



**APPROVED COPY**

**STRATEGIC PLAN  
FOR  
YOUTH EMPOWERMENT AND DEVELOPMENT  
(2016-2018)**

**NOVEMBER 2015**

## **TABLE OF CONTENTS**

|   |           |
|---|-----------|
| Foreword  | 4         |
| Executive Summary   | 5         |
| <b>I. BACKGROUND, CONTEXT AND JUSTIFICATION</b>                             | <b>6</b>  |
| I.1. Rationale for a Strategic Plan for youth empowerment and development   | 6         |
| I.2. Situation of the youth in The Gambia                                   | 6         |
| I.3. Strategy formulation process   | 10        |
| <b>II. POLIY AND LEGAL CONTEXT</b>  | <b>11</b> |
| II.1. Constitution of the Republic of the Gambia (1997)                     | 11        |
| II.2. National Employment Policy (NEP) (2010-2014)                          | 11        |
| II.3. National Policy on Education (2004-2015)                              | 11        |
| II.4. National Tertiary and Higher Education Policy (2014-2023)             | 11        |
| II.5. National Science, Technology and Innovation Policy (2015-2024)        | 12        |
| II.6. Agriculture and Natural Resources Policy (2009-2015)                  | 12        |
| II.7. National Health Policy (2012-2020)                                    | 13        |
| II.8. National Gender Policy and Women’s advancement (2010)                 | 14        |
| II.9. Vision 2020-The Gambia Incorporated (1996-2020)                       | 14        |
| II.10. Program for Accelerated Growth and Employment (PAGE) (2012-2015)     | 14        |
| II.11. ECOWAS Youth Policy  | 14        |
| II.12. African Youth Charter  | 14        |
| II.14. United Nations World Programme of Action for Youth (2000 and Beyond) | 14        |
| <b>III. STRATEGIC ELEMENTS OF THE NATIONAL YOUTH POLICY</b>                 | <b>15</b> |
| III.1. Guiding principles and core values                                   | 15        |
| III.2. Policy goal  | 15        |
| III.3. Policy objectives  | 16        |

|  |           |
|--|-----------|
| <b>IV. COMPONENTS OF THE STRATEGIC PLAN</b>                                      | <b>17</b> |
| IV.1. Objectives of the Strategic Plan   | 17        |
| IV.2. Components of the Strategic Plan   |           |
| IV.3. Strengthening the coordination environment for policy implementation       | 18        |
| IV.4. Skills training, enterprise development and employment generation          | 21        |
| IV.5. Youth and Agriculture  | 23        |
| IV.6. Education, awareness-raising and advocacy                                  | 24        |
| IV.7. Illegal migration  | 27        |
| IV.8. Capacity development   | 27        |
| IV.9. Membership development and outreach  | 28        |
| IV.10. Monitoring and Evaluation   | 29        |
| IV.11. Program coordination and management                                       | 30        |
| <b>V. KEY STRATEGIES IN IMPLEMENTING THE STRATEGIC PLAN</b>                      | <b>31</b> |
| <b>V.1. Introduction</b>   | <b>31</b> |
| <b>V.2. Approaches to the implementation of the Strategic Plan</b>               | <b>31</b> |
| V.2.1. Creating an inter-agency and multi-dimensional coordination framework     | 32        |
| V.2.2. Creating synergies in inter-agency responses                              | 32        |
| V.2.3. Promoting project clustering approach                                     | 32        |
| V.2.4. Promoting program approach  | 32        |
| <b>V.3. Modalities for the funding of the Strategic Plan</b>                     | <b>32</b> |
| V.3.1. Government (Central and Local Governments)                                | 33        |
| V.3.3. Private Sector Agencies   |           |
| V.3.4. Development Partners (Donor Agencies and NGOs)                            | 33        |
| <b>V.4. Milestones in the implementation of the Strategic Plan</b>               | <b>33</b> |
| V.4.1. Milestones for 2016   | 33        |
| V.4.2. Milestones for 2017   | 35        |
| V.4.3. Milestones for 2018   | 37        |
| <b>V.5. Institutional framework for the implementation of the Strategic Plan</b> | <b>39</b> |
| <b>ANNEXES:</b>  | <b>44</b> |
| <b>I. LOGICAL FRAMEWORK MATRIX FOR THE IMPLEMENTATION OF THE STRATEGIC PLAN</b>  | <b>44</b> |
| <b>II. SUMMARY OF THE INDICATIVE BUDGET</b>                                      | <b>59</b> |
| <b>III. PROCESS FOR THE IMPLEMENTATION OF THE STRATEGIC PLAN</b>                 | <b>60</b> |

## **FOREWORD**

**Honourable Alieu K. Jammeh**

**Minister for Youth and Sports**

## **EXECUTIVE SUMMARY**

The Strategic Plan is designed to facilitate the operationalisation of the revised National Youth Policy.

In that respect the Plan is targets the following two key strategic priority areas: (1) coordination challenges; and (2) youth empowerment and development.

Each key strategic priority area in is in turn broken down into six intervention areas and each intervention area highlights the policy issues and challenges, strategic objectives, expected results and strategic responses.

The key strategic areas are broken down into strategic interventions as follows:

### Coordination challenges:

- i. System-wide coordination;
- ii. Sector coordination;
- iii. Structural coordination;
- iv. Program coordination;
- v. Coordination among UN System Agencies; and
- vi. Coordination among the Service Providers

### Youth empowerment and development

- i. Skills training, enterprise development and employment generation;
- ii. Youth and Agriculture;
- iii. Education, awareness-raising and advocacy;
- iv. Illegal migration;
- v. Capacity development;
- vi. Membership development and outreach;
- vii. Monitoring and evaluation;
- viii. Program management

The Plan also defines the approaches to be employed to facilitate its implementation such as strengthening coordination among the multitude of agencies intervening in youth issues; fostering institutional synergy and project clustering in agency interventions and adopting a program approach as opposed to the project approach.

To facilitate the monitoring of program implementation, milestones have been developed on an annual basis for the planned program period (2016-2018).All the proposed interventions have been arranged into a Logical Framework Matrix to facilitate the tracking of progress in the implementation of the Plan.

## **I. BACKGROUND, CONTEXT AND JUSTIFICATION**

### **I.1. Rationale for a Strategic Plan for youth empowerment and development**

How we raise and support young people is too important to be left to chance. A healthy and vibrant youth population is a valuable asset for our nation-for what it offers both now and in the future. A number of interrelated factors highlight the need to re-think how we can improve the lives of youth.

Globalisation, new technologies and associated social change are challenging and altering all aspects of society within single generations. Successfully adjusting to change and harnessing the opportunities it brings requires new approaches and attitudes. Innovation, creativity and the resiliency to endure change have become the critical determinants of future prosperity and are linked to good youth development.

The years from age 15 to 35 inclusive are critical for youth development - they build on experiences of childhood and generate the foundation skills for adulthood.

Too many young people are arriving at adulthood unprepared to contribute productively as citizens and employees. Therefore, building a youth development strategy on this information base makes it more likely that all young people will enjoy this success and that fewer will suffer from mental illness, unemployment, addiction, unwanted pregnancy, loneliness or even become involved in crime.

### **I.2. Situation of youth in The Gambia**

#### **Transforming Demographic Strength into Economic Dividend**

With a population of 1,882,450 at the 2013 Population and Housing Census, the share of the youth aged 13-30 years constitutes 36.7 per cent of the total population.

It is evident from the foregoing that The Gambia is experiencing a youth bulge, defined as an “extraordinarily large youth cohort relative to the adult population”. This youth bulge presents myriad reasons for concern given indications of a strong correlation between a rapidly growing young population with rampant unemployment and large pools of desperate youth who are more susceptible to take part in social vices and delinquency.

It is important to note, however, that the youth bulge is not always necessarily a bad thing. With the right investments and continued support through the demographic transition, a cycle of positive outcomes can result from having a larger, better-educated and economically productive workforce.

#### **Education**

Ensuring that all children are enrolled and stay in school has been a leading priority in The Gambia with an emphasis on universal access to basic education among 7-15 year olds. This commitment is now being fulfilled through the gradual phasing out of school fees and other charges from primary through to senior secondary school

Following the articulation of Vision 2020, The Gambia prioritized both access to and quality of basic education. However, in the beginning, access has received far greater attention and the key indicators of progress in the education sector in successive national medium term plans have related mainly to access rather than performance.

With access no longer a major challenge, the education sector has, since 2000, turned attention to addressing the issue of quality and relevance with different interventions supported by partners. However, The Gambia still records very high number of children leaving school before completion.

As children move into adolescence it is expected that those who remain in school will be increasingly found in secondary school rather than in primary school. The transition rate from primary to secondary education is therefore an important indicator of young people's access to education, and can help in assessing the relative development of education systems.

However, available data indicates that even though primary school enrolment has continued to rise, many children are not making the transition to secondary school at typical ages and others drop out entirely.

An analysis of secondary school enrolment among young people is also an important indicator for youth development because, among other things, this level of schooling contributes to greater civic participation and helps combat youth violence, abuse and exploitation. It also results in a wide range of long-term health benefits, including lower infant mortality, later marriage, reduced domestic violence, lower fertility rates and improved child nutrition.

While much progress has been made in increasing enrolment in lower basic education, but enrolment in secondary education is much less. Consistent with the low transition from basic educational level to secondary education, the gross enrolment ratio in secondary education was only 41.2%, while completion rates also drops from 73.4% at lower basic level to 34.7% at senior secondary level in 2014 .

| <b>Educational Level</b>       | <b>Gross Enrolment Rate</b> | <b>Completion Rate</b> | <b>Transition Rate</b> |
|--------------------------------|-----------------------------|------------------------|------------------------|
| <b>Lower Basic Education</b>   | 97.1%                       | 73.4%                  | 90%                    |
| <b>Upper Basic Education</b>   | 68%                         | 64.6%                  | 67.5%                  |
| <b>Senior Secondary School</b> | 41.2%                       | 34.7%                  |                        |

Source: MoBSE - 2013/2014 Statistical Yearbooks

Also consistent with the low transition rates for girls to secondary education, there are more boys enrolled in secondary education than girls as at the 2013/2014 academic year. Furthermore, while enrollment, completion and transition rates are higher for girls than boys at lower basic level, but as they progress from lower basic to upper basic and senior secondary the rates for enrollment, completion and transition for girls drops considerably as could be seen from the table below:

| <b>Sex</b>    | <b>Lower Basic Education</b> |                   |                   | <b>Upper Basic Education</b> |                   |                   | <b>Senior Secondary</b> |                   |
|---------------|------------------------------|-------------------|-------------------|------------------------------|-------------------|-------------------|-------------------------|-------------------|
|               | <b>GER</b>                   | <b>Completion</b> | <b>Transition</b> | <b>GER</b>                   | <b>Completion</b> | <b>Transition</b> | <b>GER</b>              | <b>Completion</b> |
| <b>Male</b>   | 95.4%                        | 73.3%             | 90.6%             | 68.2%                        | 66.0%             | 68.3%             | 43.2%                   | 37.0%             |
| <b>Female</b> | 98.7%                        | 73.6%             | 91.1%             | 68.0%                        | 63.3%             | 66.7%             | 39.2%                   | 32.4%             |

Source: MoBSE - 2013/2014 Statistical Yearbooks

The fundamental purposes of technical and vocational education are to equip people with capabilities that can broaden their opportunities in life and to prepare youth and young adults for the transition from school to work. Here again there are regional and gender disparities with regards to access.

Furthermore transition rates generally to tertiary and higher education drops for both boys and girls but more so for girls. Access to tertiary and higher education is influenced by regional disparities in the location of these institutions as well as funding constraints.

## **Youth participation in the labour market**

Upon completing school young people should be able to make a successful transition from school to work with the skills and knowledge they have acquired. However, the ratio of the youth-to-adult unemployment rate is almost three to one, and more than a third of the youth is either seeking but unable to find work, has given up in the job search entirely, or is working in low-paid jobs. All these figures clearly point out the substantial difficulties of youth participation in the labour market.

Young people living in cities and towns are much more likely to be unemployed than their rural counterparts. This again underscores the different nature of urban and rural economies, and in particular the important role that the agriculture sector plays in absorbing young rural workers. Young people are more likely than adults to be unemployed or jobless. The picture does however vary according to the area of residence. Rural unemployment is low and varies little across the whole age spectrum, predominantly as a result of these workers being absorbed into the agricultural sector. Urban unemployment peaks for young adults, aged 20 to 24 years.

Youth unemployment and situations in which young people give up on the job search or work under inadequate conditions incur costs to the economy, to society and to the individual and their family. A lack of decent work, if experienced at an early age, threatens to compromise a person's future employment prospects and frequently leads to unsuitable labour behaviour patterns that last a lifetime. There is a demonstrated link between youth unemployment and social exclusion. An inability to find employment creates a sense of hopelessness and idleness among young people that can lead to increased crime, mental health problems, violence and drug taking. The most obvious gains then, in making the most of the productive potential of youth and ensuring the availability of decent employment opportunities for youth, are the personal gains to the young people themselves.

There is also an economic justification to addressing the youth employment issue. Idleness among youth can come at great costs as they will not be contributing to the economic welfare of the country. Some youth who are unable to earn their own income have to be financially dependent on the family, leaving less for spending and investments at the household level. All this is a threat to the growth and development potential of the national economy. Focusing on youth, therefore, makes sense to a country from a cost-benefit point of view. Young people might lack experience but they tend to be highly motivated and capable of offering new ideas or insights. They are the drivers of economic development in a country. Foregoing this potential is an economic waste to the country.

## **Youth migration**

Migration is generally recognized as an integral part of the process of socio-economic development as it ensures the mobility of labour and its associated human capital between regions and occupations.

Young people are an integral part of population migrations in terms of the volume and the effect migration has on both the places of origin and the destination. Essentially, faced with high underemployment, lack of access to higher education and persistent poverty, many young people see migration as an opportunity to improve their status, learn new skills and make the transition into adulthood.

For years, migration from rural to urban areas in The Gambia has been the essential mechanism for job opportunities, social mobility and income transfers and it continues to form a significant component of the livelihood systems of many rural dwellers. Among young people, this migration stream is often driven by factors such as perceived prospects of more jobs, further education, access to medical treatment and general attractions of urban life.

Many such migrants have however discovered that their prospects are not significantly improved by relocation because with the limited employment opportunities in the urban areas, the arrival of rural



migrants worsens the situation by expanding the pool of young urban job seekers. In consequence, most young urban migrants face a future of low-wage employment, unemployment, underemployment and poverty that often lead them into drugs and crime.

Recently an unfavourable international migration trend developed through illegal means to search for greener pastures in Europe. Due to pressures from friends who already made it to Europe, family members and other colleagues in the neighbourhoods, the trend has now reached an alarming rate.

Illegal migration in The Gambia is beginning to have a destabilizing effect on community and household solidarity, resource capacity, income and stability, exacerbated by weak policy and legal environment, lack of a coordinated strategy at the macro and sector levels to address the issue and lack of empirical evidence to enable evidence-based policy and strategy formulation.

### **Health**

Young people's health status has been identified as a critical element in, and inseparable from, their ability to receive an education, engage in income-generating activities and participate in other structures of society.

Although young people in The Gambia are subject to many of the health risks that pertain to the broader population, several aspects are more important for youth than at other ages. Access to sexual and reproductive health care and services is especially important for the youth as this is the stage in life in which people develop secondary sexual characteristics and typically make their sexual debut - and may start having children.

In addition to reproductive health challenges, the high prevalence of early marriage in many parts of the country partly explains the high adolescent fertility rates in the country. Overall, young married girls are likely to find themselves in a position of powerlessness within their in-law family, with no clear access to friends of the same age or other sources of support. This powerlessness means that they are more vulnerable to different types of abuse.

