Republic of Rwanda
National Youth Council

NATIONAL YOUTH COUNCIL STRATEGIC PLAN 2021-2025

Kigali, January 2021

LIST OF TABLES

ABBREVIATIONS AND ACCRONYMS

AfDB	:	African Development Bank
AFR	:	Access to Finance Rwanda
AGR	:	Association des Guides du Rwanda
AU	:	African Union
AU-YVC	:	African Union Youth Volunteer Corps
BDF	:	Business Development Fund
BK	:	Bank of Kigali
CESB	:	Capacity Development and Employment Services Board
CHOGM	:	Commonwealth Heads of Government Meeting
CRC	:	Citizen Report Card
CYRWA	:	Celebrating young Rwandan achievers Awards
DHS	:	Demographic and Health Survey
EAC	:	East African Community
EDPRS	:	Economic Development and Poverty Reduction Strategy
EICV	:	Enquête Intégrée des Conditions de Vie des Ménages
FBOs,	:	Faith Based Organisations
GBV	:	Gender Based Violence
HAPPi	:	Healthy, Apt with positive Attitude, Patriotic, Productive and Innovative youth generation
HLIs	:	Higher Learning Institutions
IBES	:	Integrated Business Enterprise Survey
ICT	:	Information and Communication Technologies
ILO	:	International Labour Organisation
IMF.WEO	:	International Monetary Fund - World Economic Outlook Database
IPRCs	:	Integrated Polytechnic
KCB	:	Kenya Commercial Bank
KHI	:	Kigali Health Institute
LFS	:	Labour Force Survey
M4RH	:	Mobile for Reproductive Health
MIFOTRA	:	Ministry of Public Service and Labour
MIGEPROF	:	Ministry of Gender and Family Promotion
MINALOC	:	Ministry of Local Government
MINECOFIN	:	Ministry of Finance and Economic Planning
MINEDUC	:	Ministry of Education
MINICOM	:	Ministry of Trade and Industry
MINICT	:	Ministry of ICT
MINISANTE	:	Ministry of Health
MINISPOC	:	Ministry of Sports and Culture
MINIYOUTH	:	Ministry of Youth
MiR	:	Made in Rwanda
MYCULTURE	:	Ministry of Youth and Culture
MYICT	;	Ministry of Youth and ICT

NCPD	:	National Council of People living with Disability
NEP	:	National Employment Program
NGOs,	:	Non-Governmental Organisation
NSDEPS	:	National Skills Development and Employment Promotion Strategy
NST	:	National Strategy for Transformation
NWC	:	National Women Council
NYC	:	National Youth Council
PSDYES	:	Private Sector Development and Youth Employment Strategy
PSF	:	Private Sector Federation
PWD	:	People living with Disability
RCA	:	Rwanda Cooperative Agency
RDB	:	Rwanda Development Board
RGS	:	Rwanda Governance Score Card
RIB	:	Rwanda Investigation Bureau
RPHC4	:	Rwanda 4th Population and Housing Census 2012
RSSB	:	Rwanda Social Security Board
RYAF	:	Rwanda Youth in Agribusiness Forum
SRH	:	Sexual Reproductive Health
TVET	:	Technical and Vocational Education and Training
UNCTAD	:	United Nations Conference on Trade and Development
UNDP	:	United Nations Development Program
USAID/EDC	:	USAID Education Development Centre
WDA	:	Workforce Development Agency
YDI	:	Youth Development Index
YWD	:	Youth living with Disability

EXECUTIVE SUMMARY

In Rwanda the youth constitute 27.8 % of the population. The country recognises that youth are one of the greatest assets of the nation and made youth economic empowerment a priority. Promoting youth skills development, employment and entrepreneurship are part of development priorities in the national development transformation agenda for 2017-2024 (NST1). This is in line with the National Youth Policy 2015 aspiration for a *"HAPPi Generation"* youth.

