



Republic of Zambia
Ministry of Youth and Sport

AN ACTION PLAN FOR YOUTH EMPOWERMENT AND EMPLOYMENT



“Boosting Opportunities
for Young People”



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LUSAKA

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Foreword

Addressing the challenges of youth employment and empowerment has continued to be among Government's top priorities. According to the 2012 Labour Force Survey, Zambia's unemployment rate was 7.9 percent of the Labour Force in 2012. In the urban areas, the unemployment rate was 15.3 percent compared to 3.1 percent in rural areas. The survey further indicated that the youthful age groups were the most vulnerable to unemployment, with the highest rate recorded among the 20-24 year old at 16.3 percent.

Failure to address the challenge of youth unemployment would erode the potential of this energetic and economically versatile portion of our population to contribute towards the socio-economic development of the country. Furthermore, unemployed youth are prone to engage in social and political vices that have the potential to undermine democratic practices, peace and stability of the Nation.

Based on this premise, it was deemed necessary that a study on youth empowerment, employment and skills development be carried out. In this regard, the Ministry of Youth and Sport in collaboration with the Ministry of Finance, with assistance from the African Development Bank (AfDB) and the International Labour Organization (ILO), commissioned studies on youth employment, empowerment and skills development. The findings of these studies formed the basis for the preparation of the strategy for youth empowerment, employment and skills development.

This Action Plan was further informed by the Revised Sixth National Development Plan, Industrialization and Job Creation Strategy, the Revised 2015 National Youth Policy and other sectoral Plans and Policies such as the Education Policy, National Agriculture Investment Plan, the 2013 Revised Education Curriculum Framework, and 2009 Technical Education Vocational and Entrepreneurship Training (TEVET) Policy, among others. In addition, there was wide consultation with stakeholders including the Private Sector and Civil Society Organisations.

It is envisaged that the development of the Youth Empowerment and Employment Strategy would provide adequate instruments for addressing challenges of youth employment and empowerment comprehensively.

It is worth noting that meaningful strides in addressing the challenges of youth empowerment and employment require strong and coordinated responses from all the stakeholders including the youth themselves. This multi-sectoral approach will ensure that programmes and activities to empower and create employment opportunities for the youth are mainstreamed across all sectors.



Vincent Mwale MP
MINISTER OF YOUTH AND SPORT

Acknowledgement

The National Youth Empowerment and Employment Strategy is a product of collaborative efforts of Government, Cooperating Partners and other Stakeholders. This document outlines a framework for mainstreaming youth empowerment and employment across all sectors.

Special thanks to the Ministry of Finance especially staff of the Research Development Programme (RDP) in the Monitoring and Evaluation Department for their technical support. I also thank the International Labour Organization (ILO), the African Development Bank (AfDB), the German Technical Cooperation – Zambia (GIZ) and Commonwealth Youth Programme (CYP) for their financial, material and technical support during the process of developing the National Youth Empowerment and Employment Strategy.

I also wish to thank all the stakeholders especially Government Ministries, Civil Society and the Private Sector for their support and inputs to this strategy and staff of the Ministry of Youth and Sport for spearheading the process of developing the strategy.

Lastly but not the least, sincere appreciation goes to the Zambian Youth and Youth Organizations that were involved in the process of developing this document.



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MINISTRY OF YOUTH AND SPORT

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List of Acronyms

AfDB	African Development Bank
BDS	Business Development Services
CEEC	Citizens Economic Empowerment Commission
DDCC	District Development Coordination Committees
FDI	Foreign Direct Investment
GDP	Gross Domestic Product
HR	Human Resource
ICT	Information Communication and Technology
ILO	International Labour Office
LAP	Local Action Plans
LED	Local Economic Development
LMIS	Labour Market Information System
MSME	Micro, Small and Medium Enterprises
NCC	National Construction Council
NER	Net Enrolment Ratio
NYDC	National Youth Development Council
PPP	Public Private Partnership
R-SNDP	Revised Sixth National Development Plan
SNDP	Sixth National Development Plan
TEVET	Technical Education and Vocational Entrepreneurship and Training
TREE	Training for Rural Economic Empowerment
TVET	Technical Vocational Education and Training
UN	United Nations
YDF	Youth Development Fund
YEO	Youth Employment Observatory
ZCF	Zambia Cooperative Federation
ZDA	Zambia Development Agency

1. INTRODUCTION

In the 2012 March Youth Day Celebrations Speech, His Excellency, President Michael Chilufya Sata requested the Ministry of Youth and Sport to formulate an Action Plan on Youth Empowerment and Employment. The Ministry, in collaboration with the Ministry of Finance with the assistance of the African Development Bank (AfDB) and the International Labour Organization (ILO), commissioned an Ex-Ante Study on youth Empowerment and Employment. The study generated two reports covering the following four components: Legislative and Policy Environment; Macroeconomic Developments; Labour Market; and Skills Development.

This Action Plan is based on the findings from that study and was guided by the policy pronouncement made in the above mentioned speech and President Sata's address to the International Labour Conference in Geneva, in June 2012 under the theme: "Promoting Decent Work for Young People".

The strategy underlying the Action Plan is also reflective of the recommendations from the 2006 National Youth Policy, the orientation of the strategy for growth and job creation initially stated in the 2013 Budget Speech. This is further elaborated in the Revised Sixth National Development Plan (R-SNDP), the operationalization of the Rural Industrialization Strategy, and other pertinent materials, such as the International Labour Office, The Youth Employment Crisis: A Call for Action. Resolution and Conclusions of the 101st Session of the International Labour Conference, Geneva, 2012. .

2. SITUATION ANALYSIS

2.1. The Unemployment Challenge

- (i) Zambia faces a critical challenge of low employment, particularly with high unemployment levels amongst young women and men. Contributing factors are both on the demand and supply sides. On the demand side, the challenges facing the country have concisely been captured in the Revised Sixth National Development Plan (R-SNDP). They include:
- (ii) Low manufacturing and industrial base; Weak forward and backward linkages within the economy;
- (iii) Low levels of economic diversification and productivity; and
- (iv) Inadequate investments in areas of high potential for employment generation.

The ensuing consequence has been a slow growth in labour intensive economic sectors and a deficiency in overall employment creation. While the economy has been registering relative growth, job creation has not been commensurate with the gains registered from economic growth. According to the R-SNDP, real GDP grew from 6.8 percent in 2011 to 7.3 percent in 2012 supporting the Government's projections of strong economic growth in the coming years. The number of young people entering the labour market between 2008 and 2012 was estimated at 210,334 annually. This is a challenge for the country which is only able to generate about 194,818 formal jobs per annum. The 2008 Labour Force Survey and the R-SNDP indicates that youth participation in formal sector employment has been very limited as illustrated in table (1) below:

Table 1. Youth Participation in the Labour Market

Description	2008	2012
Formal sector employment	10%	16.6%
Informal sector employment	90%	83.4%
15-19 years old	99%	
30-34 years old		
Unemployment		
15-19 years old	25%	5.9%
30-34 years old	13%	5.0%
Underemployment		
15-19 years old	81%	
30-34 years old	63%	

Source: R-SNDP, Labour Force Survey 2008

On the supply side, the challenges include the following:

- (i) Inadequate infrastructure and facilities that constrain access and affects the quality of the programmes;
- (ii) Limited delivery systems that rely on face to face methods, therefore, limit access especially for out of school youths;
- (iii) Low transition rates between primary and secondary education, even lower between secondary and tertiary education;
- (iv) Low survival rates;
- v) Low pass rates at both primary and secondary education levels, meaning that a substantial number of youths leave the school system inadequately prepared for opportunities for further education and training, and employment opportunities existing on the job market;
- (vi) Limited programme and curriculum options that constrain career opportunities for the students;
- (vii) Absence of a national human resources development strategy around which national skills development programmes can be centred;
- (viii) Inflexible entry requirements, especially for those in the informal sector whose needs are best met through short and localised courses that address changing skill needs;
- (ix) Inadequate funding for both programmes and students and;
- x) Weak management structures in the skills development institutions at the TEVET level.

Overall, the situation is one of mismatch between the skill needs of industry and what is supplied from tertiary and vocational training institutions in terms of quantity and quality; inadequate post primary education opportunities that can support practical work related skills development; and inadequate curriculum that integrates both academic and practical subjects. This has resulted in low capacity of the unemployed and under-employed youths to benefit from economic growth due to their low level of employability and a weak entrepreneurial culture.

While primary education enrolment is high, the national education statistics points to the high gender disparity in the transition of young females and males from lower to higher levels of education. As indicated in table 2 below, young women fall even further behind their male counterparts in university enrolments with female enrolments being slightly over half than that of male enrolments.

