to engage in value-added processing particularly in tomato and mushroom trades	0	100,000	100,000	100,000	100,000	400,000
	UNWOMEN	MINICOM	Provide support for expansion of women owned export oriented businesses in a bid to create at least 10 fortune among the 500 listed fortune women enterprises	0	100,000	50,000	50,000	0	200,000
Indicators: 1. Targeted enterprises have improved turnover and customer base	UNIDO	MINICOM	Provide support for building a more enabling business environment through regulatory and policy reforms	0	50,000	50,000	50,000	50,000	200,000
2. Export potentials Baseline: baseline study	UNECA	MINICOM	Support the expansion of export-oriented enterprises with an emphasis on agricultural and agro-processing activities	0	50,000	50,000	50,000	50,000	200,000
	UNIDO	MINICOM	Support the improvement of market linkages between rural women producers and processors	0	50,000	50,000	50,000	50,000	200,000
	UNWOMEN	MINICOM	Support women enterprise to acquire productive technologies, tools and equipment	0	50,000	50,000	50,000	50,000	200,000

	ITC	MINICOM	Support youth and women enterprises in selected trades to acquire market information on demand of their products	0	50,000	50,000	50,000	50,000	200,000
Output 3.5 Youth Entrepreneurship programs and Capacities of Service providers improved for enhanced entrepreneurship trainings and for self-employment	ILO	MINICOM	Support entrepreneurship development for young men and women for self-employment	0	150,000	150,000	150,000	150,000	600,000
	ILO	MINEDUC	Support the development of entrepreneurship training curricula for informal training programmes and organize trainings	0	50,000	50,000	100,000	100,000	300,000
Indicators: 1. Number of trained youth awarded with certificates	UNCTAD	MYICT	Facilitate potential younger entrepreneurs to access business role modelling and mentorship through business linkages	0	200,000	200,000	200,000	100,000	700,000
2. number of trained youth provided with seed-capital	UNDP	MYICT	Support women and youth businesses to acquire digital skills and equipment for business management and access to markets	0	150,000	150,000	150,000	150,000	600,000
Baseline: baseline study	UNDP	MYICT	Provide support for organizing ICT youth Innovation and award Younger entrepreneurs under YouthConnekt	0	100,000	100,000	100,000	100,000	400,000
	UNDP	MYICT	Provide support for the organization of the youth innovation and entrepreneurship program of the Transform Africa 2013 Conference	200,000	0	200,000	0	0	400,000

	UNDP	MYICT	Support to Identify, select and constitute a database of potential beneficiaries of vocational massive short term training and all apprenticeship	0	60,000	60,000	60,000	60,000	240,000
	UNDP	MYICT	Produce a step by step guide for the youth benefiting from entrepreneurial trainings on "How to set up a business" within the framework of the TOP10 identified economic opportunities for youth	0	50,000	0	0	0	50,000
	ITC	MINICOM	Support selected District Business Development Centres to provide training on access to finance, and risk mitigation	0	100,000	100,000	100,000	100,000	400,000
	UNWOMEN	MINICOM	Provide accessible market places and free markets for street vendors and hawkers in Kigali City Districts	0	50,000	50,000	50,000	50,000	200,000
	UNDP	MYICT	Provide technical and financial assistance for the production of TV reality show for the Youth Connekt Programme	0	60,000	60,000	60,000	60,000	240,000
	UN-HABITAT	MYICT	Provide start-up tool kits to beneficiaries of Short Term Vocational training programmes to promote self-employment creation	0	50,000	50,000	50,000	50,000	200,000

	UNIDO	MINICOM	Establish Business Incubator Centres in Community Processing Centres to support growth of new businesses	0	150,000	150,000	150,000	150,000	600,000
JP Outcome 4: Labour Market Intermediation Services enhanced for youth economic empowerment opportunities									
1. Number of youth benefiting from Employment Service Centre									
2. Extent to which LMIS Captures Key Labour Indicators									
3. Types of Services provided by Employment Service Centres									
JP Output 4.1: Evidence based decision making in the labour market enhanced	ILO	MIFOTRA	Support the assessment and capacity upgrading of Labour Market Information System to regularly produce data and information needed for evaluation and reporting on employment and job creation achievements	0	150,000	100,000	100,000	100,000	450,000
Indicators: 1. Extent to which National Plans and Programmes are informed by LMI	ILO	MIFOTRA	Support the assessment of deficiencies in the methodologies, analysis, and reporting mechanisms of the LMIS.	0	50,000	0	0	0	50,000
2. Frequency of Labour Data Collection 3. Scope of Data Collected in Relation to Needs of End-Users Strengthened Employment Services Delivery	ILO	MIFOTRA	Strengthen the capacity of LMIS Unit including equipment, system managers, data operators and analysts; support LMI data collection systems and dissemination to respective end users and stakeholders	0	200,000	200,000	250,000	250,000	900,000

JP Output 4.2: Increased awareness about available training and employment opportunities in ICT among youth	UNDP	MYICT	Support the set-up, coordination and implementation of the Youth Connekt series	0	300,000	300,000	300,000	300,000	1,200,000
Indicators: 1. Platform created for cooperation and multi-stakeholder partnerships between academia, private sector and government for skills development and employment creation for youth in ICT	UNV	MYICT	Provide opportunities for participation and skills development for youth through the creation of a national online volunteering platform in the framework of Youth Connekt	0	50,000	50,000	50,000	50,000	200,000
	ILO	MIFOTRA	Support the establishment of public employment centres and strengthening of Kigali Employment Service Centre to deliver job search information services, job placements, training, apprenticeship and internships	0	100,000	100,000	100,000	100,000	400,000
	UNDP	MYICT	Support outreach to youth through multimedia equipment and training in Rubavu and Kigali	0	75,000	75,000	0	0	150,000
JP Outcome 5: Programme Coordination, management and oversight strengthened									
1. Number of existing SPIUs supported									
2. Programme Delivery rate									
JP Output 5.1 Direct Support for capacity building of IPs	ILO	MIFOTRA	Technical support to NEP secretariat through the Single project implementation unit (SPIU MIFOTRA)	0	300,000	200,000	100,000	100,000	700,000

