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INKUNGA Y'ABANYAMERIKA



AKAZI KANOZE

Youth Livelihoods Project

Workplan

Revised based on

rural extension

October 1, 2011 – September 30, 2012



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AKAZI KANOZE

WORKPLAN OCTOBER 1ST, 2011 – SEPTEMBER 30, 2012

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Section 1: PROJECT SUMMARY

The AKAZI KANOZE: Youth Livelihoods Project is a 4-year project financed by the United States Agency for International Development (USAID) and implemented by Education Development Center, Inc. (EDC). The implementation dates are October 2009 – January 2014. Akazi Kanoze provides youth ages 14-35 with market-relevant life and work readiness training and support, hands-on training opportunities, and links to the employment and self-employment job market.

The project goals are to:

- **Increase Livelihood Opportunities for Youth**

Akazi Kanoze empowers youth with the necessary tools and resources to enter into a positive development pathway that will lead to increased lifelong livelihood opportunities;

- **Develop a Thriving Youth Livelihood Support System** Akazi Kanoze builds capacity and creates linkages between youth, the Rwandan economy, and the public and private institutions so that youth can access increased opportunities for productive engagement in Rwandan society.

In the first two years of activities, the project met and/or exceeded most of its targets. Major accomplishments include:

- Over 5,230 youth were enrolled in the program (including 108 youth above 24 years old), including 1875 OVCs; 3782 completed Akazi Kanoze work readiness training (487 are still in training); 2016 youth pursued further education and 1504 youth accessed an economic opportunity (paid internship, employment or self-employment).
- EDC has 23 ongoing partnerships with local implementing partners (one partnership has been ended).
- 181 trainers were trained in WRC.
- Capacity building was carried out with 24 partners in organizational strengthening and technical capacity building to help youth strengthen their livelihoods
- Strong partnerships with Government institution, especially the Workforce Development Authority, the Ministry of Labor, the Rwanda Development Board and the Ministry of Youth
- Strong foundations for Government appropriation of the model, through RDB and WDA partnerships
- Among youth completers, the job/internship/self-employment placement rate is at 50% as of September 2011. Note that this rate is calculated on the number of youth completers for whom there is active search for job placement.
- Strong M&E plan, database and data collection tools and systems in place.

The following workplan details targets and activities for the third year of implementation (October 2011-September 2012). It has been revised based on the recent extension of the project to rural areas.

Section 2: ACTIVITIES IN 2011-2012 (FY12)

Introduction

This document presents the Akazi Kanoze project's activities and planned outputs for Fiscal Year 2012. It is organized by objective. Each objective is broken down into its contributing activity sets, or components, and each component is described in terms of its FY12 activities. Finally, each planned activity for FY12 is summarized by an expected output for the fiscal year. These outputs contribute to the broader, project-level outputs and outcomes for Akazi Kanoze as a whole.

At the end of the document, we summarize planned FY12 outputs and activities by component and by objective and state the timeframe within which we expect each activity to be completed. This summary table links back to the broader, project-level set of outputs and outcomes presented in the Akazi Kanoze Project Monitoring Plan (PMP).

Result 1: Targeted youth are more capable of earning a livelihood

Project Component 1: Delivery of WRC Curriculum and Complementary Services

FY 12 Activity 1.1: Graduation from Youth Work Readiness Training:

The following table presents actual and planned enrollment targets for youth in work readiness training. The planned enrollment targets have been reviewed to serve a total of 15,000 youth over the life of the project.

	Year 1 (fy 10)		Year 2 (fy 11)		Year 3 (fy 12)		Year 4 (fy 13)		LOP	
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Total Youth	1200	1307	4000	3815	5500	-	4300	-	15,000	5122 ¹
OVC (included in Total Youth)	500	431	1500	1444	1200	-	0	-	3200	1875

While 4000 youth enrollees were planned in year 2 (FY11), in fact, 3815 youth had been enrolled by September 30, 2011. Among the 3815 enrolled in Year 2 (FY11), 3102 completed the Akazi Kanoze training by September 30, 2011. A remaining 487 enrolled youth will complete their training by Quarter 2 of FY12, bringing the total number of completers for AK Cohort 2 served during FY11 to 3589. Graduation ceremonies for this cohort will take place at various times in fy12. A graduation ceremony for over 2600 of the total number of completing youth will be held in Kigali in October 2011. Another group of around 500 youth will participate in a graduation ceremony planned in the Southern Province for November-December 2011. Another graduation ceremony may be organized in April-May 2012, based on the number of completers by that date.

¹ Note: the 5122 figure doesn't include an additional 108 youth, above 24 years old, trained in FY10.

FY12 Output 1.1: Graduation ceremonies 2nd youth cohort, totaling 3589 youth

FY12 Activity 1.2: Enrollment of new youth cohorts

In addition to the FY11 youth finishing their training, Akazi Kanoze plans to enroll at least 5,500 youth this year. The following planning has been revised from our initial FY12 workplan to include the expansion in rural areas.

Table 2: Planned Timing of Youth Enrollment FY12

Dates	Total Youth Enrolled	Youth in Urban areas	Youth in rural areas	OVCs	Partners
Oct-Dec 11	135	135	0	100	Finalization recruitment Partners selected by RFA3 (PAJER & Esther's Aid)
Oct-Dec 11	400	400	0	150	CRS SILC groups trained by WRC trainers (pending from last year)
Jan-Mar 12	450	450	0	200	RFA4 IPs recruitment (ATEDEK (100), BDSS(50), GARUKA(100), JOC(100), CARITAS(100))
Oct-Dec 11	900	900	0	260	Ips renewals (CSDI 200, Yes Rwanda 100, SOS 150, KORA 150, Maximedia 200, COATB 100)
Jan-Mar 12	400	400	0	0	Frontiers RDB partnership
Jan-Mar 12	400	200	200	0	Launch of ALP program
Jan-June 12	300	300	0	140	Frontiers
Apr-Jun 12	1200	700	500	300	Ips renewal (AVSI (300 rural, 100 urban), Ester's Aid (200 urban), Benimpuhwe (100 urban, 100 rural), Bamporeze (100 urban), Cefotrar (100 urban), AEE (100 rural, 100 urban))
Apr-Sept 12	700	0	700	0	RFA 5 (rural)
Apr-Jun 12	300	0	300	0	WDA TVET new schools piloting
May-Sept 12	500	0	500	100	CRS SILC groups trained by WRC trainers
Jul- Sep 12	300	0	300	0	RFA 6 (rural)
Jul- Sep 12	300	100	200	0	ALP II
	6285	3585	2700	1250	

Note: Most of the above mentioned partners target youth under 24 years old. The exceptions will include RDB (about 65% should be above 24 years old, but under 35 years old), as well as potential new partners in rural areas.

FY12 Output 1.2: Enrollment of new cohorts reaching at least 5,500 youth, including 1250 OVCs

FY12 Activity 1.3: Literacy and Numeracy Assessment

For each partner recruiting youth who dropped out after Primary 6 education or before, the Akazi Kanoze team administers a Literacy and Numeracy test in Kinyarwanda to ensure the youth have a minimum numeracy and literacy level that allows him/her to follow the Work Readiness Training, as well as ensure that groups are homogeneous by level of numeracy and literacy. This test will be administered on an ongoing basis during the recruitment of youth participants. The project will ensure that this assessment is included in each IP scope of work, with an appropriate timeline in the action plan.

FY 12 Output 1.3: Kinyarwanda literacy/numeracy assessment administered to all participating youth who did not complete P6 education assessment.

FY12 Activity 1.4: Complementary Training and Services

All implementing partners usually propose a set of complementary training and/or services to increase youth's skills and capacity to access a job or start their own business. If the IP doesn't implement a complementary activity itself, it usually works in partnership within another organization that does so. In addition to these complementary services, Akazi Kanoze is planning to implement the following complementary training and services:

FY12 Activity 1.4.1: Complementary Savings and Lending Group Services

Under its partnership with CRS, Akazi Kanoze is planning on providing SILC services to a target of 1,900 Akazi Kanoze youth participants this year. To reach this target, EDC and CRS will utilize an approach that will include:

- **900 youth** will be recruited in KIGALI City and in some targeted rural areas, in which CRS will work with Akazi Kanoze Implementing Partners. While the IPs will select and train the youth in work readiness, they will also start forming SILC groups with CRS right away. Each IP will indicate at the beginning of its activities if the youth are interested in SILC and CRS will link with the IPs who expressed interest.
- **1400 youth** will be recruited in Kigali (400) and rural areas (1000) by CRS: CRS will work with its partner CARITAS. The 400 youth in Kigali will receive SILC training, small IGA management training by the CRS field agents and EDC Akazi Kanoze will organize trainings in WRC. In the rural areas, EDC will build CRS field agents capacity to also deliver the WRC in addition to their traditional SILC and IGA development package. CRS subgrant will be amended to reflect this additional work in rural areas in Q3.