Table2. Education Sector Participation

LEVEL/INDICATOR	Male	Female	Total
Basic School (Grade 1-9)	1,764,947	1,745,341	3,510,288
High School Enrolments (10-12)	156,509	127,422	283.931
Net Enrolment ratio (Grade 1-9)	83.7%	84.0%	84.0%
Net Enrolment ratio (Grade 10-12)	33.5%	25.6%	29.5%
Survival rate (Grades 1-12)	13.0%	10.0%	11.0%
Transition rate (Grade 7-8)	62.1%	53.9%	54.9%
Transition rates Grade 9-10)	45.3%	44.8%	45.0%
Pass rate (Grade 9)	55.6%	47.9%	52.0%
Pass rate (Grade 12)	62.9%	57.5%	60.6%
TEVET Enrolments (2012)	18,633	14,936	33,569
University enrolment public universities	12,568	7,936	20,313

Source: Education statistics 2010

Youth unemployment is intrinsically structural and is linked to the difficulties the country faces in reducing overall unemployment, which in turn, is linked to the fact that overall economic growth has not translated into substantive gains in employment creation. The situation is compounded by low skill levels, which exclude the majority of the youth particularly young women, from participating in the formal labour market.

Further, efforts to respond to high levels of youth unemployment are hindered by the lack of coherence between the policy regimes guiding economic investments, growth and employment generation; the underperformance of the intermediation systems, ranging from weak labour market information systems to poor provision of employment services and; the inadequacy of the financial inclusion/intermediation and business development and other support services.

Against this background, a National Action Plan (NAP) has been developed. Through the strategies put forward, it has taken into account a number of cross cutting issues, among them, gender, the needs of people with disabilities and vulnerable youths from low income households as well as young people living with HIV and AIDS. Gender is being mainstreamed throughout the NAP and targets will relay disaggregated data to capture the impact of the strategies employed on both young women and men. Considering that youths are not a homogenous group, and that the Government has poverty reduction as a high priority, the NAP has also paid special attention to young women and men from vulnerable and low income households in both rural and urban areas of the country.

2.2. National Youth Employment and Job Creation Strategy

Within such a context, an effective youth Empowerment and Employment Strategy is expected to address the identified challenges in a more systemic and coherent approach. This will be achieved by simultaneously expanding the growth of the formal sector, creating a youth employment-friendly policy environment, enhancing youth participation in the formal labour market through acquisition of employable skills and enhancing the performance of intermediation mechanisms.

Over the years, the strategies for youth employment focused on the expansion of direct and micro-initiatives to promote self-employment, skills training, access to micro-credit, among others, even though carried out in an uncoordinated effort to tackle youth unemployment. These have been primarily supply-driven and short term interventions, barely dealing with the structural nature of unemployment in general and that of young women and men in particular, and have been predominantly donor driven.

Although some employment related interventions have been successful at different times, these have benefited only a small segment of the population with youths benefiting even less. These initiatives have not been replicated on a large scale since the policy environment has not been in place and investment funds have been inadequate and not strategically oriented. Furthermore, young women are at a greater disadvantage due to the negative effects of gender discrimination that is embedded in the social and cultural norms and values, which emphasize the reproductive role of women at the expense of economic productive roles. One of the objectives of the NAP is, therefore, to reduce the gender disparities between young women and men in accessing employment.

These predominantly donor-driven, micro and direct interventions have operated parallel to the mainstream economic growth strategies and frameworks. For instance, there have been observations about the lack of backward and forward linkages in the economy, while large sums have been spent to promote Micro, Small and Medium Enterprises (MSMEs) with limited attention to strengthening the weak linkages. Such disconnection explains to a large extent why so many of these direct interventions are unlikely to make a significant impact on youth unemployment. This reflects the incoherency of investment, growth and employment interventions.

The employment and job creation strategy anchored in the 2013 Budget Speech and in the R-SNDP marks a major Government shift from expected employment trickledown approach and over-reliance on direct micro-interventions (“programme generated employment”) to purposefully growing the jobs out of the economic growth process (“growth mediated employment”). The primary source of new employment is therefore the growth envisioned in the R-SNDP itself, policy changes to augment the growth mediated employment.

In this regard, the Government has taken major steps towards creating an employment-friendly policy regime by addressing the issue of inadequate aggregate demand and finding ways to stimulate employment-intensive growth through:

- (i) Recognition of the importance of economic growth in the employment and job creation strategy framework;
- (ii) Integration of employment concerns into macroeconomic and sectoral policies: employment is now an objective of the development plan and employment outcomes are integrated into the development strategy. The 2013 Budget has set a global target of one million new jobs to be created over a five-year period;
- (iii) Promotion of the growth of sectors and economic activities that are employment generating: the employment and job creation strategy is embedded in the growth of six sectors with the greatest job creation potential (agriculture, livestock and fisheries; tourism; construction; manufacturing; energy and; mining);
- (iv) Raising the levels of investment in the targeted labour intensive sectors;
- (v) Pursuing investment policies that can help in realizing the employment potential in the targeted sectors, for example adoption of labour-based infrastructural development (Pave Zambia 2000);
- (vi) Reforming the labour market to create the appropriate environment for employment generation, that is: enhancement of skills development and of an effective apprenticeship system; increasing employment formalization.

Furthermore, the Government has taken an important operational step by formulating and implementing framework for growth and employment expansion through the rural industrialization strategy. This is carried out in part through Citizens Economic Empowerment Commission (CEEC) Value Chain Cluster Development Programme. Under this scheme, five priority industries will be developed in each province, based on their comparative advantages and using the value chain cluster development approach. Each fiscal year, the Government will pick up three districts per province to develop the value chain clusters. The approach is private sector driven, meaning that resources and support services are made available for MSME development through engaging financial and non-financial service providers as well as business development service providers. The strategy promotes an integrated package of support services including mentorship, entrepreneurship skills training, business development services and marketing support services. Employment generation is one of the key objectives of the industrialization strategy, and targets are set to match the demographic proportionality for each group with 40 percent for youth, 30 percent for women and 30 percent for other disadvantaged groups. There is further consideration for consolidating into one fund, the programmatic resources earmarked for economic empowerment and that were previously channelled through various institutions in order to facilitate the scaling up of the value chain cluster development process.

Through the rural industrialization strategy, Zambia has put in place an operational employment promotion framework based on a mainstreaming approach (including youth mainstreaming). One of the key features of this approach is the Government’s drive to align its investment, growth and employment policies. In the emerging “youth employment model”, youth unemployment is addressed in a mainstream economic growth strategy (Rural Industrialization Strategy) rather than as a separate package of scattered micro interventions delinked from the growth dynamic process. The model has a territorial approach (district value chain cluster), a youth employment target (40 percent of generated employment), and promotes an integrated and innovatively delivered package of support services.

However, even with high rates of economic growth and employment expansion, high rates of youth unemployment will still persist if the gender and age-specific difficulties in the labour market (difficulties in school-to-work transition, institutional barriers, lack of voice and representation, among others) are not adequately addressed. The Rural Industrialization Strategy suggests addressing “skills deficiency” and “poor work culture” as “a necessary pre-condition for any industrialization process to take-off”. Therefore, there is still need to align the Government's investment to spur growth (industrialization) and with its investment in building human capital (education and training). Such alignment means improving the return on investment in education and training and correcting the current mismatch between labour demand and supply. It also requires that current deficiencies in labour market information systems and employment services be effectively addressed.

In addition to the shift to employment and job creation strategy, and the beginning of its operationalization through strategic innovation such as the promotion of value chain clusters, the articulation of an employment strategy targeting the young women and men is also guided by the 2013 review of the National Youth Policy and the Presidential policy pronouncement of 2012, the MSME Development Policy and the National Strategy on Financial Inclusion among others.

The National Youth Policy review process has generated a broad spectrum of interventions needed to boost youth development including employment for young people. The recommendations on employment and entrepreneurship, as well as on education, although not yet articulated into a coherent youth employment and job creation strategy, highlight areas for action and can be regrouped into four major interventions:

- (i) shift in the approach,
- (ii) addressing the demand and supply side constraints,
- (iii) improving the governance of the labour market, and
- (iv) enhancing the policy/programme implementation process.

Two recommendations from the Youth Policy Review are of particular interest since they call for a different approach to the way youth employment is promoted. The experts consulted during the review recommended to “mainstream youth employment related policies into all national development policies and legislation.” The young people consulted in provinces recommended “a comprehensive labour market information system starting from the district”, thus implying the need to rejuvenate local youth labour markets. This would be a major step toward the decentralization of youth employment planning. The rural industrialization approach to employment generation and its mainstreaming of youth employment through the value chain cluster is reflective of the approach advocated in the recommendations.