These marriages are often characterized by large spousal age gaps. In addition, married adolescents must contend with limited social support because of social isolation, limited educational attainment and no schooling options, intense pressure to become pregnant, increased risk of maternal and infant mortality, increased vulnerability to HIV and other STIs, restricted social mobility/freedom of movement, little access to modern media and lack of skills to be viable to the labour market.

Female Genital Mutilation also shows the prevalence of another major reproductive health problem facing young women in The Gambia. It has long-term medical and reproductive health effects.

Given that a high proportion of young people start giving birth during their adolescent years, the issue of maternal mortality resulting from the complications of pregnancy is relevant for this age group.

### **Disability**

In The Gambia many persons become impaired due to malnutrition and disease, environmental hazards, natural disasters, traffic and industrial accidents. In addition, preventable impairments also result from communicable, maternal and perinatal disease and injuries. Such impairment often leads to disability and the associated disadvantage and discrimination.

For the disabled youth the consequences include being excluded from attending school and ultimately from work opportunities. People with disabilities have also been excluded (or at least not included) from health services and programmes related to HIV/AIDS

### I.3. Strategy formulation process

The formulation of the strategy benefitted from a lengthy process of consultation with different categories and levels of the stakeholder community.

A **review of the existing sources of secondary literature** relevant to the implementation of the policy and associated strategic plan, as well as various national and sector policies, strategies, programs and legal instruments relevant to the youth sub-sector was carried out by the Consultant with a view to determining the level of progress attained as a result of the program interventions made by the National Youth Council and its partners during the first half of the current policy (2009-2014).

Review of national, sector and sub-sector quantitative data and statistics was also consulted to determine the characteristics of trends in the performance of certain social and economic indicators relevant the youth sub-sector for the period under review (2009-2014) such as MICS IV (2010), Demographic and Health Survey (2013), the National Population and Housing Census (2013), review reports on the implementation of the PAGE, annual and activity reports of the NYC and partners.

This was supplemented by several **in-house meetings** with the senior staff of the National Youth Council for further consultations on the progress of the consultancy.

As part of the preparatory activities for the mid-term review, the Consultant also presented the data collection tools at a one-day **Inception Meeting with an inter-agency Technical Working Committee** with a view to establishing a common understanding on the exercise in respect of expectations, scope of the work and the Work Plan on the basis of the Inception Report developed purposely for the review exercise.

To facilitate the review, a **Policy Implementation Assessment Tool** was developed and administered through **Key Persons Interviews (KPIs)** to 27 Policy Makers and 30 Program Implementers from 37 agencies in the central government, local government councils, offices of the regional governors and civil society organisations in all the 5 regions and 2 municipalities of the country.

The questions in the above-mentioned interview guides were adapted to inform the development of Focus Group Discussion guides to gather feedback at the community level from the youth groups and associations. Through the coordinative efforts of the Regional Youth Coordinators, **2 Focus Group Discussions (FGD)** were organised with a group of 13-18 youth at each of the 8 LGAs, to obtain their perceptions, experiences and opinions on pertinent issues affecting the youth in terms of their empowerment, development and mainstreaming into the wider society.

The Consultant also visited the premises of the Satellite Agencies of the Ministry of Youth and Sports and selected international development partners within the United Nations System based in The Gambia and held **Follow-Up Interviews** with the senior staff of these agencies with a view to obtaining their views on the issues emanating from the Key Persons Interviews and Focus Group Discussions

The first draft of the Strategic Plan was produced and subjected to a **Peer-Review process** through which the staff of NYC, members of its Governing Council, Ministry of Youth and Sports and satellite institutions and other key Implementing Partners reviewed and commented on the draft.

Prior to the submission of the final Plan, the Consultant presented the draft report to a cross-section of the youth at a **National Youth Forum** with a view to soliciting the response of the youth to the findings of the draft MTR report, revised policy and the Strategic Plan.

**A one-day Validation Workshop** was organised with stakeholders to review and validate the Plan.

## **II. POLIY AND LEGAL CONTEXT**

### **II.1. The Constitution of The Republic of The Gambia**

Chapter IV, Section 17(2) of the Constitution stipulates that “every person in The Gambia ..... Shall be entitled to the fundamental human rights and freedoms of the individual ..... But subject to the freedoms of others and for the public interest”

Generally the Constitution as the basic law of the country provides for the general policy and legal framework for the protection and promotion of the rights of the youth and hence provides the general backdrop to the formulation of this Strategic Plan.

### **II.2. National Employment Policy and Action Plan (NEP/NEAP) (2010-2014)**

The Government of The Gambia formulated the **National Employment Policy (NEP)** and the **National Employment Action Plan (NEAP)** to address the acute unemployment and underemployment problems in the country especially amongst youths and women.

One of the main strategies for the realisation of the national employment policy objectives was the promotion of a well educated, trained, skilled and self-reliant and enterprising labour force with the view to increasing employment especially for the youth and women. The training was to be relevant and matched the skills that are in demand in the labour market.

To support operationalisation of the NEP and NEAP through a minimum package of priority areas to create and promote gainful employment opportunities and other income generating activities, The Gambia Government with the support of the ILO and UNDP launched The Gambia Priority Employment Programme (GAMJOBS) in 2007. In its overall objective, the programme tries to demonstrate the centrality of employment creation for poverty reduction and advocate for an employment intensive economic growth as a key operational strategy for implementation of the PRSP and other national action plan.

### **II.3. National Policy on Education (2004-2015)**

Ensuring that all children are enrolled and stay in school has been a leading priority of the Education Policy with an emphasis on universal access to basic education among 7-15 year olds. This commitment is now being fulfilled through the gradual phasing out of school fees and other charges from primary through to senior secondary school

Following the articulation of Vision 2020, The Policy prioritized both access to and quality of basic education. With access no longer a major challenge, the education sector policy and strategy has, since 2000, turned attention to addressing the issue of quality and relevance with different interventions supported by partners.

### **II.4. National Tertiary and Higher Education Policy (2014-2023)**

The fundamental purposes of tertiary and higher education are to equip people with capabilities that can broaden their opportunities in life and to prepare youth and young adults for the transition from school to work.

In this respect the Policy provides a comprehensive and more exhaustive coverage of the national development agenda as regards higher education, tertiary, technical and vocational education and training with a view to providing trained human resources at all levels.

## **II.5. National Science, Technology and Innovation Policy (2015-2024)**

The Policy describes a ten-year program to move The Gambia into a more vibrant and sustainable socio-economic development-oriented nation by effectively utilizing Science, Technology and Innovation (STI) for improved quality of life for all Gambians.

An integral part of this Policy deals with policies and strategies to enhance education and research for capacity building in STI and related domains through funding, provision of grants, transmission and diffusion of STI knowledge into active economic sectors, industry and communities for continued and sustained socio-economic growth and improved quality of life for all Gambians.

## **II.6. Agriculture and Natural Resources Policy (2009-2015)**

Although youth issues are not directly dealt with in the policy framework but it has clearly-articulated agricultural sector issues that have implications for youth engagement in the agriculture sector.

### **i. Food Crops**

In respect of food crops, the policy provides for the availability of, and access to safe and nutritious staple food crops through sustainable self reliant increased production through effective delivery services and essential inputs made available, timely and affordable and accessible in every District of the country. Much greater emphasis will be on facilitating small and medium producers mainly through Cooperatives and Farmers Organizations

### **ii. Horticulture**

In the area of Horticulture, the Policy advocates for a modernized, commercialized and vibrant horticulture sub-sector with a view to producing competitive products for high value markets (tourist and entertainment industry) and exports. To support this policy objective, infrastructure, (warehouses, processing facilities, market information systems and transport) shall be made available with a view to increasing competitiveness, added value, income and employment.

### **iii. Livestock**

In this sub-sector, the policy aims at promoting a sustainable and increased production and productivity of livestock, meeting at least 75% of national demands in meat and meat products and by at least 25% of milk products over present levels.

### **iv. Fisheries**

The goal of the policy in this sub-sector is to increase fish supplies by at least 30 % of present levels to meet food fish security needs of the country particularly the vulnerable populations.

### **v. Forestry**

Through the policy, a special Initiative will be in force for ensuring that wood and non-wood forest products are sufficiently available in a sustainable way to meet national requirements. In this respect advanced mechanisms will be put in place and applied in a participatory way, ensuring multiple uses of forests and forest resources/products in a sustainable way for food and nutrition security, incomes, employment and investment. To achieve this objective the policy advocates that at least 20% of the total land area will be under effective forest management.

#### v. Irrigation

Through the policy, Irrigation schemes that are affordable to users, particularly small holders will be promoted vigorously, primarily for high value crops. Existing schemes will be consolidated and expanded, and new ones established in collaboration with the National Environment Agency (NEA) with a view to providing year-round water supplies.

#### vi. Mechanization

Through the policy, a special initiative will be launched for ensuring widespread awareness and adoption of mechanized farming; promotion/facilitation of partnerships (public/private sector), resource mobilization for special packages for small producers, facilitating the participation of grassroots organizations in the use of mechanization in the value chains (production, post production handling, agro-processing and agro-industries) to raise productivity and increased incomes for small producers and agents in the ANR sector.

#### vii. Infrastructure

The policy makes provision for the creation of small-scale enterprises to be empowered with user managed facilities for handling and storage of agricultural produce and commodities. It also provides for the adoption of a participatory approach (public/private partnerships) to provide enabling support to the availability and use of market structures for agricultural purposes, particularly for small to medium enterprises.

#### viii. Agricultural Support Services

The policy provides for agricultural support services in the following areas:

- Research services will be directed to ensure widespread use of improved diversified and affordable varieties of quality genetic materials of food and cash crops;
- Agricultural Extension service to be provided will be linked to research, equipped with knowledge, technology packages and skills providing information and transferring knowledge and skills to producers; particularly of small to medium scale;
- Agricultural and Rural Financial Services systems and mechanisms will be established with a view to providing financial services to all categories of farm enterprises with particular focus on small to medium holdings, women and youth;
- Agribusiness and markets will be promoted with a view to ensuring that an enabling environment is in force, guaranteeing and enhancing a vibrant sustainable agribusiness sub-sector that is widespread in the country, with active participation of women and youth, especially small producers; and
- Agro-industries and Agro-processing Stakeholder Platforms shall be established, strengthened, functioning and carrying out a number of activities with a view bringing about mind set changes and strengthening the full participation of local small and medium scale enterprises. At the same time the policy shall aim at forging and facilitating partnerships in various cost-effective processing and industrial activities in the ANR sector.

### **II.7. National Health Policy (2012-2020)**

Development of human capital stock has been a leading priority in the development agenda of The Government of The Gambia. Health, along with education and nutrition, is considered as one of the key

elements of human capital stock formation and consistent with the strategic direction for improving human capital stock, makes health central to The Gambia's development efforts.

In this respect, the health policy is line with the objectives of Vision 2020, the Millennium Development Goals (MDGs), The Program for Accelerated Growth and Employment (PAGE) - which will lead to the accomplishment of a three-quarters decline in maternal mortality and a two-thirds decline in mortality among children under five; to halt and reverse the spread of HIV/AIDS and other sexually-transmitted diseases and to provide special assistance to AIDS orphans and providing Reproductive and Child Health services at all levels of the health system by both public and private facilities.

#### **II.8. National Gender Policy and Women's advancement (2010)**

The goal and objectives of the Policy are to promote the mainstreaming of gender concerns into macro and micro policies and strategies with a view to ensuring that men and women participate as equal partners and beneficiaries in the economic development process for sustainable livelihood.

In this respect, it provides for equal access by girls and women, boys and men to quality formal and non-formal education at all levels; quality health care services; full participation in governance structures, leadership and decision-making; protection of women, men, boys and girls fundamental human rights; creation of awareness on gender-based violence, promotion of positive and mitigation of harmful aspects of Gambian culture with a view to promoting equality of women, men, girls and boys.

#### **II.9. Vision 2020-The Gambia Incorporated (1996-2020)**

In line with Section 14 of the Vision document, the trust of Government Policy shall be to strengthen the National Youth Service Scheme to provide school leavers with appropriate productive skills, whilst the National Youth Council shall continue to provide a participatory framework to promote the interests of youth and enhance character development in them.

#### **II.10. Program for Accelerated Growth and Employment (PAGE) (2012-2015)**

Whereas the Vision 2020 document has made direct reference to youth issued and explicitly outlined the policy objectives, the PAGE has failed in this direction to put forward any clearly-defined provisions for youth issues preferring to leave it to sectors to come up with youth-related interventions. This approach has directly affected the direct impact of PAGE on youth development.

#### **II.11. ECOWAS Youth Policy**

The National Youth Policy recognizes the ECOWAS Commission Youth Policy as the basis for the overall development of all young people in the sub-region.

#### **II.12. African Youth Charter**

As a member a member state of the African Union, The Gambia has ratified the African Youth Charter and is working towards achieving the principles of the Charter which enable the youth to enjoy full participation in the life of the society by incorporating its key provisions into the revised Policy.

#### **II.14. United Nations World Programme of Action for Youth (2000 and Beyond)**

The principles and purposes of the United Nations World Programme of Action for the youth have helped to inform the revised National Youth Policy at many levels. The ten priority areas and the five newly identified priority areas identified by the Program have inspired the revision of the Policy.

### **III. STRATEGIC ELEMENTS OF THE NATIONAL YOUTH POLICY**

#### **III.1. Guiding Principles and Core Values**

The National Youth Policy is structured on guiding principles and core values which influenced its design and direction. Guiding principles are fundamental values and beliefs that determine organisational and group character and behaviours. The key principles and values are stated as: -

- The guiding principle and core values of the revised National Youth Policy are consistent with the provision of other existing national and sector policies such as The Programme for Accelerated Growth and Employment (PAGE)(2012-2015), National Employment Policy(NEP)(2010-2014), National Health Policy (2012-2020), National Education Policy (2004-2015), National Tertiary and Higher Education Policy, (2014-2023), Draft National Science, Technology and Innovation Policy (2015-2024), National Agricultural Policy (2009-2015) and the National Gender Policy and Women's advancement(2010);
- Youth are the most important and valuable resource of the nation. Government shall recognize, discover and understand their conditions, needs, interests, issues, aspirations and capacities and make appropriate provision for their development;
- Effective and result-focused policy implementation demands coordination, collaboration and partnership among all stake holders including the different tiers of government, private sector organisations, nongovernmental organisations, traditional and religious leaders, community based organisations and development partners;
- Commitment to mainstreaming youth issues both as a cross-sectoral as well as a sector-specific issue, shall be adopted by Government as a development approach to inform the economic reform agenda and medium and long term development planning;
- The National Youth Policy is based on the fact that all youth development programs must be youth-driven and youth centered;
- Commitment to youth participation in the democratic process, as well as in community and civic decision making and development process;
- Creation of opportunities and strategies for addressing the challenges facing the youth should be the concern of the whole society;
- The National Youth Policy recognises the diversity in the youth category and is therefore mindful of the gender implications and strategies as contained in the gender policy as well as the challenges facing Persons with Disabilities;
- This Policy recognises the contributions of Non-Governmental Organisations to the continued life-long development of the youth and their skills and capacities and therefore empowering them should be supported and encouraged by government; and
- The National Youth Policy promotes a wide range of participatory methodologies to ensure maximum participation and contribution to youth development

#### **III.2. Policy Goal**

The principal goal of this Policy is to provide an appropriate framework for promoting the enjoyment of fundamental rights by the youth and the protection of their social, economic and political well being in order to enhance their active participation in national development process.