It is important that youth members receive basic training in income-generating activities management. CRS will be providing this type of training to every youth participating in SILC groups. To increase the understanding of IP Coordinators as well as trainers and enhance mobilization of youth toward saving approaches, CRS and EDC will organize 2 workshops one with trainers and one with coordinators.

In addition to SILC groups, Akazi Kanoze has several partners (PAJER, ASOFERWA and AEE) that are implementing another type of saving and loan group called Village Saving and Lending Activities

(VSLA). The project will also closely monitor the achievements of these groups. The project is expecting 200 youth to be involved in this type of VSLA groups this year.

FY12 Output 1.4.1:

- a. One-day Awareness session with IP coordinators on SILC methodology*
 - b. Two-day awareness session with WRC trainers on SILC methodology*
 - c. 1900 youth formed into SILC and 200 in VSLA Groups*
 - d. 1900 youth receive basic IGA training*
-

FY12 Activity 1.4.2: Conversational English

Akazi Kanoze trained 285 youth in its beginner-level English Functional Literacy curriculum in 2011. To meet high demands for conversational English classes from IPs, Peace Corps Volunteers selected and trained Akazi Kanoze graduates with strong spoken English skills as EFL interns. These 6 interns, who were selected from a competitive two-part process, teach the Akazi Kanoze beginner-level EFL curriculum to youth at IPs. Assuming that on average an EFL intern is teaching two 90-minute classes per week, the curriculum takes approximately 6 weeks to administer. Due to IP demands, interns ultimately teach two groups per week, teaching each group two classes for a total of four classes per week. Based on the current number of EFL interns committed to the project, we plan to train on average 30-40 eligible youth in 6-8 interested IPs in the coming quarter. Hence, we would serve approximately 180-320 youth each quarter. **According to these estimates, we would train approximately 700-1200 youth in conversational English in 2012.**

A Spoken English Evaluation (SEE) has been created to assess English conversational skills of students. This test, which is administered on an ongoing basis, serves as both a pretest and posttest to measure students' advancement in English skills.

To meet the demands of the rural beneficiaries of Akazi Kanoze, we propose to replicate the EFL internship model that has proven successful in Kigali. PCVs will assess the spoken abilities of Akazi Youth in rural areas using the SEE assessment tool. Based on the results, the PCVs will select and train promising youth with strong leadership and functional English abilities to teach their peers in the rural areas. If a rural IP wants to offer EFL classes, they must budget for facilities, an EFL intern's salary, and transportation costs for the intern. PCV Pamela Boulware, who is placed at a rural site with IP AVSI, will be instrumental in directing this new EFL training initiative.

FY12 Output 1.4.2:

- a. 700-1200 participate in conversational English*
 - b. 700-1200 youth receive pre/post course scores conversational English*
 - c. 5 to 10 EFL interns recruited*
-

FY12 Activity 1.4.3: Development and implementation of various other complementary curricula

This year:

1. **Akazi Kanoze will pilot test the entrepreneurship training** with WDA. This activity is a continuation of last year's workplan that could not be completed due to WDA delays. Akazi Kanoze also plans to pilot this curriculum with at least 200 youth from other IPs this year.

2. Based on market research, some **specialized curricula** may need adaptation to allow youth to acquire a short-term specialization that could help them access new economic opportunities. Based on the ICT study run by IYF last year, as well as the project's success in training youth interns in M&E Access database management and their placement in jobs, the project will explore the possibility to implement specific IT curricula and design pilot programs with some IPs.
3. From the assessment run with economic and USAID partners for the rural extension, Akazi Kanoze will further adapt the **work readiness curriculum (WRC)** adding specific components on cooperative and small IGA management. This adaptation will be completed by May 2012. It is not anticipated for the moment to develop any additional curricula for the rural extension, as most partners identified will be providing the technical training.

FY12 Outputs 1.4.3:

- a. Entrepreneurship curriculum pilot tested with 350 Akazi Kanoze and TVET participants by Q3*
 - b. ICT curricula identified that could help open new economic opportunities for youth by Q2.*
 - c. ICT pilot programs implemented with 2 IPs.*
 - d. WRC curriculum adapted for rural areas by May 2012.*
-

FY 12 Activity 1.4.4: Strengthen transition/accompaniment activities

SELF EMPLOYMENT:

Many IPs are proposing transition strategies for youth around self-employment, especially through the creation of cooperatives. Through the experiences of last year, Akazi Kanoze learned that cooperatives may not always be the right models and that for a cooperative or an individual microenterprise, training and coaching are necessary. Furthermore, most of the training and coaching available on cooperative management is focused on registration, law and administration. Akazi Kanoze started developing a training curriculum in cooperative management. This curriculum will be further enhanced based on new partnerships the project will be exploring as part the rural extension. Each IP proposing the creation of one or several cooperatives as part of their implementation plan will be required to provide this training and coaching. Coaching will be extremely important and EDC will work with these IPs in identifying the coaches/mentors, while ensuring that youth alumni who succeeded in cooperative development share their experiences with Akazi Kanoze graduates starting their cooperatives.

Akazi Kanoze will also work with IPs on a strategy to provide advanced entrepreneurship training and coaching for youth wishing to start a small business. The strategy will be finalized in Quarter 1. We expect that at least 200 youth will participate in this entrepreneurship program this year. One of the direct outputs will be a business plan for each youth or small group of youth wanting to start a business together. These business plans will serve to approach microfinance institutions and other mechanisms aiming at financing business start-ups, such as COOJAD, the Business Plan competition, RDB business incubators.

TRANSITION TO JOBS:

Akazi Kanoze plans to work closely with its IPs in identifying economic pathways for youth. Several activities will be undertaken with the IPs this year:

- As follow-up to the Market Opportunity Workshop held last year, the project will develop a set of tools that will help EDC and IPs identify economic opportunities for youth in advance of the renewal of IPs subgrants and selection of youth cohorts.
- The Akazi Kanoze team will continue organizing ongoing meetings among partners to share experiences on matching recruitment of youth and identified market opportunities. Some IPs are very good in this element. They will share their experiences with the other partners, while Akazi Kanoze staff will directly follow up in the field.
- The private sector specialist will also work with IPs on working with youth in developing CVs, mock interviews and assessing skills for specific economic opportunities from private sector partners. Some IPs may even recruit and train youth based on the specific demand of some companies' needs, especially in the construction and agribusiness sector.
- Akazi Kanoze will review the IPs' SOW and staffing plans to ensure each IP has a "local private sector specialist (PSS)" who will be in charge of connecting youth to the labor markets. This local PSS will be trained and coached by EDC.

FY12 Outputs 1.4.4:

- Training and coaching strategy for self-employment created by Q1*
 - 200 youth trained in entrepreneurship, and business plans developed by Q4*
 - 20 individual businesses or cooperatives started by Q4*
 - Tools for market opportunity analysis developed by Q2*
 - Each IP develops a profile list of all youth with key skills and/or CVs (ongoing)*
 - Each IP has a local private sector specialist in their staffing plan*
-

FY 12 Activity 1.4.5: Continue airing the Akazi Kanoze radio program

By quarter one, EDC, in partnership with SFCG, will evaluate the lessons learned and direct impact of the Akazi Kanoze Soap Opera on youth livelihoods. This will be done through focus groups discussions with youth who listened to the Akazi Kanoze Soap Opera and with Youth trained in Akazi Kanoze work readiness. The purpose of the FGDs is to capture the added value and skills transmitted to youth through radio program in comparison with class based training. This will help to improve the Soap Opera if necessary.

Furthermore, as part of the rural extension, the radio program will be expanded and include 40 fifteen minute standalone episodes. The dramas will be broadcasted once a week, with a rebroadcast. Development of the 40 episodes will start in May 2012 to be completed in July 2012. Airing would start in August.

FY12 Outputs 1.4.5:

- Radio program listener focus groups conducted*
 - Focus group results analyzed and presented*
 - New episodes developed in May-July 2012*
 - New radio program starts airing in August 2012*
-

FY12 Activity 1.4.6: Developing an SMS information system

As part of increasing Akazi Kanoze's capacity to continuously survey and provide relevant job market information, **EDC is partnering with Souktel to develop an SMS-based information system.** Souktel

proposes a SMS-based system that can provide three different types of services potentially useful to the project. Akazi Kanoze will define with Souktel the type of features the system should include for this specific project. Features may include:

Souktel's SMS Alert system enables EDC staff, local partners, and/or local employers to send out job/training information and educational content rapidly, on a large scale, to young beneficiaries' mobile phones on all Rwandan mobile networks.