In 2012, His Excellency, President Michael Chilufya Sata delivered two major speeches on youth Empowerment and Employment. They are important government policy pronouncement on addressing the youth unemployment challenge. In his Youth Day address, of 12th March 2012, President Sata, requested the Ministry of Youth and Sport to prepare a youth employment action plan and to set its vision and orientation as captured in the following quotes:

1. *“It is time for a paradigm shift and repositioning oneself in an effort to contribute positively to national development.”*
2. *“It is my desire that the Patriotic Front Government shall achieve the following in the next five years:*
 - (i) *Design and include youth employment strategies in national development frameworks;*
 - (ii) *Improve the livelihoods and employability for youth;*
 - (iii) *Establish sustainable political will, leadership and technical capacity for achieving results on youth employment creation.”*
3. *“In the past two decades, the youths were not at the centre regarding their participation in the national development. This has been due to inadequate resources targeted at youth development and as such, the majority of the youths in Zambia have remained unemployed,*

ill-educated and without formal skills to enable them earn a living. It is therefore time we optimally invested in the youth and ensure that they participate in the socio-economic development of the country.”

The President's pronouncements were a call for a shift in approach with clearly stated emphasis on: youth-centred job-rich economic growth, mainstreaming youth employment in development frameworks, youth participation, and adequate resources targeted at youth development.

A paradigm shift, including gender equity, is needed to instil a new vision, dynamism and in channelling efforts and resources into systemically addressing a challenging structural problem of youth unemployment that is growing bigger and bigger, thus threatening the social fabric and overall economic productivity. It is a shift from over-reliance on uncoordinated micro interventions to mainstreaming youth employment objectives and targets in the drivers of the economic growth process as well as embedding them in the decentralization framework.

It is a shift towards linking investment to aggregate demand and employment (industrialization) and to investments required to improve the outcome of the education and skills training systems (youth employability). There is need for gender responsive national skills development and local economic development strategies to go with the Rural Industrialization Strategy. These two approaches must be implemented jointly, and be informed and supported by improved and boosted labour market information systems and employment services.

It is a shift towards making youth empowerment and employment a collective responsibility and aiming for collective impact. This Action Plan for Youth Empowerment and Employment aims at “providing a framework for an informed and effective support in the design, monitoring and evaluation of policies and programmes that will promote productive and job-rich growth for the Zambian Youth.”

3. MAIN PRIORITY POLICIES

3.1. Problem Identification

The key issues to be addressed through the Action Plan are:

- (i) Expanding employment in the formal sector, mainstreaming and prioritising young women and men employment in the development frameworks at both national and local levels;
- (ii) Strengthening the capacity of the youth to benefit from economic growth and employment expansion; and
- (iii) Enhancing the performance of employment and financial intermediation mechanisms including their ability to deliver gender responsive services.

The Action Plan articulates:

- (i) A process of migrating from scattered micro interventions to coherently mainstreamed multi-sectoral and local economic development approaches;
- (ii) A human capital building process targeting youth readiness to fully participate in and benefit from economic growth and employment expansion; and
- (iii) An institutional capacity enhancement process to improve the provision of critical intermediation and support services that are gender sensitive.

3.2. Policy Priorities (Intervention Areas)

3.2.1. Macroeconomic, Sectoral and Decentralization Policies.

- (i) Mainstreaming youth employment in all sectors (including sports and culture among others,) beyond the six priority sectors covered under the Industrialization and Job Creation Strategy.
- (ii) Planning and implementing locally-driven (districts) and youth-centred employment and job creation initiatives by expanding the portfolio of development initiatives that have a local base. External impulses (technical, financial or political) should be the key to enabling a full mobilization of resources, boosting local initiatives that previously lacked key elements. For youth employment and jobs created to be sustainable, local stakeholders at district levels should assume a primary role in the economic development and job creation process.

3.2.2. Education, Training and Youth Policies

- (i) More youths, especially young women, should exit the education and training system with appropriate knowledge, skills and attitude needed for absorption in the labour market, thus contributing to the growth of priority sectors, and beyond;
- (ii) Young women and men should be fully involved in decisions or initiatives pertaining to their participation in the labour market and contribute to the expansion of growth and employment opportunities; and
- (iii) Attitudinal change among youths, especially young women, to different career options, professions and occupations, and adoption of a youth-friendly approach to growth and job creation.

3.2.3. Labour Market, Financial Inclusion and MSME Policies

- (i) Strengthened labour market information system to monitor developments in the labour market and enhanced performance of labour market intermediaries (both public and private employment services providers).
- (ii) Sustainable and innovative financial products and services targeting the needs of young women and men.
- (iii) Innovative and integrated delivery of cost effective business development services aligned with growth and youth-centred employment and gender sensitive job creation strategies

ACTION PLANNING

3.3. Goal: Boosting employment opportunities for young women and men.

3.4. Focus Areas, Themes, Specific Objectives and Recommended Strategies

Focus Area 1: Youth-Centred Job-Rich Growth

Theme 1: Expanding employment and mainstreaming youth employment in priority sectors

Objective 1: To promote and expand sub-sectors that have relatively high employment multipliers.

Strategies:

- (i) Work closely with responsible ministries for the priority sectors to determine sub-sectors that are likely to create employment opportunities and attract young women and men

Through: promotion of renewable energy sources; promotion of creative industries for the youth (e.g. cultural performance, cross border trading, hospitality industry, curios and handcrafts); mainstreaming of ICT usage in growth sector areas; promotion of the growth of village industries and promotion of local tourism. This process has been initiated with the selection of five priority industries for each province.

- (ii) Adopt measures and incentives to enhance MSMEs and cooperatives development in the targeted sub-sectors,

Through: making use of Zambia's position in the region to explore and increase trade with the neighbouring countries in areas of competitive advantages; providing access to capital equipment; promoting value addition to raw materials through value chain clusters development; reviewing existing local content policy and legislation; promoting both local and Foreign Direct Investment (FDI); increasing access to financial and material resources to promote start-up of MSMEs. This process has been initiated with the promotion of value chain cluster development by CEEC.

Objective 2: To integrate global employment and youth employment goals and targets in macroeconomic and sectoral policies.

Strategies:

- (i) Adopt *youth employment budgeting* by: evaluating the impacts of investments on job creation in the priority sectors; integrating global employment and youth employment objectives-targets in priority sectors' policies from the planning stage, including in the budget programming stage (e.g. allocating a proportion of the National Budget to youth Empowerment and Employment programmes in priority sectors' budgets);
- (ii) Promote youth employment creation initiatives by enacting deliberate policies and measures targeting young women and men

Through: providing tax and non-tax incentives to corporations working with youth and youth based firms and to contractors who employ a certain number of youths in their contracts; providing preferential treatment of youth and youth-based firms in public and private work contracts; facilitating youth access to land acquisition and finances; reviewing the policy on National Council for Construction (NCC) (e.g. reduction of affiliation fees to enhance membership from youth-based enterprises); reviewing the Cooperative Act to make it youth friendly so as to promote youth cooperatives in all priority sectors; providing targeted tax and non-tax incentives and services to youth based agricultural activities (e.g. crops, livestock and poultry, fish farming, bee-keeping, horticulture and agribusiness), promoting youth involvement in the production and distribution of renewable energy and establishment of small scale based construction companies; providing

incentives and support for young innovators (for example, mentoring programmes in priority sectors, introduction of innovation and research in education curriculum), promoting youth participation in innovation, research and development to support local value addition.

Theme 2: Expanding Employment and Mainstreaming Youth Employment in Districts (local Economic Development)

Objective 1: To expand economic activities (production of goods and services) and employment opportunities in the districts.

Strategies:

- (i) In the short term increasing access to employment opportunities for both young women and men through accelerating the implementation of employment intensive and labour based public works focusing on public infrastructure, as outlined in the 2013 Budget.
- (ii) Promote youth-led MSME and cooperative activities to be supported in an integrated manner through cost effective business development services (skills training, enterprise training and technical support) and financial support to provide start-up capital.
- (iii) Adopt pro-employment and youth-centred local economic development growth strategies (such as value chain clusters initiated by CEEC), driven by the private sector and communities; and responsive to local comparative advantages and priority growth sectors.

Objective 2: To make youth employment a strategic objective and target of the local economic development growth strategies

Strategy:

- (i) Promote sustainable and community-driven youth employment creation initiatives by enacting deliberate measures targeting youths.

Through: providing incentives to corporations, such as mining companies to work with youth-based firms, and contractors to employ a certain number of youths in their contracts; providing preferential treatment of youths and youth-based MSMEs in public and private works contracts; facilitating youths access to land acquisition and finances; promoting youth cooperatives in priority sectors; providing targeted incentives and services to youths to establish companies in local priority sectors and maintenance of public infrastructures; targeting and promoting youth participation in local value addition such as CEEC's value chain clusters; adopting a scheme such as the Benin's Songhai model of integrating youth in agribusiness and integrated community based training programme such as the ILO Training for Rural Economic Empowerment (TREE).

Objective 3: To enhance the governance of the Local Economic Development (LED) process.

Strategies:

- (i) Empower local communities through decentralisation to enhance decision making (in districts) for the implementation of activities, while allowing for external financial and technical support in achieving goals.
- (ii) Encourage local authorities, the private sector, the youth and the main stakeholders, to establish a dialogue around the socio-economic development of the districts and integration of youths in that process.
- (iii) Formulation of districts' youth employment and job creation action plans taking into consideration local needs, opportunities and priorities.
- (iv) Build the capacity of all stakeholders' in LED approach.

