



AJPRODHO – JIJUKIRWA

Youth Association for Human Rights Promotion and Development

Strategic Plan 2015-2019

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Abbreviations and Acronyms

AIDS	Acquired Immune-Deficiency Syndrome
AJPRODHO	Association de la Jeunesse pour la Promotion des Droits de l'Homme et le Développement
ASRH&R	Adolescent Sexual and Reproductive Health and Rights Policy
CSO	Civil Society Organization
Dir.	Director
EDPRS	Economic Development Poverty Reduction Strategy
GBV	Gender Based Violence
GDP	Gross Domestic Product
GMO	Gender Monitoring Office
GOR	Government of Rwanda
HIV	Human Immune-deficiency Virus
HR	Human Resources
HRBA	Human Rights-Based Approach
INGO	International Non-Governmental Organization
ISTEM	Institute of Science Technology Engineering and Mathematics
JADF	Joint Action Development Forum
M&E	Monitoring and Evaluation
MAJ	Maison d'Accès à la Justice
MIGEPROF	Ministry of Gender and Family Promotion
MINAGRI	Ministry of Agriculture
MINALOC	Ministry of Local Government, Community Development and Social Affairs
MINEDUC	Ministry of Education
MINIJUST	Ministry of Justice
MYICT	Ministry of Youth and ICT
NGO	Non-Governmental Organization
NWC	National Women's Council
OVC	Orphans and Vulnerable Children
PSO	Private Sector Organization
SACCO	Savings and Credit Co-operative
SWOT	Strengths, Weaknesses, Opportunities, Threats
ToT	Training of Trainers
TVET	Technical Vocational Education and Training
USD	United States Dollar
VSL	Village Savings and Loans

1. Forward

It comes as a great pleasure to present AJPRODHO's new Strategic Plan 2015-2019. With this document, AJPRODHO remains committed to inspiring future leaders and ensuring the rights of youth, women, vulnerable children, and historically marginalized people are protected and support the socio-economic conditions to lift many out of poverty. This new strategic plan builds on our previous achievements while mapping the way forward to even larger and sustainable impacts on Rwandan society.

In closing our previous Strategic Plan 2010-2014, we must congratulate ourselves for the achievements made, particularly with regard to rights education, ensuring access to justice, Human Rights monitoring, policy advocacy, the fight against GBV, and empowering youth and women economically.

While our accomplishments are significant, we need to remain humble by the fact that there is still a lot of work that needs to be done. Nationally, the Government of Rwanda has made significant strides in improving the welfare of its citizens; however, inequalities still exist that leave many behind. It is therefore essential that AJPRODHO continues to promote Human Rights while developing youth for the betterment of future generations.

In conclusion, we would like to extend our gratitude to the AJPRODHO members, staff, partner organizations, and project participants who gave their time, in-puts and assistance which helped to formulate this document.

18/ March/ 2015

MUHIGIRWA Louis
President, Administration Council

2. Organizational Background

AJPRODHO–JIJUKIRWA is a non-governmental organization working to improve the rights of disadvantaged youth, women and children in Rwanda through Human Rights promotion and protection. AJPRODHO’s vision is a peaceful society where there is youth participation for social justice and decent living conditions for all.

The Youth Association for Human Rights Promotion and Development (AJPRODHO-JIJUKIRWA) was founded in 1996 by students attending the National University of Rwanda. The organization was formed as a response to the Genocide against the Tutsi to protect future students from similar forms of manipulation. Since its founding, AJPRODHO has transitioned from a small student association to a nationally active non-governmental organization with programs in 17 districts spread over 4 provinces of Rwanda and Kigali city. The primary focus of the organization continues to be Human Rights promotion, protection, research, advocacy, economic empowerment and civil society strengthening.

Areas of Intervention

Since its inception, AJPRODHO-JIJUKIRWA has focused on the following interventions:

1. Human Rights Promotion

Human Rights education and sensitization of youth in secondary schools and out of school youths through establishing and empowering Human Rights clubs

2. Human Rights Protection

Monitoring and investigating cases of Human Rights violations as well as offering legal assistance to victims in need in particular youth, children and women experiencing violence

3. Research and Advocacy

Research and advocacy on socio-economic policies aimed at improving the socio-economic betterment of the youth and the entire populace

4. Contributing to the Organization of Civil Society

Promotion of networking and advocacy involving various civil society organizations to influence the formulation, implementation and follow-up of national policies and legislations

5. Capacity Building and Economic Empowerment

Training of youth on saving, elaboration and management of income generating activities as well as mobilizing their active participation in national development activities

3. Vision, Mission, and Core Values

AJPRODHO is guided by the following principles as set in the organizations vision, mission and core values which are;

Vision

A peaceful society where there is youth participation for social justice and decent living conditions for all

Mission

To empower youth to claim and respect Human Rights and advocate for socio-economic betterment

Core Values

- Non Partisan
- Integrity
- Respect for Human Rights and dignity
- Gender equality
- Diversity
- Mutual respect and inclusiveness

4. Strategic Plan Development

In February 2015, AJPRODHO began the process of evaluating the previous strategic plan 2010-2014 and refreshing it for the next five year period of 2015-2019, to accomplish this a three phase process was used which included:

Phase I: Environmental Scan

In Phase I data was collected and analyzed to evaluate achievements made during the previous strategic plan and to gain information to set priorities for the next five year strategic planning period. Data collection used primary and secondary sources including document review, questionnaires, interviews and focus group discussions. Additionally in Phase I, a thorough literature review was conducted which substantiates the key problems facing Rwanda.

Phase II: Development of Strategic Plan Framework

During Phase II, a two day strategic planning workshop was held with AJPRODHO's key staff members. The objective of the workshop was to set the strategic direction of the organization with participation of all staff groups. The process reviewed the organizations mission and vision, identified strategic issues, formulation of a SWOT analysis and drafted goals, objectives and activities.

Phase III: Validation of the Strategic Plan

In Phase III, all information collected during Phase I and Phase II were compiled into a draft Strategic Plan 2015-2019. The draft strategic plan was reviewed and revised through a validation process which included internal review with the organizations leadership and the General Assembly. The inputs from validation process served to produce the final strategic plan. The end result is a clearly articulated strategic plan with a set of sequenced steps that when followed will allow AJPRODHO to sustain its mission and vision over the medium and long term.