Indicators: 1. Extend to which business processes of SPU units are improved	UNDP	MYICT	Support the establishment of Single project implementation unit (SPIU)	0	50,000	50,000	50,000	50,000	200,000
	UN-HABITAT	MYICT	TA for coordination of YFC centres at District level	0	100,000	100,000	100,000	100,000	400,000
JP Output 5.2 One UN Quality Control including audits, evaluation and communication	ILO	MIFOTRA	Direct Support for NEP implementation entities	0	100,000	120,000	200,000	200,000	620,000
Indicators: <i>Effectiveness and efficiency of Programme coordination processes</i>	ILO	ILO	Programme Coordination support	0	100,000	100,000	100,000	100,000	400,000
Cost Summary									
UN-WOMEN	Programme Cost			0	600,000	500,000	450,000	450,000	2,000,000
	Indirect Support Cost			0	42,000	35,000	31,500	31,500	140,000
UNIDO	Programme Cost			0	250,000	250,000	250,000	250,000	1,000,000
	Indirect Support Cost			0	17,500	17,500	17,500	17,500	70,000
ITC	Programme Cost			0	450,000	450,000	350,000	350,000	1,600,000
	Indirect Support Cost			0	31,500	31,500	24,500	24,500	112,000
UN-HABITAT	Programme Cost			0	450,000	450,000	350,000	350,000	1,600,000
	Indirect Support Cost			0	31,500	31,500	24,500	24,500	112,000
UNV	Programme Cost			0	50,000	50,000	50,000	50,000	200,000
	Indirect Support Cost			0	3,500	3,500	3,500	3,500	14,000
UNCTAD	Programme Cost			0	200,000	200,000	200,000	100,000	700,000
	Indirect Support Cost			0	14,000	14,000	14,000	7,000	49,000
ILO	Programme Cost			0	2,570,000	2,130,000	2,260,000	2,210,000	9,170,000
	Indirect Support Cost			0	179,900	149,100	158,200	154,700	641,900
UNDP	Programme Cost			215,650	995,000	1,045,000	770,000	770,000	3,795,650
	Indirect Support Cost			15,096	69,650	73,150	53,900	53,900	265,696
UNCDF	Programme Cost			0	950,000	1,480,000	1,410,000	980,000	4,820,000

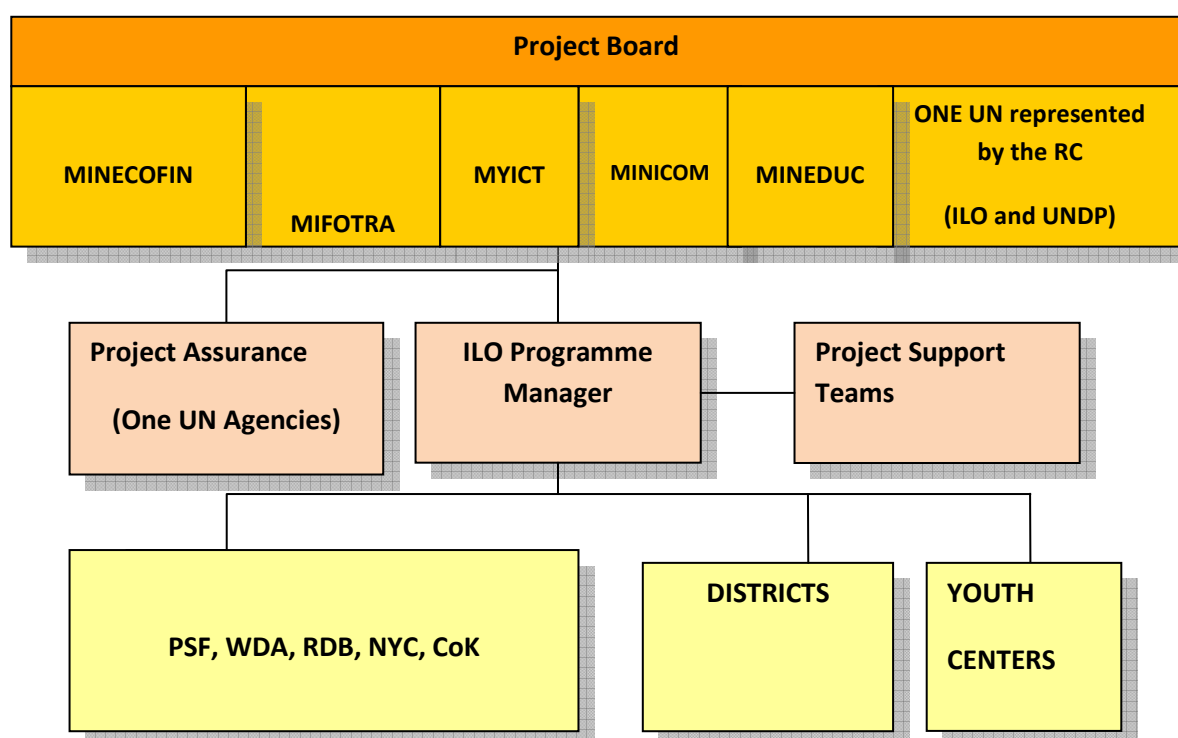
	Indirect Support Cost	0	66,500	103,600	98,700	68,600	337,400
FAO	Programme Cost	0	100,000	100,000	100,000	100,000	400,000
	Indirect Support Cost	0	7,000	7,000	7,000	7,000	28,000
UNECA	Programme Cost	0	100,000	100,000	100,000	100,000	400,000
	Indirect Support Cost	0	7,000	7,000	7,000	7,000	28,000
UNESCO	Programme Cost	0	250,000	150,000	150,000	150,000	700,000
	Indirect Support Cost	0	17,500	10,500	10,500	10,500	49,000
	Programme Cost	215,650	6,965,000	6,905,000	6,440,000	5,860,000	26,385,650
	Indirect Support Cost	15,096	473,550	469,350	436,800	396,200	1,846,996
	Total	230,746	7,438,550	7,374,350	6,876,800	6,256,200	28,232,646
OUTCOME1	Programme Cost	0	800,000	600,000	550,000	500,000	2,450,000
	Indirect Support Cost	0	56,000	42,000	38,500	35,000	171,500
OUTCOME2	Programme Cost	15,650	1,660,000	1,360,000	1,260,000	1,260,000	5,555,650
	Indirect Support Cost	1,096	116,200	95,200	88,200	88,200	388,896
OUTCOME3	Programme Cost	200,000	2,970,000	3,550,000	3,280,000	2,750,000	12,750,000
	Indirect Support Cost	14,000	207,900	248,500	229,600	192,500	892,500
OUTCOME4	Programme Cost	0	925,000	825,000	800,000	800,000	3,350,000
	Indirect Support Cost	0	64,750	57,750	56,000	56,000	234,500
OUTCOME5	Programme Cost	0	610,000	570,000	550,000	550,000	2,280,000
	Indirect Support Cost	0	42,700	39,900	38,500	38,500	159,600

4. Management and Coordination Arrangements

The ILO will assume the lead agency role for this joint programme and will provide leadership in terms of overall coordination from the participating UN Agencies side, including joint day to day monitoring and reporting. Each agency will contribute to the achievement of the programme results through technical support and funding (core/vertical resources and funds secured through the One Fund) and through the support of agency technical staff. There is a clear breakdown within the budget of each agency-specific contribution to the joint initiative and this is matched in the logical framework in terms of indicators and targets, to which each agency is responsible for achieving. Given that most of the activities are clearly assigned to a specific agency, these will be responsible for providing the data and the qualitative reporting on the implementation progress. However, the consolidation of the inputs for the reports will be done as a team and led by ILO.