This high political and policy momentum for youth empowerment has among others to tackle the major hindrances to youth development. These include youth unemployment (20.6%) which remains higher than for adults is only (12%). Youth labour force participation is 58.4%. Youth underemployment plummets at 61.5%. The level of education attainment for the big cohort of youth is only some primary education (56.7%), and only 3% have attained tertiary education. On the other hand, a large number of youths still lack employable technical skills, given that only 3.1% of youth attend technical or vocational schools. This results in a high level of poverty among youth (29.5%) and extreme poverty (11.3%) according to EICV 5.

The Youth sector is coordinated by the ministry having youth under its responsibilities (MYCULTURE), with the mission *"To create an enabling environment, act as catalyst and facilitator for youth social economic empowerment and make culture a foundation to Rwanda's development agenda."* The National Youth Council (NYC), is a constitutional state organ (art. 139 of the 2015 revised constitution) governed by the Law N°001/2016 of 05/02/2016. Article 2 of this law indicates that the NYC is "*a platform that provides opportunities for the youth to share ideas for self and national development.*" This Law restructured the NYC to act as an implementing arm of the Ministry in charge of Youth, from the grassroot (Village "Umudugudu" and Cell "Akagali") to the national level.

In its endeavour to fulfil its mission, the NYC implemented the Strategic Plan 2013/18, with the objective to (i) promote sustainable youth economic empowerment; (ii) facilitate youth access and use of ICT, communication and networking; (iii) promote youth health and social welfare; (iv) mobilize youth on the preservation and protection of environment; and (v) to promote leadership, civic education and advocate for youth at all levels.

A number of achievements were realised during implementation, of which the emergency of financial institutions led youth entrepreneurship programs, such as Bank of Kigali "Urumuri Initiative" and KCB "Igire program", participation of Rwandan youth to entrepreneurship schemes of which the Tony ELUMERU Foundation", the Jack Ma e-Founders Fellowship, all aim at promoting local entrepreneurship. The successful convening of the annual YouthConnekt, and its bootcamps were some avenues to promote youth business entrepreneurship and innovations. The YouthConnekt is estimated to have facilitated the creation of 8,000 jobs.

The YouthConnekt concept was adopted at Africa wide and many African countries started their own national YouthConnekt conventions, emulating the Rwandan best practice.

Advocacy and creation of awareness on local and international job placement resulted in the participation of Rwandan youth in the African Union Youth Volunteer Corps AU-YVC), and the placement of volunteers, among others.

Different schemes were created to promote Youth Innovations in Science & Technology. This includes MINIYOUTH industry competitions conducted with youth participation in collaboration with HLIs, IPRCs' TVET challenge; the Rwanda Youth in Agribusiness Forum (RYAF), a platform established to bring together different youth organizations, individual youth farmers and entrepreneurs in Agriculture Sector as well as ICT for Agriculture in Rwanda; etc. Incubation centres such as Klab have promoted youth innovation in ICT, with the emergency of youth led business applications such *Tap and go!* for bus transport, *Yego Moto! Pivot, Irembo,* etc.

Youth Friendly Centres in the districts continue to be the hub for youth empowerment, providing health services, a job desk for youth job seekers and facilitation for access to ICT, despite limited infrastructure and difficulties to reach out and serve youth in every corner of the district. Youth mobilisation was enabled by the cascading of youth organs down to the community level, and the convening of different Itorero sessions, of which the annual Inkomezamihigo, and Urunana rw'Urungano, an annual youth national civic academy that brings together local youth and those from the diaspora.

However, many of the activities in the Strategic Plan 2013/2018 could not be realised due, on one hand to the fact that the structure of the NYC was not adjusted and staffed to fit the need of the implementation as provided in the strategic plan, and on the other hand inadequate and decreasing funding. Only 50.3% of the budgeted cost of the strategic plan was released to NYC, of which 48% went to administrative costs, while only 16% was earmarked for Youth Economic Empowerment and 36% to Youth Mobilisation and Social Welfare. Mainstreaming and tracking youth data in different sectors remains also another challenges, despite clear guidance in the Youth Policy 2015.