5. Country Analysis

Rwanda Overview

With a population of about 12,337,138¹ on a surface area of 26,338 square kilometers, Rwanda's population density is among the highest in the world. Agriculture makes up 36% of the GDP of Rwanda. Through a guiding document entitled Vision 2020, the country seeks to transform itself into a middle-income country by the year 2020. Vision 2020 and the Economic Development and Poverty Reduction Strategy [EDPRS 2] 2013-2018 set a target to achieve GDP per capita of USD 1,200 with an annual growth rate of 11.5% by 2020. With a high population density, low GDP per capita, and a highly agrarian economy, Rwanda still faces challenges to achieve these ambitious targets.

The 1994 genocide against the Tutsi destroyed almost all economic, legal and social infrastructures and led the country into quasi-total ruin. After this period, the country needed reconstruction in all sectors. The reconstruction, among other things, required the setting up of adequate social protection, legal and poverty reduction frameworks to manage the situation of post-genocide and war. The documents of the Vision 2020 and the Economic Development and Poverty Reduction Strategy [EDPRS 2] 2013-2018 set the target to achieve income status with an annual growth rate of 11.5% and the GDP per capita of USD 1,200 by 2020. With a very high population density, low GDP per capita and highly agrarian economy, Rwanda still faces challenges to achieve these ambitious targets.

Gender Equity & Equality

According to the EDPRS 2, where women were identified as a vulnerable group, women's participation in the new economy is an important focus. Particularly, the GOR is determined to promote equal access to jobs. To achieve this, the GOR calls for gender equality through the National Gender Policy. The National Policy directs various institutions and organizations including the Ministry of Gender and Family Promotion (MIGEPROF), the National Women's Council (NWC), Gender Monitoring Office (GMO), Gender Desk, and units within the National Police and Army to ensure the successful implementation, effective coordination, monitoring and evaluation of the National Gender Policy; and the eventual elimination of gender-based violence.

Some key areas of concern in Rwanda regarding gender are women's lack of control over their own/family resources and monetary assets, lack of land ownership, lack of access to safe childbirth, and the experience of domestic violence.

Gender and Poverty Disparities

In Rwanda, female headed households are more likely to be categorized as extremely poor compared to male headed households (26% female, 23% male).

A major factor is that poverty is directly tied to the work women do. For instance, 82% of women work in agriculture compared to 61% of men and most women in agriculture support households that rely on their subsistence farming with little or no stable income.

Another issue is within households women are unlikely to have control over resources; only 18% of women decide for themselves how their earnings are used.

¹See: http://www.theodora.com/wfbcurrent/rwanda/rwanda_people.html, accessed on 2th Feb 2015.

Providing women ownership and control over agriculture income gained, and any agriculture business developed would contribute to women's economic empowerment.

Gender-Based Violence and Stereotypes

In Rwanda, 57% of women have experienced GBV in their lifetime and many women themselves report that wife beating is justified for certain reasons. Attitudes towards women and GBV violence could in some respects be a ramification of Rwanda's patriarchal society and beliefs in what the role of the woman in Rwandan society should be. Civil society in Rwanda, including health services providers, schools, religious groups, have undertaken sensitization efforts in the form of campaigns and trainings across society; these efforts contribute to the reduction of GBV.

Adolescent Sexual Reproductive Health

Due to cultural norms, the discussion of sexuality in family settings is generally considered taboo; instead parents consider sex education the responsibility of teachers. Rwanda has developed the Adolescent Sexual and Reproductive Health and Rights (ASRH&R) Policy and Strategic Plan to counter the lack of information and mandate "youth friendly services" such as counseling and family planning methods are provided to adolescents. The ASRH&R Policy emphasizes the importance of creating referral systems with other health facilities and the community to increase follow-up of adolescent clients.

The high rate of teenage pregnancy is a contributing factor in the rate of girls dropping out of upper secondary school. Becoming pregnant also leads girls to be excluded from the community which increases their vulnerability. Rwanda has undertaken efforts to reduce teenage pregnancy through various initiatives and campaigns but the issue of teenage pregnancy remains a concern. Additionally, early sexual experiences may also lead to contracting sexually transmitted infections as well as HIV/AIDS. Among initiatives to raise awareness, the Ministry of Gender and Family Promotion launched the 2015 Anti-Teenage Pregnancy Campaign and will be holding community debates about teenage pregnancy.

Another issue related to sexual and reproductive health is the lack of access to sanitation materials, which along with embarrassment and bullying may deter girls from school causing them to fall behind in their studies. Segregated toilets and stocked/open girls rooms, accessibility of sanitary pads and sensitization of teachers are necessary to help girls manage their menstruation while at school.

Youth Unemployment

Due to a high population density, youth unemployment and underemployment will continue to be a concern in Rwanda. To deal with the challenges of unemployment, Rwanda is focused on developing opportunities by encouraging small business creation, as well as increasing the number of jobs available in the service and light industry sectors. Rwanda is committed to becoming a knowledge-based economy and has aspirations to increase the skills of the population to meet the needs of this envisioned economy.

However, the reality is the majority of the population is young, under the age of 25 and in need of skills development and training. This means that workers at this time are not fully prepared for the job market, especially in the technology and service based sectors which Rwanda wants to pursue. Although young people today are better educated than their parents, this has not lifted their prospects of finding a job. Youth remain almost twice as likely to be unemployed than their elders. This is partly because of a mismatch between their skills and what is required for

available employment opportunities, which is caused by emphasis on university education and under valuing vocational trainings. Currently, Rwanda's level of unemployment is reported to be in the area of 3 percent nationwide, however, according to the latest national census only 7% of the population is considered to have "stable employment". This is a major concern as without stable, reliable employment youth do not have the same life choices and opportunities as a steadily employed individual.

If the focus for Rwanda is reducing youth unemployment, then a priority needs to be placed on ISTEM, TVET and small business and entrepreneurship. In order to ensure that the new economy is gender inclusive, girls should also be encouraged to participate in technology training and ISTEM areas and to acquire market-oriented skills. To accomplish this mindsets have to be changed of what the "work of a woman" is and models of successful women working in careers previously not common for women should be offered.

Education

Rwanda has achieved nearly universal access to primary education; the current primary school enrollment rate above 97% is well ahead of the Millennium Development deadline. Enrollment in secondary school education has improved as well as graduation rates. Rwandan families' at all socioeconomic levels value education and attending school is seen by families as a stepping-stone to better opportunities and a better life. However, school drop-out rates especially at the secondary level is still a problem.

Representation in Governance

Rwanda has become a model for what commitment to gender inclusion in governance may look like by ensuring representation of women in national and local governing bodies. In Rwanda 63.8% of the Parliament Chamber of Deputies are women: women represent 38% of the Senate and 30% of the cabinet, 42% of Supreme Court Judges are women, and 50% of Permanent Secretaries are women. This is also observed at decentralized levels where women are represented at 38.7% in Village Executive committees, 43.9% in Cell Consultative committees and 45.1% Sectors Consultative committees.