Objective 4: To rejuvenate the dynamism of the local labour markets(I

Strategies:

- (i) Develop and enhance systems to collect, analyze and utilize local labour market information.
- (ii) Develop and improve the delivery of comprehensive employment services.
- (iii) Institutionalize local education, training and employment networks and partnerships (e.g. integrating local schools and training institutions in value chain clusters; mining companies supporting local training institutions materially and technically to enhance the quality of their programmes and skills of their graduates).

Focus Area 2: Capacitating Youth

Theme 1: *Skills Development and Employability*

Objective 1: To expand equitable access at all levels of education in order to improve transition between the different levels.

Strategies:

- (i) Expand the education and training system to ensure that more youths exit with appropriate knowledge, skills and attitude needed for absorption on the labour market.
- (ii) Enhance the training capacity in TEVET system through the development of infrastructure to cater for those who fail to progress to formal tertiary education.
- (iii) Establish a student financing scheme that has a combination of scholarships, grants, bursaries and loans to address skill shortages and improve youth employment.
- (iv) Reduce the cost of acquiring skills in selected areas (including the creative arts).
- (v) Improve the attractiveness of training programmes that are under-enrolled but have proven employability potential

Objective 2: To promote and enhance the employability of the youths and youth entrepreneurship in an equitable manner

Strategies:

- (i) Develop a National Skills Development Plan on which the development and review of the curriculum that provides demand driven skills including skills that are responsive to the needs of MSMEs in growth sectors should be anchored
- (ii) Design and implement programmes that improve employability of youth
- (iii) Expand and integrate entrepreneurship and financial management training in the education system in order to develop a business and entrepreneurial culture among the youths

Through: promoting apprenticeships, internships, attachments and mentorship through the provision of targeted incentives and subsidies; providing vocational guidance and counselling and career guidance early in the education system; promoting the recognition of informal learning acquired through apprenticeships; and decentralizing trade training institutions to district levels in order to address local curriculum needs.

Objective 3: To enhance availability of quality and relevant skills training for the agriculture sector

Strategies:

- (i) Review curriculum to integrate agriculture skills development and take into account the gender dimension in the agricultural sector at all levels of education
- (ii) Restructure agriculture skills development into a Competence Based Modular Training

System.

- (iii) Advocate a societal paradigm shift through transformation of cultural and ethical values for agriculture oriented employment

Theme 2: Empowerment

Objective 1: To ensure full participation of young women and men in the design, planning, implementation, monitoring and supervision of practical youth centred interventions.

Strategies:

- (i) Prioritize the involvement of the young women and men at all stages of the Action Plan implementation through youth associations and youth serving organizations.
- (ii) Strengthen organizational capacities of youth and their representative associations to effectively advocate for the needs of their members at every level through the decentralized structures.
- (iii) Develop well-resourced National Volunteer Service Corps, in which youths are well integrated to prepare them for the world of work and to raise the capacity of the youths to improve their livelihoods and contribution to societal well-being.
- (iv) Integration of vulnerable and marginalised youths, including youths with disabilities, in local development activities.
- (v) Strengthen equal opportunity and treatment for all in the promotion of job creation.

Theme 3: Attitude Change and Social Capital Development

Objective 1: To promote attitude change especially among the young women towards certain professions or occupations and the need to become responsible citizens contributing positively to the development of the country.

Strategies:

- (i) Promote agribusiness amongst young women and men including those in rural areas;
- (ii) Create awareness of the employment opportunities in often neglected sectors such as the creative industries and sports; and
- (iii) Promote social entrepreneurship to reorient attitudes towards community initiatives.

Objective 2: To expand production of goods and services through appreciation of Zambian made products.

Strategies:

- (i) Promote local investment in tourism and encourage consumption of local tourism products; and
- (ii) Change of attitude towards locally manufactured products.

Focus Area 3: Improve Support Services Provision

Theme 1: Labour Market Intermediation

Objective 1: To correct the mismatch between labour demand and supply and facilitate the transition of youth from school to work

Strategies:

- (i) Institutionalize the School-to-Work Transition Survey to supplement information not currently available from the national statistical programmes by focusing on the specific issue

of entry into the labour market of young people as they exit the education system.

- (ii) Enhance performance of labour market intermediaries for better provision of comprehensive services

Through: information provision on available employment opportunities and jobs, and skills requirements (careers guidance/development/job preparation, professional assessment, job search techniques, job clubs, job fairs, performance measures and employers contact services among others) to facilitate youth understanding of and integration into the labour market; improve employment services outreach by increasingly relying on new and inexpensive technology for the delivery of labour market information such as mobile and text messaging services; embedding services in youth culture and by taking appropriate account of peer networks and social networking media, and; by innovatively relying on the use of expanded networks and mobilization capability of faith-based organizations and other Community Based Organizations (CBOs) to develop new dissemination mechanisms and access channels to labour market information.

- (iii) Set up a **Youth Employment Observatory (YEO)** to enhance understanding of the youth labour market functioning and capture youth employment trends in the growth sectors. The observatory should be the key monitoring and evaluation mechanism for this Action Plan.

Theme 2: *Facilitating Access to Credit and Financial Services*

Objective: To create an environment where young women and men are able to access financial support and capital for engaging in education, training and setting or expanding their businesses.

Strategies:

- (i) Encourage financial institutions to develop products that respond to diverse financial needs of young women and men for education, training, business start-up and expansion.
- (ii) Linking youth based firms to financial institutions dealing with youth related programmes;
- (iii) Assist youths in packaging their ideas for funding.
- (iv) Provide training bursaries for youth (particularly from disadvantaged backgrounds) to improve their employability.
- (v) Providing credit and micro finance

Theme 3: *Business Development Services*

Objective: To promote integrated delivery of cost effective business development services.

Strategies:

- (i) Repackage the Youth Development Fund (YDF) into a fund that provides targeted financial and entrepreneurship development support.
- (ii) Provide business development services to youth established enterprises and selected MSMEs that take in students on attachment and engage in apprenticeships.
- (iii) Create out-sourcing linkages between large firms and youth led MSMEs.
- (iv) Align Business Development Services (BDS) provision with growth and youth-centred employment and job creation strategies by: scaling youth entrepreneurship; matching skills to the job market demands; enhancing TEVET and making TEVET more market oriented; technology and innovation support, and a range of key complementary inputs that have been absent in previous interventions on youth employment.

3.5. Financing Mechanisms and Resources Mobilisation

A shift in employment promotion strategies, with the advent of mainstreaming approaches, requires new ways of resources mobilization. Since youth employment will be integrated in sectoral and districts strategies and programmes, the primary source of funding should be central

budgetary allocations, hence the need for pro-employment budgeting.

However, the effective delivery of the Action Plan will require more resources than what can be mobilized through Government funding. The formulation of a viable and effective resource mobilization strategy through among other things public private partnership framework, foundations, banks, bilateral and multilateral donors, national budgetary support to employment and job creation towards mobilizing private investment. There will also be need to take advantage of the global compact framework, explore opportunities offered by emerging South-South cooperation (China, India, Brazil), and tap into increased investment by development banks (including the African Development Banks).

The development of strategic partnerships as outlined under the implementation modalities is a critical part of the resource mobilization strategy. The communication strategy will also be critical to that process as it would facilitate the mobilization of partners for the Action Plan.

3.6. Implementation and Coordination Mechanisms

3.6.1. Implementation and Coordination Framework

New ways of addressing implementation and coordination modalities will be required due to the shift in employment promotion strategy, which emphasizes mainstreaming approaches, requires. The focus will be on sectoral and districts strategies and programmes implementation modalities. The development of an effective implementation and coordination mechanisms must build on the following elements:

- (i) The relevant line ministries, government institutions, various stakeholders including organizations representing the interests of young people, should be responsible for the implementation of the policies and measures set forth in the Action Plan. Detailed work plans will be developed to ease implementation and promote accountability.
- (ii) The coordinating Ministry will be tasked to coordinate overall implementation and to present regular progress reports to central Government. The coordinating Ministry will also work closely with the mechanism that coordinates donors' and technical assistance programmes. It will also liaise with other ministries involved in the implementation of the Action Plan, and with social partners, stakeholders and organizations representing the interests of young people.
- (iii) The group of experts of the various line ministries, stakeholders institutions and representatives of youth organizations involved in the implementation of the Action Plan will form a Steering Committee whose tasks will include: monitoring the implementation process; take stock of emerging concerns in the area of youth employment that need to be addressed in the frame of the Action Plan; reformulate, on the basis of the findings of the evaluation reports, the specific objectives, targets and policy outcomes of the Action Plan, as necessary.