The Strategic Plan 2021/2025 builds on the analysis of the current situation, and the realisations in the previous strategic plan. Strategies to break the cycle of *"business as usual"* in tackling youth challenges are introduced, including:

(i)   Culture-based responses to youth challenges;
(ii)   A recovery/resilience mechanism for young entrepreneurs facing economic stress and shocks, including aftermaths of Covid-19;
(iii)   Better coordination and engagement of youth in diaspora;
(iv)   Mechanisms for oversight and coordination of youth organisations;
(v)   Mobilisation of youth to tap into opportunities generated by the implementation of NST1, especially in the priority sub-sectors with high potential for growth and employment (agriculture, infrastructure, environment protection and climate change mitigation, Creative & Cultural industry, tourism & hospitality, venture in micro industries, etc.)
(vi)   Encouraging youth to venture in cultural heritage industry
(vii)   Improved youth mainstreaming and youth disaggregated indicators in all sectors.

(viii)   Build the capacity of NYC and youth organs to mobilise

Members of youth organs will facilitate data collection on youth livelihoods for a reliable youth database. The NYC will prioritise research-based advocacy and mobilisation.

The Strategic Plan will cost Rwf 14,587,040,000 over five years. Its implementation will be closely monitored to ensure that the strategic objectives are realized as planned. Tracking performance will enable to make adjustments where necessary, and lessons learnt will be documented   for   future   actions.

Table 1: NYC Strategic Plan's objectives, priority areas and strategies

Strategic Objective	Priority Area		Strategies	
1. To promote sustainable youth economic empowerment	**1.1.**	**Youth skills development & employment**	1.1.1. 1.1.2. 1.1.3. 1.1.4.	Advocate and promote male and female youth skills development and employability Mobilise and encourage male and female youth to engage in TVET Institutionalisation of talents detection in all sectors (Male and female youth got talents) Advocate and support job readiness programs
	1.2.	**Youth access to finance**	1.2.1. 1.2.2. 1.2.3.	Advocate for improved financial literacy among male and female youth Advocacy and close follow up of access to finance programs Monitoring of financed male and female youth projects
	1.3.	**Youth Entrepreneurship and Self-Employment**	1.3.1. 1.3.2. 1.3.3. 1.3.4. 1.3.5. 1.3.6. 1.3.7.	Advocate and promote male and female youth entrepreneurship and self-employment Support male and female youth small businesses growth Advocate for improved market access to male and female youth products Mainstreaming and engaging male and female youth into NST1 priority sectors with high potential for growth and job creation Advocate and mobilise male and female youth to venture in micro industries Advocate for a recovery/resilience program for young entrepreneurs facing economic stress and shocks Reinforce partnership with PSF and advocate for the strengthening of the chamber of young entrepreneurs
2. To promote youth health and social welfare	**2.1.**	**Youth Health**	2.1.1. 2.1.2.	Promote male and female youth health Advocate and promote integration of cultural values into SRH, FP for improved awareness
	2.2.	**Social Welfare**	2.2.1. 2.2.2. 2.2.3.	Counselling and prevention of drug abuse and delinquency Promote gender equality and fight GBV among male and female youth Advocate for and Promote sports professionalisation
3. To promote ICT, Communication and Networking	**3.1.**	**Youth Access to ICT**	3.1.1. 3.1.2.	Facilitate male and female youth access and use of ICT, communication and networking Develop male and female youth communication strategy and systems
4. To promote and strengthen youth leadership and Civic education	**4.1.**	**Leadership and Civic Education**	4.1.1. 4.1.2. 4.1.3. 4.1.4. 4.1.5.	Promote and strengthen male and female youth leadership Promote research-based advocacy Build NYC male and female youth data collection and analysis systems Coordination and promoting participation of Male and female youth in Diaspora and HLI Improve oversight of male and female youth organizations
	4.2.	**Participation & Governance**	4.2.1. 4.2.2.	Promote male and female youth participation and civic education Promote voluntarism among male and female youth

1. INTRODUCTION

1.1. Youth sector in Rwanda

1.1.1. Youth population

The Rwandan population, which is estimated to 12,374,398 inhabitants in 2019 (RPHC4), is "young and women dominated". Females are 51.4% against 48.6% males. About 75.8% of the population is aged below 35 years. Youth are defined as the population aged 16-30 years and are 27.8% of the total population (3,433,554 inhabitants), of whom 51.1% females and 48.9% males. About 77.7% of Youth live in rural areas against only 22.3% living in urban areas.