### **III.3. Broad Policy Objectives**

- Establish a general policy framework which will provide guidelines on youth issues;
- Approach youth problems from a holistic perspective so as to ensure the coverage of the most critical elements and promote a comprehensive multi-sectoral response;
- Promote youth participation in the democratic process as well as in leadership, community and civic decision making process and other local development programs;
- Ensure that all youth programmes are youth-driven and youth centered;
- Reduce youth unemployment through the promotion of skills training and self-employment enterprises;
- Mobilize resources for youth programs and projects at all levels;
- Promote coordination in the interventions of the different tiers of government, civil society organisations and private sector agencies on youth development programs;
- Improve organisational capacity performance and ensure country-wide coverage in the execution of youth programs; and
- Address the social, economic and health problems that confront the youth;



## **IV. COMPONENTS OF THE STRATEGIC PLAN**

### **IV.1. Objectives of the Strategic Plan**

The purpose of the Strategic Plan for youth empowerment and development is to provide a roadmap that will guide the efforts of all stakeholders through the articulation of their roles in the implementation of the revised National Youth Policy. Specifically, this entails the following:

- a. to clearly articulate components of the Strategic Plan;
- b. to define the steps, prioritisation and sequencing of the components and activities;
- c. to provide a guide for the preparation of detailed annual work plans for each component;
- d. to provide the background and rationale for the proposed interventions and their timing;
- e. to indicate linkages between the major activities;
- f. to estimate the resource requirement of the Plan for its effective implementation;
- g. to outline the institutional framework for implementing the Policy and how the process and inputs from the stakeholders will be coordinated; and
- h. to indicate the financing mechanisms for the Plan.

### **IV.2. Components of the Strategic Plan**

The key components of the Strategic Plan have been derived from the medium-term review of the current National Youth Policy (2009-2018).

The Plan presents the challenges, objectives, expected results and interventions for the following nine components:

- i. Strengthening the coordination environment for policy implementation;
- ii. Skills training, enterprise development and employment generation;
- iii. Youth and Agriculture;
- iv. Education, awareness-raising and advocacy;
- v. Illegal migration;
- vi. Capacity development;
- vii. Membership development and outreach;
- viii. Monitoring and Evaluation; and
- ix. Program coordination and management

### **IV.3. Strengthening the coordination environment for policy implementation**

#### **Policy Issues and Challenges**

Coordination has been identified by the medium-term review of the current policy as the single biggest challenge to the implementation of the Policy. The review noted that currently there is no shortage of resources devoted to youth issues in the country moving around among several agencies. The challenge is how to coordinate the different support sources and harness them for a common goal within a well-coordinated environment. Because the current overall national coordination framework in dealing with youth issues is generally weak, it has resulted in an uncontrollable terrain whereby any agency can just intervene and do whatever it likes without coordinating with the appropriate youth structures.

Coordination among the multiple stakeholders has always been critical to the effective implementation of the policy. The mid-term review noted that coordination challenges occur at six different levels.

#### **IV.3.1. System-Wide Coordination**

##### **IV.3.1.1. Policy Issues and Challenges**

The existing government approach and strategy conceives youth as a purely cross-cutting issue. This perspective therefore calls in the need for a system-wide coordination framework and mechanism to monitor the progress of implementation of the Policy at the cross-sectoral level. In the past an Inter-Ministerial Coordinating Committee (ICC) was established drawing membership from senior staff of key Ministries with mandates that have implications for the implementation of the policy.

However, the drawback with this response has been that emphasis was placed on the creation of a coordination structure or body even before the framework and process for facilitating the work of the body was developed. This shortcoming has affected the effectiveness and efficiency of the coordinating body and made it almost redundant and short-lived

##### **IV.3.1.2. Strategic Objective**

To strengthen system-wide facilitation and coordination of policy implementation and program interventions on youth issues

##### **IV.3.1.3. Expected Results**

- i. Institutional mapping Report on inter-agency involvement in youth empowerment and development prepared;
- ii. A national framework for coordinating and monitoring inter-agency interventions in youth issues prepared;
- iii. A broad-based Inter-Agency and Multi-Disciplinary Coordination Committee with clearly-defined and articulated Terms of reference established; and
- iv. A Biennial bilateral technical review meeting between government and development partners on the performance of the National Youth Policy implementation and program interventions on youth issues held in the last quarter of 2017

#### **IV.3.1.4. Strategic Responses**

- i. Commission a Policy Audit and Institutional Mapping to determine the key players and actors in youth issues in terms of the policy support, institutional/agency response, budgetary allocation over a period,etc;
- ii. Drawing from the results of the institutional mapping, develop a comprehensive framework and process for coordinating and monitoring the inter-agency responses to youth empowerment and development;
- iii. Constitute a broad-based Inter-Agency and Multi-Disciplinary Coordination Committee with clearly-defined and articulated Terms of reference; and
- iv. Convene biennial bilateral technical review meetings between government and development partners on the performance of the National Youth Policy implementation and program interventions on youth issues

#### **IV.3.2. Sector Coordination**

##### **IV.3.2.1. Policy Issues and Challenges**

Coordination at the level of the Ministry of Youth and Sports and its Satellite Agencies was also critical to the effective implementation of the Policy. The coordination challenge here has been in terms of overlaps and conflicts in institutional mandates between key Departments and Agencies of the Ministry.

##### **IV.3.2.2. Strategic Objective**

To improve coordination among the departments and agencies of the Ministry of Youth and Sports by streamlining the institutional mandates of the agencies to avoid overlaps and conflicts in youth issues.

##### **IV.3.2.3. Expected Results**

- i. A report on the review of the institutional mandates of the Department of Planning and Programming and the Satellite Agencies Ministry of Youth and Sports produced;
- ii. A plan restructuring the institutional mandates of the Department of Planning and Programming and the Satellite Agencies of the Ministry of Youth and Sports produced; and
- iii. A status report on the state of implementation of the restructuring plan prepared and validated

##### **IV.3.2.4. Strategic Responses**

- i. Review the institutional mandates of departments and agencies of the Ministry dealing with youth matters to determine the overlaps and conflicts in their institutional mandates; and
- ii. Drawing from the results of the review of the institutional mandates, develop an institutional restructuring plan to implement the recommendation of the review exercise.

### **IV.3.3. Structural Coordination**

#### **IV.3.3.1. Policy Issues and Challenges**

It emerged from the medium-term review that structural relations among the youth structures at the national, regional, district and local levels is not as fluid as it should be for ensuring that the presence and influence of the National Youth Council is adequately felt at all levels of interaction. This is manifested through the low registration levels for local youth groups, the non-involvement of NYC/RYC in certain activities of the local groups directly funded by some development partners and the weak networking relations among the regional youth structures

#### **IV.3.3.2. Strategic Objective**

To strengthen coordination and collaborative partnership among the various youth structures with a view to maximising the impact of interventions in youth issues country-wide

#### **IV.3.3.3. Expected Results**

- i. A report on the review of the coordination arrangements among the youth structures at the national, regional, district and local levels produced; and
- ii. Strategies for strengthening coordination among the youth structures at the national, regional, district and local levels developed

#### **IV.3.3.4. Strategic Responses**

- i. Review the existing coordination mechanism among the various youth structures to determine the challenges and possibilities for effective coordination and collaboration; and
- ii. Drawing from the results of the review, develop and implement strategies for enhancing effective coordination and collaboration among the youth structures at the national, regional, district and local levels respectively.

### **IV.3.4. Program Coordination**

#### **IV.3.4.1. Policy Issues and Challenges**

The current Policy assumes that a Strategic Plan equipped with appropriate tracking tools shall be developed to facilitate the operationalisation, coordination, monitoring and evaluation of the Policy.

The absence of a Strategic Plan and tracking tools meant that NYC Secretariat had to adopt an Annual Work Plan approach which is informed by the resolutions of the biennial National Youth Conference.

Equally, the lack of a suitable monitoring and evaluation framework has made it difficult for the NYC to effectively coordinate, guide and monitor policy implementation through program interventions in youth issues by the multitude of agencies currently engaged in this sector.

#### **IV.3.4.2. Strategic Objective**

Promote medium to long-term perspective planning as an approach to determine the long term impact of interventions on youth development and empowerment

#### **IV.3.4.3. Expected Results**

- i. Operational Plan to implement the Strategic Plan developed;
- ii. An Integrated Monitoring and Evaluation Plan developed;
- iii. Advocacy Strategy developed to engage the United Nations System agencies and the Service Providers in regards the coordination of their activities; and
- iv. Impact assessment studies undertaken to determine the effects of interventions on youth empowerment and development.

#### **IV.3.4.4. Strategic Responses**

- i. Develop a detailed Operational Plan to implement the medium-term Strategic Plan;
- ii. Develop an Integrated Monitoring and Evaluation Plan (IMEP) for effectively tracking the performance of policy implementation and program interventions;
- iii. Advocate to the United Nations System Agencies to coordinate their support to youth development and empowerment more closely within the framework of UNDAF-The Gambia to avoid overlaps and conflicts in their interventions;
- iv. Advocate to all Service Providers in youth issues to properly coordinate their interventions with the National Youth Council by using the Strategic Plan for the revised National Youth Policy as their main reference instrument and point of entry; and
- v. Institutionalise the conduct of surveys and studies on a regular and systematic basis to assess the impact of policy implementation and program interventions on youth issues

### **IV.3.5. Skills Training, Enterprise Development and Employment Generation**

#### **IV.3.5.1. Policy Issues and Challenges**

Intense agency activity in the area of training, skills development and employment generation has also been noted in this area during the course of the mid-term review. There is evidence of overlaps in the responses of the agencies in youth issues, which is attributed to the failure of effective coordination.

The high rates of youth unemployment in the country require interventions that will equip them with the appropriate skills and competencies to gain access to gainful employment or explore opportunities for self-employment. With the right investments and continued support through the demographic transition, a cycle of positive outcomes can result from having a larger, better-educated and economically productive workforce

#### **IV.3.5.2. Strategic Objective**

To provide the opportunities for skills acquisition and access to productive resources for the youth with a view to enhancing the prospects of employment or self-employment

#### **IV.3.5.3. Expected Results**

- i. Framework to coordinate all agency responses to skills training, enterprise development and employment generation developed and implemented;
- ii. Services and facilities for the youth evenly distributed across all regions of the country;
- iii. National Accreditation and Quality Assurance Authority (NAQAA) extends its supervisory and regulatory oversight to project-based and NGO skills training programs fo ensuring uniformity in skills training across the country;
- iv. National Accreditation and Quality Assurance Authority (NAQAA) develops standards for all the key skills areas demanded by the industry and labour market within the framework of the Gambia Skills Qualification Framework;
- v. NEDI and other government micro-finance schemes strengthened to enable them to provide seed money that can support enterprise development and self-employment opportunities for youth;
- vi. Community-based skills acquisition centers to promote apprenticeship and vocational training for the youth established in different regions across the country;
- vii. Skills acquisition and leadership training programs aimed at empowering female youth for self and gainful employment undertaken in all regions of the country;
- viii. Educational and skill-training programs undertaken for youth in juvenile correctional institutions to enhance their self-employment opportunities; and
- ix. Skills acquisition programs to promote youth employment among young people with disabilities, young migrants or returnees, refugees and displaced youth, and street youth undertaken in all regions of the country.

#### **IV.3.5.4. Strategic Responses**

- i. Coordinate all agency responses to skills training, enterprise development and employment generation interventions targeting the youth within the framework of the Strategic Plan;
- ii. Ensure an even geographical spread of services and facilities for the youth such as skills training and enterprise development centers, youth centers and development programs across the country and make them easily accessible to the youth, particularly in deprived regions such as Central River Region;
- iii. Promote Technical and Vocational Education and Training (TVET) programs and projects that is based on real labour market demands with particular focus on increasing the overall employability of youth trainees rather than training them for narrow occupational categories;
- iv. National Accreditation and Quality Assurance Authority (NAQAA) to put in place mechanisms for regulating the project-based and NGO skills training programs in order to promote uniform standards in skills training across the country;

- v. National Accreditation and Quality Assurance Authority (NAQAA) to develop standards for all the key skills areas demanded by the industry and labour market within the framework of the Gambia Skills Qualification Framework;
- vi. Strengthen NEDI and other micro-finance schemes targeting the youth to enable them to provide seed money that can support enterprise and self-employment programs for youth;
- vii. Establish community-based centers for skills acquisition to promote apprenticeship and vocational training across the country;
- viii. Develop and implement skills and leadership training programs aimed at empowering female youth for self and gainful employment as well as greater participation in, and contribution to community and national development;
- ix. Provide educational, skill-training and gainful employment opportunities for youth in juvenile correctional institutions; and
- x. Establish programs to promote youth employment among young women, young people with disabilities, young migrants or returnees, refugee and displaced youth, and street youth

#### **IV.3.6. Youth and Agriculture**

##### **IV.3.6.1. Policy Issues and Challenges**

The medium-term review noted a multiplicity of agency interventions in youth participation in agriculture, sometimes resulting in overlaps and duplications or even oversight and underfunding of certain areas in their interventions. It has also been noted that some of the interventions are largely supply-driven, being implemented because they are part of the strategies and activities of the supporting agencies, rather than constituting a real demand generating from the youth.

For the fact that the interventions are largely supply-driven, there is a noticeable over-emphasis on training and the supply of agricultural inputs. Not much attention is being given to other important elements in the agricultural value chain such as start-up capital, market, storage, extension advice, transportation and agro-processing facilities.

Furthermore, most communities in The Gambia are traditionally agrarian societies. Many young people who are working in this sector unfortunately lack the necessary support to improve their productive capacity. Very often they do not have access to land, credit as well as extension services. Therefore, their involvement and full participation in the agriculture sector will certainly make all the difference.

##### **IV.3.6.2. Strategic Objective**

To promote the involvement and full participation of the youth in the agricultural sector of the country

##### **IV.3.6.3. Expected Results**

- i. The framework for coordinating all agency responses to youth participation in agriculture developed and implemented;
- ii. Experimental farming programs directed towards young people initiated with a view to promoting the active involvement of young men and women in the agricultural sector;

- iii. Agricultural skills development incorporated in the curricula of all skills training centers;
- iv. Agricultural science taught at all levels of the educational system in the country;
- v. Youth involvement in agricultural research promoted;
- vi. Access to productive resources for the youth enhanced through land grants supported by financial and technical assistance;
- vii. Facilities that add value to the agricultural produce of the youth created; and
- viii. Government expedited the process of decentralisation and local development with a view to ensuring that services which address the needs of young men and women reach the rural areas.

#### **IV.3.6.4. Strategic Responses**

- i. Coordinate all agency responses to agricultural skills development and access to productive resources for effective youth participation in agriculture;
- ii. Initiate experimental farming programs directed towards young people with a view to promoting the active involvement of young men and women in the agricultural sector;
- iii. Incorporate agricultural skills development in the curricula of all skills training centers;
- iv. Promote the teaching of agricultural science at all levels of the educational system in the country;
- v. Promote research in the agricultural sector in order to improve methods of agricultural production and marketing with special attention to youth in distressed circumstances;
- vi. Facilitate access to productive resources for the youth to enhance their active involvement in agriculture through the provision of land grants supported by financial and technical assistance such as credit, farming inputs, extension services and information;
- vii. Create facilities that add value to the agricultural produce of the youth such as reliable market, storage, farmer cooperatives, transportation and agro-processing plants; and
- viii. Government to intensify efforts to reverse the under-development of rural areas by implementing the program for decentralisation and local development and ensure that services which address the needs of young men and women reach the rural areas

#### **IV.3.7. Education, Awareness-raising and Advocacy**

##### **IV.3.7.1. Policy Issues and Challenges**

Ensuring that all children are enrolled and stay in school has been a leading priority in The Gambia with an emphasis on universal access to basic education among 7-15 year olds. This commitment is now being fulfilled through the gradual phasing out of school fees and other charges from primary through to senior secondary school



Following the articulation of Vision 2020, The Gambia prioritized both access to and quality of basic education. However, in the beginning, access has received far greater attention and the key indicators of progress in the education sector in successive national medium term plans have related mainly to access rather than performance.