3.6.2. Institutionalizing Joint Programming and Coordinated Delivery

Youth employment promotion is a multi-sectoral and multi-actor undertaking. While setting it as a strategic objective of development policies and formulating an action plan are major steps in improving the process of delivering effective interventions, there is still need to facilitate inter-institutional cooperation aimed at effective implementation and higher impact of the Action Plan. Institutionalizing a joint programming approach to the implementation of the action plan is thus critical to improving its delivery rate. This will be anchored by the following mechanisms:

- (i) Each implementing entity involved in delivering the action plan should be mandated to prepare a work plan.
- (ii) Adopting a joint programming framework would be a major step in enhancing and

- deepening a collective implementation process in order to align and coordinate work plans, fragmented systems, programmes, and services that touch youth employment promotion;
- (iii) Provide a programming platform that will facilitate the convergence, aggregation, prioritization and sequencing of support around needs and priorities. This entails that the youth employment work plans derived from the action plan should be aligned with and/or integrated in those platforms;
 - (iv) Provide a knowledge management platform to capture, synthesize and synchronize youth employment objectives and interventions across sectors and levels (national, regional and local)) so as to explore spaces for synergy, cooperation and mutually reinforcing support. This could also facilitate the setting up of communities of practice to improve the exchange of information, experience and knowledge among practitioners. Districts Development Coordinating Committees for instance, could form a community of practice around youth employment: a network that will identify available expertise, best practices, tools and methodologies that could be shared. This could be also the case for all involved in financing, training, mentoring, among others.

3.6.3. Effective Engagement of Youth in the Implementation of the Action Plan

The youth should not be passive beneficiaries of the intended results of the Action Plan. The adoption of this framework will be an opportunity to ensure that the youth assume a central role in the design, implementation, monitoring and evaluation of initiatives designed to address their concerns, expectations and needs. The implementation of the Action Plan is an opportunity and a process for increasing a sense of youth ownership and inclusion, shared responsibility, recognized leadership and belonging.

It is imperative that the Action Plan:

- (i) Clearly define structure supported roles and responsibilities to the youth;
- (ii) Adopt gender responsive, youth-centred and youth-driven communication approaches which ensures that youths are fully informed;
- (iii) Enlist youth support and continuously gather youth inputs to improve the responsiveness of the action plan to youth needs and expectations;
- (iv) Strengthens youth networks around the various mechanisms for integration in the labour market such as youth in tourism, youth in agriculture, youth involvement in value chain clusters, youth participation in multi-facility economic zones; and
- (v) Builds leadership and technical capacity among youth to effectively engage in constructive dialogue with various implementing institutions.

3.6.4. Youth Employment Forum

It is recommended that annual Youth Employment Forums be organized at all levels, to showcase successful youth employment initiatives, and set up a platform for dialogue among the various stakeholders on the progress and achievements of the Government strategy in connecting youth to job and employment opportunities in the growth sectors.

3.6.5. Development of Local Action Plans (LAP) for Youth Employment

Local Action Plans should be developed for planning and implementing locally-driven youth employment initiatives. This is to encompass the promotion of new employment opportunities that purposefully target and allow talented and enterprising young people to remain in local communities to revitalize local economies and contribute to their prosperity.

3.6.6. Strategic Partnerships for Youth Employment

Raising needed funds through Public Private Partnership (PPP) framework, foundations, banks, bilateral and multilateral donors, will be a major component of the overall implementation strategy for this Action Plan. The development of strategic partnerships should involve government,

business houses, think tanks, academic institutions, civil society organizations, and multilateral and bilateral institutions and should raise the youth employment profile and generate the needed support for youth employment mainstreaming in the selected sectors.

Within the PPP framework, a consultative or technical group should be set up to deepen consultations and explore the development of a trust fund for joint undertakings to effectively mainstream youth employment in the private sector investments.

3.6.7. Enhanced Youth Employment Promotion at District Level

Educators and trainers should be encouraged to work collaboratively with local communities and industry stakeholders to constructively address youth employment.

3.6.8. Building Institutional Capacity to Implement the Action Plan at all Levels

Steps should be taken to strengthen the technical capacity of the Government and relevant local institutions that will be responsible for the implementation of the Action Plan at the national and local levels. The following actions are recommended:

- (i) Undertake an institutional capacity assessment in critical areas related to the effective implementation of the Action Plan, i.e. work planning, joint programming, youth targeting, reporting, among others;
- (ii) Improve the personnel and technical resources at the local level, enabling it to anchor the decentralized implementation of the Action Plan;
- (iii) Organize training for staff members of the relevant institutions, including youths, in order to improve both their knowledge on technical and methodological issues (e.g. “delivering as one”, employment impact analysis, school to work transition survey, auditing of employment friendliness of policies and programmes, among others) related to the implementation of the Action Plan;
- (iv) Organize youth employment knowledge networks (communities of good practice) for better dissemination of the information and experience gained during the implementation of the Action Plan;
- (v) Create a variety of interventions that are replicable, scalable and sustainable.

3.6.9. Communication Strategy

There is need to create a nationwide awareness of the youth employment Action Plan in order to generate broad support and launch a platform for cooperation and resource mobilization for its effective implementation. It is therefore, imperative that an Information, Education and Communication (IEC) strategy for the Action Plan be developed which should use print, mass and electronic media to disseminate the Action Plan. The IEC Strategy should give a prominent role to the youth and should ideally be translated in all the different languages.

3.7. Monitoring and Evaluation

3.7.1. Monitoring and Evaluation Framework

The shift in youth employment promotion towards a mainstreaming approach requires new ways of addressing monitoring and evaluation and calls for the adoption of key employment indicators including on gender and employment analysis trends. In this regard:

- (i) The monitoring of the Action Plan will be based on a system of information gathering and analysis of performance indicators set in the implementation matrix, to be reviewed and expanded once there is agreement on which key employment indicators should be retained to assess the Action Plan performance.
- (ii) At the central level, the coordinating institution will have the responsibility to consolidate the monitoring information generated by line ministries and partner agencies for presentation to the Government. At the local level, the District's Development Coordinating Committee will

- assume that responsibility.
- (iii) Each agency involved will produce annual work plans that translate the Action Plan into operational activities. These will detail outputs, inputs, the activities to be conducted and the expected results as well as indicate schedules and persons and/or institutions responsible.
 - (iv) The evaluation system will be integrated into the Government budget cycle. Two evaluation exercises will be conducted: (1) an interim evaluation in mid-2017 and (2) a summative evaluation in mid-2019. The coordinating institution shall be responsible for coordinating both mid-term and final evaluations.
 - (v) The mid-term evaluation in mid-2017 will analyse the outputs and results of interventions, financial management, and the quality of the monitoring and of its implementation. By comparing with the baseline situation (2014), the midterm evaluation will highlight changes in the general context and judge whether the objectives remain relevant. This evaluation will also examine whether the evolution of national priorities and policies poses a problem of coherence. The mid-term evaluation will rely on information drawn from the monitoring system and from the overall context and its evolution into feedback into the management of action planning.
 - (vi) The summative evaluation, to be carried out in mid-2019, will judge the entire Action Plan performance. It will account for the use of resources and will report on the effectiveness and efficiency of interventions and the extent to which expected outcomes were achieved.

3.7.2. Knowledge, information sharing and consultative platform

Besides the traditional functions of a monitoring and evaluation system, the Action Plan aims at building a youth employment learning and knowledge management framework whose main objective is to address the need for continuously generating and sharing knowledge and data to update the understanding of youth unemployment and under-employment and its drivers, and to assess progress in designing and implementing an effective pro-youth growth-oriented approach. The knowledge and information sharing and consultative platform will enable youth, policymakers and stakeholders to draw information and knowledge (ideas, experiences and best practices) on the dynamic of growth sectors and related employment opportunities. The portal will be supported by a network of internet access points throughout the country to allow the youth to easily access it in a more interactive way. The information could also be relayed to youth and the general public through the use of mobile phones.

The platform will substantively contribute to the quality of the M&E outcomes.

Enhancing understanding of the labour market functioning in the growth sectors is critical to the successful connection of youth to employment opportunities in those sectors. This will entail:

- (i) Producing and disseminating relevant information and quality analysis on gender and research, on the dynamic and complexity of youth labour markets in the growth sectors and, how to overcome systemic barriers related to how young women's and men's access employment opportunities;
- (ii) Promoting and exchanging information on good practices related to job creation and to brokering connections to employment opportunities for young people in the growth sectors;
- (iii) Organizing youth employment knowledge networks (communities of good practice) for better dissemination and exchange of information, knowledge and experience gained during the implementation of the Action Plan;
- (iv) Setting up a Youth Employment Portal;
- (v) Creating a selection of interventions that are replicable, scalable and sustainable;
- (vi) Publishing the **Zambia Youth Employment Trends**. The annual publication will present the state of the nation related to trends in job and employment creation, growth and progress toward achieving effective connection of youth to job and employment opportunities and;
- (vii) Managing the institutionalization of the **School-to-Work Transition Survey**.