- Job Matching system, with creation of mini CVs via SMS
- SMS surveys let EDC staff/local partners create educational quizzes/contests, M&E surveys, and youth opinion polls—to be sent out on a large scale to young beneficiaries' phones (on all Rwandan mobile networks). Youth can respond to questions by texting their answers, one by one.

This support has the potential to keep track of thousands of youth alumni and has the potential of becoming a key feature of the Rwanda Youth Opportunity Network (RYON). **This activity was initially planned last year, but will be implemented this year. The contract will be finalized in October 2011, activities starting in Q1.**

FY12 Outputs 1.4.6:

- a. SMS system developed*
 - b. SMS system piloted*
-

FY12 Activity 1.4.7: Youth Civic Participation

Originally, AK thought a civic participation competition would be necessary to motivate youth to participate in civic activities. In light of the rural extension and the overwhelming results of youth participation in civic activities through IPs that exceeded targets set for this year by a wide margin, EDC will propose in its revised workplan to cancel the competition and focus on the successful and ongoing work with IPs in engaging youth in civic activities.

FY12 Outputs 1.4.7:

- a. At least 500 youth engaged in civic activities*
-

FY12 Activity 1.4.8: Career Guidance Library

Akazi Kanoze will explore the possibility to create an in-office library for Akazi Kanoze youth and IPs. This in-office library will feature resources on: English Functional Literacy; career guidance; entrepreneurship; HIV/AIDS prevention; WRC. Akazi Kanoze staff will explore options to hire a full-time Peace Corps or JICA volunteer to manage and train library staff (who will be other volunteer interns, ideally AK graduates) and organize resources and consider partnership with Peace Corps, VSO, JICA, COICA, or independent volunteers to locate this library manager. This library will be open to AK youth and graduates who can schedule CV-counseling sessions via SMS, phone, or the AK website. The project will explore book and resource donations from individual donors.

FY12 Output 1.4.8: If resources allow, resource library set up and volunteer manager selected by end of Q3.

Project Component 2: Accelerated Learning Program (former “Nyamirambo Initiative”)

Main activities this year are as follows:

FY12 Activity 2.1: Community Youth Mapping Report

The findings of the CYM report will be presented to Akazi Kanoze staff, local partners, government officials and communities where CYM was carried out. This will help inform the advancement of Akazi Kanoze youth livelihood project goals in Kigali. This presentation will be held in Quarter 1.

FY12 Outputs 2.1:

- a. CYM findings presented to IPs and Akazi Kanoze staff in Q2*
 - b. CYM findings presented to officials and communities of the surveyed areas in Q2*
-

FY 12 Activity 2.2: Accelerated Learning Program (ALP)

The Accelerated Learning Program (ALP) targets primary school dropouts with a 4th grade level or above, and provides accelerated education that results in an alternative P6 level. This alternative basic education will include the same basic literacy and numeracy competency provided by formal education, yet with the difference that accompanying subjects will be more work- and livelihood-oriented, and will prepare learners with a strong life and work readiness foundation from which they would be eligible either to re-enter formal post primary education; enter post-primary vocational-technical schools; or, access other livelihood/training opportunities, with the basic skills necessary for success.

Literacy and Numeracy Curriculum: In order to run the program, a curriculum will be developed. Local and international consultants have been recruited to this end. They reviewed the existing curricula and finalized the ALP curricula map that helped them to develop lessons. To note, the curriculum will be comprised of approximately 600 (300 hours for literacy in Kinyarwanda, 200 hours for math and 100 for English) instructional hours and will be taught in a 12-month period followed by 6 months of an accompaniment phase. The goal of the program is for youth to reach a literacy and numeracy level equivalent to a primary six (P6) education. Graduates will have choices about their future vocational paths: either to continue with some form of education such as Technical and Vocational Education Trainings, search for a job in a particular area, or start their own businesses with others. The development of a Literacy and Numeracy curriculum started in Quarter 4 of FY11 and will be continued in Q1 and Q2 of FY12.

Selection of ALP implementing Partners: The Expression of Interest (EOI) was developed and posted in the local newspaper in FY11 to identify potential partners for the ALP implementation. About 12 organizations were reviewed and field visits were organized. The RFA will be issued in October 2011, with the goal of selecting 4-5 partners. The selection is reviewing various criteria, including the organization’s capacity to reach out to youth in neighboring areas and to work with them longer term. The choice of vocational training will also be carefully analyzed to ensure the highest chances to link to viable economic opportunities. This vocational training will also be selected in close collaboration with WDA’s economic sectors’ priorities. The TOT on the ALP curriculum is scheduled in December 2011. The first ALP youth cohort will start in January 2012. It is anticipated that a total of 400 youth will participate in this first cohort.

In addition, the rural extension proposed to extend the ALP to at least 300 additional youth. The RFA will be organized in April, for a final selection of the partners in July. ALP II will start in August 2012.

FY12 Outputs 2.2:

- a. ALP curriculum finalized by Q2*
- b. Assessment approach for technical and literacy/numeracy skills developed by Q2*
- c. Implementing partners selected in Q1*
- d. Two TOTs organized in January and March 2012*
- e. Implementation begun in Q2*
- f. Second ALP cohort partners selected by August, ALP II activities started in August*

Project Component 3: Workforce Linkage Activities

FY12 Activity 3.1: Connecting Partners with the Private Sector

Akazi Kanoze will look at sharing experiences and reinforcing the capacity of local partners to link with the private sector and create direct, short-term job and internship opportunities for the youth participants who will benefit from hands-on work experience. The private sector specialist (PSS) will work directly to facilitate connections between training partners and the private sector to determine with sufficient advance notice the number of openings available, as well as the specific skill sets and level required if youth are to be successfully placed. In order to decide placement openings and skills, the PSS will develop and implement a “labor needs survey” for potential champions that can serve as a placement and training planning tool.

The list of job opportunities identified in FY11 by the PSS, upon which Akazi will build in the coming year, includes:

- Construction sector: AETBP and Horizon, GDP contractors and EMP
- Agribusiness: Masaka farms, Minimex (Rwamagana) Sorwathe (Kinigi)

An average of 200² youth will be placed per quarter through the connections facilitated between the PSS and the IPs. This work will include maintaining ongoing relationships with the private sector companies; working with the IPs on youths’ profiles and CVs, mock interviews, etc.; and linking the youth to the companies. For “high demand” companies, requiring more than 20 youth at a time, the PSS and the IPs will need to identify the best strategy for ongoing monitoring onsite. This may also require setting up coaches to monitor and coordinate the work of the youth at the workplace.

In addition to this, each IP is required to identify potential jobs and internships when they develop proposals to renew subgrants with EDC. The EDC team works closely with them to coordinate that work and inform the IPs better on potential identified sectors the IPs can pursue. The focus in Kigali will be around ICT, services, hospitality, and construction.

FY12 Output 3.1:

- a. Connections facilitated between potential institutions and IPs (ongoing).*

² Note: This number was revised with this workplan version from 300 to 200 average job placements per quarter, as this specific activities run by the PSS and IPs target more specifically Kigali based employers. As Akazi Kanoze is expanding programming in rural areas, it is reprogramming some of its employment targets to rural areas.

- b. Labor needs survey developed and conducted with at least 5 potential youth opportunity sponsors (champions).*
 - c. 200 youth placements each quarter in jobs/internships, facilitated by Private Sector Specialist in collaboration with the IPs*
-

FY12 Activity 3.2: Meet with and award existing “champions” of the program

In FY11, 24 private companies identified as “champions,” employed 2 youth in jobs or internships. In FY12, the project will work on placing additional youth with these champions. As a target, these companies will have recruited a total of 100 new youth in paid internships or jobs.

Furthermore, this year, Akazi Kanoze will propose a training program to the champions (and perhaps a few additional new partners) on coaching and mentoring interns, in order to get the most of the internship program, both for the internees and employers. Akazi Kanoze will look at existing training among its EQUIP3 network and adapt based on the needs in Rwanda. A workshop will be organized with at least 10 employers in Q3.

FY12 Output 3.2:

- a. 100 Youth engaged in work experience through existing “champions” by Q4*
 - b. Internship support training developed and implemented with champions and IPs.*
-

FY12 Activity 3.3: Administer and analyze Employer Survey

Akazi Kanoze administers the Employer Satisfaction Survey to better fit what Akazi Kanoze offers to the needs of the private sector and assess youth performance in the workplace. Akazi Kanoze will continue to administer an Employer Satisfaction Survey aimed at: 1) ensuring youth have gained the employability skills taught by the WRC, and 2) continuing to gather feedback from the private sector on skills development to ensure the Akazi Kanoze project remains informed on labor market needs and responds to these needs. Companies hosting at least 2 youth will be surveyed. The target this year is to survey at least 30 employers.