With access no longer a major challenge, the education sector has, since 2000, turned attention to addressing the issue of quality and relevance with different interventions supported by partners. However, The Gambia still records very high number of children leaving school before completion.

In addition to concerns about the quality of education, other areas of concern include access to knowledge and information on critical youth issues that can assist them in the transition to full adulthood, active citizenship and productive and gainful employment. The youth have limited access to appropriate information and education which could give them self confidence and understanding of the world around them.

There is also shortage of education, information and services available to adolescents and youth to help them understand the implications of these issues for their own wellbeing and development

#### **IV.3.7.2. Strategic Objective**

To promote equal access to quality education, educational opportunities and information for all youth in the Gambia irrespective of sex, geographical location and socio-economic circumstances.

#### **IV.3.7.3. Expected Results**

- i. The teaching of science and technology promoted in schools in all the regions;
- ii. The use of ICT promoted in schools in all regions of the country;
- iii. General reduction in school drop-outs among girls particularly in rural areas;
- iv. Programs to improve the knowledge of the youth about preventive health care and assist them avoid risky social practices developed and implemented
- v. Rehabilitation programs developed for drug, alcohol and substance abuse among youth;
- vi. Financial assistance provided to needy students, particularly the female youth;
- vii. Democratic student unionism promoted in tertiary and higher educational institutions to serve as a launching pad for the training of youth in leadership roles;
- viii. Sexual and reproductive health education promoted in all schools;
- ix. Career, personal and educational guidance and counselling introduced in all schools;
- x. Extra-curricular activities promoted in schools through voluntary associations /clubs;
- xi. Games and sports that is both recreational and competitive promoted in all schools;
- xii. AYSRH issues and HIV/AIDS prevention introduced into life skills programs and peer health education for the youth;
- xiii. The enforcement regime for policies and legations aimed at protecting young women against harmful traditional practices strengthened

#### **IV.3.7.4. Strategic Responses**

- i. Make development and delivery of education and skills training more responsive to the labour market through the constant review of the Training and Education curricula;
- ii. Promote of the teaching of science and technology in the schools;
- iii. Promote the use of ICT (Information, and Communication Technology) in schools;
- iv. Increase access to post basic education skills training;
- v. Enforce the enrolment and retention of girls in schools and general reduction in school drop-outs particularly in the rural area by developing programs that will keep pupils and students in school until they complete relevant levels of education;
- vi. Improve the knowledge of the youth about preventive health care and assist them avoid risky social practices that can expose them to ill-health and other social vices;
- vii. Develop and implement rehabilitation programs for drug, alcohol and substance abuse;
- viii. Provide financial assistance to needy students, particularly the female youth;  
  
Promote democratic student unionism to serve as a launching pad for the training of youth in leadership roles and democratic cultures;
- ix. Promote gender-sensitive curricula in schools;
- x. Introduce sexual and reproductive health education in all schools, especially for female students who have to cope with problems peculiar to them;
- xi. Promote career, personal and educational guidance and counselling in schools;
- xii. Introduce moral instructions, civics and civility in the schools curricula;
- xiii. Promote extra-curricular activities through voluntary associations and clubs, such as societies for Debating, literature, Current Affairs, Historical and Cultural Affairs and established organizations such as Scouts, Red cross and Red Crescents, Girls Guide, Boys Brigade in secondary schools etc;
- xiv. Promote games and sports in the schools that is both recreational and competitive;
- xv. Mainstream AYSRH issues and HIV/AIDS prevention into youth life skills programs and peer health education;
- xvi. Strengthen the policy and legal enforcement regime to enhance youth access to AYSRH, HIV/AIDS and other health information and services; and
- xvii. Strengthen the enforcement of policies and legations aimed at protecting young women against harmful traditional practices such as early and forced marriage, female genital mutilation and other forms of gender-based violence and abuse

### **IV.3.8. Illegal Migration**

#### **IV.3.8.1. Policy Issues and Challenges**

Illegal migration is beginning to have a destabilizing effect on community and household solidarity, resource capacity, income and stability, exacerbated by weak policy and legal environment, lack of a coordinated strategy at the macro and sector levels to address the issue and lack of empirical evidence to enable evidence-based policy and strategy formulation.

#### **IV.3.8.2. Strategic Objective**

Promote a well coordinated and orderly response to addressing the issue of illegal migration

#### **IV.3.8.3. Expected results**

- i. A comprehensive baseline assessment report on illegal migration produced;
- ii. The enabling policy, legal and strategic frameworks developed to address the issues of illegal migration;
- iii. A coordination framework developed to effectively coordinate the inter-agency responses to illegal migration; and
- iv. A comprehensive Integrated Monitoring and Evaluation Plan (IMEP) developed to track progress in the implementation of the policy, legal and strategic frameworks

#### **IV.3.8.4. Strategic responses**

- i. Commission a comprehensive baseline assessment to provide reliable empirical evidence on the character, scope and magnitude of the menace on society and the national economy;
- ii. Drawing from the results of the baseline assessment, develop comprehensive support policies, legal framework and strategies to address the issue holistically;
- iii. Develop a comprehensive coordination and partnership framework with the public sector, private sector, civil society and other development partners and governments to implement the policy, legal and strategic frameworks and;
- iv. Develop a comprehensive Integrated Monitoring and Evaluation Plan (IMEP) to track progress in the implementation of the policy, legal and strategic frameworks

### **IV.3.9. Capacity Development**

#### **IV.3.9.1. Policy Issues and Challenges**

Providing infrastructural support is very essential to the ability of the youth to create the space for social interaction, socialisation and networking, tapping their creative and productive capacity and enhancing the provision of facilities and services to their members and the local communities in which they are located, which in turn could strengthen their income-generating capacity and sustainability.

During the medium-term review, the youth lamented the inadequacy or apparent lack of Youth Centers in most regions and districts to provide the space for youth interaction and socialisation.

In the same way the National Youth Council lacks appropriate Secretariat to efficiently coordinate and facilitate the implementation of the National Youth Policy.

#### **IV.3.9.2. Strategic Objective**

Provide infrastructural and related capacity support to the youth structures at the national, regional and district levels in order to create the space for social interaction, socialisation and networking among the youth

#### **IV.3.9.3. Expected Results**

- i. A purpose-built Secretariat with standard facilities for the National Youth Council constructed;
- ii. Multi-purpose Youth Centers equipped with standard facilities constructed in all regions of the country;
- iii. Community-based Youth Centers with basic facilities constructed at district level; and
- iv. The capacity of the Regional and District Youth Committees developed in the management and maintenance of the Youth Centers as well as in the delivery of community-based programs for the youth and local community members

#### **IV.3.9.4. Strategic Responses**

- i. Construct a purpose-built Secretariat equipped with modern appropriate facilities for the National Youth Council to enhance its coordinating, facilitating and monitoring role;
- ii. Construct multi-purpose youth centers at the regional level and supported by a chain of modest youth centers with basic facilities at the district level, particularly for regions and districts not currently benefitting from such facilities;
- iii. Provide resource support in the form of IT equipment, well-equipped resource centers, audio-visual equipment, relevant literature, etc that can enable the facilities to provide services to the youth in the given localities; and
- iv. Develop the capacity of the Regional and District Youth Committees in the management and maintenance of the Youth Centers as well as in the delivery of community-based programs for the youth and local community members

### **IV.3.10. Membership Development and Outreach**

#### **IV.3.10.1. Policy Issues and Challenges**

For any association to ensure the steadfastness of its members to its organisational mandate and goals, it must develop strategies for active membership development and outreach.

Developing and maintaining an active registration programme to augment the membership of an association or group and provide services to affiliated members is crucial to an organisation's ability to justify its existence.

#### **IV.3.10.2. Strategic Objective**

To promote the expansion and retention of the youth membership base of the National Youth Council through the implementation of an active registration and outreach strategy

#### **IV.3.10.3. Expected Results**

- i. A report reviewing the status of National Youth Council membership base produced;
- ii. Strategy for NYC membership development and outreach developed and implemented; and
- iii. NYC organises Regional Youth Congress and the National Youth Conference in 2016

#### **IV.3.10.4. Strategic Responses**

- i. Review the status of NYC membership to determine the challenges for low levels of registration among the youth groups;
- ii. Develop clearly-defined and well-articulated strategies for membership development and outreach services; and
- iii. Create the space or forum through which the National Youth Council can assemble and reach out to the youth fraternity to discuss critical issues of importance to youth development and empowerment.

#### **IV.3.11. Monitoring and Evaluation**

##### **IV.3.11.1. Challenges**

The Secretariat of the National Youth Council will develop an Integrated Monitoring and Evaluation Plan to enable the Public, Government and its Development Partners to find out whether the Policy is being implemented as planned, any changes experienced, problems encountered and possible solutions, and adjust according to the realities on the ground vis-à-vis Policy objectives. There is also recognised need to align the M&E System to the existing monitoring and evaluation systems used by the relevant arms of Government. In addition, the development of an effective reporting mechanism that secures effective transmission of information among the various stakeholders at different levels is also important.

##### **IV.3.11.2. Strategic Objective**

To develop and institutionalise an appropriate monitoring and evaluation system that will facilitate effective surveillance over the implementation of the revised National Youth Policy.

##### **IV.3.11.3. Expected Results**

- a. Technical Working Group on Monitoring and Evaluation established;
- b. An effective national results-based Monitoring and Evaluation System;
- c. Functional and effective Monitoring and Evaluation Unit established at the NYC Secretariat with regional youth coordinators trained to perform M&E functions at the regional level; and

- d. A well conceived review/evaluation mechanism and processes for youth activities

#### **IV.3.11.4. Strategic Responses**

- a. Establish a Technical Working Group on Monitoring and Evaluation
- b. Review the current national monitoring and evaluation framework in the light of the revised National Youth Policy to inform the proposed M& E framework for youth issues
- c. Design and institutionalise an effective National Results-based monitoring and evaluation framework that captures National Youth Policy issues;
- d. Develop Monitoring and Evaluation Training Manuals for the application of the M & E system for use at various levels of policy implementation;
- e. Promote local community participation in monitoring and evaluation of development activities at the ward/district and village levels by institutionalizing citizen score card/report card mechanisms;
- f. Establish Regional Assessment Teams (RATS) in all the Local Government Areas; and
- g. Facilitate annual and mid-term reviews of the Strategic Plan.

#### **IV.3.12. Program Management and Coordination**

##### **IV.3.12.1. Challenges**

The Strategic Plan for the implementation of the National Youth Policy puts the Secretariat of the National Youth Council at the core of the implementation of the National Youth Policy where it is supposed to facilitate and coordinate the implementation process. In order to achieve this task, the Secretariat needs an appropriate institutional location, equipped with required facilities from where it could discharge its functions. Equally important, the Secretariat also needs to attract and retain qualified and competent staff as well as have access to adequate resources to meet operational costs most of which are not likely to be adequately budgeted for from the public budget.

##### **IV.3.12.2. Strategic Objective**

To improve the facilitation and coordination capacities of the National Youth Council Secretariat through the development of a supportive operational environment

##### **IV.3.12.3. Expected Results**

- a. An effective National Youth Council Secretariat capable of attracting and retaining competent personnel for the task of driving and managing the implementation of the National Youth Policy;
- b. Improved program delivery in all areas of implementation of the National Youth Policy

#### **IV.3.12.4. Strategic Responses**

- a. Strengthen the National Youth Council Secretariat and provide support for operational and staff costs;
- b. Establish coordinating and other support structures to the Secretariat such as the Inter-Ministerial Coordinating Committee (IMCC) and Technical Working Groups (TWGs);
- c. Strengthen the regional and district youth structures to enable them to effectively contribute to the implementation of the Policy;
- d. Undertake a Baseline Survey to determine existing operational capacities at various levels of Government within the framework of the implementation of the National Youth Policy; and
- e. Develop the necessary Standard Operating Procedural (SOP) Guidelines for the efficient management of the National Youth Council Secretariat, the IMCC and the TWGs.

### **V. KEY STRATEGIES IN IMPLEMENTING THE STRATEGIC PLAN**

#### **V.1. Introduction**

The implementation of programs and projects relating to youth issues is not new to the public sector in The Gambia. Government Ministries, Departments and Agencies such as Agriculture, Education and Health have integrated youth issues into their sector policies and programs to enhance local-level delivery of their interventions. In addition, a number of development partners have complemented Government efforts by working towards service delivery at the local level through the building of capacities of the local youth groups.

All these programs and projects generated lessons and best practices that were taken into account during the preparation of the revised National Youth Policy. It is Government's intention to apply the accumulated wealth of experiences generated from the aforesaid interventions in the implementation of the revised National Youth Policy.

#### **V.2. Approaches to the implementation of the Strategic Plan**

##### **V.2.1. Creating an inter-agency and multi-dimensional coordination framework**

The existing government approach and strategy conceives youth as a purely cross-cutting issue. This perspective therefore calls in the need for a system-wide coordination framework and mechanism to monitor the progress of implementation of the Policy at the cross-sectoral level. In the past an Inter-Ministerial Coordinating Committee (ICC) was established drawing membership from senior staff of key Ministries with mandates that have implications for the implementation of the policy.

However, the drawback with this response has been that emphasis was placed on the creation of a coordination structure or body even before the framework and process for facilitating the work of the body was developed. This shortcoming has affected the effectiveness and efficiency of the coordinating body and made it almost redundant and short-lived

In the context of the implementation of the revised National Youth Policy, a comprehensive framework and process for coordinating and monitoring the inter-agency responses to youth empowerment and

development shall be developed. Thereafter, a broad-based Inter-Agency and Multi-Disciplinary Coordination Committee with clearly-defined and articulated Terms of reference shall be constituted.

### **V.2.2. Creating synergies in inter-agency responses**

The medium-term review noted a multiplicity of agency interventions through programs and projects targeting the youth. This gives rise to overlaps and duplications in the interventions or even oversight and underfunding of certain areas in their interventions.

Within the framework of the implementation of the revised National Youth Policy, synergies in the interventions of the different agencies will be encouraged and promoted with a view to enhancing the broader impact and multiplier effects of the interventions for youth empowerment and development.

### **V.2.3. Promoting project clustering approach**

The medium-term review noted a multiplicity of projects sometimes leading to a tendency to spread the meager resources so thinly among a multitude of projects to the extent that the broader national impact on youth empowerment and development is somehow compromised.

Within the framework of the implementation of this revised National Youth Policy, clustering among the various small-scale projects will be encouraged and promoted with a view to drawing them together into much bigger projects and adequate resources committed to them with a view to enhancing the broader national impact for youth empowerment and development.

### **V.2.4. Promoting program approach**

Considering the fact that some interventions in youth issues might take some time to produce the desired development outcomes and for the purpose of determining the linkages among the various projects, a program approach would be encouraged and promoted with a view to enhancing the long-term impact of the interventions on youth empowerment and development.

## **V.3. Modalities for the funding of the Strategic Plan**

Government will pursue a multi-pronged approach to mobilise financial resources for the implementation of the Strategic Plan for Youth Empowerment and Development as presented below:

### **V.3.1. Government Funding**

- i. Central Government shall strive to increase internal funding from the public budget for youth development and empowerment programs;
- ii. Central Government and the Local Government Authorities (LGAs) shall provide annual budgetary allocations to the National Youth Council, Regional Youth Committees and the Satellite Youth Agencies of the Ministry of Youth and Sports (NYSS, NEDI and PIA) and such allocations shall be released on time for the implementation of the revised policy;
- iii. The Ministry of Youth and Sports and its Satellite Youth Agencies shall be permitted to mobilize resources from other sources at the internal and international levels;



- iv. Central Government shall promote and encourage private sector initiatives aimed at supporting the implementation of the revised youth policy;
- v. Government shall mobilize external funds from development partners for the implementation of the revised youth policy;
- vi. Central Government and the Local Government Authorities (LGAs) shall provide necessary counterpart funding and contributions for the implementation of donor-assisted youth development and empowerment programs and activities; and
- vii. Government at all levels and development partners shall ensure transparency and accountability in the disbursement of funds for youth development and empowerment programs to enhance expenditure tracking for the funding of policy implementation

### **V.3.3. Private Sector**

The private sector shall be encouraged to participate fully in infrastructure development and services delivery. Different forms of Private-Public Partnership (PPP) and the Corporate Social Responsibility (CSR) Funding window arrangements shall be explored to ensure that the private sector contribute to the generation of the required resources, provide opportunities for apprentice programs and enterprise development schemes for enhancing youth employability

### **V.3.5. Donors and NGOs**

External support from cooperating partners shall be solicited and any regulatory and/or legislative restrictions that may constrain the National Youth Council to directly access such assistance shall be reviewed accordingly.