While the percentages may not be 50-50 in every situation, they are far better ratios than any country in Africa and most countries in the world. An area that may be lacking is at the district level where only 10% of Mayors are women. Women leaders in government serve as models for girls and young women and should be used as examples of what women are capable of achieving and that women are able to work in high profile offices in decision making positions.

Food Security and Nutrition

The Third Integrated Household Living Conditions Survey (EICV III), released in 2012, reported a 20% reduction in poverty in Rwandan households since 2008. With more income available for families, household food security may be attainable but nutrition will only improve if families are properly educated in nutrition and make healthy decisions in regards to what foods to eat and foods to serve their families.

Despite Rwanda's impressive economic recovery, household food insecurity continues to be a major challenge. Lower energy and impaired brain function represent the downward spiral of malnutrition as victims are less able to perform tasks they need in order to earn a living, acquire food or gain an education.

The National Nutrition and Food Policy states that only 22% of children between one and two years of age are provided with nutritious diets and 44% of children less than 5 years old are stunted in their development. According to the World Food Program, loss of productivity in the workforce due to malnutrition affects Rwanda's economy each year by an estimated \$820 million.

The national policy calls for concrete efforts in the prevention of chronic malnutrition in children, particularly during the "1,000 day window." The 1,000 day window refers to the fact that the period from pregnancy until the age of two is the most crucial time in which nutrition interventions can have a long-lasting impact. The policy also calls for increasing the general supply of nutritious foods at the household level as well as improving food and nutritional education in schools.

Preparedness planning and disaster response is also a concern as a poor harvest may lead to the decrease in food available and rapidly contribute to acute hunger especially in the most vulnerable populations that rely on subsistence agriculture.

The cause and solution of hunger are linked to social policies across the country and require interventions from multiple sectors including education, health and social protection.

Water and Sanitation Fulfillment of basic Human Rights, socio-economic development and poverty reduction are heavily reliant on access to water. However, in Rwanda, especially in rural settings, access to safe water and sanitation services is limited.

According to UNICEF, 25% of the Rwandan population is still unable to access a safe drinking water source, while 26% of the population has no access to improved sanitation facilities

One issue is the cost of water at community water points where people are charged a fee for water according to either container size or monthly consumption. However, many cannot always afford the fee and instead collect water from local streams and ponds which puts them at risk of contracting waterborne diseases. Poor sanitation and unsafe drinking water is especially risky to children as they are vulnerable to the ill effects of unsafe water, poor sanitation and lack of hygiene. For instance, diarrhea is one of the top three causes of death among children which results from poor sanitation and unsafe drinking water.

Another issue is the far distance to collect clean water. In many rural areas, the walking distance to clean water sources imposes a significant burden on women and girls who are the primary water carriers. The time and labor spent by women and girls collecting water, negatively impacts on their quality of life, their economic productivity and their access to education. To improve water and sanitation in Rwanda a large investment is needed to repair and expand infrastructures.

6. Organization Considerations

Presented here are two considerations for the development of the strategic plan; the rights-based approach and a SWOT Analysis.

Rights-based Approach

During implementation of this strategic plan, AJPRODHO will shift its organizational approach to a rights-based approach (RBA). While the program areas will remain the same there will be changes in how the root causes of rights violations will be analyzed, how stakeholders can be engaged and how programs are designed. Through this strategic plan the organization will transition to fully applying rights-based methodology.

The rights-based approach is based on international Human Rights conventions and principles which are integrated into the plans and processes of development. In short, the rights-based approach is based on respect for the dignity of all human beings. By being human, we are entitled to rights defined in the Universal Declaration of Human Rights, International Covenant on Civil and Political Rights, International Covenant on Economic, Social and Cultural Rights and the Declaration of the Rights of the Child. The rights include the right to life, food, shelter, employment, education, etc. Furthermore, all individuals are entitled to Human Rights irrespective of age, ethnic origin, religion, sex or any other factor.

As signatories to international Human Rights treaties, states are legally obliged to respect, protect and fulfill Human Rights for all its citizens. According to the RBA terminology state actors and institutions are 'duty bearers'. Each citizen is a 'rights-holder' and entitled to the set of Human Rights. The relationship between the rights-holder and duty-bearer is crucial. Rights-holders can claim rights and hold the duty-bearers accountable to respect, protect and fulfill their rights.

For AJPRODHO, transitioning to a rights-based approach will require periodic trainings of staff and the setting of guidelines for project development. While a full description of the rights-based approach is beyond the intention of this document, there are a few basic principles which the organization should seek to follow.

A rights-based approach to youth development involves the following elements:

- Express linkage to rights
- Accountability to all stakeholders
- Empowerment
- Participation
- Non-discrimination
- Attention to vulnerable groups.

The RBA is reflected in the “Three Pillar Model.” While the activities of each program area may vary, each program should contain activities from each of the three pillars. The three areas of rights based programming include;

Three Pillar Model to RBA		
1. Direct Service Provisions	2. Engaging & Influencing Government	3. Mobilization and Coalition Building
Actions to directly address violations of Human Rights (e.g. service delivery & practical actions)	Actions to promote Human Rights focused decisions in legislative, political and admin structures (e.g. building structures and mechanisms)	Actions to build a constituency for support for Human Rights within government, civil society, professions, media and private sector (e.g. constituency building – people and awareness)
<ul style="list-style-type: none"> • Provision of services; • Training & skills development; • Protection against violations; • Ensure right-holders are involved in decision making; • Addressing discrimination. 	<ul style="list-style-type: none"> • Primarily engaging and influencing government; • Legal reform; • Raising awareness of policy makers; • Advocacy campaigns to influence policy/ laws making • Development of government structures – to inform legislation from a child rights perspective; • Ensure policies and laws are put into practice. 	<ul style="list-style-type: none"> • Awareness of other stakeholders; • Capacity building of various duty-bearers; • Working in partnerships; • Participating in networks.
<p><i>Strong linkages are needed between all three pillars to ensure strategies are mutually reinforcing - can't only focus on one 'pillar' in isolation of others</i></p>		
<p><small>Table adapted from: Save The Children, A Rights Based Approach to Strategic Planning; A Guide for Civil Society Organizations, 2008, p 72</small></p>		

SWOT Analysis

The strategic planning tool of SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) was used to consider the internal and external environment. The SWOT analysis highlights helpful and harmful attributes which can promote or prevent AJPRODHO achieving its stated goals and objectives over the five year period. This in-depth analysis offers AJPRODHO the prospect to utilize its strengths, to take advantage of opportunities, to build on weaknesses and to minimize threats.