FY12 Outputs 3.3:

- a. Employer satisfaction surveys implemented with 30 employers*
 - b. Survey results analyzed and reviewed by Akazi Kanoze staff and partners*
 - c. Relevant employer recommendations implemented*
-

FY12 Activity 3.4: Pursue specific markets and economic opportunity studies

FY12 3.4.1 Activity: Analyze further the ICT analysis by IYF and meet with relevant IT private sector or other organizations to which youth could be linked:

The market analysis done by IYF explored several market opportunities for youth. IYF will also make available curricula targeted to meet these opportunities. Akazi Kanoze will work to further analyze these opportunities and curricula through specific partners interested in pursuing these opportunities. Reports will be shared and discussed with IPs in the first quarter. Akazi Kanoze and IPs will identify several particularly strong opportunities for Rwanda and design 3-4 pilot programs aimed at implementing the identified curricula.

FY12 Output 3.4.1: Evaluate and incorporate the results of the IYF ICT industry study with IPs through the development of 3-4 pilot programs (see also activity 1.4.3 above)

FY12 3.4.2 Activity: Analyze further the CYM report and what could be further researched.

The Community Youth Mapping carried out in FY11 analyzed the youth situation in many aspects of their livelihoods; education situation, employment and career aspirations, job opportunities as per youth as well as employers' perceptions, health issues, and other aspects of their life. Following findings and recommendations from the CYM report, Akazi Kanoze will explore ways to incorporate some of the recommendations and see how to adjust some activities to meet the needs of the market.

FY12 Output 3.4.2: Evaluate and incorporate (if possible) the results of the CYM study

FY12 3.4.3 Activity: Identify opportunities for Early Childhood Development (ECD) caregivers.

For youth who completed at least Secondary 3 education, but didn't pursue secondary school, Akazi Kanoze wants to explore the economic opportunity for ECD caregivers. While the MoE is eager to support the development of pre-school teachers, in order to meet the important need of the country in ECD, the sector will also need qualified and well trained caregivers to supplement this goal. A short-term specialization can be done at a cost efficient way, as good curricula and practices exist in neighboring countries, such as Tanzania. However, the project will also need to identify direct employment and/or self-employment opportunities for at least a pilot of 50 youth before selecting this possibility. Two of the Akazi Kanoze IPs, Benimpuhwe and Strive Foundation, are interested in pursuing this opportunity.

FY12 Output 3.4.3: Assess the viability of employment or self-employment for trained ECD care givers in Kigali; pilot an ECD training and placement initiative with Akazi Kanoze IP

FY12 Activity 3.5: Pursue specific markets and economic opportunities in rural areas

The rural extension is designed to pursue specifically identified economic opportunities in partnership with public and private companies, as well as other USAID EG funded projects.

FY12 3.5.1 Activity: Partnerships with other USAID funded projects.

EDC identified initial partnerships as part of its proposal for rural extension. Specifically, EDC will partner with:

- DAI/Nyungwe Forest Eco-tourism project and CWS/Nyungwe Forest Conservation project in communities around the Nyungwe Forest. This year, we will serve at least 200 youth under this initiative. Major economic opportunities have been identified in bee-keeping, construction, hospitality services
- Maize value chain: working with IFDC/PREFER project and CARANA/PHHS project, EDC will work with at least 200 youth this year. This includes economic opportunities in Maize Shelling small machinery and Agrodealers training.
- By the end of Quarter 2, EDC will have met additional EG funded projects to explore collaboration, including the Road construction project (RFRIP) and the IILP/Ejo Hesa project.

FY12 Output 3.5.1: At least 400 youth are enrolled under partnerships with other USAID projects

FY12 3.5.2 Activity: Linkages with other economic partners.

Several for profit and non profit partners were identified who have the potential to absorb or place high number of youth in economic opportunities. Value chains identified include coffee, animal husbandry, bee keeping, vegetable production, construction. To concretize these opportunities, EDC will organize several RFAs, including a RFA for organizations to start-up with 300 youth and a smaller RFA for organizations that will start-up with 50 to 100 youth. This multi RFA approach will allow Akazi Kanoze to engage with organizations that have a range of technical and management capacities. The variety of partners identified in this process will meet the employment and training demand identified with the cooperatives and private sector. EDC will also continue engaging with its current IPs to identify other opportunities in rural areas.

FY12 Output 3.5.2: At least 600 youth are enrolled under other economic partnerships in rural areas

Project Component 4: Ambassador Girls Scholarship Program (AGSP)

FY12 Activity 4.1: Manage AGSP

EDC will assist Amajyabere Iwacu Action (AIA), one of two organizations previously supported by AED, to continue implementation of the AGSP with the Batwa community. AIA works with local community mentors, primarily community leaders, who meet with their mentees on a weekly basis. Many of AIA's mentors may not have a formal education. However, all mentors participate in training sessions. During mentoring activities, mentors stress the importance of education, and work directly with recipients and families to encourage regular attendance in school and successful study-habits. AIA's scholarship package includes tuition and boarding fees for primary and secondary schools, uniforms, school materials, transportation, text books, and toiletries. Secondary school beneficiaries also receive shoes and clothes. This year, AIA will buy materials for 418 students currently in 9YBE, and will buy materials and pay boarding fees for 64 students currently in secondary school. Expected results of AK's AGSP support will be: (1) Reduced dropout rates in children coming from very poor households in Rwanda; and (b) Capacity building for local associations to manage education money. This year, another goal will be to work with AIA towards the creation of a registered organization.

FY12 Output 4.1:

- a. 418 students pursue 9YBE, 64 students pursue secondary school*
 - b. AIA is a registered organization*
-

Result 1 Summary: All activities and outputs completed in FY12 under Result 1 will contribute to the following program level outputs and outcomes:

- Youth participate in USG-supported functional literacy, numeracy and soft skills training programs (corresponds to indicator AK OP1.1): FY 12 target – 5500; LOP target: 15,000

- Youth demonstrate improved work readiness skills (corresponds to indicator AK OC 1.2): FY12 Target – 3200; LOP target - 9499
- Youth pursue further education and/or training (corresponds to indicator AK OC 1.3): FY12 Target - 2165; LOP Target 6148
- Youth gain employment or better employment (corresponds to indicator AK OC 1.4): FY12 Target – 2117; LOP Target 6297
- Youth participate in at least one civic activity in their district, sector or neighborhood (corresponds to indicator AK OC 1.5): FY12 Target - 500; LOP Target – 1450
- Number of OVCs participating in the program (corresponds to indicator AK OP1.2): FY12 Target – 1250; LOP Target – 3250
- New HIV-AIDS-GBV indicators: FY12 Target – 5500; LOP Target 9800.

Result 2: Local institutions have improved capacity to prepare youth for work

Project Component 5: Institutionalization of Work Readiness and Sustainability

FY12 Activity 5.1: Participation in WDA TVET sub-sector working group

Akazi Kanoze participates in regular meetings of the TVET subcluster. Through this work, Akazi Kanoze works with WDA and other donors to coordinate all donors' works. It is through this collaboration that Akazi Kanoze is leading a multi-donor effort to have a curriculum on Work Readiness and Entrepreneurship Skills ready for appropriation by the TVET system. The work will continue in FY12. Akazi Kanoze Chief of Party will participate in the sub-sector working groups in policy, training and qualification framework.

FY12 Output 5.1:

- c. Regular meeting minutes of the Work Readiness and Entrepreneurship Skills Subgroup*
- d. Strategy to scale up WRC and entrepreneurship curriculum within TVET (depends on both WDA and overall WG functionality and timeliness) (see also activity 6.3.3)*

FY12 Activity 5.2: Finalize the adaptation of the WRC and entrepreneurship curriculum to be fully integrated into WDA curricula

After completion of the piloting of the two curricula, Akazi Kanoze will work with WDA to review and finalize these curricula to be fully integrated into the package of curricula provided by WDA. This will include assessment processes of teachers, assessment processes of students, integration into the new WDA qualification framework.

FY12 Output 5.2:

- a. Finalize piloting of WRC and entrepreneurship with WDA involving TOT of 25 trainers and implementation with 250 youth (depends on overall WG functionality and timeliness)*
- b. Teacher and student assessment processes finalized by Q3.*

FY12 Activity 5.3: Certification of the Work Readiness Curriculum by WDA

In parallel of the effort described above, Akazi Kanoze will work with WDA to ensure that the Work Readiness Curriculum is certified as a separate curriculum. While the WRC will be included in the formal TVET system (vocational training centers and technical schools), independent organizations, such as our current IPs, may deliver this curriculum. It will be important to set up a certification and accreditation system for these organizations recognized by WDA. EDC will work on a system that ensures quality delivery of the WRC. Target date is the same as above.