A Youth Development Trust Fund shall be established and lodged with the National Enterprise Development Initiative (NEDI) into which cooperating partners can put their financial contributions to support the implementation of the Action Plan. There is, nevertheless, recognition that a number of measures ought to be pursued to secure a more effective involvement of external partners at this level. In particular, there is need to ensure that donors that support the implementation of the revised National Youth Policy would operate within the institutional framework and prioritised components that are set by Government as defined in the Strategic Plan.

## **V.4. Milestones in Policy Implementation**

Success in the implementation of the revised National Youth Policy from 2016 onwards shall be based on the attainment of a set of milestones as presented below:

### **V.4.1. Milestones for 2016**

During 2016, the Strategic Plan for Youth Empowerment and Development will work towards the attainment of the following milestones:

- i. Commission a Policy Audit and Institutional Mapping to determine the key players and actors in youth issues in terms of the policy support, institutional/agency response, budgetary allocation over a period,etc;
- ii. Drawing from the results of the institutional mapping, develop a comprehensive framework and process for coordinating and monitoring the inter-agency responses to youth empowerment and development;

- v. Constitute a broad-based Inter-Agency and Multi-Disciplinary Coordination Committee with clearly-defined and articulated Terms of reference;
- vi. Review the institutional mandates of departments and agencies of the Ministry dealing with youth matters to determine the overlaps and conflicts in their institutional mandates;
- vii. Drawing from the results of the review of the institutional mandates, develop an institutional restructuring plan to implement the recommendation of the review exercise;
- viii. Develop a detailed Operational Plan to implement the medium-term Strategic Plan;
- ix. Develop an Integrated Monitoring and Evaluation Plan (IMEP) for effectively tracking the performance of policy implementation and program interventions;
- v. Advocate to the United Nations System Agencies to coordinate their support to youth development and empowerment more closely within the framework of UNDAF-The Gambia to avoid overlaps and conflicts in their interventions;
- x. Advocate to all Service Providers in youth issues to properly coordinate their interventions with the National Youth Council by using the Strategic Plan for the revised National Youth Policy as their main reference instrument and point of entry
- xi. National Accreditation and Quality Assurance Authority (NAQAA) to put in place mechanisms for regulating the project-based and NGO skills training programs in order to promote uniform standards in skills training across the country;
- xii. National Accreditation and Quality Assurance Authority (NAQAA) to develop standards for all the key skills areas demanded by the industry and labour market within the framework of the Gambia Skills Qualification Framework
- xiii. Strengthen NEDI and other micro-finance schemes targeting the youth to enable them to provide seed money that can support enterprise and self-employment programs for youth;
- xiv. Develop and implement skills and leadership training programs aimed at empowering female youth for self and gainful employment as well as greater participation in, and contribution to community and national development;
- xv. Provide educational, skill-training and gainful employment opportunities for youth in juvenile correctional institutions;
- xvi. Establish programs to promote youth employment among young women, young people with disabilities, young migrants or returnees, refugee and displaced youth, and street youth;
- xvii. Promote the active involvement of young men and women in the agricultural sector, and initiate experimental farming programs directed towards young people such as the Songhai-Gambia Initiative;

- xviii. Incorporate agricultural skills development in the curricula of all skills training centers;
- xix. Promote the teaching of agricultural science at all levels of the educational system in the country;
- xx. Facilitate access to productive resources for the youth to enhance their active involvement in agriculture through the provision of land grants supported by financial and technical assistance such as credit, farming inputs, extension services and information;
- xxi. Promote the use of ICT (Information, and Communication Technology) in schools;
- xxii. Enforce the enrolment and retention of girls in schools and general reduction in school drop-outs particularly in the rural area by developing programs that will keep pupils and students in school until they complete relevant levels of education;
- xxiii. Introduce sexual and reproductive health education in all schools, especially for female students who have to cope with problems peculiar to them
- xxiv. Mainstream AYSRH issues and HIV/AIDS prevention into youth life skills programs and peer health education;
- xxv. Undertake a Baseline Survey to determine existing operational capacities at various levels of Government within the framework of the implementation of the National Youth Policy;
- xxvi. Strengthen the National Youth Council Secretariat and provide support for operational and staff costs;
- xxvii. Develop the necessary Standard Operating Procedural (SOP) Guidelines for the efficient management of the National Youth Council Secretariat, the IMCC and the TWGs;
- xxviii. Provide resource support in the form of IT equipment, well-equipped resource centers, audio-visual equipment, relevant literature, etc that can enable the facilities to provide services to the youth in the given localities;
- xxix. Develop the capacity of the Regional and District Youth Committees in the management and maintenance of the Youth Centers as well as in the delivery of community-based programs for the youth and local community members; and
- xxx. Facilitate annual review of the Strategic Plan;

#### **V.4.2. Milestones for 2017**

During 2017, the Strategic Plan for Youth Empowerment and Development will work towards the attainment of the following milestones:

- i. Convene biennial bilateral technical review meetings between government and development partners on the performance of the National Youth Policy implementation and program interventions on youth issues;

- ii. Review the exiting coordination mechanism among the various youth structures to determine the challenges and possibilities for effective coordination and collaboration;
- iii. Drawing from the results of the review, develop and implement strategies for enhancing effective coordination and collaboration among the youth structures at the national, regional, district and local levels respectively;
- iv. Ensure an even geographical spread of services and facilities for the youth such as skills training and enterprise development centers, youth centers and development programs across the country and make them easily accessible to the youth, particularly in deprived regions such as Central River Region;
- v. Promote Technical and Vocational Education and Training (TVET) programs and projects that is based on real labour market demands with particular focus on increasing the overall employability of youth trainees;
- vi. Government to intensify efforts to reverse the under-development of rural areas by implementing the program for decentralisation and local development and ensure that services which address the needs of young men and women reach the rural areas;
- vii. Create facilities that add value to the agricultural produce of the youth such as reliable market, storage, farmer cooperatives, transportation and agro-processing plants;
- viii. Establish community-based centers for skills acquisition to promote apprenticeship and vocational training across the country;
- ix. Promote of the teaching of science and technology in the schools;
- x. Promote gender-sensitive curricula in schools;
- xi. Improve the knowledge of the youth about preventive health care and assist them avoid risky social practices that can expose them to ill-health and other social vices;
- xii. Strengthen the policy and legal enforcement regime to enhance youth access to AYSRH, HIV/AIDS and other health information and services;
- xiii. Strengthen the enforcement of policies and legations aimed at protecting young women against harmful traditional practices such as early and forced marriage, female genital mutilation and other forms of gender-based violence and abuse;
- xiv. Commission a comprehensive baseline assessment to provide reliable empirical evidence on the character, scope and magnitude of illegal migration on society and the national economy;
- xv. Drawing from the results of the baseline assessment, develop comprehensive support policies, legal framework and strategies to address illegal migration holistically;
- xvi. Develop a comprehensive coordination and partnership framework with the public sector, private sector, civil society and other development partners and governments to implement the policy, legal and strategic frameworks on illegal migration;

- xvii. Develop a comprehensive Integrated Monitoring and Evaluation Plan (IMEP) to track progress in the implementation of the policy, legal and strategic frameworks on illegal migration;
- xviii. Provide resource support in the form of IT equipment, well-equipped resource centers, audio-visual equipment, relevant literature, etc that can enable the existing Youth Centers to provide services to the youth in the given localities;
- xix. Develop the capacity of the Regional and District Youth Committees in the management and maintenance of the existing Youth Centers as well as in the delivery of community-based programs for the youth and local community member;
- xx. Promote career, personal and educational guidance and counselling in schools;
- xxi. Introduce moral instructions, civics and civility in the schools curricula;
- xxii. Promote extra-curricular activities through voluntary associations and clubs, such as societies for Debating, literature, Current Affairs, Historical and Cultural Affairs and established organizations such as Scouts, Red cross and Red Crescents, Girls Guide, Boys Brigade in secondary schools etc;
- xxiii. Promote games and sports in the schools that is both recreational and competitive; and
- xxiv. Facilitate annual and mid-term review of the Strategic Plan

#### **V.4.3. Milestones for 2018**

During 2018, the Strategic Plan for Youth Empowerment and Development will work towards the attainment of the following milestones:

- i. Construct a purpose-built Secretariat equipped with modern appropriate facilities for the National Youth Council to enhance its coordinating, facilitating and monitoring role;
- ii. Construct multi-purpose youth centers at the regional level and supported by a chain of modest youth centers with basic facilities at the district level, particularly for regions and districts not currently benefitting from such facilities;
- iii. Provide resource support in the form of IT equipment, well-equipped resource centers, audio-visual equipment, relevant literature, etc that can enable the facilities to provide services to the youth in the given localities;
- iv. Develop the capacity of the Regional and District Youth Committees in the management and maintenance of the Youth Centers as well as in the delivery of community-based programs for the youth and local community members;
- v. Promote research in the agricultural sector in order to improve methods of agricultural production and marketing with special attention to youth in distressed circumstances;
- vi. Develop and implement rehabilitation programs for drug, alcohol and substance abuse;
- vi. Provide financial assistance to needy students, particularly the female youth;

- vii. Promote democratic student unionism to serve as a launching pad for the training of youth in leadership roles and democratic cultures;
- viii. Government to intensify efforts to reverse the under-development of rural areas by implementing the program for decentralisation and local development and ensure that services which address the needs of young men and women reach the rural areas;
- ix. Review the status of NYC membership to determine the challenges for low levels of registration among the youth groups;
- x. Develop clearly-defined and well-articulated strategies for membership development and outreach services;
- xi. Create the space or forum through which the National Youth Council can assemble and reach out to the youth fraternity to discuss critical issues of importance to youth development and empowerment;
- xii. Establish a Technical Working Group on Monitoring and Evaluation
- xiii. Review the current national monitoring and evaluation framework in the light of the revised National Youth Policy to inform the proposed M& E framework for youth issues
- xiv. Design and institutionalise an effective National Results-based monitoring and evaluation framework that captures National Youth Policy issues;
- xv. Develop Monitoring and Evaluation Training Manuals for the application of the M & E system for use at various levels of policy implementation;
- xvi. Promote local community participation in monitoring and evaluation of development activities at the ward/district and village levels by institutionalizing citizen score card/report card mechanisms;
- xvii. Establish Regional Assessment Teams (RATS) in all the Local Government Areas;
- xviii. Institutionalise the conduct of surveys and studies on a regular and systematic basis to assess the impact of policy implementation and program interventions on youth issues
- xix. Facilitate terminal evaluation of policy implementation and the Strategic Plan.

## **V.5. Institutional framework for the implementation of the Strategic Plan**

As youth matters is a cross-sectoral and multi-dimensional issue, its effective policy coordination and implementation requires multi-agency participation. In addition to involvement in actual implementation, a wide range of stakeholders and partners will be expected to generate policy insights, provide policy advice and direction.

The following actors are however expected to have a direct role and responsibility in the implementation of the policy and the associated implementation plan:

### **VI.3.1. Ministry of Youth and Sports**

The Ministry of Youth and Sports is charged with responsibility for the development, promotion and regulation of youth matters throughout the country. As a result, it is responsible for overseeing and coordinating the implementation, monitoring and evaluation of policies and associated programs and projects. It also has an overseeing and/or supervisory responsibility for the Satellite Agencies of the Ministry dealing with youth matters such as the National Youth Council (NYC), National Youth Service Scheme (NYS), National Enterprise Development Initiative (NEDI) and the Presidents International Award (PIA) as well as the proposed National Youth Development Agency.

Management structures in the Ministry include the Senior Management Team (SMT), which is constituted by the Minister, Permanent Secretary, two Deputy Permanent Secretaries, Principal Assistant Secretary and the Executive Directors of the satellite institutions dealing with youth issues. Its functions include among others policy planning, supervision and monitoring, coordination of sector strategy implementation and mobilisation of resources to enable the realisation of its vision and goals.

The Coordinating Committee Meetings (CCM) structure has been established and it is expected that the current Monitoring and Evaluation framework will be strengthened to enable effective coordination, monitoring and reporting of policy and strategy implementation. By so doing, the SMT will now be more effective as it will concentrate on only policy development and supervision of the CCM.

However, planning, resource mobilisation, coordination of policy and strategy implementation and its monitoring is relatively weak. In order to help remedy these current challenges, the DOPP will be strengthened to enable it effectively deliver the planning function including the coordination of resource mobilisation.

### **VI.3.2. National Youth Council**

National Youth Council (NYC) was established by an Act of Parliament in 2000 and is currently headed by an Executive Director, who is appointed by the Hon. Minister of Youth and Sports in consultation with members of the Council. It is a semi autonomous and non-partisan specialised agency of government designed to be the voice and the umbrella organization for youth organizations in the country. In this respect it is a representation of the interests of all young men and women irrespective of their ethnic, political or religious affiliation in all facets of development. Its main goal is to strive for the empowerment and development of young Gambian men and women.

Governments at all levels should endeavour to provide subvention for the NYC annually without necessarily controlling or interfering in the running of the organization. All voluntary and charitable youth organizations, youth NGOs and CBOs should be encouraged to be affiliated to the National Youth

Council of The Gambia to ensure proper coordination of youth issues at the national, regional and sector levels respectively.

As an umbrella organization for youth NGOs and youth organizations across the country, the NYC shall pursue democratic norms at all times, embrace the principles of accountability and transparency in all its conduct, and initiate and execute activities that are in consonance with the goals of the revised National Youth Policy.

Its principal functions include: conducting research on youth development; monitoring the implementation of the National Youth Policy and decisions of the National Youth Conference; mobilising resources for youth development; working closely with charitable organisations involved in youth related work or activities; organising youth conferences and festivals; promoting networking with other national youth bodies and youth organisations abroad; planning and implementing national youth programs; maintaining a databank on youth organisations and activities in the country; registering national youth organisations and determining the registration fees; and carrying out such other functions that may be desired in furtherance of the objectives of the Council and Supervising the operations of the Regional Youth Committees.

### **VI.3.3 National Youth Service Scheme (NYSS)**

The National Youth Service Scheme (NYSS) was established in 1996 with the aim of providing the youth with the requisite skills to address the acute problem of unemployment. It was supported by the National Youth Service Corps (NYSC) of Nigeria during its first eight years of establishment.

The primary objective of NYSS is to inculcate discipline in youth; develop ethical and moral conduct and positive attitude acquired through shared experience; and to promote national development. The programme is laudable, and should be strengthened and refocused so that it can achieve greater results in the implementation of the revised National Youth Policy.

The NYSS specifically seeks to train the youth to appreciate the dignity of labour, instill in them the spirit of self-reliance and encourage them to create rather than seek jobs. This is in recognition of the fact that the youth are the future leaders and as such must be equipped with the necessary skills to enable them contribute effectively to national development while ensuring sustainable development.

Although the Government of The Gambia is its main sponsor, it generates income from its youth farms and other agricultural ventures. In partnership with GAMJOBS, credit facilities are provided to successful corp members to pursue business ventures of their choice.