The implementing partners are in all cases the government and The UN agencies will ensure the follow up on the implementation and timely reporting on progress. As joint interventions are a continuation of the previous interventions with same partners, we'll keep same funding mechanisms whereby each agency manages received funds. The programme management structure is as follows:

Graphic 1: Programme Management Structure

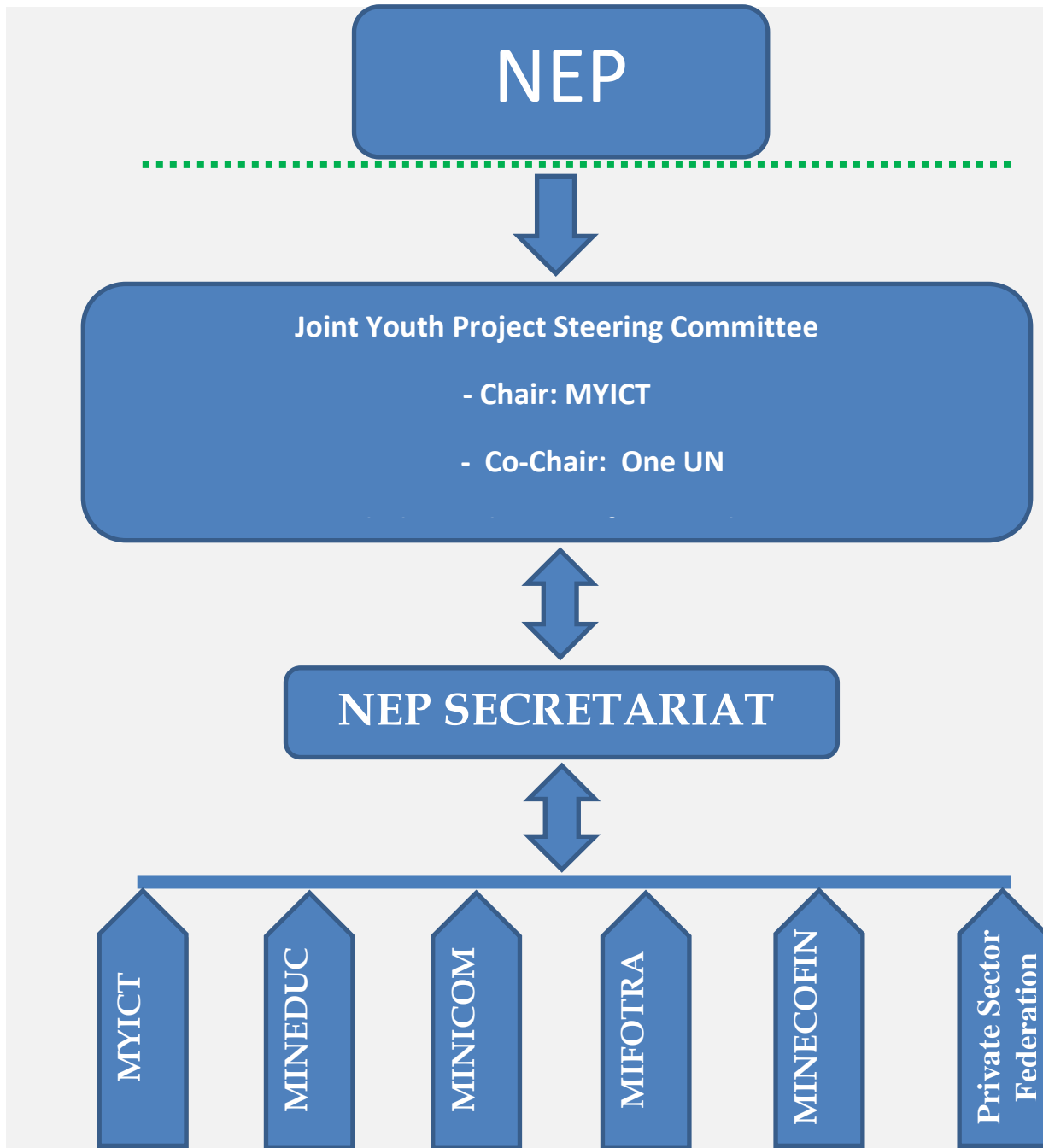


4.1 Programme Board / Steering Committee

- Chair: MYICT and UN RC (Co-chair)
- Bi-annual meetings between senior management (head of agencies or their representatives with heads of Implementing partners) to assess progress and give guidance to the technical committee

4.2 Technical Committee

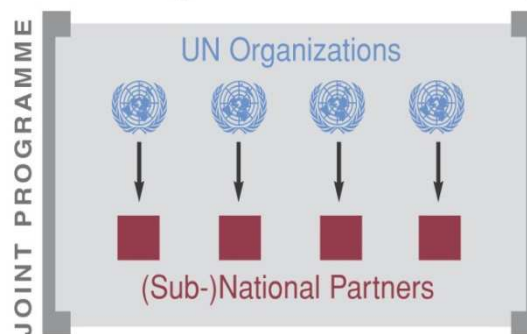
- MYICT (Chair) and ILO (Co-chair)
- Technical staff from different agencies involved and relevant technical staff from the implementing partners
- Quarterly meetings to assess progress on project implementation, discuss bottlenecks and propose way forward, followed by the steering committee meeting
- Daily financial and technical support to the Implementing partners for implementation of activities will be given by participating agencies to ensure compliance with the UN financial rules and regulations.



4.3 Fund Management Arrangements

To ensure efficient implementation of the programme, the parallel funding modality will be used. It means that participating UN agencies will be responsible for implementing activities as provided in the project results framework. The individual UN agencies will manage the funds and implement their respective activities in accordance with the results framework and the budget. The Resource Flow and Management will be as follows under the parallel fund management modality.

Graphic 2: Illustration of fund management for a Joint Programme with Parallel Funding



4.4 Fund Management Mechanism

Participating agencies will sign a Memorandum of Understanding on fund management. Each agency will be accountable for supporting the national implementing partners in managing the joint programme. It will also follow up with the national partners on implementation, and is accountable for narrative and financial reporting to the joint programme coordination mechanism. UNDP is the Administrative Agent of the One UN Fund for Rwanda and is accountable for timely disbursement of funds to participating agencies and implementing partner in case allocations from the One UN Fund are made to the programme.