Strengths

Internal Capacity

- Strong board members to support the organization
- Strong leadership
- Established both national and local levels
- Experience in project implementation
- Ability to mobilize
- Skilled in advocacy
- Qualified and competent staff
- Clear programs
- Understands the context well
- Expertise in Human Rights

Management

- Annual reporting done
- Proper use of resources
- Experienced in financial management
- Clear procedure manuals and internal controls
- Human resource management
- Regular reporting
- Legal status

Organization Culture

- Team work
- Collaborative
- Are very inclusive of other organizations
- Good reputation
- Youthful, energetic, motivated. passionate

Project implementation

- Strategic approach
- Projects responding to relevant problems for beneficiaries
- Initiatives that correspond to vision and mission of the organization
- Strong collaboration with government, local leaders and civil societies
- Program methodology and implementation are strong
- Trainings were well received by target groups
- Group selection and group leadership are well made
- Willingness and motivation of participants
- Good follow-up by staff to trained beneficiaries
- Participants role is valued In the community
- Projects are well received by people
- Thematic areas in line with organizational mission, Rwanda guiding documents of Vision 2020 and EDPRS 2
- Very strong relationships/complementarity between different projects
- Are seen as a community resource

Weaknesses

Internal Capacity

- M&E systems need strengthening
- Lacking research to do evidence based-policy analysis, baseline assessments and statistical data collection are weak
- Sustainable phase out plans on projects are lacking
- Limited fundraising capacities of staff
- A narrow fundraising strategy focused on a few donors in Rwanda

Management

- Heavily reliant on top leadership
- Delegation of tasks from management to other staff is not utilized
- Few women represented across management positions
- Mixed responsibilities of staff leadership, coordinators
- Lacking management structure with clear roles, responsibilities, duties
- Communication between head office and field staff is limited
- Frequent staff turnover
- Sharing/ retaining institutional knowledge of staff not systematically done
- Many short term projects

Organizational Culture

- Gender balance - more males than females

Project Implementation

- Many projects being implemented- spreading staff thin
- Limited field offices
- Area of coverage is limited due to funding
- Challenge of engaging youth ages 14-25 in projects
- New priority on Human Rights Based Approach is not fully understood by all staff and stakeholders

Opportunities

Program

- Continued need among rights holders
- Many government programs and policies that are in-line with AJPRODHO areas of intervention
- Government has strong commitment to youth, health, education and poverty reduction
- Rights holders responding to the project targets (Issues /problems are real)
- Organization has good reputation country wide
- History of implementing many successful projects

Donor

- Willingness to include AJPRODHO as an implementing partner
- Increased focus by international donors to work through local organizations
- An increased priority among donors on Human Rights promotion rather than needs based approaches
- Poverty reduction initiatives can be linked to Human Rights

Partner

- Technical support from partners
- Strong collaboration with government and civil societies
- Collaboration with other CSOs
- Media in Rwanda willing to report on community development projects; but also on youth behavior change programs

Threats

Program

- Confusion of AJPRODHO with other organizations like CLADHO
- Dependency syndrome (aid-based mindset) of rights holders

Donor

- Few donors active in Rwanda
- Potential shift in donor priorities
- Unreliable donor funding commitment
- High competition among local organizations for the same funding sources

Partners/ rights holders

- Fear of accountability of local leaders
- Risk of offending local leaders or government
- Lack of synergy/collaboration and coordination among similar organizations
- Duplication of interventions
- Rights holders resistance to change

Other

- Climate changes

7. Thematic Areas, Goals and Objectives

Over the course of the strategic planning process it was deemed necessary for AJPRODHO to continue to work in the same primary program areas of Human Rights and Access to Justice, Democracy and Governance, Youth Economic Empowerment and Institutional Capacity Building. Additionally, cross cutting issues of Human Rights, gender promotion and environmental protection were identified. It is important to have a focus on Human Rights and each program area should contain a mix of activities aimed at:

- Addressing gaps and violations of rights
- Strengthening legislation or government structures and mechanisms to be held accountable
- Strengthening communities in claiming their rights
- Collaborate with civil society to support rights

The overall target group remains youth in general and in particular vulnerable children namely; OVCS, youth with disabilities, historically marginalized youth, youth affected and infected by the HIV/AIDS and those affected by the Genocide.

Thematic Areas 2015-2019	
1	Human Rights and Access to Justice
2	Democracy and Governance
3	Youth Economic Empowerment
4	Institutional Capacity Building

Rationale: AJPRODHO plays a key role in promoting and defending Human Rights in Rwanda. The aim of this thematic area is to empower citizens of Rwanda (Right-Holders) and build capacities with state institutions (Duty-Bearers) to both acknowledge Human Rights and ensure that these rights are respected, protected and fulfilled; for this to be accomplished both the Right-Holders and Duty-Bearers must recognize that every person has inalienable rights by virtue of being human.

Furthermore, rights need to be protected through a fair, efficient and accessible justice system for everyone. A fair and efficient justice system not only holds individuals and state officials accountable, but also sets the norms of behavior for all citizens enshrined in the national legal frameworks. The Human Rights and Access to Justice Program focuses on enhancing empowerment of people with legitimate claims, and accountability of those who are mandated or able to respond.

According to Article 8 of the Universal Declaration of Human Rights states that “Everyone has the right to an effective remedy by the competent national tribunals for acts violating the fundamental rights granted him by the constitution or by law.”

Goal: To enhance mechanisms to promote and protect Human Rights and ensure equitable access to justice for children and vulnerable youth

Objectives:

- 1) To conduct research, monitoring and documentation on Human Rights, especially access to justice issues and analyze factual legal situation on the basis of international Human Rights standards.
- 2) To enhance public awareness of their rights, access to justice and judicial services for citizens and communities
- 3) To advocate for citizens and their rights on national, local and district levels using existing civil society networks

Rationale: The Universal Declaration of Human Rights proclaims: “All human beings are born free and equal in dignity and rights,” which includes the rights of freedom of association, opinion, expression, assembly and movement¹. Overall, Rwanda has made substantial progress since 1994 in reforming government structures, ensuring security, promoting peace and strengthening the justice system.

Despite progress, significant challenges remain including; youth participation in governance, presidential term limits, women’s representation in local leadership, corruption, effective civic participation and freedom of expression. AJPRODHO’s Democracy and Governance program helps to create an enabling environment for youth to learn, to grow and to contribute towards national development through democratic participation.

The ultimate goal is to work collectively with other institutions, youth and policy makers to bring effective and equitable delivery of services to citizens, especially the poor, indigenous and local communities. Also, the Democracy and Governance program seeks to reinforce the rule of law and citizen security through the design of appropriate policy, legal and regulatory frameworks and to strengthen local governance institutions.