The scheme will operate in line with the objectives and policy measures outlined in the revised National Youth Policy and Strategic Plan. Specifically, it will now have a mandatory period of at least eighteen months of intensive citizenship and leadership training, in addition to active participation in community development activities during the service year. This is to ensure that at the end of the service year, NYSS participants are better prepared for challenges and leadership roles expected by the job market.

### **VI.3.4. President International Award (PIA)**

The President's International Award started operations in the Gambia in 1979 first at the Ministry of Foreign Affairs and then at the Ministry of Education. After the separation of education portfolio from the youth and sports portfolios it came under the auspices of the Ministry of Youth and Sports. It is also a member of the International Award Association within the framework of the Duke of Edinburgh's Award in the UK.



Since its inception, it has challenged young people aged 14 -25 years to discover hidden potentials and transform them into productive life and livelihood skills. It provides a balanced progressive program of extracurricular activities for young people throughout the world. It has four mandatory sections namely; Service, Skills and interest, physical recreation and adventurous journeys divided into three different levels of Awards namely; Bronze, Silver and Gold.

In The Gambia, the Award program has an added value by providing livelihood skills training to young people in carpentry, welding, electrical installation, home management, secretarial duties, computer technology and business studies and basic Maths and English to enhance their writing skills.

There is also an apprentice training program for out-of-school young people, which run for three years.

However, the Award is still not able to cover the length and breathe of The Gambia. It has started its decentralisation program by establishing a regional and skills training center in Kerewan North Bank Region. It is hoped that similar programs will be established in other regions within The Gambia.

#### **VI.3.5. The National Enterprise Development Initiative (NEDI)**

The National Enterprise Development Initiative (NEDI) was established in 2004, under the Office of the Vice President but operationally supervised by the Ministry of Youth and Sports (MoYS) and receives funding from the Government of The Gambia, the defunct GAMJOBS and other private organisations such as the banks.

The main purpose of its establishment is to empower the Gambian youth and women through the provision of training in business entrepreneurship, start-up capital to operate businesses in the informal sector and business advisory services to ensure sustainability. Business advice provided is geared towards ensuring sustainability and expansion.

Even though it was set up in 2004, it was not until 2013 that it was fully institutionalised through the enactment of the National Enterprise Development Initiative Act (2013). This has enabled clearer Terms of Reference and management structures and systems. Some of these systems include among others the HR Policy, Loans Policy and Service Scheme.

NEDI operates in all the seven regions of The Gambia and is involved in the provision of support to retail shopping, bakery, fishing and fish selling, catering, tailoring and butchery. Its establishment is aimed at not only the empowerment of Gambian youth and women, but also the availability and affordability of basic food items and services to the Gambian populace.

#### **VI.3.6. National Youth Development Agency (NYDA)**

An executive agency to be called the National Youth Development Agency will be established to help administer the implementation, monitoring and evaluation of the revised policy. In effect NYDA will become the technical are of the National Youth Council.

#### **VI.3.7. Local Government Authorities**

In order to ensure effectives mass participation and the active involvement of the youth in decision making processes at the local level, the implementation of the programs in the revised policy and Strategic Plan will involve the grassroots youth groups. This underscores the relevance and significance of the Local Governments in the implementation of youth development and empowerment programs.

The LGAs have a responsibility to create the enabling environment for the growth and development of youth associations at various levels of the community, provide advice, materials and other logistics support to youth NGOs and ensure the success of youth development programs in their areas of jurisdiction.

#### **VI.3.8. Youth Groups**

The Youth themselves have a crucial role to play in their development and the development of the society in which they live. They are the major stakeholders in the implementation of the revised National Youth Policy. They are expected to be prepared to join hands and collaborate with other stakeholders in pursuit of the objectives of the revised policy. Not only are they expected to forge unity, they must also be well organized to tap the potential benefits of the policy for their own empowerment and development.

They will be expected to form voluntary youth associations and NGOs that are important vehicles through which they can actively participate in the implementation of the policy. Through these, the private sector, CSOs and the government will additionally reach out to them and integrate them in the efforts to promote and concretize youth development objectives.

#### **VI.3.9. The Private Sector**

The revised policy takes due cognizance of the role of the private sector as the engine for growth and national development. It is therefore anticipated that the private sector will provide the following support towards the implementation of the revised policy:

- Create opportunities for gainful employment and proper work ethics;
- Provide training and apprenticeship and/or internship opportunities;
- Promotion of entrepreneurial development among the youth; and
- Provision of the environment for making youth entrepreneurial development a key part of their corporate social responsibility.

#### **VI.3.10. Civil Society Organizations (CSOs)**

The revised policy recognizes the facilitation role of Civil Society Organisations (CSOs) in helping the youth obtain exposure to leadership and decision making situations, as well as transit smoothly into adulthood. In their present role the policy expects Civil Society Organisations to support the implementation of the revised policy in the following ways:

- Strengthen the social support systems for the youth especially for the vulnerable to find safety nets in their communities;
- Create opportunities for the youth to take part in leadership roles; and
- Create a healthy society which is free from violence to enable the youth enjoy physical, intellectual, social and economic well-being.

#### **VI.3.11. Religious Bodies, Traditional Authorities and Local Opinion Leaders**

For the youth to grow within a proper cultural context and become responsible citizens, it is imperative that they are provided with the appropriate ethical and moral guidance. In this respect, the policy envisages that Religious Bodies, Traditional Authorities and local Opinion Leaders will act individually or in concert to provide moral guidance to the youth through the following means:

- Provide religious and moral upbringing to the youth in the best traditions of Gambian culture;
- lead the youth to understand, appreciate and adopt our Gambian beliefs, values and cultural heritage; and
- Promote the sanctity of the family unit through the strengthening of both the nuclear and extended families values and principles of solidarity, compassion and magnanimity.

#### **VI.3.12. Development Partners**

This revised policy acknowledges the support and partnership enjoyed in the past from International Development Partners in national development and youth development and empowerment programs. In this respect, it is anticipated that the following responsibilities will be assumed by them:

- Providing investment funding for youth development and empowerment programs;
- Improving access to information and communication technology for the youth;
- Providing an open platform for consulting and communicating with the youth;
- Providing technical support;
- Offering financial and logistical support to youth groups; and
- Supporting study visits and international exchange programs for the youth to learn from international best practices and facilitate networking with youths from other regions

#### **VI.3.13. Students' Unions**

Students' Unions, particularly in senior secondary, tertiary and higher educational institutions are voluntary youth associations which provide leadership training grounds for the youth. The unions empower and enable their members to actively participate in decision-making processes about matters that affect them. Students' unions also empower the youth to contribute positively to institution-building and national development.

#### **VI.3.14. The Mass Media**

The prints and electronic media are recognized as important partners in the implementation of the revised policy. It is expected that they will educate, inform and enlighten the citizenry on all matters concerning the challenges, the desires and the aspirations of the Youth. It is also expected that they will publicize the objectives of the revised National Youth Policy and Strategic Plan and review and report on the progress of their implementation.

**ANNEXES**

**I. LOGICAL FRAMEWORK MATRIX FOR THE IMPLEMENTATION OF THE STRATEGIC PLAN**

| <b>STRATEGIC PRIORITY AREA 1 : Strengthening the coordination environment for policy implementation</b>  |  |  |   |  |               |                              |   |   |
|--|--|--|---|--|---------------|------------------------------|---|---|
| <b>Strategic Objective 1</b>   | <b>Expected Results</b>  | <b>Strategic Responses</b>   | <b>Performance Indicators</b>   | <b>Means of Verification</b>                                       | <b>Timing</b> | <b>Indicative Cost(US\$)</b> | <b>Responsibility</b>   | <b>Risks/ Assumptions</b>   |
| To strengthen system-wide facilitation and coordination of policy implementation and program interventions on youth issues   | Report on the Institutional mapping of inter-agency involvement in youth issues  | Commission a Policy Audit and Institutional Mapping to determine the key players and actors in youth issues                                | TOR for the study<br><br>Consultant recruited<br><br>Draft report made available                                  | Approved Report  | Q1/2016       | 7,000.00                     | MOYS/NYC  | Political Will  |
|  | A national framework for coordinating and monitoring inter-agency interventions in youth issues developed  | Develop a comprehensive framework and process for coordinating and monitoring the inter-agency responses in youth issues                   | Draft framework made available  | Approved Framework   | Q1/2016       | 5,000.00                     | MOYS/NYC  | Adequate resources have been mobilised  |
|  | A broad-based Inter-Agency and Multi-Disciplinary Coordination Committee with clearly-defined Terms of reference established                       | Constitute abroad-based Inter-Agency and Multi-Disciplinary Coordination Committee with clearly-defined and articulated Terms of reference | TOR for the Coordination body made<br><br>List of member of the Committee   | Nomination Letters<br><br>Minutes of the Meetings of the Committee | Q1/2016       | No Costs                     | MOYS/NYC  | Administrative and bureaucratic procedures do not seriously derail program delivery |
| Bilateral technical review meeting between government and development partners on the implementation of the National Youth Policy held in the last quarter of 2017 | Convene bilateral technical review meetings between government and development partners on the implementation of the National Youth Policy in 2017 | Program of the bilateral meeting made available<br><br>Draft report of the meeting made available  | Mailing List of Meeting Participants<br><br>Approved Program of the Meeting<br><br>Approved Report of the Meeting | Q4/2017  | 10,000.00     | MOYS/NYC                     | Commitment and leadership of the Sectors, MOYS and NYC<br><br>Continuous cooperation and support of the stakeholders and partners |   |
| <b>Sub-total : Strengthening system-wide coordination of the National Youth Policy</b>   |  |  |   |  |               |                              | <b>US\$ 22,000.00</b>   |   |

**STRATEGIC PRIORITY AREA 1 : Strengthening the coordination environment for policy implementation**

| Strategic Objective 2   | Expected Results   | Strategic Responses   | Performance Indicators  | Means of Verification   | Timing         | Indicative Cost(US\$)        | Responsibility                             | Risks/ Assumptions   |
|---|--|---|---|---|----------------|------------------------------|--|--|
| <p>To improve coordination among the departments and agencies of the Ministry of Youth and Sports by streamlining the institutional mandates of the agencies to avoid overlaps and conflicts in youth issues.</p> | <p>A report on the review of the institutional mandates of the Department of Planning and Programming and the Satellite Agencies of Ministry Youth and Sports produced</p>   | <p>Review the institutional mandates of departments and agencies of the Ministry dealing with youth matters to determine the overlaps and conflicts in their institutional mandates</p> | <p>TOR for the review made available</p> <p>Consultant for the review contracted</p> <p>Draft Report of the review made available</p>   | <p>Approved Report of the review</p>  | <p>Q2/2016</p> | <p>5,000.00</p>              | <p>MOYS</p>                                | <p>Political Will</p> <p>Adequate resources have been mobilised</p>  |
|   | <p>A plan restructuring the institutional mandates of the Department of Planning and Programming and the Satellite Agencies of the Ministry of Youth and Sports produced</p> | <p>Drawing from the results of the review of the institutional mandates, develop an institutional restructuring plan to implement the recommendation of the review exercise</p>         | <p>Draft restructuring plan made available</p> <p>Status report of the implementation of the restructuring plan made available</p> <p>Draft revised Scheme of service and Organogram for DOPP and Satellite Agencies made available</p> | <p>Approved restructuring plan</p> <p>Approved status report</p> <p>Approved revised Scheme of Service and Organogram of the concerned institutions</p> | <p>Q2/2016</p> | <p>15,000.00</p>             | <p>MOYS</p> <p>DOPP/Satellite Agencies</p> | <p>Administrative and bureaucratic procedure do not seriously derail program delivery</p> <p>Commitment and leadership of MOYS</p> |
|   | <p>A status report on the state of implementation of the restructuring plan prepared and validated</p>   |   |   |   |                |                              |  | <p>Continuous cooperation and support of the stakeholders and partners</p>   |
| <p><b>Sub-total : Strengthening sector coordination of the National Youth Policy</b></p>  |  |   |   |   |                | <p><b>US\$ 20,000.00</b></p> |  |  |

**STRATEGIC PRIORITY AREA 1 : Strengthening the coordination environment for policy implementation**

| Strategic Objective 3   | Expected Results  | Strategic Responses  | Performance Indicators  | Means of Verification             | Timing         | Indicative Cost(US\$) | Responsibility               | Risks/ Assumptions  |
|---|---|--|---|-----------------------------------|----------------|-----------------------|------------------------------|---|
| <p>To strengthen coordination and collaborative partnership among the various youth structures with a view to maximising the impact of interventions in youth issues country-wide</p> | <p>A report on the review of the coordination arrangements among the youth structures at the national, regional, district and local levels produced</p> | <p>Review the exiting coordination mechanism among the various youth structures to determine the challenges and possibilities for effective coordination &amp; collaboration</p>   | <p>TOR for the review made available<br/><br/>Consultant contracted to undertake the review<br/><br/>Draft review report made available</p> | <p>Approved review report</p>     | <p>Q2/2016</p> | <p>5,000.00</p>       | <p>NYC/RyCs</p>              | <p>Political Will<br/><br/>Adequate resources have been mobilised</p>   |
|   | <p>Strategies for strengthening coordination among the youth structures at the national, regional, district and local levels developed</p>              | <p>Drawing from the results of the review, develop and implement strategies for enhancing effective coordination and collaboration among the youth structures at the national, regional, district and local levels respectively.</p> | <p>Draft coordination plan made available</p>   | <p>Approved coordination plan</p> | <p>Q2/2016</p> | <p>5,000.00</p>       | <p>NYC/RyCs</p>              | <p>Administrative and bureaucratic procedure do not seriously derail program delivery<br/><br/>Commitment and leadership of MOYS<br/><br/>Continuous cooperation and support of the stakeholders and partners</p> |
| <p><b>Sub-total : Strengthening structural coordination of the National Youth Policy</b></p>  |   |  |   |                                   |                |                       | <p><b>US\$ 10,000.00</b></p> |   |

**STRATEGIC PRIORITY AREA 1 : Strengthening the coordination environment for policy implementation**

| Strategic Objective 4   | Expected Results   | Strategic Responses   | Performance Indicators   | Means of Verification                              | Timing    | Indicative Cost(US\$) | Responsibility  | Risks/ Assumptions   |
|---|--|---|--|--|-----------|-----------------------|---|--|
| Promote medium to long-term perspective planning as an approach to determine the long term impact of interventions on youth development and empowerment | Operational Plan to implement the Strategic Plan developed   | Develop a detailed Operational Plan to implement the medium-term Strategic Plan   | Draft Operational Plan made available                                | Approved Operational Plan                          | Q3/2016   | 10,000.00             | NYC/Consultant  | Political Will   |
|   | An Integrated Monitoring and Evaluation Plan developed   | Develop an Integrated Monitoring and Evaluation Plan (IMEP) for tracking policy implementation and program interventions  | Draft Integrated Monitoring and Evaluation Plan made available       | Approved Integrated Monitoring and Evaluation Plan | Q3/2016   | 10,000.00             | NYC/Consultant  | Adequate resources have been mobilised   |
|   | Advocacy Strategy developed to engage the United Nations System agencies and the Service Providers in regards the coordination of their activities | Advocate to the United Nations System Agencies to coordinate their support to youth issues more closely within the framework of UNDAF   | United Nations System Agencies coordinate their interventions better | Activity Reports of the UN System Agencies and NYC | Q3/2016   | No Cost implication   | NYC   | Administrative and bureaucratic procedure do not seriously derail program delivery |
|   |  | Advocate to all Service Providers in youth issues to properly coordinate their interventions with the National Youth Council by using the Strategic Plan as their main reference instrument | Service Providers coordinate their intervention better               | Activity Reports of the Service Providers and NYC  | Q3/2016   | No Cost implication   | NYC   | Commitment and leadership of MOYS  |
| Impact assessment studies undertaken to determine the effects of interventions on youth issues  | Institutionalise the conduct of surveys and studies to assess the impact of policy implementation and program interventions on youth issues        | Draft impact assessment reports on youth empowerment and development made available   | Approved impact assessment report                                    | Q3/2018  | 15,000.00 | NYC/Consultants       | Continuous cooperation and support of the stakeholders and partners |  |
| <b>Sub-total : Strengthening program coordination of the National Youth</b>   |  |   |  |  |           |                       | <b>US\$ 35,000.00</b>   |  |