The effective management of the above functions and tasks will require the setting up of a **Youth Employment Observatory (YEO)**.

Annexes

Annex 1: Implementation Matrix

Intervention Area: Youth Centred Employment and Job Creation:

Theme 1: Expanding Employment and Mainstreaming Youth Employment in Priority Sectors

Objective 1: To promote and expand sub-sectors that have high employment multipliers.

Strategy 1: Work closely with responsible ministries for the priority sectors to determine sub-sectors that with potential to create employment opportunities and attract youth.

Outcomes	Indicators and Targets		Time Frame			Resources	Responsible Institution	Estimated Cost (ZMW)
	Indicators	Targets	Immediate term	Medium term	Long term			
1. Youth employment mainstreamed in the growth sectors (Agriculture, Mining & Energy, manufacturing, construction, and tourism	1. Number of new jobs created for the youth in the growth sectors	1. 200,000 decent Jobs created annually of which 40% of jobs should be for the youth				1. Financing resources 2. Expertise 3. Information	1. Ministry of Youth and Sport 2. Ministry of Labour and Social Security 3. Ministry of Finance 4. DDCC 5. PDCC 6. Ministry of Commerce, Trade and Industry 7. ZDA 8. CEEC	785,000.00
2. Sub-sectors that have high employment elasticity expanded.	1. Number of sub-sectors recording positive growth	2. 5% annual growth recorded in the sub-sectors						
1. Employment opportunities increased in the identified sub-sectors	4. Number of village industries created. 5. Number of jobs created in the formal sector.	6. 3 industrial clusters created annually per province 7. 40% of the jobs created in the formal sector for the youth						

Strategy 2: Adopt measures and incentives to enhance MSMEs and cooperatives development in the targeted sub-sectors.							Estimated Cost (ZMW)	
Outcomes	Indicators and Targets		Time Frame			Resources		Responsible Institution
	Indicators	Targets	Immediate term	Medium term	Long term			
1. Increased growth and sustainability of MSMEs	1. Number of new MSMEs created.	1. 150 new MSMEs created annually				1. Financial resources 2. Research and development Legal and technical expertise	1. Ministry of Finance 2. Ministry of Industry and Commerce 3. ZDA	104,520.00
	2. Number of MSEs lasting beyond three (3) years	2. At least 50 % of MSMEs last beyond three (3) years 3. At least 60% of jobs created are in MSMEs						
	3. Number of MSMEs accessing financial and material resources	4. 600 MSMEs accessing financial and material support annually						
	4. Number of new products locally manufactured annually	10 New products						
	5. Level of local and international investment (FDI)	10% investment in FDI						
	6. Number of jobs created in MSMEs	1. 60 % of the 200,000 jobs created annually are in MSMEs						
2. Increased employment opportunities in MSMEs								

Objective 2: To integrate global employment and youth employment goals and targets in macroeconomic and sectoral policies.							
Strategy 1: Adopt youth employment budgeting							
Outcomes	Indicators and Targets		Time Frame			Responsible Institution	Estimated Cost (ZMW)
	Indicators	Targets	Immediate term	Medium term	Long term		
1. Increased global and youth employment opportunities in key sectors	1. Percentage of budget allocated to youth employment creation and promotion	1. At least 40 % employment budget allocated to youth employment				1. Ministry of Finance 2. Ministry of Labour 3. Ministry of Youth and Sport 4. Private sector	82,500.00

Strategy 2: Promote youth employment creation initiatives by enacting deliberate policies and measures targeting youth							
Outcomes	Indicators and Targets		Time Frame			Resources	Responsible Institution
	Indicators	Targets	Immediate term	Medium term	Long term		
1. Improved supportive environment for youth employment	1. Percentage of young entrepreneurs participating in public procurement	1. 20% of public procurement allocated to the youth				1. Incentives regime 2. Financial resources 3. Information	1. Ministry of Finance 2. Ministry of Youth and Sport 3. Ministry of Commerce and Industry Private sector 1,030,000
	Number of companies and individuals benefitting from government incentives for offering preferential procurement to the youth	40% of youth companies benefitting from Government incentives					
Increased number of innovations to support employment growth	Number of legislation reviewed and enacted	One (1) piece of legislation					
	Number of innovations supporting employment growth annually	Three (3) innovations					
	Number of innovation centres established	Five (5) innovation centres established annually					

Theme 2: Expanding Employment and Mainstreaming Youth Employment in Districts (Local) Economic Development

Objective 1: To expand economic activities and employment opportunities at the districts level.									
Outcomes	Indicators and Targets		Time Frame			Resources	Responsible Institution	Estimated Cost	
	Indicators	Targets	Immediate term	Medium term	Long term				
1. Growth of business activities in rural areas 2. Increased employment opportunities created at the local and district levels	1. Number of public works programmes initiated	1. At least 5 public works programmes initiated in each district annually				1. Financial resources 2. Expertise 3. Information	1. Ministry of Finance 2. District Planning Unit 3. DDCC 4. PDCC	121,000.00	
	2. Number of jobs created at the local and district levels	At least 500 jobs created district levels							

Strategy 2: Promote youth-led MSME and cooperative activities to be supported in an integrated manner through cost effective business development services							
Outcomes	Indicators and Targets		Time Frame			Responsible Institution	Estimated Cost (ZMW)
	Indicators	Targets	Immediate term	Medium term	Long term		
1. Increased cooperative activities	1. Number of new business start-up	1000 new youth-led cooperatives				1. Ministry of Commerce and Industry. 2. ZCF 3. MSMEs Associations 4. Chamber of Commerce	500,000.00
1. Increased employment for youth in MSMEs and cooperatives	2. Number of new jobs created in the MSMEs and Cooperatives	1. 60 % of jobs created through MSMEs should be for youth					
	2. Number of youth focused cooperatives being established	75 Youth cooperatives formed annually					

Strategy 3: Adopt pro-employment and youth-centred local economic development growth strategies driven by the private sector and communities, and responsive to local comparative advantages and priority growth sectors									
Outcomes	Indicators and Targets		Time Frame			Resources	Responsible Institution	Estimated Cost	
	Indicators	Targets	Immediate	Medium term	Long				
1. Increased private sector led youth employment initiatives	1. Number of programmes and projects initiated by the private sector in the districts	Four (4) programmes				1. Financial resources 2. Expertise 3. Information	1. Private sector 2. District Planning Unit 3. DDCC 4. PDCC 5. CEEC 6. ZDA 7. Sector associations	202,000.00	
2. Increased community led youth employment initiatives	2. Number of programmes and projects initiated by the communities in the districts	Four (4) programmes							

Objective 2: To make youth employment a strategic objective and target the local economic development growth strategies									
Strategy 1: Promote sustainable and community-driven youth employment creation initiatives by enacting deliberate measures targeting youth									
Outcomes	Indicators and Targets		Time Frame			Resources	Responsible	Estimated Cost	
	Indicators	Targets	Immediate term	Medium term	Long term				
1. Local planning initiatives addressing local needs.	Number of youth employment creation models developed and implemented	One (1) model per District				1. Financial resources Expertise Information	1. Ministry of commerce and industry 2. Ministry of Lands 3. MSME Associations 4. Training Institutions	850,250.00	

Objective 3: To enhance the governance of the local economic development process.

Strategy 1: Empower local communities (districts), giving them responsibility for decision making and for the implementation of the activities, while allowing for external financial and technical support in achieving goals.

Outcomes	Indicators and Targets		Time Frame			Resources	Responsible Institution	Estimated Cost (ZMW)
	Indicators	Targets	Immediate term	Medium term	Long term			
Local planning capacity and Employment opportunities for youth at the local level enhanced	Number of districts with local development plans	70% of Districts				1. Expertise 2. Capacity building 3. Financial resources	1. Ministry of Local Government 2. Provincial administration 3. District Planning Unit 4. DDCC 5. PDCC	348,620
	1. Number of districts with local development plans	85% of Districts						
	1. Number of youth jobs created by local development plans	300 jobs per District						

Strategy: 3: Provide training in LED approach as a way to strengthen all stakeholders' capacity to support local development plans						
Outcomes	Indicators and Targets		Time Frame			Estimated Cost (ZMW)
	Indicators	Targets	Immediate term	Medium term	Long term	
1. Increased economic activities at the local and district levels	1. Number of training programmes developed and implemented.	1. Training programme developed and delivered annually				1. Ministry of Youth and Sport 2. Ministry of Labour and Social Security 3. ILO 4. DDCC 5. UNESCO 513,480

Objective 4: To rejuvenate the dynamism of the Local Labour Market

Strategy 1: Develop and enhance systems to collect, analyse and utilize local labour market information.

Outcomes	Indicators and Targets		Time Frame			Responsible Institution	Resources	Estimated Cost (ZMW)
	Indicators	Targets	Immediate term	Medium term	Long term			
1. Information on employment opportunities readily available	1. Functional routine LMIS data collection developed	1. One (1) Functional routine LMIS data collection developed				1. Ministry of Finance 2. Ministry of Commerce and Industry 3. Ministry of Labour and social security. 4. DDCC 5. PDCC	1. Financial resources 2. Expertise	722,300

Strategy 2: Develop and improve the delivery of comprehensive employment services.