Goal: To strengthen mechanisms for active youth participation in decision-making processes and due consideration of youth concerns.

Objectives:

- 1) Increase dialogue and debate on Human Rights, democracy and government issues among youth
- 2) Sensitize, advocate and promote awareness of governance and public policy among youth
- 3) Foster and advocate for enhanced youth participation in public policy and service delivery monitoring
- 4) Sensitize policy-makers to youth concerns and analyze rights violations
- 5) Promote collaborative efforts to improve democracy and governance

1 The Universal Declaration of Human Rights, Articles 19,20,21

Rationale: According to Article 23.1 of the Universal Declaration of Human Rights, “Everyone has the right to work, to free choice of employment, to just and favorable conditions of work and to protection against unemployment.” For Rwandan youth, unemployment is a major concern as the present labor market cannot absorb currently unemployed youth let alone meet the future need. Youth unemployment, underemployment and poor wages can have long term adverse impacts on other rights such as adequate housing, access to nutritious food, purchasing power for basic needs, etc.

Economic hardship coupled with a lack of opportunities to meaningfully participate in the society puts youth at risk of long-term social exclusion; which in turn compromises a countries’ social cohesion and can lead to political instability.² Therefore, it is important to support Rwandan youth’s right to favorable work and protection against unemployment as a fundamental human right.

Goal: To increase opportunities for youth to acquire skills and experience in income-generating activities

Objectives:

- 1) Conduct policy advocacy and raise awareness to strengthen mechanisms that facilitate youth entering into productive employment
- 2) Promote and support self-employment, micro-enterprise and credit schemes for youth
- 3) Engage with education providers and the private sector to increase access to education, vocational training and skill development for vulnerable people, especially women, to gain meaningful employment

Rationale: In order to achieve measurable and sustainable impacts, AJPRODHO will need to enhance its organizational capacity. Increasing the skills of current staff while seeking ways to attract and retain other qualified staff is essential. AJPRODHO has a vast number of opportunities which can be realized through having a clear focus to programmes, increasing visibility, intensifying outreach, strengthening procedures and continuing to reliably deliver impactful projects to vulnerable youth, women and children.

Goal: AJPRODHO is able to further its mission by developing internal skills, knowledge, structures and ways of working

Objectives:

- 1) Increase capacity in the area of research, documentation and publication
- 2) Improve fundraising strategies and proposal writing skills
- 3) Improve internal structures of roles, responsibilities, knowledge management and communication
- 4) Set up formal structures for efficient rights-based advocacy procedures and increase capacities in applying and integrating the rights-based approach in all stages of project cycle

8. Coordination, Monitoring and Evaluation

The successful implementation of this strategic plan will require the commitment of current staff, board of directors, members, donors and partner organizations. This plan serves as a roadmap which, when followed, will help AJPRODHO further achieve its vision and mission. However, the achievement of this plan can only be recognized by putting in place appropriate systems and structures to plan, evaluate and up-date. Furthermore, as the strategic plan is a living document meant to adjust with the changing times, rights violations of vulnerable groups, changes in government policy and organizational realities, it is important that processes are set in place for regular review and realignment of the strategic plan over the five year period.

Effective implementation of this strategic plan also lies with the ability of the organization to coordinate with all stakeholders. It is important to know what interventions are taking place in a given area and who is responsible for which activities and what achievements have been made.

To ensure AJPRODHO maintains the strategic plan the following Monitoring and Evaluation guidelines are suggested.

Steering Committee

AJPRODHO should develop a steering committee to ensure effective M&E and coordinate the activities to be undertaken to carry out the plan. The steering committee should meet on a quarterly basis to monitor progress made and suggest adjustments when needed. The steering committee should oversee the development of M&E reports and submit these reports to the general assembly of AJPRODHO for approval.

Annual Action Plans

AJPRODHO leadership should develop annual action plans early in each year to show roles, responsibilities, goals, objectives, targets and budget for programmes/projects projected for that year. The annual action plan should be linked directly to the strategic plan and be used as a tool for monitoring and evaluation.

Mid-Term Evaluation

A mid-term evaluation should be carried out to document progress made and recommend adjustments according to problems encountered or changes directly affecting implementing activities. It is recommended that an independent consultant carry out the mid-term evaluation for purposes of neutrality.

Final Evaluation

A final evaluation should be conducted as the strategic plan five year period concludes. The report should assess progress made; challenges encountered and develop recommendations for the next strategic plan.



Figure 1 Strategic Plan Coordination/Evaluation

9. Implementation Plan

Thematic Area 1: Access to Justice						
Goal: To enhance mechanisms to promote and protect Human Rights and ensure equitable access to justice for children and vulnerable youth in Rwanda						
Objective: 1.1. To conduct research, monitoring and documentation on access to justice issues and analyze factual legal situation on the basis of international Human Rights standards						
Outcome: Legal needs and obstacles to access to justice to the vulnerable youth are identified, recommendations formulated and presented to relevant duty-bearers						
# of Activities	Activities	Target	Indicators	Lead Partners	Time Frame	Proposed Budget(\$ USD)
1.1.1	Conduct a comprehensive assessments on Human Rights in Rwanda and Access to Justice on the basis of International Human Rights law in Rwanda	National level and 15 districts	# of assessments conducted	MINIJUST, MINALOC, Districts	2015-2019	\$250,500
1.1.2	Carry out policy analysis on Human Rights protection and promotion in Rwanda (implementation and results of such policies) for Youth and vulnerable Children	Yearly analysis of Policy gaps on Human Rights law in Rwanda identified and recommendations made to right-holders and duty-bearers	# of policy papers analyzed	MINIJUST, MINALOC, Districts	2015-2019	
1.1.3	Conduct lobby and advocacy for effective mechanisms of Human Rights protection and promotion in Rwanda	Yearly lobby and policy advocacy for the promotion of Human Rights	# of policies influenced in favor of youth and vulnerable persons	MINIJUST, MINALOC, CSOs, Districts (duty bearers)	2015-2019	