FY12 Output 5.3: WRC certified by WDA by Q4

FY12 Activity 5.4: Refine work readiness assessment approach

In addition, **further work will be done on the assessment of the work readiness skills** gained by the youth. This includes the alignment of Akazi Kanoze work readiness standards with international standards and the creation of a simple work readiness pre and post test that targets key behaviors and knowledge.

In addition, as part of the efforts done in better preparing IPs to connect with the private sector for youth transition, we will ensure that every internal assessment³ of AK youth conducted by IPs requests that the youth develop a CV and/or simple list of skills/qualifications (for the less educated ones). Finally, the project will organize refresher workshops for trainers on internal assessment. At least 2-3 workshops will be organized this year based on needs.

FY12 Output 5.4:

- a. WRC Assessment approach is reviewed against international standards, and revised accordingly*
 - b. Work readiness pre- post behavior and knowledge assessment developed*
 - c. CV development as part of each youth's portfolio development*
 - d. Refresher workshops for trainers on internal assessment: 2-3 workshops this year*
-

Several avenues for sustainability have been identified in Year 1, on which the project will work this year. In addition to the institutionalization of the WRC and related activities as described under components 5 and 8, we plan the following activities:

FY12 Activity 5.5: Meet with IPs and discuss sustainability

A meeting with IPs to discuss sustainability was organized in FY11 and a number of strategies discussed.

Six IPs (essentially those with training centers or programs) are interested in integrating the WRC in their training programs. A TOT for teachers and trainers who are giving training in Technical skills will also need to be given prior to the integration. Other IPs found it difficult to come up with a sustainability plan document. For all IPs, it was suggested that a template be developed to guide them.

³ Note: the WRC includes an internal assessment for 60% (the youth are assessed by their trainer on participation, portfolio and self-assessment after each module) and an external assessment (a 2 hours written test administered by EDC team).

Akazi Kanoze will design a template and send it to the IPs to develop their strategies. These will be submitted by the end of Q1. Once every IP has come up with its strategies, EDC will discuss and assess with partners the feasibility and the level of support needed from EDC.

In quarter 4 of this year, Akazi Kanoze will submit a report summarizing the potential strategy for sustainability for each IP.

FY12 Output 5.5: Akazi Kanoze implementing partners have a documented sustainability strategy to provide ongoing workforce development services to youth

Project Component 6: Partner Selection and Capacity Building

FY12 Activity 6.1: Renewal and continuous support to existing partners:

Activity 6.1.1: Renewal of existing partners

During the second year of activity, the project both increased the number of IPs and renewed former IPs. The process of renewals was longer than anticipated, but stronger. As a result, several partners will increase their capacity, serving more youth, but at the same time, take the time to work with EDC and their partners to pre-identify economic opportunities. As the number of youth grows, it is extremely important to anticipate and better target specific economic sectors, job placements and self-employment strategies. It also means that partners cannot always propose the same type of specialized training; they need to diversify their type of technical training. This requires additional capacity building and flexibility.

EDC continues learning and sharing among its partners to ensure these IPs' renewals are market relevant. This focus will be even more important this year to ensure we are not over-saturating some markets. The issue of girls' employment will also drive our work.

Furthermore, to facilitate this process of IPs' renewal, a generic tool will be developed to assess the implementation performance. This will assist in renewing partnership based on performance of the existing IPs.

FY12 Output 6.1.1:

- a. At least 15 IPs renewed*
 - b. Performance tool developed and all IPs evaluated after each end of contract and before each renewal.*
-

Activity 6.1.2: Reinforce capacity and share best practices among IPs to increase their performance in transition to economic opportunities

With each existing partner, Akazi Kanoze will hold regular meetings to support implementing partners to increase youths' placement in jobs/internships/self-employment. Based on M&E data, the project will also identify the best performing IPs. Akazi Kanoze will hold workshops to allow these best performing IPs to share best practices, lessons, and challenges with other partners who have placed less than 50 percent of youth in income generating activities/jobs/internships. Furthermore, Akazi Kanoze will organize meetings between IPs that offer complementary trainings in the same economic sectors. Workshops will enable IPs to share experiences and lessons in their domain to better find youth employment opportunity.

Year 2 revealed a need to strengthen IPs' capacity in coaching the youth as they start cooperatives. Akazi Kanoze staff will train IPs to train their youth in cooperative management. The Akazi Kanoze Master Trainer and entrepreneurship specialist will conduct a needs assessment of youth cooperatives in different IPs through field visits of existing cooperatives and organize a training accordingly.

Finally, an internship program with the youth who demonstrated their leadership in interacting and bringing youth together in each group of 25 youth will be created among the WRC graduates from IPs who demonstrate difficulties in tracking their youth graduates. These youth interns, called "Youth Trackers" will remain in touch with their groups as the graduates transition to economic opportunities and ensure the IPs and the Akazi Kanoze project keep track of these graduates.

FY12 Output 6.1.2:

- a. Hold quarterly meetings with IPs on transition to economic opportunities*
 - b. Youth cooperatives needs assessment conducted and IPs trained in Cooperative management completed by end of Q2.*
 - c. Recruit 50 volunteers trained to serve as youth trackers.*
 - d. The best performing IPs will be recognized and featured on the Akazi Kanoze's website and newsletter on their successes.*
-

FY12 Activity 6.2: Support for new partners

Activity 6.2.1: Developing new Principal Implementing Partners:

After two years of activity, Akazi Kanoze keeps on receiving requests from organizations to become partners of the program. Each RFA reveals at least 4-5 strong partners each time. Akazi Kanoze will issue two additional RFAs this year. These will also serve to identify potential new partners in rural areas. In order to not only rely on an EOI released in the newspapers, the project will also organize a quick mapping of organizations/companies working with youth. The mapping will not be exhaustive, but will look at other active ways of identifying organizations that may be interested in applying to the next RFAs.

EDC will invite new organizations to submit a proposal through 2 different RFAs. We expect to select 8 to 10 new organizations as new IPs. Our main focus will be to extend activities in the rural sector. However, some new IPs may be selected with activities in Kigali's three districts if they demonstrate a target to specific promising economic sectors and/or a strong strategy to serve out-of-school youth.

FY12 Output 6.2.1: Around 8-10 new implementing partners selected

Activity 6.2.2: Developing New Specialized Partners

Priority will also be given to develop more "complementary training" partnerships, especially with the private sector for in-house training. This year, we would like to scale up this approach with more partners and bigger groups of youth. Priority industries will continue to include the construction sector and the agri-business sector; however, we will also look carefully at potential partners and training opportunities in the IT sector. While discussions have started to absorb relatively high numbers of youth, our efforts will also be focused on managing the absorption of these numbers, matching offer and demand. Several of these institutions can absorb and provide in-house training,

but the youth need to be trained first on specific trades along with the WRC. We will select some of our IPs to work directly with these specialized partners. The first effort is in the construction sector with companies such as EMP and GPD contractors.

FY12 Output 6.2.2: Partnerships developed with 3 major companies, with 200 youth placed through these partnerships

Activity 6.2.3: Increasing the role of the Peace Corps

The partnership with Peace Corps will also be pursued. Discussions are ongoing to receive additional Peace Corps Volunteers to train in English communication, support the work of the IPs in HIV-AIDS prevention and health, and coach young people in their transition such as creating cooperatives and small businesses. In light of an extension of Akazi Kanoze activities in the rural areas, EDC asked Peace Corps to receive up to 10 new PCVs.

FY12 Output 6.2.3: Up to 10 new PCVs join the Akazi Kanoze program

FY 12 Activity 6.3: Government of Rwanda partnerships

Akazi Kanoze has several ongoing partnerships with different institutions of the Government of Rwanda (GoR), with whom it plans to continue working toward the appropriation of the Work Readiness Curriculum and other youth livelihood development services within their respective programs. As described under Component 5, Akazi Kanoze has a strong partnership with the Rwanda Workforce Development Authority, for which the details and outputs of this partnership are described under component 5. Additional activities this year include:

FY12 Activity 6.3.1: Partnership with RDB

The partnership with RDB to provide the WRC to the youth participating in their National Youth Internship program will be pursued. We expect that at least 400 youth will benefit from the training this year. Most of these youth will be trained in quarters 1 and 2. However, it is important to note that while these youth are university graduates who couldn't find a job and were lacking some basic employability skills to access the job market, more than half of them are above 24 years old, while still fitting with the national youth definition's bracket of 14-35 years old.

FY11 Output 6.3.1: As part of the RDB partnership, WRC delivery to at least 400 national internship program youth graduates

FY12 Activity 6.3.2: Participation in the MIFOTRA subsector on Employment Promotion

EDC will continue participate in the sub-sector meetings for Employment Promotion to continuously explore potential new partnerships with MIFOTRA, beyond the program implemented jointly with RDB.