4.5 Transfer of cash to national Implementing Partners

The implementing partners will prepare annual and quarterly work plans, which will be consolidated by ILO as the lead agency, and presented to the Steering Committee for approval. Funds will be disbursed to implementing partners every quarter using a National Implementation Finance Management NIM modality and in line with Harmonized Approach to Cash Transfers (HACT) if applicable. Non-HACT participating UN agencies may transfer cash in line with their own financial regulations, rules, and procedures.

Upon expenditure and reporting by the national implementing partners, which shall be expected every 15th day of the month after the quarter, ILO will provide a consolidated narrative and financial report by the 1st day of the month following the end of the quarter.

Each UN agency will recover direct and indirect costs in accordance with their financial regulations and rules. This will be documented in the Memorandum of Understanding signed with the participating UN organization(s) and in any funding agreement signed with the donor(s).

4.6 Audit

Independent audits will be commissioned by the UN participating agencies and undertaken by private audit services in line with the UN guidelines and standards for auditing. Government implementing partners will cooperate with the UN agencies in monitoring and reporting on all activities supported by

the direct implementation modality and cash transfers. They will facilitate access to relevant financial records and personnel responsible for cash administration. The audit will be based on cash ceilings that necessitate an audit and those whose financial management capacity requires strengthening.

4.7 Communication

Upon consultation with the participating UN organizations, the UN shall take appropriate measures to publicize the Joint Programme. Information given to the press, to the beneficiaries of the Joint Programme, all related publicity material, official notices, reports and publications, shall acknowledge the role of the implementing partners and the One UN and all participating UN organizations, and the other contributors to the joint programme account. The UN participating Agencies will also be free to use their communication channels in addition the One UN channel to publicize the programme. As per corporate communication policy, 1% of budget will be earmarked to support communications efforts in support to the implementation of this programme. A budget line for communication will therefore be included in the programme budget as part of the management of the project.

4.8 Asset Management

All assets and equipment acquired to support the implementation of this programme will remain the property of the United Nations as per UN Policy on assets management until they are disposed-off or otherwise officially transferred to the Government. The Implementing partners will keep an updated inventory of all assets purchased in the framework of the programme.

5. Monitoring, Evaluation and Reporting

5.1 Monitoring

Annual Work Plans (AWP) will be developed by the implementing partners in consultation with the UN agencies under the leadership of ILO. A monitoring plan with clear milestones will be part of the AWP. Consolidated Annual Work plans (CAPs) will be prepared annually by agencies and will be monitored throughout the year.

The DevInfo (Di Monitoring), a web- based data management platform will facilitate regular and real time results based monitoring of the progress towards the results. It will support informed decision making, promote transparency, accountability and the data for advocacy. All signatories to the joint programme document will participate in monitoring and evaluation and contribute to the Annual Review. Every year, a monitoring plan with a calendar will be prepared jointly with the IPs. The calendar will focus on key results and indicators which will be tracked throughout the implementation of the programme. Clear milestones will be agreed upon which will be the basis for monitoring.

Monitoring will take different forms: structured field visits jointly organised with participating UN agencies and Development Partners will be undertaken at least once per quarter by the Programme team from the One UN and with each of the implementing partners. Monitoring visits will be guided by a field visit objective plan, which will examine progress in the various indicators outlined in the logical framework. All monitoring visits will include the involvement of the relevant Government counterparts, either at the central, district or local level.

It will also take the form of formal and informal meetings with the various implementing partners to discuss specific implementation challenges. It will also involve attending implementing partners' activities and interacting with beneficiaries. All structured monitoring visits will have clear objectives and a report will be prepared thereafter and kept in the profile file and fed into the DI Monitor so that

achievement of results can be continuously tracked and where there is disconnect, remedial measures undertaken immediately.

In terms of risk management, the risks will be reviewed every quarter based on reports from the implementing partners, from the field visits reports and during the technical and steering committee meetings. Annual programme review will also inform the risk management and mitigation measures.

Joint Programme Monitoring Framework (JPMF)

Expected Results (Outcomes & outputs)	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods (with indicative time frame & frequency)	Responsibilities	Risks & assumptions
JP Outcome 4.1 National capacities enhanced to promote employment intensive growth policies and mainstream youth employment in programmes and budgets	1. Processes and procedures institutionalized for incorporating youth sensitive dimensions in economic policies 2. Percentage change in funding for youth employment initiatives 3. Number of youth employment programmes being implemented and coordinated effectively	1. Review national policy formulation processes 2. Annual review of national budget and programmes	Primarily source for this information is government records. However, analytical reviews by think-tanks, NGOs, and international organizations will also be consulted in assess how employment is being mainstreamed in national policy framework	Policy analysis will be done in close consultation between UN Agencies and relevant partners. Results from the analyses will be shared and made widely available to stimulate dialogue	It is assumed that government will remain committed to pursuing a broad-based economic strategy that places poverty reduction and jobs at the centre of development policy
JP Outcome 4.2 Skills and competences of youth enhanced to increase their employability and ability to start and manage enterprises	1. Number of benefiting youth who start new businesses 2. Number of trained youth who get employed 3. Availability of data showing demand and supply for skills and number of TVET qualifications and training programmes developed	1. Administrative records of the government showing number of registered businesses 2. Programme supported sample surveys to measure progress of trainees/clients	Yearly tracking of businesses registered at the relevant government department Survey will be conducted twice during the life of the programme	The survey instrument will be designed jointly by the participating UN Agencies	The economy will continue to register healthy growth thereby creating demand for skilled workers and downstream business opportunities for SMEs
JP Outcome 4.3 Enhanced job creation and enterprise development through inclusive financial services	1. Types of financial products and services tailored for youth owned by SMEs 2. Number of SMEs owned by young people receiving financial services 3. Number of policies, laws and regulation developed to address youth access financial services	Data from government records, central bank, and other surveys on the financial industry	Data will be collected from existing sources such as government records, surveys conducted by national think-tanks, and international organizations	UN Agencies responsible for delivery of this output will be responsible for collection and analysis of data from the financial industry	The assumption is that access to financial services is the major binding constraints for entrepreneurs. While that may be the case, business cycles and general volatility of the economy can impact the performance of the businesses
JP Outcome 4.4 Labour Market Intermediation Services enhanced for youth economic empowerment opportunities	1. Extent to which National Plans and Programmes are informed by LMI 2. Number of Youth and Women Benefiting from Employment Service Centre 3. Types of Services Provided by Employment Service Centres	1. Administrative records of the government showing number of registered businesses 2. Programme supported sample surveys to measure progress of trainees/clients	Yearly tracking of businesses registered at the relevant government department Survey will be conducted twice during the life of the programme	The survey instrument will be designed jointly by the participating UN Agencies	It is assumed that government will remain committed to pursuing a broad-based economic strategy that places poverty reduction and jobs at the centre of development policy
JP Outcome 4.5 Programme Coordination, management and oversight strengthened	Results monitoring on a regular basis				

5.2 Joint Programme Review

The EPYMW programme review will be conducted annually under the coordination of the ILO as the lead agency and the lead government counterpart. The annual review will provide the opportunity for the UN System, and the implementing partners and donors to measure the progress and contribution towards the achievement of the Joint programme results. The Annual Reviews will report progress on the joint programme results (outputs and outcomes), annual targets based on M&E matrix ensuring that targets are relevant and updated. The review will take stock of lessons and good practices highlight key results achieved and challenges.