1.1.4	Conduct roundtable meetings and workshops with key stakeholders and share information on barriers to access to justice for the vulnerable groups	Meetings twice a year with policy makers and implementers at District and National Levels	# of round table meetings/ workshops held with key duty bearers and rights-holders	MINIJUST, MAJ, MINALOC, MIGERPROF	2015-2019	\$250,500
1.1.5	Develop and distribute awareness raising materials on International Human Rights and Human Rights protection and promotion in Rwanda.	Awareness raising materials on Human Rights and rights promotion and protection produced and distributed	# of awareness raising materials produced and distributed	MINALOC, MIGERPROF, CSOs, Districts	2015-2019	
1.1.6	Develop M&E framework for effective monitoring and evaluation of access to justice	Annual M&E framework developed (1 each year, 4 total)	# of M&E frameworks developed	AJPRODHO M&E Staff, CSOs, District Leadership	2015-2019	
Objective 1.2 To enhance awareness of Human Rights and justice services for citizens and communities						
Outcome: Increased level of knowledge about Human Rights and international Human Rights treaties among the youth and equitable access to justice enhanced						
# of Activities	Activities	Target	Indicators	Lead Partners	Time Frame	Proposed Budget(\$ USD)
1.2.1	Develop information materials for sensitization on Human Rights and international human treaties among youth	5000 Brochures 5000 Fliers 15 banners	# of dissemination materials developed	Community leaders, (duty bearers)	2015-2019	\$236,000
1.2.2	Conduct sensitization campaigns on Human Rights and international treaties and motivate the youth and vulnerable persons to seek access to justice services	Quarterly community sensitization and awareness raising programs	# of awareness campaigns conducted	MINALOC, Community Leaders,	2015-2019	

1.2.3	Facilitate Community Protection Committees.	Information sharing workshops for youth held on semester basis	# of Community Protection Committees facilitated	Community leaders, (duty bearers)	2015-2019	\$236,000
1.2.4	Supporting local authorities in improved administration of justice sector	Meetings held twice a year with local authorities at District and National Levels	# of local authorities supported through information sharing	MINALOC, MINIJUST, MAJ	2015-2019	
1.2.5	Supporting rural prisons to reduce improper incarcerations and supporting rural police to better enforce the law.	Meetings held twice a year with prisons authorities and rural police	# of prison authorities supported through information sharing	Duty bearers	2015-2019	
1.2.6	Promote legal awareness through radio talk shows	Once a month radio spots for legal literacy	# of radio on spots talk show	Radio stations	2015-2019	
Objective: 1. 3. To increase provisions of justice services at the local, districts and national levels.						
Outcome: Sustainable legal services infrastructure enhanced and legal needs of the vulnerable people (especially the youth) are addressed						
# of Activities	Activities	Target	Indicators	Lead Partners	Time Frame	Proposed Budget(\$ USD)
1.3.1	Identify legal aid service provider partners.	At least 5 MoU's signed with key partners	# of legal aid service provider partners identified	MAJ, CSOs, District, MINALOC	2015-2019	\$295,000

1.3.2	Create linkages with service providers and other organizations	5 legal aid providers at District and National levels	# of referred cases of Human Rights violations against youth and vulnerable persons addressed by organizations and solved by service providers	INGOs, NGOs, CSOs, MINI-JUST, MAJ, Abunzi	2015-2019	\$295,000
1.3.3	Conduct legal aid awareness week to bring access to justice services closer to the communities	At least 2 (one every two years) legal aid week organized at district level to meet legal needs of vulnerable people	# of legal aid week organized % of youth reached through legal aid week % of children reached through legal aid week	MINIJUST, LEGAL AID FORUM, MAJ, CSOs,	2015-2019	
Objective: 1. 4. To facilitate information sharing and capacity building among legal aid service providers, civil society and government						
Outcome: Increased level of awareness and knowledge sharing on International Human Rights and national laws						
# of Activities	Activities	Target	Indicators	Lead Partners	Time Frame	Proposed Budget (\$ USD)
1.4.1	Conduct training to legal officers, paralegals and focal persons	Trainings to different legal officers twice a year Training paralegals and focal persons, twice a year	# of skills training provided to legal officers, paralegals and focal persons	Community leaders, MI-NALOC, MAJ	2015-2019	\$236,000
1.4.2	Conduct sensitization to duty-bearers and right-holders in respective working areas on Human Rights obligations and duties	Quarterly sensitization events conducted every year	# of sensitization events held	Community leaders, MI-NALOC, MAJ, CSOs	2015-2019	

Thematic Area 2: Democracy and Governance						
Goal: To strengthen mechanisms for active youth participation in decision-making processes and due consideration of youth concerns						
Objective: 2.1. Increase dialogue and debate on Human Rights, democracy and government issues among youth						
Outcome: Youth are fully engaged, consulted and an enabled environment is established for active participation in dialogue and in decision making processes						
# of Activities	Activities	Target	Indicators	Lead Partners	Time Frame	Proposed Budget (\$ USD)
2.1.1	Carry out assessment on good governance and democracy in Rwanda – in relation of rights frameworks	Yearly assessments conducted in each district of operation	# of assessments conducted and youth challenges and needs are met through community programs	Community leaders, MINALOC,	2015-2019	\$147,500
2.1.2	Document perceptions and experiences of people about governance and public policy in Rwanda	A detailed report developed bi-annually Once every two years	# of documents produced and documented	Rights-bearers, duty-bearers	2015-2019	
2.1.3	Conduct awareness raising campaigns	Quarterly awareness raising campaigns	# of awareness raising campaigns held % of youth knowledgeable about medium of expressions	AJPRODHO, MINALOC, Community Leaders, Youth Leaders, MAJ	2015-2019	
Objective 2.2 To develop and share information resources to promote awareness and knowledge on good governance and public policy in Rwanda						
Outcome: Enhanced facilitation of citizen's access to information and participation						
# of Activities	Activities	Target	Indicators	Lead Partners	Time Frame	Proposed Budget(\$ USD)
2.2.1	Advocacy for better communication between national and local government	24 radio spots appearances per year (total 120 time radio spots) Quarterly publications published in newspapers and newsletters	# of radio talk shows held # of publications on newspapers # of newsletters published	Media houses, MYICT AJPRODHO Communication Officer	2015-2019	\$212,400

2.2.2	Design awareness raising materials on democracy and governance (Brochures, Leaflets and banners)	5000 Brochures, 5000 flyers 5000 leaflets 15 banners are developed by 2016	# of awareness raising materials designed # of simplified content materials translated in both Kinyarwanda and French	Media houses, MYICT	2015-2019	\$212,400
2.2.3	Frequently update AJPRODHO websites for visitors	APRODHO websites are quarterly updated and the records of websites visitors are recorded on monthly basis	# of up-dates made	AJPRODHO	2015-2019	
Objective: 2. 3. To foster youth participation in public policy and service delivery monitoring at district and national level						
Outcome: Improved civic and legal education and lobby for effective service delivery						
# of Activities	Activities	Target	Indicators	Lead Partners	Time Frame	Proposed Budget(\$ USD)
2.3.1	Organize capacity building for youth to improve their skills in /	10% of youth representatives in each district	# of training on governance and accountability conducted	MINALOC, Community Leaders, (duty bearers)	2015-2019	\$188,800
2.3.2	Youth debating clubs formed in schools to participate in regular discussions, debates and dialogues on governance and legal issues	Youth club formed in each district. Total of 15 youth clubs formed	# of youth clubs formed and functional # of youth engaged % of girls actively engaged sex-disaggregated data	School head teachers, community leaders	2015-2019	
2.3.3	Key socio- economic and political topics selected topics/areas of concerns on democracy and good governance in Rwanda	Quarterly youth debates conducted on key selected topics on governance and Human Rights	# of youth debate programs conducted		2015-2019	