FY12 Output 6.3.2:

- a. EDC will participate in the meetings on Employment Promotion organized by MIFOTRA*
 - b. One new partnership identified with MIFOTRA*
-

FY12. Activity 6.3.3: Partnership with the Ministry of Education (General secondary education)

Ministry of Education/Secondary schools: The former Minister of Education expressed the interest that Akazi Kanoze curriculum be adapted for secondary schools during the first graduation ceremony. However, in Year 2, the change of Minister didn't allow to move this activity forward. Akazi Kanoze will explore this possibility again once a new Minister is designated, as well as with the State Minister.

FY12 Output 6.3.3: Consultations with MoE representatives on the WRC adaptation to secondary schools

FY12. Activity 6.3.4: Explore partnerships with MINICYOUTH and MINAGRI

EDC participates regularly in MINICYOUTH stakeholders' meetings to propose ideas and strategies on youth livelihood development, continuing exploring how Akazi Kanoze can support MINICYOUTH activities. An idea that was discussed with the PS last year and will be further explored is around youth access to financing.

In addition, EDC will explore opportunities with Ministry of Agriculture and the Ministry of Industry). EDC has begun discussions with the new WDA Director General on supporting a youth internship program in the agricultural sector. While RDB and PSF have such programs to address the needs of university graduates and TVET graduates, EDC proposes to pilot one for graduates of agricultural schools. EDC proposes to pilot this program with an initial cohort of 200 youth. We will work with MINAGRI and/or the Ministry of Industry for agroprocessing industries, in collaboration with WDA to develop the possibility of paying youth a stipend during the internship. The program would include delivery of the basic work readiness curriculum as well as intern monitoring. EDC will only start this activity if there is a strong buy-in by the ministries.

FY12 Output 6.3.4:

- a. Meetings held with MINICYOUTH*
 - b. Meetings held MINAGRI*
 - c. Youth Internship Program in Agriculture launched if buy-in from Ministries*
-

FY12 Activity 6.4: New Partner Capacity Building

All new IPs receive the following training, completed by ongoing field visits and support from Akazi Kanoze Team:

FY12 Activity 6.4.1: Conduct financial management training

Akazi Kanoze plans to conduct a 2 day financial management workshop, followed by regular monitoring and individualized training by Akazi Kanoze's financial team at the partners' offices. The financial management training is provided immediately after the subgrants' finalization.

FY12 Output 6.4.1: Financial management training and financial management field support for Akazi Kanoze implementing partners

FY12 Activity 6.4.2: Carry out a training of trainers for new implementing partners

A Training of Trainers (ToT) for the Workforce Readiness Curriculum's implementation to be delivered over a period of 10 days to the trainers selected by the local partners (average of one trainer per 25 youth). This will be delivered at the start of each round of subgrants. Akazi Kanoze will assess the qualifications of the trainers with the implementing partners.

FY12 Output 6.4.2: Training of Trainers for Implementing Partners (Nov., Apr. and Aug.)

FY12 Activity 6.4.3: Carry out an M&E training for new implementing partners

Monitoring and evaluation trainings with implementing partners' directors are frequently organized to ensure compliance and standardization. Such training meetings are scheduled within the first month of a subgrant's implementation.

FY12 Output 6.4.3: M&E Training for Local Partners (Nov, Apr, and Aug.)

FY12 Activity 6.4.4: Technical training and capacity building services for partners

In addition to training on delivering the work readiness curriculum, EDC also provides implementing partners with ongoing coaching on youth mentorship and career counseling. Technical support is directly provided through the placement of a Peace Corps Volunteer with an implementing partner to provide coaching to youth in cooperative, support partners in the English Functional Literacy program, and support in HIV-AIDS awareness. Implementing partners also receive support from the private sector specialist, master trainers, and field agents.

FY12 Output 6.4.4: At least 20 partners receive coaching and mentoring support.

FY12 Activity 6.5: Capacity Building for Ongoing Partners

This year, Akazi Kanoze will organize several half-day to one day refresher workshops and thematic meetings to share organizational experiences among partners. The thematic meetings will be organized based on the expressed needs of IPs or weaknesses identified by the Akazi Kanoze team among IPs.

Among others, Akazi Kanoze will provide refresher courses to trainers. Trainers will receive ongoing coaching and mentorship by master trainers and field officers. Akazi Kanoze will assess trainers' performances in delivering the WRC to evaluate trainers. Assessment conducted by master trainers and field officers will enable Akazi Kanoze to determine whether trainers need further coaching and mentorship to enhance the delivery of the WRC among youth.

The communication and M&E team at Akazi Kanoze will provide ongoing trainings in communication/M&E related activities to enhance implementing partners' reporting tools. The communication and M&E team plan to conduct 2 "refresher" meetings based on the internal assessment of the WRC.

FY 12 Output 6.5:

- a. Master trainers and field officers provide coaching and mentoring support to all implementing partners' trainers.*
- b. M&E refresher training organized with all ongoing IPs.*
- c. Development of performance assessment for trainers by Q2*

- d. *Strengthening the IPs capacities through monthly thematic trainings (Various topics depending on IPs' needs)*
 - e. *Communication training organized (Q1 and Q3)*
-

FY12 Activity 6.6: Access to Financing for young entrepreneurs: Capacity Building for COOJAD, recipient of a USG DCA

With the right capacity in place, the micro-finance institution (MFI), COOJAD, will be well positioned to provide loans to promising young entrepreneurs, especially with the establishment of a Development Credit Authority (DCA). Under this proposed activity, EDC will oversee a range of technical assistance activities designed to strengthen COOJAD's ability to expand loans to young entrepreneurs, both within the context of the DCA and loans that fall outside of the DCA. The activities pertain both to young entrepreneurs as individuals and as members of cooperatives.

Based on a preliminary assessment done by EDC with COOJAD in December 2011, one area of capacity building support Akazi Kanoze will focus on is credit and risk analysis for COOJAD staff. In particular, "credit and risk analysis" in the context of this capacity building engagement with COOJAD will entail training COOJAD staff in how to assess and evaluate business plans and loan applications from youth (particularly Akazi Kanoze youth graduates). Based on this analysis, the engagement seeks to provide concrete strategies on how youth will be able to effectively access start-up loans (including those backed by the DCA). A second key area of capacity building is in providing awareness-building programs for youth and COOJAD staff on youth-oriented loan products. This entails instilling a better understanding of borrowers such as youth who may represent a higher loan risk and where special training and awareness both for the microfinance institution (MFI) and the young borrowers would be helpful.

FY12 Activity 6.6.1: Strengthen COOJAD's Ability to Understand and Offer Youth-Oriented Loan Products:

Many, if not most, MFIs are not accustomed to making loans to young entrepreneurs—lacking understanding of what types of business lines and products young entrepreneurs choose to focus on, or how to evaluate a loan application from a young, relatively inexperienced entrepreneur as opposed to an older applicant. The project will conduct a series of awareness-raising events and training activities through which young entrepreneurs and COOJAD engage in a meaningful dialogue about how COOJAD can best understand loan products tailored to younger people. This would include training for COOJAD staff on how to structure loans where collateral might be lower than with older borrowers. Additionally, literature will be developed for COOJAD staff to use as a resource that covers the key issues involved in making loans to young entrepreneurs.

FY 12 Output 6.6.2: International specialist organizes dialogue and provides training in April 2012

Activity 6.6.3: Strengthen the Capacity of Young Entrepreneurs/Borrowers:

This year, Akazi Kanoze will select a group of young entrepreneurs among its IPs graduates (either as individuals or in cooperatives) to train in how to identify successful potential business ventures and how to develop feasible loan applications. Close attention will be paid to the sectors that are a priority for USAID such as in agriculture and tourism, as well as in the information and communications technology (ICT) sector, given that this is a fast-growing sector in Rwanda. This year, Akazi Kanoze targets a group of 30 young entrepreneurs to have developed a business plan and

application to COOJAD by September 30, 2012.

FY 12 Output 6.6.3: 30 young entrepreneurs are selected by AK to present applications to COOJAD by end of FY12.

Activity 6.6.3: Create a Pilot Program for the DCA-backed Loans to Young Entrepreneurs:

Based on the results of Activity 6.6.2, AK will work with COOJAD to provide loans to the selected young entrepreneurs. Once the loans are made, the project will work with the young borrowers to provide ongoing business support (e.g., advice on sales/marketing, loan repayments). We however recognize that this is COOJAD decision to give the youth a loan or not. Therefore, the output highlighted below is not in EDC's direct control but rather a target we expect COOJAD will be able to meet.

FY 12 Output 6.6.4: 20 loans are disbursed by COOJAD to AK young entrepreneurs by end of FY12.