Outcomes	Indicators and Targets		Time Frame			Responsible Institution	Resources	Estimated Cost (ZMW)
	Indicators	Targets	Immediate term	Medium term	Long term			
Improved transition of youth from skills training into the labour market	1. Number of employment services established	Ten (10) employment service centres established				1. Ministry of Labour 2. Ministry of Youth and Sport 3. Private sector 4. NYDC 5. Training institutions	1. Financial resources 2. Expertise 3. Hardware and software	135,000

Strategy 3: Institutionalize local education, training and employment networks and partnerships

Outcomes	Indicators and Targets		Time Frame			Resources	Responsible Institution	Estimated Cost (ZMW)
	Indicators	Targets	Immediate term	Medium term	Long term			
1. Improved job creation capacity at the local level	Number of networks created annually	Three (3) new networks				1. Financial resources 2. Expertise	1. Ministry of Education, Science, Vocational Training and Early Education 2. Ministry of Youth and Sport 3. Skills Training institutions 4. Ministry of Finance	407,215
2. Increased number of PPPs initiatives established	Number of PPPs established.	Two (2) PPPs per annum						
3. Reduction in skills mismatch.	3. Number of youth transiting to the appropriate field of work.	80 % of graduates transition to appropriate field of work						
Intervention Sub Total:								4,049,585.00

Intervention Area: Capacitating Youth

Theme 1: Skills Development and Employability

Outcomes	Indicators and Targets		Time Frame			Resources	Responsible Institution	Estimated Cost
	Indicators	Targets	Immediate term	Medium term	Long term			
1. Increased number of youth graduates equipped with relevant skills and attitude for employability and entrepreneur	1. Net Enrolment ratio (NER) at all levels of education and training.	100 NER for primary and secondary by 2023				1. Financial 2. Expertise	1. Ministry of Education, Science, Technology Vocational Training and Early Education 2. TEVETA 3. Universities	108,680
2. A reduction of the number of out-of-school youth.	Pass rates at end of cycle	80% Pass rate at Grade 9 by 2017						

A reduction of the number of out-of-school youth.	Pass rates at end of cycle	80% Pass rate at Grade 9 by 2017							
	Transition rate across education levels	90% Transition rate from Grade 9 to 10 by 2017							
	Number of youth dropping out of the education system	40 percent annual reduction in the number of out-of-school youth							

Strategy 2: Enhance the training capacity in TEVET sector through the development of infrastructure to cater for those who fail to progress to tertiary education.

Outcomes	Indicators and Targets		Time Frame			Responsible Institution	Resources	Estimated Cost
	Indicators	Targets	Immediate term	Medium term	Long term			
Youth leaving the mainstream education system are adequately equipped relevant skills and attitude for the labour market	2. Number of youth accessing TEVET programmes	At least 500 youths				1. Ministry of Finance 2. Ministry of Youth and Sport 3. Ministry of Education, Science, Vocational Training and Early Education 4. TEVETA	1. Expertise 2. Financial resources	220,106

Strategy 3: Establishing a student financing scheme that has a combination of scholarships, grants, bursaries and loans.

Outcomes	Indicators and Targets		Time Frame			Resources	Responsible Institution	Estimated Cost (ZMW)
	Indicators	Targets	Immediate term	Medium term	Long term			
1. Increased number of youth accessing bursaries, scholarships, grants and loans.	2. Number of students from disadvantaged backgrounds receiving financial support under TEVET	80% youth from disadvantaged backgrounds access bursaries.				1. Resources for student financial support packages	1. Ministry of Finance 2. Ministry of Youth and Sport 3. Ministry of Education, Science, Vocational Training and Early Education 4. Ministry of Agriculture and Livestock 5. Ministry of Community Development, Mother and Child health	2,250,000
	2. Resources allocated to the student financing scheme	80 percent of university students access loans.						

Strategy 4: Facilitate the change of attitudes towards non-traditional sectors such as the creative industry and improve access to training for these sectors						
Outcomes	Indicators and Targets		Time Frame			Estimated Cost (ZMW)
	Indicators	Targets	Immediate term	Medium term	Long term	
1. Increased number of youths accessing and completing their education and training in non-traditional sectors	Number of youths accessing skills development programmes in non-traditional sectors	20% of school drop outs accessing skills development				142,820 1. Ministry of Finance 2. Ministry of Youth and Sport 3. Ministry of Education, Science, Vocational Training and Early Education 4. Ministry of Agriculture and Livestock 5. Ministry of Tourism and Arts 6. Ministry of Chief and Traditional Affairs
2. Increased number of youths gaining employment in the non-traditional sectors	Number of youth employed in non-traditional sectors	10% of youths				

Objective 2: To promote and enhance the employability of the youth in the labour market through provision of relevant skills which include entrepreneurship.									
Strategy 1: Develop a National Skills Development Plan on which the development and review of the curriculum that provides demand driven skills including the skills need of MSMEs in the growth sectors is based									
Outcomes	Indicators and Targets		Time Frame				Responsible Institution	Resources	Estimated Cost (ZMW)
	Indicators	Targets	Immediate term	Medium term	Long term				
1. Improved relevance of skills offered	Number of skills surveys undertaken	One (1) skills survey undertaken annually					1. Ministry of Youth and Sport 2. Ministry of Education, Science, Vocational Training and Early Education 3. Ministry of Agriculture and Livestock 4. Ministry of Transport, Works, Supply and Communication 5. MSME Associations Training institutions	1. Financial resources 2. Expertise	172,530
Improved match between skills demand and skills training and supply Integration of entrepreneurship and financial education in the education system	Curriculum reviewed to improve relevance of skills	Curriculum reviewed by 2019 Entrepreneurship integrated by 2017							

Strategy 2: Design and implement programmes that improve employability of youth

Outcomes	Indicators and Targets		Time Frame			Resources	Responsible Institution	Estimated Cost (ZMW)
	Indicators	Targets	Immediate term	Medium term	Long term			
1. Improved employment of youth in formal and informal sector	1. Number of youth employed in formal and informal sector	40%				Financial resources	1. Ministry of Youth and Sport 2. Ministry of Education, Science, Vocational Training and Early Education 3. Ministry of Agriculture 4. Training institutions 5. Private sector	89,500
2. Increased number of youth accessing apprenticeship, internship and attachments	2. Number of young people participating in internships and attachments	At least 80% of students enter into internships and attachments						
3. Increased number of youth-run informal enterprises migrating to the formal sector	3. Number of youth-run enterprises migrating from the informal to formal sector	20%						

<p>Objective 3. To enhance availability of quality and relevant skills training in the agriculture sector.</p> <p>Strategy 1: Reviewing curriculum to integrate agriculture skills development at all levels of education and restructure it into a Competence Based Modular Training System.</p>									
Outcomes	Indicators and Targets		Time Frame			Resources	Responsible Institution	Estimated Cost (ZMW)	
	Indicators	Targets	Immediate term	Medium term	Long term				
1. Increased number of youth undertaking agricultural skills training	1. Number of youth undertaking agriculture skills training	1. At least 10% of youths enrolled in colleges undertake agricultural related training programmes				1. Money in the Bursary scheme. 2. Incentives for agriculture enterprises to take up apprenticeships, mentorships 3. Training infrastructure, equipment and HR	1. Ministry of Education (standards and Curriculum) 2. TEVETA, 3. Ministry of Youth, 4. Ministry of Finance, 5. Ministry of Agriculture,	315,285	

Theme 2: Empowerment

Objective 1: To mainstream youth in the design, planning, implementation, monitoring and supervision of youth employment programmes									
Strategy 1: Prioritize the involvement of the youth at all stages of programme planning and implementation									
Outcomes	Indicators and Targets			Time Frame			Resources	Responsible institution	Estimate
	Indicators	Targets		Immediate term	Medium term	Long term			
1. Youth needs adequately addressed through sector plans and programmes	1. Number of development plans that have mainstreamed youth	50% of plans					1. Expertise 3. Capacity Building 3. Financial Resources	1. Ministry of Youth and Sport 2. NYDC 3. Youth associations and clubs	68,750
1. Enhanced participation of youth in development programmes	2. Number of youth participating in development, implementation	20% of youths							

Strategy 2: Strengthen organizational capacities of youth and their representative associations to effectively advocate for the needs of their members at every level through the decentralized structure								
Outcomes	Indicators and Targets		Time Frame			Responsible Institution	Resources	Estimated Cost
	Indicators	Targets	Immediate term	Medium term	Long term			
Decentralisation of youth organisations enhanced	Number of Youth Organisations decentralised	50%				1. Ministry of Youth and Sport 2. NYDC 3. Youth Associations	1. Financial resources 2. Expertise	140,630
Youth Organisations' capacity built	Number of Youth Associations participating in capacity building initiatives	50%						

Strategy 3: Develop well-resourced National Volunteer Service Corps, in which youth are well integrated to prepare them for the world of work and to raise the capacity of the youth to improve their livelihoods and contribution to societal wellbeing.									
Outcomes	Indicators and Targets			Time Frame			Resources	Responsible Institution	Estimated Cost
	Indicators	Targets	Immediate term	Medium term	Long term				
1. Improved life skills for youth for improved employability	Number of youth participating in the National Volunteer Service Corps	200,000 youth participating in the National Volunteer Service Corps annually				1. Financial resources 2. Expertise	1. Ministry of Youth and Sport 2. Ministry of Defence 3. Ministry of Community Development, Mother and Child Health 4. Cabinet Office 5. Ministry of Finance	343,112	
2. Youth integrated into the labour force and society	Number of youth integrated into the labour force	200,000 youth integrated into the labour force							

Strategy 4: Integration of vulnerable and marginalised youth including youth with disabilities in local development activities.