**STRATEGIC PRIORITY AREA 2 : Youth empowerment and development : Skills training, enterprise development and employment generation**

| Strategic Objective  | Expected Results  | Strategic Responses   | Performance Indicators  | Means of Verification                            | Timing            | Indicative Cost(US\$)                                    | Responsibility   | Risks/ Assumptions   |
|--|---|---|---|--|-------------------|--|--|--|
| To provide the opportunities for skills acquisition and access to productive resources for the youth with a view to enhancing the prospects of employment or self-employment | Framework to coordinate all agency responses to skills training, enterprise development and employment generation developed and implemented   | Coordinate all agency responses to skills training, enterprise development and employment generation targeting the youth within the framework of the Strategic Plan   | Number of agencies coordinating their interventions with NYC                            | Activity Reports of NYC                          | Q4/2016           | No Cost Implication                                      | NYC  | Political Will   |
|  | Services and facilities for the youth evenly distributed across all regions of the country  | Ensure an even geographical spread of services and facilities for the youth across the country and make them easily accessible to the youth   | Number of regions benefitting from youth-related facilities and services                | National Survey of youth facilities and services | Q4/2016 - Q3/2018 | No Direct Cost Implication (Dependent on Agency Budgets) | Government MDAs, NGOs and Private Sector Agencies              | Adequate resources have been mobilised   |
|  | National Accreditation and Quality Assurance Authority (NAQAA) extends its supervisory and regulatory oversight to project-based and NGO skills training programs for ensuring uniformity in skills training across the country | National Accreditation and Quality Assurance Authority to put in place mechanisms for regulating the project-based and NGO skills training programs in order to promote uniform standards in skills training across the country | Framework for regulating the skills training programs of NGOs and projects in existence | Approved Framework                               | Q4/2016           | 10,000.00  | National Accreditation and Quality Assurance Authority (NAQAA) | Administrative and bureaucratic procedure do not seriously derail program delivery |
|  | National Accreditation and Quality Assurance Authority (NAQAA) develops standards for all the key skills areas demanded by the industry and labour market within the framework of the Gambia Skills Qualification Framework     | National Accreditation and Quality Assurance Authority to develop standards for all the key skills areas demanded by the industry and labour market within the framework of the Gambia Skills Qualification Framework           | Draft standards in key skills areas made available                                      | Approved Standards                               | Q4/2016           | 15,000.00  | National Accreditation and Quality Assurance Authority (NAQAA) | Commitment and leadership of MOYS  |
| NEDI and other government micro-finance schemes strengthened to enable them to provide seed  | NEDI and other government micro-finance schemes strengthened to enable them to provide seed   | NEDI and other government micro-finance schemes strengthened to enable them to provide seed   |   |  |                   |  |  | Continuous cooperation and support of the stakeholders and partners                |



|  |  |  |   |  |  |  |  |  |
|--|--|--|---|--|--|--|--|--|
|  | <p>money that can support enterprise development and self-employment opportunities for youth</p> <p>Community-based skills acquisition centers to promote apprenticeship and vocational training for the youth established in different regions across the country</p> <p>Skills acquisition and leadership training programs aimed at empowering female youth for self and gainful employment undertaken in all regions of the country</p> <p>Educational and skill-training programs undertaken for youth in juvenile correctional institutions to enhance their self-employment opportunities</p> <p>Skills acquisition programs to promote youth employment among young people with disabilities, young migrants or returnees, refugees and displaced youth, and street youth undertaken in all regions of the country</p> | <p>Strengthen NEDI and other micro-finance schemes targeting the youth to enable them to provide seed money that can support enterprise and self-employment programs for youth</p> <p>Establish community-based centers for skills acquisition to promote apprenticeship and vocational training across the country</p> <p>Develop and implement skills and leadership training programs aimed at empowering female youth for self and gainful employment</p> <p>Provide educational, skill-training and gainful employment opportunities for youth in juvenile correctional institutions</p> <p>Establish programs to promote youth employment among young persons with disabilities, young returnees, refugee and street youth</p> | <p>Number of youth groups benefiting from micro-finance facilities from NEDI and others</p> <p>Number of community-base skills centers established</p> <p>Number of training programs conducted</p> <p>Number of training programs conducted</p> <p>Number of employment programs generated</p> | <p>Representative sample survey of youth beneficiaries of micro-finance facilities</p> <p>National Survey of community – based skills center</p> <p>Training Program<br/>Training Report<br/>Participant List</p> <p>Training Program<br/>Training Report<br/>Participant List</p> <p>Approved Program<br/>Activity Report<br/>List of Beneficiaries</p> | <p>Q4/2016<br/>-<br/>Q3/2018</p> <p>Q1/2017<br/>-<br/>Q3/2018</p> <p>Q1/2017<br/>-<br/>Q3/2018</p> <p>Q1/2017<br/>-<br/>Q3/2018</p> <p>Q1/2017<br/>-<br/>Q3/2018</p> | <p>500,000.00</p> <p>100,000.00</p> <p>25,000.00</p> <p>15,000.00</p> <p>25,000.00</p> | <p>Government and Development Partners</p> <p>Government and Development Partners</p> <p>Government and Development Partners</p> <p>Government and Development Partners</p> <p>Government and Development Partners</p> |  |
|--|--|--|---|--|--|--|--|--|

|  |  |  |  |  |  |                        |  |  |
|--|--|--|--|--|--|------------------------|--|--|
| <b>Sub-total : Skills training, enterprise development employment generation</b> |  |  |  |  |  | <b>US\$ 690,000.00</b> |  |  |
|--|--|--|--|--|--|------------------------|--|--|

**STRATEGIC PRIORITY AREA 2 : Youth empowerment and development : Youth and Agriculture**

| Strategic Objective  | Expected Results  | Strategic Responses  | Performance Indicators  | Means of Verification   | Timing            | Indicative Cost(US\$)      | Responsibility                      | Risks/ Assumptions   |
|--|---|--|---|---|-------------------|----------------------------|-------------------------------------|--|
| To promote the involvement and full participation of the youth in the agricultural sector of the country | The framework for coordinating all agency responses to youth participation in agriculture developed and implemented   | Coordinate all agency responses to agricultural skills development and access to productive resources for effective youth participation in agriculture                       | Number of agencies coordinating their activities with the NYC     | Activity Report of NYC  | Q4/2016           | No Direct Cost Implication | NYC                                 | Political Will   |
|  | Experimental farming programs directed towards young people initiated with a view to promoting the active involvement of young men and women in the agricultural sector | Initiate experimental farming programs directed towards young people with a view to promoting the active involvement of young men and women in the agricultural sector       | Number of experimental farming programs established               | Activity Reports of NYC and Agencies promoting youth participation in agriculture | Q2/2017 - Q3/2018 | 500,000.00                 | Government and Development Partners | Adequate resources have been mobilised   |
|  | Agricultural skills development incorporated in the curricula of all skills training centers  | Incorporate agricultural skills development in the curricula of all skills training centers  | Draft Curricula mad available                                     | Approved Curricula  | Q2/2017           | 15,000.00                  | Government and Development Partners | Administrative and bureaucratic procedure do not seriously derail program delivery |
|  | Agricultural science taught at all levels of the educational system in the country  | Promote the teaching of agricultural science at all levels of the educational system in the country  | Number of schools teaching agricultural science                   | National survey of agricultural science teaching in the school system             | Q2/2017           | 50,000.00                  | MOBSE and MOHERST                   | Commitment and leadership of MOYS  |
|  | Youth involvement in agricultural research promoted   | Promote research in the agricultural sector in order to improve methods of agricultural production and marketing with special attention to youth in distressed circumstances | Draft research program made available                             | Approved research program   | Q2/2017           | 100,000.00                 | Ministry of Agriculture             | Continuous cooperation and support of the stakeholders and partners                |
|  | Access to productive resources for the youth enhanced through land grants supported by financial and technical assistance   | Promote research in the agricultural sector in order to improve methods of agricultural production and marketing with special attention to youth in distressed circumstances | Number of youth participation in agricultural research activities | National survey of youth participation in agricultural research                   |                   |                            |                                     |  |
|  | Facilities that add value to  |  |   |   |                   |                            |                                     |  |

|   |   |   |  |   |                          |                              |   |  |
|---|---|---|--|---|--------------------------|------------------------------|---|--|
|   | <p>the agricultural produce of the youth created; and</p> <p>Government expedited the process of decentralisation and local development with a view to ensuring that services which address the needs of young men and women reach the rural areas.</p> | <p>Facilitate access to productive resources for the youth to enhance their active involvement in agriculture through the provision of land grants supported by financial and technical assistance such as credit, farming inputs, extension services and information</p> | <p>Number of youth accessing productive resources for participating in agriculture</p>           | <p>National survey of youth access to productive resources for agriculture</p>                    | <p>Q2/2017 - Q3/2018</p> | <p>250,000.00</p>            | <p>Government and Development Partners</p>                                      |  |
|   |   | <p>Create facilities that add value to the agricultural produce of the youth such as reliable market, storage, farmer cooperatives, transportation and agro-processing plants</p>   | <p>Number of value-added facilities created for enhancing youth participation in agriculture</p> | <p>National survey of value added facilities for enhancing youth participation in agriculture</p> | <p>Q2/2017 - Q3/2018</p> | <p>500,000.00</p>            | <p>Government and Development Partners/FASDEP UNDP(Songhai Project)</p>         |  |
|   |   | <p>Government to intensify efforts to reverse the under-development of rural areas by implementing the program for decentralisation and local development and ensure that services which address the needs of young men and women reach the rural areas</p>               | <p>Draft Policy and Action Plan on decentralisation and local development in existence</p>       | <p>Approved Policy and Action Plan on decentralisation and local development</p>                  | <p>Q2/2017 - Q3/2018</p> | <p>100,000.00</p>            | <p>Ministry for Lands and Regional Government/ Local Government Authorities</p> |  |
| <p><b>Sub-total : Youth and Agriculture</b></p> |   |   |  |   |                          | <p><b>US\$ 1,515,000</b></p> |   |  |

**STRATEGIC PRIORITY AREA 2 : Youth empowerment and development : Education, awareness-raising and advocacy**

| Strategic Objective  | Expected Results   | Strategic Responses   | Performance Indicators   | Means of Verification  | Timing            | Indicative Cost(US\$)       | Responsibility                                      | Risks/ Assumptions   |  |
|--|--|---|--|--|-------------------|-----------------------------|---|--|--|
| To promote equal access to quality education, educational opportunities and information for all youth in the Gambia irrespective of sex, geographical location and socio-economic circumstances. | The teaching of science and technology promoted in schools in all the regions  | Make the delivery of education and skills training more responsive to the labour market through the constant review of the training and education curricula | Draft revised curricula made available   | Approved Curricula   | Q3/2017           | No Direct Cost Implication  | MOBSE and MOHERST                                   | Political Will   |  |
|  | The use of ICT promoted in schools in all regions of the country   | Promote of the teaching of science and technology in the schools  | No of schools teaching science and technology                                      | National survey of science and technology teaching                               | Q3/2007 - Q3/2018 | 100,000.00                  | MOBSE and MOHERST                                   | Adequate resources have been mobilised   |  |
|  | General reduction in school drop-outs among girls particularly in rural areas  | Promote the use of ICT in schools   | Number of schools using ICT  | National survey on ICT use in schools  | Q3/2017 - Q3/2018 | 100,000.00                  | MOBSE/MOHERST MICT                                  | Administrative and bureaucratic procedure do not seriously derail program delivery |  |
|  | Programs to improve the knowledge of the youth about preventive health care in order to assist them avoid risky social practices developed and implemented | Enforce the enrolment and retention of girls in schools and general reduction in school drop-outs particularly in the rural areas                           | Enrollment, transition and retention rates for girls in schools increased          | MOBSE Statistical Year Book  | Q1/2016 - Q3/2018 | No Direct Cost Implications | MOBSE and MOHERST                                   | Commitment and leadership of MOYS  |  |
|  | Rehabilitation programs developed for drug, alcohol and substance abuse among youth  | Improve the knowledge of the youth about preventive health care and assist them avoid risky social practices  | Number of youth sensitised about preventive health care                            | National survey to determine the youth awareness level on preventive health care | Q1/2016 - Q3/2018 | 150,000.00                  | NYC/UNFPA And Ministry of Health                    | Continuous cooperation and support of the stakeholders and partners                |  |
|  | Financial assistance provided to needy students, particularly the female youth   | Develop and implement rehabilitation programs for drug, alcohol and substance abuse   | Number of rehabilitation programs implemented for youth with drug-related problems | Activity Reports   | Q3/2017           | 250,000.00                  | NYC/Ministry of Health/Department of Social Welfare |  |  |
|  | Democratic student unionism promoted in tertiary and higher educational institutions   | Provide financial help to needy female students to enhance enrollment   | Number of female students that received financial aid                              | Activity Reports of Agencies   | Q1/2016 - Q3/2018 | 300,000.00                  | NYC MOBSE/MOHERST                                   |  |  |
|  |  |   |  |  |                   |                             |   |  |  |
|  |  |   |  |  |                   |                             |   |  |  |
|  |  |   |  |  |                   |                             |   |  |  |

|  |  |   |   |  |                   |                          |  |  |
|--|--|---|---|--|-------------------|--------------------------|--|--|
|  | Sexual and reproductive health education promoted in all schools   | Promote democratic student unionism in the schools  | Number of student union created in schools  | Report of the Federation of Students Unions                          | Q3/2017           | 50,000.00                | NYC/MOBSE/ MOHERST   |  |
|  | Career, personal and educational guidance and counselling introduced in all schools  | Introduce sexual & reproductive health education in all schools, especially for female students           | Number of schools teaching sexual and reproductive health                         | National survey on SRH education in schools                          | Q1/2016 - Q3/2018 | 250,000.00               | NYC / UNFPA / Ministry of Health                                   |  |
|  | Extra-curricular activities promoted in schools through voluntary associations & clubs   | Promote career, personal and educational guidance and counselling in schools                              | Number of schools providing guidance and counselling                              | Survey to determine guidance and counselling in schools              | Q3/2017           | 50,000.00                | MOBSE/MOHERST  |  |
|  | Games and sports that is recreational and competitive promoted in all schools  | Introduce moral instructions into the schools curricula   | No of schools providing moral educ'   | Survey to determine moral educ' in schools                           | Q3/2017           | 50,000.00                | MOBSE/MOHERST  |  |
|  | AYSRH issues and HIV/AIDS prevention introduced into life skills programs and peer health education for the youth                    | Promote extra-curricular activities through voluntary clubs and associations                              | No of schools providing extra-curricular activities                               | Survey to determine xtra- curricula programs in schools              | Q3/2017           | 100,000.00               | MOBSE/MOHERST  |  |
|  | The enforcement regime for policies and legations aimed at protecting young women against harmful traditional practices strengthened | Promote games and sports in the schools that is recreational and competitive                              | Number of schools providing sports/games  | Survey to determine sports/games in schools                          | Q3/2017           | 150,000.00               | MOBSE/MOHERST/ National Sports Council/ Gambia Football Federation |  |
|  |  | Mainstream AYSRH issues and HIV/AIDS prevention into youth life skills programs and peer health education | Number of life skills and peer health educ' programs with AYSRH /HIV mainstreamed | Activity reports of Agencies and programs                            | Q1/2016 - Q3/2018 | 250,000.00               | NYC / UNFPA / Ministry of Health/ NAS/UNAIDS/NGOs                  |  |
|  |  | Enhance youth access to AYSRH, HIV/AIDS and other health information and services                         | Number of youth sensitized on AYSRH and HIV/AIDS                                  | Survey to determine the level of youth awareness on SRH and HIV/AIDS | Q1/2016 - Q3/2018 | 150,000.00               | NYC / UNFPA / Ministry of Health/ NAS/UNAIDS/NGOs                  |  |
|  |  | Strengthen the enforcement of policies & laws for protecting young women against harmful practices        | Decrease in observance of the harmful traditional practices                       | Activity Reports of Agencies<br>Mass Media Reports                   | Q1/2016 - Q3/2018 | 100,000.00               | NYC/UNFPA/ UNICEF/NGOs   |  |
| <b>Sub-total : Education, awareness-raising and advocacy</b> |  |   |   |  |                   | <b>US\$ 2,050,000.00</b> |  |  |