Project Component 7: Rwanda Youth Opportunities Network (RYON)

FY12 Activity 7.1: Develop relationships across clusters around the issue of youth transition to economic opportunities

For this coming year, the project will organize a "steering committee," that would bring local implementing institutions, private organizations, public institutions, and youth trackers to discuss youth transition to further discover economic opportunities. This committee will include approximately 10-15 members. This activity will be initiated by end of Quarter 2.

FY12 Output 7.1:

- a. Group created with representatives from IPs, private sector, public sector, and youth graduates to discuss youth transition to economic opportunities by the end of Quarter 2.*
 - b. List of ideas and priority action established and shared with all IPs*
-

FY12 Activity 7.2: RYON Cluster Development

Specific RYON activities will be organized around "clusters."

FY12 7.2.1 Activity: Support for WRC trainer clusters

Akazi Kanoze created a database of experienced WRC trainers who can provide support to different institutions that are interested in delivery the WRC. Experienced WRC trainers are currently recognized by the project for their competent work in delivery the WRC. These trainers will be certified by WDA. Akazi Kanoze will facilitate 2 meetings over the year for these WRC trainers to share experience and feedback, as well as review/refresh skills on the assessment process.

FY12 Output 7.2.1:

a. 2 WRC trainer cluster meetings

FY12 Activity 7.2.2: Support Youth Graduate Clusters

One of RYON's most valuable potential assets is the Akazi Kanoze alumni base. For this reason, we will continue working with Akazi Kanoze graduates to create an alumni cluster. It should be noted that the creation of an internship program based on the needs of the project as an activity initiated last year will continue for next year. One important new component will be the creation of the "Youth Trackers." As a new component, youth leaders from different implementing partners will be responsible for keeping track of their peers. Among these interns, 2-3 youth will be selected to participate in the RYON "steering committee". The project will also increase the role of the alumni as role examples for the newly recruited youth. This could be organized through a "guest speaker" program, in which alumni address WRC classes. As success stories emerge, it will be important to have these youth share their experiences with youth being trained in WRC. Finally, through the Souktel SMS activity described under activity 2.2, the project will include AK graduates in our information sharing and job linkage program.

FY12 Output 7.2.2:

- a. Akazi Kanoze alumni working as project interns, including "Youth Trackers" program set up*
 - b. 2-3 Alumni are part of the RYON "steering committee"*
 - c. At least 10 youth alumni success stories identified and involved in WRC training to share their experience*
 - d. SMS system is populated with youth graduates information*
-

FY12 Activity 7.2.3: Identify Private Sector Industry Clusters

Hospitality industry: at least two meetings will be organized with this cluster to share updates on project progress, analyze future opportunities and youth employment strategies to be implemented throughout this year. New specialized skills such as bakers, caterers, and cooks will be explored as potential job opportunities for youth.

Construction industry: Akazi Kanoze will organize at least two meetings this year with the construction industry. The project will also strengthen its relationship with large construction cooperatives. Several dominant construction companies will be invited to join this cluster. Identified companies for this activity include optic cables, road reconstruction industries, hospitality, and school renovation businesses in certain districts.

Akazi Kanoze will develop the terms of references (ToRs) for participating in RYON by Quarter 3. The project will organize several meetings with at least 5 to 10 private companies in each of the above sector and identify interested companies that want to join the industry network by Quarter 3.

FY12 Output 7.2.3:

- a. 2 Hospitality industry cluster meetings*
 - b. 2 Construction industry meetings*
 - c. Strategy for cluster/member engagement, retention and growth for RYON developed by Q3*
-

FY12 Activity 7.2.4: Strengthen IPs Cluster

As described in the sections above, Akazi Kanoze will increase the level of interactions and lessons sharing among IPs. The best performing IPs will share some of their strategies and experiences with youth transitioning to jobs, cooperatives, etc. Quarterly meetings will be organized for this purpose.

FY12 Output 7.2.4: Quarterly meetings organized

Project Component 8: Policy Reform

FY12 Activity 8.1: Work in conjunction with WDA and the MoE to include work readiness as a foundational element in the formal TVET system.

As an outgrowth of the planned WRC institutionalization activities (see Component 5) Akazi Kanoze will pursue the possibility with WDA (based on a prior GoR request) that the work readiness curriculum and entrepreneurship curriculum are also included as part of the TVET system around Rwanda.

FY 12 Output 8.1: Strategy to scale up WRC and entrepreneurship curriculum within TVET (depends on both WDA and overall WG functionality and timeliness)

FY12 Activity 8.2: Meet with Ministry of Labor and MoE representatives to determine other salient areas in which EDC can provide policy-level support.

EDC will continue to attend the cluster working groups at WDA and Ministry of Labor, to stay apprised and see if there are new opportunities of collaboration on policy and/or strategy levels.

An additional policy/national strategy issue will be linked to the piloting of the ALP. One potential area of policy and programming guidance may be options for learners who complete and pass accelerated learning programs to integrate back into the formal or technical training system.

Collaboration with the MOE and districts will be continued this year as we launch the piloting of the ALP.

FY12 Output 8.2:

a. Meetings held with MoL and MoE representatives.

b. Short policy and program guidance paper on bridging opportunities for P6 ALP completers to the TVET system.

FY12 Activity 8.3: Examine issues with youth entrepreneurship and business start-up

Efforts will continue on documenting our experience with entrepreneurship. Lessons learned will be extracted from the piloting of the entrepreneurship curriculum and the coaching of the current cooperatives to write the briefing note by Q4. Experience with the newly created DCA will also inform the briefing note. Finally, as part of this documenting activity, Akazi Kanoze will start documenting the results and lessons learned from the experience in SILC and VSLA groups.

Result 2 Summary: All activities and outputs completed in FY12 under result 2 will contribute to the following program level outputs and outcomes:

- Civil society organizations improve internal organizational capacity (corresponds to indicator AK OP 2.1): FY 12 Target – 10; LOP Target – 30
- Civil society organizations have increased capacity to engage youth in civil society activities and advocacy (corresponds to indicator AK OC 2.1): FY 12 Target – 5; LOP Target 25
- Workforce development initiatives created (corresponds to indicator AK OC 2.2: FY12 Target – 10; LOP Target 53

Project Component 9: Monitoring and Evaluation and Communication

FY12 Activity 9.1: Populate M&E database and pursue M&E activities

The project will continue to administer M&E tools for data collection and populate the M&E database. New IPs will be trained on the M&E package. M&E interns will be recruited on a demand basis to help new IPs. The PMP will also be updated in Q1 based on new information received from USAID on OVC and HIV-AIDS funding.

An important focus will be to continue develop strategies and implement tracking mechanisms for youth after they graduate from the project. The first effort will be on the SMS system linked to our database that will be implemented in the first 6 months. In addition, Akazi Kanoze will identify and train one “Youth Tracker/Alumni Leader” per cohort/IP, to help feed youth’s information into the current M&E system.

Regular reports will be developed:

- Quarterly reports to USAID
- MEMS reports: quarterly for PEPFAR, annual for other USG
- Annual report to GOR, to WDA, MINICYOUTH, MINEDUC.
- Registration process in Q4, including districts reporting and national reporting.

FY12 Output 9.1:

- a. M&E database updated regularly (ongoing)*
- b. 25 IPs received technical assistance in M&E*
- c. Souktel SMS system for administering short surveys in place by Q2*
- d. Akazi Kanoze youth tracking tools and process developed (for Youth Trackers)*
- e. 1 youth tracker/alumni leader per IP identified and trained in Akazi Kanoze tracking tools and process*
- f. Quarterly and annual reports developed and submitted to different stakeholders*

FY 12 Activity 9.2: Skills assessment during and at completion of the work readiness training:

Akazi Kanoze will administer a comprehensive assessment guide and tools to assess participant level outcomes of the Work Readiness Curriculum. This assessment involves participants, trainers, and "external" evaluators. The system is based on percentage points: 40% external evaluation and 60% trainers' evaluation.

In addition, Akazi Kanoze will review this assessment with WDA's new department of quality insurance in the first 2 quarters of FY12, as part of the accreditation and certification process.

FY 12 Output 9.2:

- a. Youth completing the Work Readiness Curriculum training will be assessed.*
 - b. Assessment guide and tools reviewed with WDA department of quality insurance.*
-

FY 12 Activity 9.3: Comparative analysis study

The Akazi Kanoze M&E department will develop a comparative analysis study that will build upon the Employer Satisfaction survey. In addition to the Employer Satisfaction survey that will be administered to 30 employers with at least two Akazi Kanoze Graduates in jobs/internships this year, the project will also study the difference between youth who received Akazi Kanoze training and those who did not receive the training. A potential first comparison could be done with WDA and PSF. For WDA, Akazi kanoze could compare how the youth graduates who received the WRC are performing in the workplace compared to those who didn't receive the WRC. PSF also launched a youth internship program for TVET graduates (similar to RDB). More than 50 Akazi Kanoze graduates were selected for this program. This could also be a place to administer this survey.