Outcomes	Indicators and Targets		Time Frame			Resources	Responsible Institution	Estimated Cost (ZMW)
	Indicators	Targets	Immediate term	Medium term	Long term			
Education and employment needs of diverse youth addressed	1. Number of disabled youths and other disadvantage groups integrate in development programmes.	40%				1. Financial Resources 2. Expertise	1. Ministry of Youth and Sport 2. NYDC Youth associations and clubs 3. Ministry of Finance 4. Ministry of Labour and Social Security	113,200

Theme 3: Attitudinal Change and Social Capital Development

Objective 1: To promote attitudinal change among the youth towards certain professions/occupations and to become responsible citizens contributing positively to the development of the country.						
Strategy 1: Creating awareness that Agriculture should not be viewed merely as a subsistence activity but a key income earner (agribusiness).						
Outcomes	Indicators and Targets		Time Frame			Estimate
	Indicators	Targets	Immediate	Medium term	Long	
1. Increased employment opportunities in agriculture and other agro industries	1. Number of agribusinesses established	100 agri-businesses established annually				98,240
2. Increase in the number of youth-led agribusinesses	2. Number of youth-led agribusinesses established	50 youth-led agri-businesses				
Intervention Sub Total :						3,734,062

Intervention Area: Improve Support Services Provision

Theme 1: Labour Market Intermediation

Objective 1: To correct the mismatch between labour demand and supply and facilitate the transition of youth from school to work								
Outcomes	Indicators and Targets		Time Frame					
	Indicators	Targets	Immediate	Medium term	Long	Resources	Responsible	Estimate
1. Improved transition from school to work for youths	1. Number of youths entering the labour market for the first time	60%				1. Financial resources 2. Expertise	1. Ministry of Labour 2. Ministry of Youth and Sport 3. Ministry of Education, Science, Vocational Training and Early Education. 4. Training institutions	401,200
2. Increased access to information on employment	2. Number of stakeholders accessing the LMIS	90%						
3. Improved absorption of youth in the labour market	3. Number of months/years taken before finding a decent job	At most one year before finding a decent job						

Strategy 2: Enhance performance of labour market intermediaries for better provision of comprehensive youth employment services								
Outcomes	Indicators and Targets		Time Frame			Estimated Cost (ZMW)		
	Indicators	Targets	Immediate term	Medium term	Long term			
2. Improved access to employment services	<p>1. Number of job clubs/peer networks, Job Fairs created and operational</p> <p>2. Number of youth getting decent work through employment services</p>	<p>1. One (1) job club/peer net-works establishes in each district</p> <p>2. One (1) Job fair held annually in each district</p>				<p>Resources</p> <p>1. Financial resources</p> <p>2. Expertise</p>	<p>Responsible Institution</p> <p>1. Ministry of Youth and Sport</p> <p>2. Ministry of Labour</p> <p>3. Civil society organizations</p> <p>4. Youth groups and associations</p> <p>5. DDCC</p>	<p>109,240</p>

Strategy 3: Set up a Youth Employment Observatory (YEO) to enhance understanding of the youth labour market functioning and capture youth employment trends in the growth sectors.						
Outcomes	Indicators and Targets		Time Frame			Estimated Cost (ZMW)
	Indicators	Targets	Immediate term	Medium term	Long term	
1. Improved mechanism for understanding youth employment trends established	1. YEO established	1. One (1) YEO established				406,300
	2. Number of reports from the Observatory	One (1) report produced by YEO quarterly				
2. Improved vocational guidance and counselling services	3. Availability of Labour market information on youth employment trends	By 2017				
	4. Number of youth accessing vocational guidance and counselling services	80%				

Theme 2: Facilitating Access to Credit and Financial Services

<p>Objective 1: To create an environment where youth are able to access financial support and capital for engaging in education, training and setting and/or expanding their businesses.</p> <p>Strategy 1: Encourage financial institutions to develop products that respond to diverse capital needs of the youth for business start-up and expansion.</p>								
Outcomes	Indicators and Targets		Time Frame			Responsible	Resources	Estimate
	Indicators	Targets	Immediate	Medium term	Long			
1. Increased number of institutions providing youth friendly financial services	1. Number of youth friendly financial products developed	1. At least 60% of financial institutions develop financial products for the youth				1. Ministry of youth and Sport 2. NYDC 3. Bank of Zambia	1. Financial resources 2. Expertise	72,360
2. Increased numbers of youth accessing financial services	2. Number of youth accessing financial services 3. Number of youth assisted in packaging their business ideas.	60%						

Strategy 2: Linking youth led firms to financial and non-financial institutions supporting youth related programmes;									
Outcomes	Indicators and Targets		Time Frame			Resources	Responsible Institution	Estimated Cost (ZMW)	
	Indicators	Targets	Immediate term	Medium term	Long term				
1. Growth of youth led firms leading to Increased youth employment	1. Number of youth led firms operating for more than three years	70% of youth led farms				1. Financial resources 2. Expertise 3. Brokers	1. NYDC 2. Youth Organisations and associations 3. Banks and Micro-financing institutions	96,432	

Theme 3: Business Development Services

Objective: To promote integrated delivery of cost effective business development services.									
Strategy 1: Reform the YDF into a programme that provides comprehensive enterprise development services									
Outcomes	Indicators and Targets		Time Frame			Resources	Responsible Institution	Estimated Cost (ZMW)	
	Indicators	Targets	Immediate term	Medium term	Long term				
1. Comprehensive enterprise development services offered by the YDF	1. Number of enterprise development support services offered by the YDF	1. 60% of youth YDF applicants are awarded funding.				1. Financial resources for the YDF	1. Ministry of Youth and Sport 2. Ministry of Finance 3. Ministry of Commerce Trade and Industry 4. ZDA	43,500	
	2. Number of youth accessing YDF funds	At least 500 per annum							
	3. Number of youth repaying their loans Number of youth established business surviving beyond three (3) years	2. 80% recover rate							

Strategy 2: Provide business development services to youth established enterprises and MSMEs

Outcomes	Indicators and Targets		Time Frame			Resources	Responsible Institution	Estimated Cost (ZMW)
	Indicators	Targets	Immediate term	Medium term	Long term			
1. Improved sustainability of youth established enterprises and MSMEs	1. Number of youth enterprises and MSMEs receiving business development services	80%				1. Financial resources 2. Expertise	1. NYDC 2. Zambia Chamber of Commerce and Industry 3. Zambia Federation of Employers	816,385

Strategy 3: Create out-sourcing linkages between large firms and MSMEs.

Outcomes	Indicators and Targets		Time Frame			Resources	Responsible Institution	Estimated Cost (ZMW)
	Indicators	Targets	Immediate term	Medium term	Long term			
1. Linkages between MSMEs and large firms strengthened	Number of out-sourcing contracts signed	10% increase of MSMEs signing contracts with large firms annually				1. Expertise 2. Financial resources	1. NYDC 2. Ministry of Commerce and Industry 3. MSME Associations 4. Individual MSMEs	171,248
2. Increased employment opportunities in MSMEs	Number of employment opportunities created by MSMEs	6,000						

Strategy 4: Align BDS provision with growth and youth-centred employment and job creation strategies									
Outcomes	Indicators and Targets		Time Frame			Resources	Responsible Institution	Estimated Cost (ZMW)	
	Indicators	Targets	Immediate term	Medium term	Long term				
1. Increased number of youth established business enterprises	1. Number of enterprises accessing youth friendly BDS	50%				1. Financial resources 2. BDS expertise 3. Technical expertise	1. NYDC 2. Training institutions 3. Banks and Micro-lending institutions 4. Research and technology centres	103,000	
2. Increased productivity in MSMEs	2. % increase in profitability of MSMEs	40%							
Intervention Sub Total:								2,219,450	
GRAND TOTAL :								10,003,132	



Republic of Zambia
Ministry of Youth and Sport

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