Objective: 2.4. To promote collaborative efforts to improve democracy and governance, particularly on policies affecting youth and vulnerable groups in Rwanda

Outcome: Transparency, accountability and public participation in the preparation of the national budget process and actual service delivery is facilitated

# of Activities	Activities	Target	Indicators	Lead Partners	Time Frame	Proposed Budget(\$ USD)
2.4.1	Active participation and engagement with the members of Joint Action for Development Forum (JADF) in each district	Quarterly participation to JADF meetings and regular information sharing	Strengthened coordination and participation among CSOs and PSOs in multi sector programs	MINALOC, CSOs	2015-2019	\$141,600
2.4.2	Identify key potential partners operating in each district (members of JADF, CSOs, PSOs, INGOs, NN-GOs, government institutions etc.)	Annual partnership meetings with youth oriented organizations	Effective National youth council structures in addressing youth needs Number and names of key potential partners operating in each district identified	INGOs, NGOs, CSOs, PSOs, MINALOC	2015-2019	
2.4.3	Create partnership and linkages with potential partners, JADF and government institutions to promote good governance and accountability	At least 20% of projects on public expenditures are tracked together with partners	# of public spending expenditures tracked at local, districts and national levels	Community leaders, JADF, MINALOC	2015-2019	

Thematic Area 3: Youth Economic Empowerment						
Goal: Increased opportunities for youth to acquire skills, knowledge and experience in income-generating activities						
Objective: 3.1. To conduct policy advocacy and awareness to strengthen mechanisms that facilitate youth entering into productive employment						
Outcome: Increased employment rates and improved living conditions of youth and the vulnerable persons in Rwanda						
# of Activities	Activities	Target	Indicators	Lead Partners	Time Frame	Proposed Budget(\$ USD)
3.1.1	Conduct market and business research/ baseline assessment	Market/business baseline study conducted in 2016, and 2018 Two publications made on market research (2016 and 2018) At least 15% of youth aged 25-35 engaged in gainful employment at national level At least 30% of youth aged 25-35 are engaged in productive activities at district level	# of business/market baseline assessment conducted and publication made # of Youth aged 25-35 engaged in productive activities at national levels # of youth aged 25-35 engaged in self employment	MINALOC, Community Leaders, CSOs, Cooperatives	2015-2019	\$112,100
3.1.2	Development of policy advocacy strategy	Annual advocacy campaigns Policy advocacy strategy is developed in the first year and ready to be used by AJPRODHO staff and other advocates	# of employment policies developed # of staff and advocates used the Policy advocacy strategy in favor of youth	MINIGEROF, MINALOC, CSOs, Community leaders	2015-2019	
3.1.3	Mobilize stakeholders (CSOs, PSOs etc.) at district and national levels to hold government accountable for favorable employment opportunities in Rwanda	Advocacy meetings held twice a year with CSOs, PSOs and government 25% of youth aged 25-35 are fully engaged in productive employment	# of advocacy conducted to hold duty bearers accountable % of youth aged 25-35 fully engaged in productive employment	MINIGEROF, MINALOC, CSOs, PSOs, Community leaders	2015-2019	

Objective 3.2 To promote and support self-employment, micro-enterprise and credit schemes for youth in Rwanda

Outcome: Facilitate access to financial services provided to the youth and vulnerable persons and successful income generating projects implemented in Rwanda

# of Activities	Activities	Target	Indicators	Lead Partners	Time Frame	Proposed Budget(\$ USD)
3.2.1	Creation of Village Savings and Loan groups for youth clubs/members	25 Village Savings and Loan groups for youth will be created	# of Village Savings and Loan groups created for youth	Youth Leaders, Community leaders	By 2019	\$212,400
3.2.2	Develop VSL methodology and form youth cooperatives,	5% project participants of youth participating in VSL 10 youth cooperatives formed	# of youth participating in VSL # of youth cooperatives formed	Youth leaders, community leaders, cooperatives	2015-2019	
3.2.3	Create linkages to formal banking, develop partnerships with other institutions and organizations	5 % of youth project participants ages 25-35 have access financial credits	# of youth who have opened bank accounts	MFI, SACCOS, Banks, MINALOC, MINI-AGRI MIGEPROF MYICT	2015-2019	
3.2.4	Provide job mentorship and coaching to the youth	Quarterly mentorship and coaching sessions held for youth at district level	# of Job mentorship and coaching session held	Business Experts, CSOs, PSOs, MINALOC	2015-2019	
3.2.5	Conduct youth entrepreneurship/business forum meetings (successful business people invited to address the youth to motivate them)	2 business experts invited for quarterly business forum meetings at district levels 3 business forum meetings held per year at District levels	# of business experts invited to address the youth at District levels # of business forum meetings conducted	Community Leaders, Youth leaders, MINALOC, MYICT	2015-2019	

Objective: 3.3. To engage with education providers and the private sector to increase access to education, vocational training and skill development for young people especially women to gain meaningful employment						
Outcome: Youth and the vulnerable groups well equipped with technical skills and knowledge in small business start-ups (entrepreneurship)						
# of Activities	Activities	Target	Indicators	Lead Partners	Time Frame	Proposed Budget(\$ USD)
3.3.1	Conduct mapping of technical education service providers	17 Technical training services identified (1 at each district of operation) Technical education service providers are identified at district and national level	# of technical education service providers identified	Technical institute, MINIEDUC, CSOs, PSOs	2015-2019	\$141,600
3.3.2	Design business skills training modules and implement trainings for the youth	1 Training guide/modules developed Trainings held twice a year (1000 youth trained per year) total 5,000 youth trained	# of business training modules developed # of youth trained on business skills and entrepreneurship	Technical institute, MINIEDUC, CSOs, PSOs	2015-2019	
3.3.3	Build partnerships to create linkages to existing programs with key partners	5% of youth aged 25-30 are supported at national level 5% of youth aged 25-35 are supported at district levels	% of youth supported through technical training programs by partners	Technical institute, MINIEDUC, CSOs, PSOs	2015-2019	