**STRATEGIC PRIORITY AREA 2 : Youth empowerment and development : Illegal migration**

| Strategic Objective  | Expected Results   | Strategic Responses   | Performance Indicators  | Means of Verification  | Timing  | Indicative Cost(US\$) | Responsibility | Risks/ Assumptions   |
|--|--|---|---|--|---------|-----------------------|----------------|--|
| Promote a well coordinated and orderly response to addressing the issue of illegal migration | Comprehensive baseline assessment report on illegal migration produced   | Commission a comprehensive baseline assessment to provide reliable empirical evidence on the character, scope and magnitude of illegal migration on society and the economy | TOR for the study made available<br>Consultant contracted<br>Draft baseline assessment report made available                                    | Approved Baseline Assessment Report  | Q1/2016 | 10,000.00             | MOYS / NYC     | Political Will<br><br>Adequate resources have been mobilised                       |
|  | The enabling policy, legal and strategic frameworks developed to address the issues of illegal migration   | Drawing from the results of the baseline assessment, develop comprehensive support policies, legal framework and strategies to address the issue holistically               | Draft policy on illegal migration in existence<br>Bill on illegal migration in existence<br>Draft Action Plan on illegal migration in existence | Approved Policy<br><br>Approved legal instrument<br><br>Approved Action Plan | Q1/2016 | 20,000.00             | MOYS / NYC     | Administrative and bureaucratic procedure do not seriously derail program delivery |
|  | A coordination framework developed to effectively coordinate the inter-agency responses to illegal migration   | Develop a comprehensive coordination framework to guide the partnership among all stakeholders in implementation of the policy, legal instrument & strategic plan           | A coordinating body for illegal migration in existence  | Minutes of Coordinating Body   | Q1/2016 | 15,000.00             | MOYS / NYC     | Commitment and leadership of MOYS  |
|  | Comprehensive Integrated Monitoring and Evaluation Plan (IMEP) developed to track progress in the implementation of the policy, legal and strategic frameworks | Develop and implement a comprehensive Integrated Monitoring and Evaluation Plan for tracking progress in the implementation of the policy, legal and strategic frameworks   | A Monitoring and Evaluation Plan in existence   | Monitoring and Evaluation Report   | Q1/2016 | 30,000.00             | MOYS / NYC     | Continuous cooperation and support of the stakeholders and partners                |
| <b>Sub-total : Illegal migration</b>   |  |   |   |  |         | <b>US\$ 75,000.00</b> |                |  |

**STRATEGIC PRIORITY AREA 2 : Youth empowerment and development : Capacity development**

| Strategic Objective  | Expected Results  | Strategic Responses   | Performance Indicators  | Means of Verification  | Timing  | Indicative Cost(US\$)    | Responsibility  | Risks/ Assumptions   |   |   |
|--|---|---|---|--|---------|--------------------------|---|--|---|---|
| Provide infrastructural and related capacity support to the youth structures at the national, regional and district levels in order to create the space for social interaction, socialisation and networking among the youth | A purpose-built Secretariat with standard facilities for the National Youth Council constructed         | Construct a purpose-built Secretariat equipped with appropriate facilities for the National Youth Council to enhance its coordinating, facilitating and monitoring role                     | Landed property made available                                | Title Deed for the premises                                  | Q4/2017 | 1,000,000.00             | MOYS/NYC  | Political Will   |   |   |
|  |   |   | Architectural design and bill of quantities made available    | Approved design and bill of quantities                       | Q4/2017 |                          | MOYS/NYC  |  |   |   |
|  |   |   | Funding secured   | Secretariat constructed and equipped                         | 2018    |                          | Development Partners  |  |   |   |
|  | Multi-purpose Youth Centers equipped with standard facilities constructed in all regions of the country | Construct multi-purpose youth centers at the regional level and supported by a chain of modest youth centers with basic facilities at the district level, particularly for deprived regions | Landed property made available                                | Title Deed for the premises                                  | Q4/2017 | 1,500,000.00             | MOYS/NYC  | Adequate resources have been mobilised   |   |   |
|  |   |   | Architectural design and bill of quantities made available    | Approved design and bill of quantities                       | Q4/2017 |                          | MOYS/NYC  |  |   |   |
|  |   |   | Funding secured   | Youth Center constructed and equipped                        | 2018    |                          | CILIP/ Development Partners                                 |  |   |   |
|  | Community-based Youth Centers with basic facilities constructed at district level                       | Provide resource support that can enable the facilities to provide services to the youth in the given localities  | Draft List of required equipment and materials made available | Inventory of equipment and materials purchased with receipts | 2018    | 400,000.00               | UNFPA/Action AID/ Concern Universal/Child Fund/ NAS/ UNAIDS | Administrative and bureaucratic procedure do not seriously derail program delivery |   |   |
|  |   |   | Capacity building program made available                      | Approved capacity building program                           | 2018    |                          | 100,000.00  |  | UNFPA/Action AID, Concern Universal, Child Fund | Commitment and leadership of MOYS                                   |
|  |   |   | Number of youth committees with capacity built                | Report of the capacity building program                      |         |                          |   |  |   |   |
|  |   |   |   |  |         |                          |   |  |   | Continuous cooperation and support of the stakeholders and partners |
| <b>Sub-total : Capacity development</b>  |   |   |   |  |         | <b>US\$ 3,000,000.00</b> |   |  |   |   |

**STRATEGIC PRIORITY AREA 2 : Youth empowerment and development : Membership development and outreach**

| Strategic Objective  | Expected Results   | Strategic Responses  | Performance Indicators   | Means of Verification  | Timing              | Indicative Cost(US\$)  | Responsibility | Risks/ Assumptions   |
|--|--|--|--|------------------------|---------------------|------------------------|----------------|--|
| To promote the expansion and retention of the youth membership base of the National Youth Council through the implementation of an active registration and outreach strategy | A report reviewing the status of National Youth Council membership base produced                     | Review the status of NYC membership to determine the challenges for low levels of registration among the youth groups  | TOR for the review<br><br>Consultant contracted<br><br>Draft review report made available  | Approved Review Report | Q4/2017             | 10,000.00              | NYC / RYCs     | Political Will<br><br>Adequate resources have been mobilised                       |
|  | Strategy for National Youth Council membership development and outreach developed and implemented    | Develop clearly-defined and well-articulated Action Plan for membership development and outreach services  | Draft Action Plan for membership development and outreach made available   | Approved Action Plan   | Q4/2017             | 10,000.00              | NYC / RYCs     | Administrative and bureaucratic procedure do not seriously derail program delivery |
|  | National Youth Council organises Regional Youth Congresses and the National Youth Conference in 2016 | Create the space or forum through which the National Youth Council can assemble and reach out to the youth fraternity to discuss critical issues of importance to youth development and empowerment. | 14 Regional Youth Congresses organised for 2016 and 2018<br><br>2 National Youth Conference organised for 2016 and 2018<br><br>2 Pre-NAYCONF conferences Organised for 2016 and 2018 | Activity Report        | Q3/2016 And Q3/2018 | 210,000.00             | NYC / RYCs     | Commitment and leadership of MOYS  |
|  |  |  |  | Activity Report        | Q4/2016 And Q4/2018 | 240,000.00             |                | Continuous cooperation and support of the stakeholders and partners                |
| <b>Sub-total : Membership development and outreach</b>   |  |  |  |                        |                     | <b>US\$ 680,000.00</b> |                |  |



**STRATEGIC PRIORITY AREA 2 : Youth empowerment and development : Monitoring and evaluation**

| Strategic Objective   | Expected Results   | Strategic Responses  | Performance Indicators  | Means of Verification              | Timing                                       | Indicative Cost(US\$)  | Responsibility | Risks/ Assumptions   |     |
|---|--|--|---|------------------------------------|--|------------------------|----------------|--|-----|
| To develop and institutionalise an appropriate monitoring and evaluation system that will facilitate effective surveillance over the implementation of the revised National Youth Policy. | Technical Working Group on Monitoring and Evaluation established   | Establish a Technical Working Group on M & E   | Existence of TOR for the TWG  | TOR                                | Q1/2016                                      | 5,000.00               | NYC            | Political Will<br><br>Adequate resources have been mobilised<br><br>Administrative and bureaucratic procedure do not seriously derail program delivery<br><br>Commitment and leadership of MOYS<br><br>Continuous cooperation and support of the stakeholders and partners |     |
|   |  |  | Existence of the TWG  | Minutes of Meetings                |  |                        |                |  |     |
|   | An effective national results-based Monitoring and Evaluation System   | Review the current M&E mechanisms to inform the proposed M& E framework for youth issues                 | TOR for the Review made available   | TOR                                | Q2/2016                                      | 10,000.00              | NYC            |  |     |
|   |  |  | Draft Review Report made available  | Approved Review Report             |  |                        |                |  |     |
|   | Functional and effective Monitoring and Evaluation Unit established at the NYC Secretariat with regional youth coordinators trained to perform M&E functions at the regional level | Design and institutionalise a Results-based M&E framework to capture youth issues                        | M&E Concept Note is made available  | Approved Concept Document          | Q2/2016                                      | 15,000.00              | NYC            |  |     |
|   |  |  | M&E Framework and System in existence   | Approved M&E Framework             |  |                        |                |  |     |
|   | A well conceived review/evaluation mechanism and processes for youth activities  | Develop an M&E Training Manuals for the application of the M & E system at various levels implementation | Draft M&E Manual made available   | Approved M&E Manual                | Q3/2016                                      | 20,000.00              | NYC            |  |     |
|   |  |  | Promote local community participation in the M&E of development activities at the community level | Community Feedback is received     | % increase in community participation in M&E | Q3/2016                | 25,000.00      |  | NYC |
|   |  |  | Establish Regional Assessment Teams (RATS) in all regions   | Number of personnel trained        | Training Report                              | Q3/2016                | 35,000.00      |  | NYC |
|   |  |  | Facilitate annual and mid-term reviews of the Plan  | Draft Review Report made available | Approved Review Reports                      | Q4/2016<br>Q3/2017     | 25,000.00      |  | NYC |
| <b>Sub-total : Monitoring and evaluation</b>  |  |  |   |                                    |  | <b>US\$ 135,000.00</b> |                |  |     |

**STRATEGIC PRIORITY AREA 2 : Youth empowerment and development : Program coordination and management**

| Strategic Objective   | Expected Results   | Strategic Responses  | Performance Indicators                                     | Means of Verification             | Timing | Indicative Cost(US\$)  | Responsibility                | Risks/ Assumptions   |
|---|--|--|--|-----------------------------------|--------|------------------------|-------------------------------|--|
| To improve the facilitation and coordination capacities of the National Youth Council Secretariat through the development of a supportive operational environment | An effective National Youth Council Secretariat capable of attracting and retaining competent personnel for the task of driving and managing the implementation of the National Youth Policy | Strengthen the National Youth Council Secretariat and provide support for operational and staff costs  | Draft Program and Budget of the Secretariat made available | Approved Program and Budget       |        | 350,000.00             | MOYS/<br>Development Partners | Political Will   |
|   |  | Establish coordinating and other support structures to the Secretariat   | TOR for the Coordinating Structures established            | Record of Committee Meetings      |        | 50,000.00              | MOYS/NYC                      | Adequate resources have been mobilised   |
|   | Improved program delivery in all areas of implementation of the National Youth Policy  | Strengthen the regional and district youth structures to enable them to effectively contribute to implementation of the Policy                             | Draft capacity building program made available             | Approved capacity building report |        |                        | NYC/<br>Development Partners  | Administrative and bureaucratic procedure do not seriously derail program delivery |
|   |  | Undertake a Baseline Survey to determine existing operational capacities at various levels to facilitate the implementation of the National Youth Policy   | Draft Baseline Survey Report made available                | Approved Baseline Report          |        | 100,000.00             | NYC                           | Commitment and leadership of MOYS  |
|   |  | Develop and implement Standard Operating Procedural Guidelines for the efficient management of the National Youth Council Secretariat and other structures | Draft Operational Manuals made available                   | Approved Manuals                  |        | 50,000.00              | NYC                           | Continuous cooperation and support of the stakeholders and partners                |
| <b>Sub-total : Program coordination and management</b>  |  |  |  |                                   |        | <b>US\$ 500,000.00</b> |                               |  |

## II. SUMMARY OF THE INDICATIVE BUDGET

| COMPONENTS OF THE STRATEGIC PLAN   | INDICATIVE BUDGET (US\$) |
|--|--------------------------|
| <b>Strengthening system-wide coordination</b>                            | <b>22,000.00</b>         |
| <b>Strengthening sector coordination</b>                                 | <b>20,000.00</b>         |
| <b>Strengthening structural coordination</b>                             | <b>10,000.00</b>         |
| <b>Strengthening program coordination</b>                                | <b>35,000.00</b>         |
| <b>Skills training, enterprise development and employment generation</b> | <b>690,000.00</b>        |
| <b>Youth and Agriculture</b>   | <b>1,515,000.00</b>      |
| <b>Education, awareness-raising and advocacy</b>                         | <b>2,050,000.00</b>      |
| <b>Illegal migration</b>   | <b>75,000.00</b>         |
| <b>Capacity development</b>  | <b>3,000,000.00</b>      |
| <b>Membership development and outreach</b>                               | <b>680,000.00</b>        |
| <b>Monitoring and evaluation</b>   | <b>135,000.00</b>        |
| <b>Program management and coordination</b>                               | <b>500,000.00</b>        |
| <b>GRAND TOTAL BUDGET</b>  | <b>US\$ 8,732,000.00</b> |

### **III. PROCESS FOR THE IMPLEMENTATION OF THE STRATEGIC PLAN**

1. The first step in this process is to have the revised policy approved by Cabinet. Considering the limited time factor for the duration of the revised policy, if Cabinet approval is going to take time, provisional approval could be sought from the Executive for activities to start in earnest until the full statutory Cabinet approval is granted;
2. Once statutory Cabinet approval or Executive provisional approval of the revised policy is granted, then the implementation of the Strategic Plan will have to be put in motion provided that no significant amendments to the revised policy are required;
3. Thereafter, the National Youth Council should commence the development of a comprehensive Operational Plan for activities envisaged for implementation in 2016. The Annual Operational Plan will provide details on activities, sequencing of activities, detailed costing, institutional mandates and functions and monitoring and evaluation requirements;
4. The National Youth Council in collaboration with other the satellite agencies dealing with youth issues and the Ministry of Youth and Sports should also in the mean time coordinate and facilitate the development of a comprehensive proposal for the funding of the 3-year Strategic Plan;
5. Government, with the coordination and facilitation of the Ministry of Finance and Economic Affairs should commence the process of mobilising national and international support through its normal resources mobilisation strategies to fund the implementation of aspects of the 3-year medium-term Strategic Plan; and
6. With the availability of initial funding, the implementation of the Strategic Plan should start in earnest as there are some activities that do not require substantial funding, while others are programmed to be met within the framework of the existing Public Budget and extra-budgetary funding.