The reviews will provide the opportunity to assess and make recommendations related to the planning assumptions, risks and emerging opportunities and any revisions to the Annual Work Plans, including the related strategies, partnerships and resource allocations. The feedback from the annual reviews will inform the annual report on progress on the result areas based on the targets as well as the progress on the cross cutting issues. The feedback will also inform the annual planning processes and commitments for the preceding year, including any strategic and operational adjustments required.

5.3 Evaluations

A mid-term and final evaluation of the programme will be conducted by an external evaluator. Terms of reference for the midterm and end term evaluation will be agreed upon by all the partners in the programme in the Steering Committee. The mid-term evaluation will inform and strengthen the on-going implementation of the programme. It will assess the progress against the outcome and output targets and will guide the implementation of the remaining part of the programme.

The final evaluation will assess the programme achievements vis-à-vis the expected results and will be used to guide the next programming cycle. It will in addition identify the challenges faced, draw lessons learned and provide recommendations. All national implementing partners, stakeholder UN agencies and the other stakeholders will be involved in the evaluation.

5.4 Reporting

To build on inputs from M&E tools and strategies, the implementing partners will document achievements, opportunities, challenges and impacts of the programme that other organizations can benefit from and take further from there.

The One UN standard progress report will be used for reporting. Preparations for implementation, progress reports and other updates will be shared and discussed during the quarterly programme steering committee meetings.

ILO will be responsible for consolidating quarterly and annual reports. However, Agencies in the programme will be expected to give their input in the reports before they are finalized. Their inputs may be in form of lessons learnt, challenges, and best practices.

The quarterly and annual progress reports will provide a basis for managing outputs vs. expenditures. A final programme review report will be prepared upon programme completion, summarizing and evaluating project achievements in detail.

6. Legal Context

This Programme Document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Rwanda and the UNDP, signed by both parties. The host country implementing agencies shall, for the purpose of the Standard Basic Agreement, refer to the government cooperating agency described in that Agreement.

The following types of revision may be made to this Programme document, only with the signature of the UN Resident Representative, provided that he/she is assured that the other signatories of the Programme document have no objections to the proposed changes:

- Revisions or in addition of any of the annexes of the Programme Document.
- Revisions which do not involve significant changes in the immediate objectives, outputs or activities of a programme, but are caused by the rearrangement of inputs already agreed to or caused by cost increases due to inflation, and
- Mandatory annual revisions, which rephrase the delivery of agreed Programme inputs, or increase expert or other costs due to inflation, or take into account expenditure flexibility

The implementing partners agree to undertake all reasonable efforts to ensure that none of the UN funds received pursuant to the present Programme Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>

This provision must be included in all sub-contracts or sub-agreements entered into under this Programme Document”.

7. Work plans and budgets

Annual Work plans and budgets Year 1: 2014/2015

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	AGENCY	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
			Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Outcome 1: National capacities enhanced to promote employment intensive growth and mainstream youth employment in programmes and budgets										
Output 1.1: Planning capacities for an employment intensive growth environment reinforced										
Indicators 1.Availability of evidence based sources of growth and employment especially for youth and women 2. Sectoral assessments and strategies for employment and growth potentials available	ILO	Provide support for sectoral and districts employment diagnosis to provide guidance for current and future national jobs targeting					MIFOTRA			0
	UNECA	Provide Support for reinforcing regional employment intensive policies and strategies					MIFOTRA			0
	ILO	Support Accountability obligation of key government institutions for placing employment indicators in annual action plans, and for supervision, statistical reporting and evaluation of results					MIFOTRA			0

3. Number of ministries and budget agencies using evidence- based processes for planning and budgeting youth employment initiatives Baseline: Currently limited analysis and capacities for employment mainstreaming	ILO	Strengthen capacities of social partners to engage in employment policy development and implementation and alignment of NEP and National Employment Policy and their strategies					MIFOTRA			0
	UNWOMEN	Support to develop a robust and dynamic gender sensitive electronic M&E system profiling all NEP beneficiaries					MIFOTRA			0
Output 1.2: Coordination Capacities for the national employment program strengthened										
Indicators 1.structures for employment coordination exist 2. accountability structures functioning Baseline Lack of coordination and accountability for job creation and employment	ILO	Provide support for enhancing an effective systemic employment planning and coordination mechanism and networking at central and district level					MIFOTRA			0
	ILO	Enhance capacities of decentralised entities to design and undertake locally driven economic development (LED) programmes fostering young women and men employment					MIFOTRA			0
	ILO	Support capacities of social partners to engage in dialogue on employment promotion					PSF			0

Outcome 2: Youth and women Skills and competences enhanced for employability and enterprises competitiveness										
Output 2.1: Youth and women Skills and capacities for productive employment developed										
Indicators: 1. Number of youth and women enrolled in training schemes 2. Number of youth and women accredited with certificates from training programmes	UN-HABITAT	Support the capacity building and scale up of Youth Friendly Centres to provide pathways to employment of youth and other women, with a focus on priority sectors					MYICT			0
	ILO	Support youth centres and ICPCs to acquire equipment and up-grade skills and technology of operators in 30 Districts					MIFOTRA			0
	UNDP	Conduct a study on the "Labour Market Skills Demand and supply" mismatch					MINECOFIN			15,650
	UNWOMEN	Support and expand weaving skills development and businesses for women in traditional baskets					MINEDUC			0
	UNWOMEN	Support small scale women farmers with modern farming practices skills and equipment to meet demands of the market					MIGEPROF/MINAGRI			0
	ILO	Provide support for the development of sector skills development programmes targeting especially needs of priority sectors					MINEDUC			0