Thematic Area 4: Institutional Capacity Building						
Goal: AJPRODHO is able to further its mission by developing internal systems, skills, knowledge, structures and ways of working						
Objective: 4.1. Increased organizational capacity and skills development in the area of research, documentation and publication						
Outcome: An efficient professionalism in the executive and management levels strengthened and a transparent performance-based system implemented						
# of Activities	Activities	Target	Indicators	Lead Partners	Time Frame	Proposed Budget(\$ USD)
4.1.1	Prioritize training needs and knowledge gaps in terms of organizational capacity	Gap assessment conducted by 2016	Training needs and knowledge gaps assessment conducted.	CSOs, PSOs, MI-NALOC	2015-2019	\$141,600
4.1.2	Conduct trainings on research methods, monitoring, documentation and report development for publication	Annual training held on research methods, monitoring, documentation and report development for publication	# of Training workshops held # of up-dated administrative and operational documents according to the standards set during the training/ by senior management/ ES	External Facilitator, AJPRODHO M&E	2015-2019	
4.1.3	Implement an internal knowledge sharing system and documentation system for trainings staff participated in	By 2016 knowledge sharing system is developed and used	# of staff using system	AJPRODHO	2015-2019	
Objective 4.2 Improved fundraising strategies and proposal writing						
Outcome: Enhanced team skills and capacity in fundraising and proposal writing						
# of Activities	Activities	Target	Indicators	Lead Partners	Time Frame	Proposed Budget(\$ USD)
4.2.1	Conduct a donor mapping (local and international)	potential donors per year	# of local and international donors identified	CSOs, PSOs, IN-GOs,NGOs	2015-2019	\$176,700
4.2.2	Develop a fundraising strategy	At least 3 fundraising proposals developed and submitted every year	# of grant/funding proposals developed and submitted to donors/funding agencies	Facilitator, M&E Staff	2015-2019	

4.2.3	Conduct staff trainings on grant research and proposal development	Hold staff development training once a year	# of skills training conducted on proposal writing	Facilitator, M&E Staff	2015-2019	\$176,700
4.2.4	Establishment of an operational Human Rights and Governance Institute	By 2017 Human Rights and Governance Institute is developed	# of students enrolled in the institute	AJPRODHO	2015-2017	
4.2.5	Establishment of an operational Youth center	By 2017 youth Center is Developed	The youth center is established	AJPRODHO	2015-2017	
Objective: 4.3. Establish an effective and efficient internal structures, roles, responsibilities and communication system						
Outcome: Related services are systematically integrated based on assessments of departmental needs						
# of activities	Activities	Target	Indicators	Lead Partner/Responsible	Time Frame	Proposed Budget(\$ USD)
4.3.1	Conduct a capacity gap and departmental needs assessment	2 Capacity gaps and needs are assessed within the 4 key conducted 1 in 2016 and 1 in 2019	# of capacity gaps and needs assessments conducted	Secretariat, HR	2015-2019	\$64,900
4.3.2	Review and revise positions/titles/ descriptions, roles and responsibilities	An updated organizational structure by 2016 Internal policy and code of conduct developed by 2016	Organization structure with clear roles and responsibilities updated Internal code of conduct form signed by AJPRODHO staff	Secretariat, HR	2015-2019	
4.3.3	Develop a communication strategy	Communication strategy is developed by 2016	Communication strategy used by AJPRODHO staff	Secretariat, Dir, HR	2015-2019	

10. Summary of Estimated Budget as per Thematic Areas and Objectives

Thematic 1: Human Rights and Access to Justice	Objectives	Estimated Budget (USD)
Overall Goal: To enhance mechanisms to promote and protect Human Rights and ensure equitable access to justice for children and vulnerable youth in Rwanda	1.1. To conduct research, monitoring and documentation on access to justice issues and analyze factual legal situation on the basis of international Human Rights standards	\$250,500
	1.2 To enhance awareness of Human Rights and justice services for citizens and communities	\$236,000
	1.3 To increase provisions of justice services at the local, districts and national levels.	\$295,000
	1. 4. To facilitate information sharing and capacity building among legal aid service providers, civil society and government	\$236,000
Total Thematic Area 1: Subtotal estimated budget		\$914,500
Thematic Area 2: Democracy and Governance	Objectives	Estimated Budget
Goal: To strengthen mechanisms for active youth participation in decision-making processes and due consideration of youth concerns	2.1. Increase dialogue and debate on Human Rights, democracy and government issues among youth	\$147,500
	2.2 To develop and share information resources to promote awareness and knowledge on good governance and public policy in Rwanda	\$212,400
	2. 3. To foster youth participation in public policy and service delivery monitoring at district and national level	\$188,800
	2. 4. To promote collaborative efforts to improve democracy and governance, particularly on policies affecting youth and vulnerable groups in Rwanda	\$141,600
Thematic Area 2: Subtotal estimated budget		\$690,300
Thematic Area 3: Youth Economic Empowerment	Objectives	Estimated Budget (USD)
Goal: Increased opportunities for youth to acquire skills, knowledge and experience in income-generating activities	3.1. To conduct policy advocacy and awareness to strengthen mechanisms that facilitate youth entering into productive employment	\$112,100
	3.2 To promote and support self-employment, micro-enterprise and credit schemes for youth in Rwanda	\$212,400
	3. 3. To engage with education providers and the private sector to increase access to education, vocational training and skill development for young people especially women to gain meaningful employment	\$141,600
Thematic Area 3: Subtotal estimated budget		\$466,100

Thematic 4: Institutional Capacity Building	Objectives	Estimated Budget (USD)
Goal: AJPRODHO is able to further its mission by developing internal systems, skills, knowledge, structures and ways of working	4.1. Increased organizational capacity and skills development in the area of research, documentation and publication	\$141,600
	4.2. Improved fundraising strategies and proposal writing	\$176,700
	4.3 Establish effective and efficient internal structures, roles, responsibilities and communication system	\$64,900
Total Thematic Area 4: Subtotal estimated budget		\$383,200

11. Budget

Five Year Budget 2015 TO 2019 (USD)	
Thematic Areas	(USD)
Thematic Area 1: Human Rights and Access to Justice	\$1,018,000
Thematic Area 2: Democracy and Governance	\$690,000
Thematic Area 3: Youth Economic Empowerment	\$466,000
Thematic Area 4: Institutional Capacity Building	\$383,000
Subtotal for Thematic areas	\$2,557,000
Administrative & Operational Costs (20%)	\$511,400
TOTAL BUDGET ALLOCATIONS	\$ 3,068,400