FY12 Output 9.3:

- a. Employer satisfaction survey administered with 30 employers*
 - b. New M&E tool developed by end of Q2.*
-

FY12 Activity 9.4: Communication

Video: The Akazi Kanoze project will create a promotional and general publicity video in which youth narrate how Akazi Kanoze has changed their lives. Implementation activities include hiring a professional documentary camera person who will visit the field for success stories, edit stories into a video which can be played at graduation ceremonies, interest meetings, etc.

Newsletter, website, Facebook: The Akazi Kanoze project will continue to feature Akazi Kanoze achievements and increase awareness of the program through development and dissemination of the Akazi Kanoze monthly newsletter, updates on Akazi Kanoze website, as well as through creating a Facebook page for Akazi Kanoze. The monthly newsletter will feature IPs who excel in certain aspects of the program, for example, IPs with a high number of youth placements youth transition will be featured in the newsletter. The website will feature success stories of graduates; the Facebook page will offer an online forum where youth can network and share successes and ideas.

FY12 Output 9.4:

- a. Akazi Kanoze official video/documentary created and completed by end of Q3.*
 - b. Ongoing publication of AK monthly newsletter, updated website, and new Facebook page for Akazi Kanoze by end of Q1.*
 - c. 5 New success stories*
-

FY12 Activity 9.5: Staff skills development

The Akazi Kanoze project will host a half- or full-day training on basic IT skills (outlook, skype, digital cameras, etc.) to build Akazi Kanoze staff capacities in communication skills. Akazi Kanoze IT specialist will lead this training.

Interested Akazi Kanoze staff members will have the opportunity to attend the work readiness training. Staff will obtain work readiness skills to better understand the modules of the WRC. The training will also promote self development among the staff. This training will be organized in Q2.

FY12 Output 9.5:

- a. IT training completed by end of Q1.*
 - b. Interested Akazi Kanoze staff trained in WRC in Q2.*
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ANNEX

Annex A--THIRD YEAR IMPLEMENTATION PLAN (MAJOR ACTIVITIES)

Annex A-- THIRD YEAR IMPLEMENTATION PLAN (MAJOR ACTIVITIES)

	Oct 11	Nov 11	Dec 11	Jan 12	Feb 12	Mar 12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Sep 12	Indicator
Objective 1: Targeted youth are more capable of earning a livelihood													
Component 1: Delivery of WRC and Complementary Services													
Graduation from Youth Work Readiness Training	■												OP1.1 # of youth participating in USG-supported functional literacy, numeracy and soft skills training program
Enrollment of new youth cohorts	■	■	■	■	■	■	■	■	■	■	■	■	
Literacy and Numeracy Assessment	■	■	■	■	■	■	■	■	■	■	■	■	
Complementary Training and Services	■	■	■	■	■	■	■	■	■	■			
Complementary Savings and Lending Group Services	■	■	■	■	■	■	■	■	■	■			
Conversational English	■	■	■	■	■	■	■	■	■	■	■	■	
Entrepreneurship curriculum piloting				■	■	■	■	■	■				
New IT curricula identified			■	■									
Entrepreneurship strategy developed			■	■									OC1.4 # of people gaining employment or better employment as a result of participation in USG-funded workforce development programs
Training and coaching youth in entrepreneurship and self-employment				■	■	■	■	■	■	■	■	■	
Development of tools for market opportunity analysis				■	■	■							
Evaluate and expand radio program		■	■	■					■	■	■	■	OC1.2 # of youth with improved work readiness skills after completing USG-funded workforce readiness program
Developing and piloting an SMS information system			■	■	■	■	■						
Engagement of youth in civic participation							■	■	■	■	■		OC1.5# of youth who participated in at least one civic activity in their district, sector or neighborhood
Carrier guidance library							■	■	■	■	■		
Component 2: Accelerated Learning Program (former "Nyamirambo Initiative")													
Community YouthMapping	■	■	■										OC1.5# of youth who participated in at least one civic

Report Dissemination	Oct 11	Nov 11	Dec 11	Jan 12	Feb 12	Mar 12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Sep 12	activity in their district, sector or neighborhood
	Oct 11	Nov 11	Dec 11	Jan 12	Feb 12	Mar 12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Sep 12	Indicator
Accelerated Learning Program (ALP)													OP1.1 # of youth participating in USG-supported functional literacy, numeracy and soft skills training program
ALP Curriculum development													
Selection of implementing partners for ALP													
Training of Trainers in ALP													
ALP implementation													
ALP implementation in Rural areas													
Component 3: Workforce Linkage Activities													
Connecting Partners with the Private Sector													OC1.4 # of people gaining employment or better employment as a result of participation in USG-funded workforce development programs (F)
Connecting partners with private sector													
Meet with existing "champions" of the program													
Meet with and award existing "champions" of the program													
Administer Employer Satisfaction Survey													
Pursue specific markets and economic opportunity studies													
Pursue specific economic partnerships in the rural areas													
Linkages with other economic partners													
Component 4: Ambassador Girls Scholarship Program (AGSP)													
Manage AGSP													
Objective 2: Local institutions have improved capacity to prepare youth for work													
Component 5: Institutionalization of Work Readiness and Sustainability													
Chair working group for WRC adaptation by WDA-TVET													OC2.2# of workforce development initiatives created

Certification of the Work Readiness Curriculum by WDA														through USG assisted public-private partnerships (F)
WDA assessment approach developed														
Refresher workshop for WRC trainers.														
Meet with IPs and discuss Sustainability														
	Oct 11	Nov 11	Dec 11	Jan 12	Feb 12	Mar 12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Sep 12		Indicator
Component 6: Partner Selection and Capacity Building														
6.1 Renewal and continued Support to existing partners														
Renewal of existing partners														OP2.1 # of CSOs using USG funds to improve internal organizational capacity (F)
IP performance assessment tools developed														
Meetings with IPs to discuss transition and best practices														
Recruitment of youth and train them to serve as youth trackers														
Youth cooperative needs assessment														
6.2. Support for new partners														
Mapping of organizations working with/for youth and other vulnerable populations														OC2.2# of workforce development initiatives created through USG assisted public-private partnerships (F)
Developing new Principal Implementing Partners														
Developing New Specialized Partners														
Increasing the role of the Peace Corps														
6.3. Government of Rwanda partnerships														
RDB implementation														OC2.2# of workforce development initiatives created through USG assisted public-private partnerships (F)
Meetings with the Ministry of Education														
Participate in the MIFOTRA sub-sector on Employment Promotion														

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Indicator
Meetings with various GoR	11	11	11	12	12	12	12	12	12	12	12	12	
6.4. New Partner Capacity Building													
Conduct financial management training													OP2.1 # of CSOs using USG funds to improve internal organizational capacity (F)
Carry out a training of trainers for new implementing partners													
Carry out an M&E training for new implementing partners													
Ongoing coaching and mentoring of IPs' trainers													
Technical training and capacity building services for partners													
6.5. Capacity Building for Ongoing Partners													
Soliciting feedback and developing refresher trainings for IPs													
Development of performance assessment tool for trainers													
Monthly thematic trainings to IPs (depending on IPs needs)													
Communication training organized													
6.6: Access to Financing for young entrepreneurs: Capacity Building for COOJAD													
Strengthen COOJAD's Ability to Understand and Offer Youth-Oriented Loan Products													
Strengthen the Capacity of Young Entrepreneurs/Borrowers													
Create a Pilot Program for the DCA-backed Loans to Young Entrepreneurs													
Component 7: Rwanda Youth Opportunities Network (RYON)													
Develop relationships to establish RYON													

RYON Cluster Development													
Support for WRC trainer clusters													
Support Youth Graduate Clusters													
SMS system populated													
Private Sector Industry Clusters meetings hold													
Terms of reference for RYON Developed for private sector													

	Oct 11	Nov 11	Dec 11	Jan 12	Feb 12	Mar 12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Sep 12	Indicator
Component 8: Policy Reform													
Work in conjunction with WDA and the MoE to include work readiness as a foundational element in the formal TVET system													OC2.2# of workforce development initiatives created through USG assisted public-private partnerships (F)
Examine issues with youth entrepreneurship and business start-up and develop a briefing note													
Component 9: Monitoring and Evaluation													
Populate M&E database													
SMS system for M&E in place													
Quarterly reports													
Skills assessment													
Assessment guide and tools reviewed with WDA													
Akazi Kanoze Video produced.													
AK Newsletter published													
AK website updated and AK Facebook page created													
5 Success stories featured													
Training of AK staff in ICT													
Training of AK staff in WRC													