	FAO	Support skills development and acquisition of assets needed for aquaculture enhancement					MINAGRI			0
	ILO	Support certification of apprenticeship program for the unskilled and semiskilled					MINEDUC			0
Output2.2: Capacity of the vocational training systems for quality employment-orientation enhanced										
Indicators:	ILO	Support vocational institutions to deliver more job relevant training programs					PSF			0
1. Number of companies training TVET students at workplaces	ILO	Support the development of Training Manuals and modules of short term Vocational and Apprenticeship program					MINEDUC			0
2. Number of TVET graduates employed after certification	ILO	Support private companies & Training Institutions to jointly use workplace-based training programs					PSF			0
Baseline:	UNESCO	Build capacities of formal training institutions to implement programs that develop transferable skills aligned with labour market needs.					MINEDUC			0
Low demand and disconnected TVET training systems from the world of work	UNESCO	Support formal training institutions to provide digital educational materials for young people living with disabilities					MINEDUC			0

	ITC	Support national programs in business management and ICT skills development to increase employability and entrepreneurship capabilities for TVET graduates.					MINEDUC			0
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Outcome 3: Job creation and enterprise development enhanced through entrepreneurship development, inclusive financial services, and access to markets

Output 3.1 Effective policy environment to facilitate resource allocation of financial institutions that target businesses owned by young entrepreneurs enhanced

Indicators: 1. Enactment of policies needed for an inclusive financial sector 2. Number of schemes that provide financing for SMEs owned by young people	UNCDF	Provide support for the implementation of the national financial education and literacy strategy and enhance access to inclusive financial services					MINECOFIN			0
Baseline: A stocktaking exercise will be undertaken to establish a baseline of number of financial institutions and estimated clientele of youth	UNCDF	Provide support to enhance client protection principles					MINECOFIN			0

Output 3.2 Improved quality and tailored outreach of financial services for young entrepreneurs provided through existing financial institutions

Indicators:	ILO	Support the provision of start-ups and tool kits to the apprentices and short term vocational graduates for self-employment					MINEDUC			0
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Baseline See baseline output 4.2.1	1. Number of MFIs provided support 2. Number of entrepreneurs accessing financial services	UNCDF	Support bankable business proposals and start-up MSMEs projects to access finance through guarantee loan, matching grant and Quasi Equity schemes through financial institutions					MINICOM			0
		UNWOMEN	Provide support for the promotion and expansion of women's informal savings and loans initiatives					CoK			0
		UNCDF	Strengthen the capacity of financial institutions to develop, test and deliver new financial product that are tailored for young men and women entrepreneurs					MINECOFIN			0
		UNCDF	Strengthen the capacity of financial institutions to develop, test and deliver new financial product that are tailored for young men and women entrepreneurs					MINECOFIN			0
		ITC	Support SMEs and financial institutions in the area of ICT based financial solutions (credit scoring and risk management software tools) for young men and women entrepreneurs.					MINICOM			0
		UNDP	Support employment initiatives Specific for the needs of the youth with disabilities					MYICT			0
Output 3.3 Financial education programmes promoted to encourage youth to learn about credit and savings as well creating greater demand for financial services											

Indicators: 1. Change in knowledge among target population about financial products and services Baseline: Generally low awareness among young people about financial services	UNCDF	Strengthen the capacity of youth serving organizations to promote entrepreneurship and access to finance					MINECOFIN			0
	UNCDF	Support the scale up of programs regarding creation of informal saving groups targeting underserved youth					MINECOFIN			0
Output 3.4 Youth and women enterprises have increased access to local, regional and international markets										
Indicators: 1. Targeted enterprises have improved turnover and customer base 2. Export potentials Baseline: baseline study	UNWOMEN	Support women farmer cooperatives and associations to expand production and to engage in value-added processing particularly in tomato and mushroom trades					CoK			0
	UNWOMEN	Provide support for business expansion of the fortune 500 women enterprises					MINICOM			0
	UNIDO	Provide support for building a more enabling business environment through regulatory and policy reforms					MINICOM			0
	UNECA	Support the expansion of export-oriented enterprises with an emphasis on agricultural and agro-processing activities					MINICOM			0

	UNIDO	Support the improvement of market linkages between rural women producers and processors					MINICOM			0
	UNWOMEN	Support women enterprise to acquire productive technologies, tools and equipment					MINICOM			0
	ITC	Support youth and women enterprises in selected trades to acquire market information on demand of their products					MINICOM			0
Output 3.5 Youth Entrepreneurship programs and Capacities of Service providers improved for enhanced entrepreneurship trainings and for self-employment										
Indicators: 1. Number of trained youth awarded with certificates 2. number of trained youth provided with seed-capital Baseline: baseline study	ILO	Support entrepreneurship development for young men and women for self-employment					MINICOM			0
	ILO	Support the development of entrepreneurship training curricula for informal training programmes and organize trainings					MINEDUC			0
	UNCTAD	Facilitate potential younger entrepreneurs to access business role modelling and mentorship through business linkages					MYICT			0
	UNDP	Support women and youth businesses to acquire digital skills and equipment for business management and access to markets					MYICT			0

UNDP	Provide support for organizing ICT youth Innovation and award Younger entrepreneurs under YouthConnekt					MYICT			0
UNDP	Provide support for the organization of the youth innovation and entrepreneurship program of the Transform Africa 2013 Conference					MYICT			200,000
UNDP	Support to Identify, select and constitute a database of potential beneficiaries of vocational massive short term training and all apprenticeship					MYICT			0
UNDP	Produce a step by step guide for the youth benefiting from entrepreneurial trainings on "How to set up a business" within the framework of the TOP10 identified economic opportunities for youth					MYICT			0
ITC	Support selected District Business Development Centres to provide training on access to finance, and risk mitigation					MINICOM			0
UNWOMEN	Provide accessible market places and free markets for street vendors and hawkers in Kigali City Districts					MINICOM			0

	UNDP	Provide Technical and financial assistance for the production of TV reality show for the Youth Connekt Programme					MYICT			0
	UN-HABITAT	Provide start-up tool kits to beneficiaries of Short Term Vocational training programmes to promote self-employment creation					MYICT			0
	UNIDO	Establish Business Incubator Centres in Community Processing Centres to support growth of new businesses					MINICOM			0
Outcome 4: Labour Market Intermediation Services enhanced for youth economic empowerment opportunities										
Output 4.1: Evidence based decision making in the labour market enhanced										
Indicators: 1. Extent to which National Plans and Programmes are informed by LMI 2. Frequency of Labour Data Collection	ILO	Support the assessment and capacity upgrading of Labour Market Information System to regularly produce data and information needed for evaluation and reporting on employment and job creation achievements					MIFOTRA			0
	ILO	Support the assessment of deficiencies in the methodologies, analysis, and reporting mechanisms of the LMIS.					MIFOTRA			0

3. Scope of Data Collected in Relation to Needs of End-Users Strengthened Employment Services Delivery	ILO	Strengthen the capacity of LMIS Unit including equipment, system managers, data operators and analysts; support LMI data collection systems and dissemination to respective end users and stakeholders					MIFOTRA			0
Output 4.2: Increased awareness about available training and employment opportunities in ICT among youth										
Indicators: 1. Platform created for cooperation and multi-stakeholder partnerships between academia, private sector and government for skills development and employment creation for youth in ICT	UNDP	Support the set-up, coordination and implementation of the Youth Connekt series					MYICT			0
	UNV	Provide opportunities for participation and skills development for youth through the creation of a national online volunteering platform in the framework of Youth Connekt					MYICT			0

	ILO	Support the establishment of public employment centres and strengthening of Kigali Employment Service Center to deliver job search information services, job placements, training, apprenticeship and internships					MIFOTRA			0
	UNDP	Support outreach to youth through multimedia equipment and training in Rubavu and Kigali					MYICT			0
Outcome 5: Programme Coordination, management and oversight strengthened										
Output 5.1 Direct Support for capacity building of IPs										
Indicators: 1.Extend to which business processes of SPU units are improved	ILO	Technical support to NEP secretariat through the Single project implementation unit (SPIU MIFOTRA)					MIFOTRA			0
	UNDP	Support the establishment of Single project implementation unit (SPIU)					MYICT			0
	UN-HABITAT	TA for coordination of YFC centres at District level					MYICT			0
Output 5.2 One UN Quality Control including audits, evaluation and communication										
Indicators: <i>Effectiveness and efficiency of Programme coordination processes</i>	ILO	Support BPO for communication monitoring, auditing and evaluation					MIFOTRA			0
	ILO	Programme Coordination support					ILO			0
TOTAL										215,650

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Annual Work plans and budgets Year 2: 2014/2015

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	AGENCY	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
			Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Outcome 1: National capacities enhanced to promote employment intensive growth and mainstream youth employment in programmes and budgets										
Output 1.1: Planning capacities for an employment intensive growth environment reinforced										
Indicators 1.Availability of evidence based sources of growth and employment especially for youth and women 2. Sectorial assessments and strategies for employment and growth potentials available	ILO	Provide support for sectoral and districts employment diagnosis to provide guidance for current and future national jobs targeting					MIFOTRA			150,000
	UNECA	Provide Support for reinforcing regional employment intensive policies and strategies					MIFOTRA			50,000
	ILO	Support Accountability obligation of key government institutions for placing employment indicators in annual action plans, and for supervision, statistical reporting and evaluation of results					MIFOTRA			50,000

3. Number of ministries and budget agencies using evidence- based processes for planning and budgeting youth employment initiatives Baseline: Currently limited analysis and capacities for employment mainstreaming	ILO	Strengthen capacities of social partners to engage in employment policy development and implementation and alignment of NEP and National Employment Policy and their strategies					MIFOTRA			200,000
	UNWOMEN	Support to develop a robust and dynamic gender sensitive electronic M&E system profiling all NEP beneficiaries					MIFOTRA			150,000
Output 1.2: Coordination Capacities for the national employment program strengthened										
Indicators 1.structures for employment coordination exist 2. accountability structures functioning Baseline Lack of coordination and accountability for job creation and employment	ILO	Provide support for enhancing an effective systemic employment planning and coordination mechanism and networking at central and district level					MIFOTRA			100,000
	ILO	Enhance capacities of decentralised entities to design and undertake locally driven economic development (LED) programmes fostering young women and men employment					MIFOTRA			50,000
	ILO	Support capacities of social partners to engage in dialogue on employment promotion					PSF			50,000

Outcome 2: Youth and women Skills and competences enhanced for employability and enterprises competitiveness										
Output 2.1: Youth and women Skills and capacities for productive employment developed										
Indicators: 1. Number of youth and women enrolled in training schemes 2. Number of youth and women accredited with certificates from training programmes	UN-HABITAT	Support the capacity building and scale up of Youth Friendly Centres to provide pathways to employment of youth and other women, with a focus on priority sectors					MYICT			300,000
	ILO	Support youth centres and ICPCs to acquire equipment and up-grade skills and technology of operators in 30 Districts					MYICT/MINEDUC			400,000
	UNDP	Conduct a study on the "Labour Market Skills Demand and supply" mismatch					MINECOFIN			0
	UNWOMEN	Support and expand weaving skills development and businesses for women in traditional baskets					CoK			100,000
	UNWOMEN	Support small scale women farmers with modern farming practices skills and equipment to meet demands of the market					MIGEPROF			50,000

	ILO	Provide support for the development of sector skills development programmes targeting especially needs of priority sectors					MINEDUC			50,000
	FAO	Support skills development and acquisition of assets needed for aquaculture enhancement					MINAGRI			100,000
	ILO	Support certification of apprenticeship program for the unskilled and semiskilled					MINEDUC			60,000
Output2.2: Capacity of the vocational training systems for quality employment-orientation enhanced										
Indicators:	ILO	Support vocational institutions to deliver more job relevant training programs					PSF			50,000
1. Number of companies training TVET students at workplaces	ILO	Support the development of Training Manuals and modules of short term Vocational and Apprenticeship program					MINEDUC			50,000
2. Number of TVET graduates employed after certification	ILO	Support private companies & Training Institutions to jointly use workplace-based training programs					PSF			100,000
Baseline:	UNESCO	Build capacities of formal training institutions to implement programs that develop transferable skills aligned with labour market needs.					MINEDUC			50,000

Low demand and disconnected TVET training systems from the world of work	UNESCO	Support formal training institutions to provide digital educational materials for young people living with disabilities					MINEDUC			200,000
	ITC	Support national programs in business management and ICT skills development to increase employability and entrepreneurship capabilities for TVET graduates.					MINEDUC			150,000
Outcome 3: Job creation and enterprise development enhanced through entrepreneurship development, inclusive financial services, and access to markets										
Output 3.1 Effective policy environment to facilitate resource allocation of financial institutions that target businesses owned by young entrepreneurs enhanced										
Indicators: 1. Enactment of policies needed for an inclusive financial sector 2. Number of schemes that provide financing for SMEs owned by young people	UNCDF	Provide support for the implementation of the national financial education and literacy strategy and enhance access to inclusive financial services					MINECOFIN			200,000
Baseline: A stocktaking exercise will be undertaken to establish a baseline of number of financial institutions and estimated clientele of youth	UNCDF	Provide support to enhance client protection principles					MINECOFIN			0
Output 3.2 Improved quality and tailored outreach of financial services for young entrepreneurs provided through existing financial institutions										
Indicators:	ILO	Support the provision of start-ups and tool kits to the apprentices and short term vocational graduates for self-employment					MINICOM			100,000

1. Number of MFIs provided support
2. Number of entrepreneurs accessing financial services

Baseline
See baseline output 4.2.1

UNCDF	Support bankable business proposals and MSMEs projects to access finance through guarantee loan, matching grant and Quasi Equity schemes through financial institutions					MINICOM			450,000
UNWOMEN	Provide support for the promotion and expansion of women's informal savings and loans initiatives					CoK			50,000
UNCDF	Strengthen the capacity of financial institutions to develop, test and deliver new financial product that are tailored for young men and women entrepreneurs					MINECOFIN			200,000
UNCDF	Strengthen the capacity of financial institutions to develop, test and deliver new financial product that are tailored for young men and women entrepreneurs					MINECOFIN			0
ITC	Support SMEs and financial institutions in the area of ICT based financial solutions (credit scoring and risk management software tools) for young men and women entrepreneurs.					MINICOM			150,000

	UNDP	Support employment initiatives Specific for the needs of the youth with disabilities					MYICT			150,000
Output 3.3 Financial education programmes promoted to encourage youth to learn about credit and savings as well creating greater demand for financial services										
Indicators: 1. Change in knowledge among target population about financial products and services Baseline: Generally low awareness among young people about financial services	UNCDF	Strengthen the capacity of youth serving organizations to promote entrepreneurship and access to finance					MINECOFIN			50,000
	UNCDF	Support the scale up of programs regarding creation of informal saving groups targeting underserved youth					MINECOFIN			200,000
Output 3.4 Youth and women enterprises have increased access to local, regional and international markets										
Indicators: 1. Targeted enterprises have improved turnover and customer base 2. Export potentials Baseline: baseline study	UNWOMEN	Support women farmer cooperatives and associations to expand production and to engage in value-added processing particularly in tomato and mushroom trades					CoK			100,000
	UNWOMEN	Provide support for business expansion of the fortune 500 women enterprises					MINICOM			50,000
	UNIDO	Provide support for building a more enabling business environment through regulatory and policy reforms					MINICOM			50,000

	UNECA	Support the expansion of export-oriented enterprises with an emphasis on agricultural and agro-processing activities					MINICOM			50,000
	UNIDO	Support the improvement of market linkages between rural women producers and processors					MINICOM			50,000
	UNWOMEN	Support women enterprise to acquire productive technologies, tools and equipment					CoK			50,000
	ITC	Support youth and women enterprises in selected trades to acquire market information on demand of their products					MINICOM			50,000
Output 3.5 Youth Entrepreneurship programs and Capacities of Service providers improved for enhanced entrepreneurship trainings and for self-employment										
Indicators: 1. Number of trained youth awarded with certificates 2. number of trained youth provided with seed-capital Baseline: baseline study	ILO	Support entrepreneurship development for young men and women for self-employment					MINICOM			150,000
	ILO	Support the development of entrepreneurship training curricula for informal training programmes and organize trainings					MINEDUC			50,000
	UNCTAD	Facilitate potential younger entrepreneurs to access business role modelling and mentorship through					MYICT			200,000

	business linkages								
UNDP	Support women and youth businesses to acquire digital skills and equipment for business management and access to markets					MYICT			150,000
UNDP	Provide support for organizing ICT youth Innovation and award Younger entrepreneurs under YouthConnekt					MYICT			100,000
UNDP	Provide support for the organization of the youth innovation and entrepreneurship program of the Transform Africa 2013 Conference					MYICT			0
UNDP	Support to Identify, select and constitute a database of potential beneficiaries of vocational massive short term training and all apprenticeship					MYICT			60,000
UNDP	Produce a step by step guide for the youth benefiting from entrepreneurial trainings on "How to set up a business" within the framework of the TOP10 identified economic opportunities for youth					MYICT			50,000

	ITC	Support selected District Business Development Centres to provide training on access to finance, and risk mitigation					MINICOM		100,000
	UNWOMEN	Provide accessible market places and free markets for street vendors and hawkers in Kigali City Districts					MINICOM		50,000
	UNDP	Provide Technical and financial assistance for the production of TV reality show for the Youth Connekt Programme					MYICT		60,000
	UN-HABITAT	Provide start-up tool kits to beneficiaries of Short Term Vocational training programmes to promote self-employment creation					MYICT		50,000
	UNIDO	Establish Business Incubator Centres in Community Processing Centres to support growth of new businesses					MINICOM		150,000
Outcome 4: Labour Market Intermediation Services enhanced for youth economic empowerment opportunities									
Output 4.1: Evidence based decision making in the labour market enhanced									

Indicators: 1. Extent to which National Plans and Programmes are informed by LMI 2. Frequency of Labour Data Collection 3. Scope of Data Collected in Relation to Needs of End-Users Strengthened Employment Services Delivery	ILO	Support the assessment and capacity upgrading of Labour Market Information System to regularly produce data and information needed for evaluation and reporting on employment and job creation achievements					MIFOTRA			150,000
	ILO	Support the assessment of deficiencies in the methodologies, analysis, and reporting mechanisms of the LMIS.					MIFOTRA			50,000
	ILO	Strengthen the capacity of LMIS Unit including equipment, system managers, data operators and analysts; support LMI data collection systems and dissemination to respective end users and stakeholders					MIFOTRA			200,000
Output 4.2: Increased awareness about available training and employment opportunities in ICT among youth										
Indicators: 1. Platform created for cooperation and multi-stakeholder partnerships between academia, private sector and government for skills development and employment creation for youth in ICT	UNDP	Support the set-up, coordination and implementation of the Youth Connekt series					MYICT			300,000

	UNV	Provide opportunities for participation and skills development for youth through the creation of a national online volunteering platform in the framework of Youth Connekt					MYICT			50,000
	ILO	Support the establishment of public employment centres and strengthening of Kigali Employment Service Center to deliver job search information services, job placements, training, apprenticeship and internships					MIFOTRA			100,000
	UNDP	Support outreach to youth through multimedia equipment and training in Rubavu and Kigali					MYICT			75,000

Outcome 5: Programme Coordination, management and oversight strengthened

Output 5.1 Direct Support for capacity building of IPs

Indicators: 1. Extend to which business processes of SPU units are improved	ILO	Technical support to NEP secretariat through the Single project implementation unit (SPIU MIFOTRA)					MIFOTRA			300,000
	UNDP	Support the establishment of Single project implementation unit (SPIU)					MYICT			50,000
	UN-HABITAT	TA for coordination of YFC centres at District level					MYICT			100,000

Output 5.2 One UN Quality Control including audits, evaluation and communication										
Indicators: <i>Effectiveness and efficiency of Programme coordination processes</i>	ILO	Support BPO for communication monitoring, auditing and evaluation					MIFOTRA			60,000
	ILO	Programme Coordination support					ILO			100,000
TOTAL										7,115,000

* The Total Planned Budget by UN Organization should include both programme cost and indirect support cost