The predominance of young people in a population offers a "window of opportunities", that is a period when the number of dependents (young and old) decreases as a share of the total population, thereby increasing the economic opportunities for the working age population. However, for this potential to be realised, productive employment opportunities have to be created, and a competent and skilled workforce developed. (EDPRS 2, p.11).

"The protection of youth" is one of the constitutional resolves of the Rwandan population (art. 38 of the Constitution as revised in 2015). It is in this framework that the Constitution has provided for the creation of a National Youth Council (Art. 139) and the inclusion of two elected youth representatives among the members of parliament in the Chamber of Deputies (art. 75).

1.1.2. Youth empowerment policy framework

a) National Policy framework

The provisions of the constitution on youth are further articulated in the national overarching policies. The emphasis is particularly put on promoting youth economic empowerment and engagement to fully participate in the economic transformation of Rwanda into an upper-middle income country (UMIC) by 2035, and a high-income country (HIC) by 2050.

Promoting youth skills development, employment and entrepreneurship were among the objectives of Vision 2020. The *"major emphasis on youth and women"* was to be put on developing vocational and technical training in the fields of technology, engineering and management. Skills development, entrepreneurship, *and* micro-credit schemes were to be promoted to extend finance to self-employed young technicians. Particular focus was to be given to innovative, small-scale entrepreneurs. (MINECOFIN, 2000: 13).

The National Youth Policy of 2015, has envisioned a Healthy, Apt with positive Attitude, Patriotic, Productive and Innovative youth generation, the *"HAPPi Generation".* To this end, the policy champions a holistic set of strategies to tackle youth unemployment and underemployment, limited skills, low rate of access to finance and markets. The areas of focus include promoting (i) Youth Employment and Economic Empowerment, (ii) Youth Education and Skills Training, (iii) Youth and Health, (iv) Youth and Information and Communication

Technology, (v) Youth Sports and Recreation, (vi) Youth and Environment, (vii) Fighting youth drug abuse and Delinquency, (viii) Youth and Gender and (ix) Monitoring and Evaluation of youth initiatives.

Aligning with the National Youth Policy, six of the NST1 objectives refer to youth empowerment and participation. They include (i) promoting youth *entrepreneurship and access to finance*, (ii) preventing and *fight drug abuse and trafficking* among youth, (iii) reinforcing mechanisms at decentralized levels for citizens, particularly youth, to *effectively contribute to districts planning and prioritization*, (iv) ensuring *digital literacy for all youth by 2024*, (v) scaling up efforts to *raise awareness on reproductive health and family planning* to increase contraceptive prevalence from 48% (2013/14) to 60% in 2024 with a particular focus on the youth, and (vi) strengthening the *voluntary national service program (Urugerero)* under the national civic education institution (Itorero ry'Igihugu) with the objective of *developing the Rwandan youth into citizens who aspire to become self-reliant and hardworking*.

b) Regional & International Policy Framework

Rwanda is also part of a larger global family and youth empowerment. It is built also on regional and international strategies promoted by organisations to which Rwanda is a member. In the framework of the SDGs, the United Nations Youth Strategy 2030 aims to "scale up global, regional and national actions to meet young people's needs, realize their rights and tap their possibilities as agents of change." At continental level, one of the African Union's aspirations within the Agenda 2063 is *"An Africa whose development is people driven, especially relying on the potential offered by its women and youth."* This will be achieved through *"Engaged and empowered Youth"*. (African Union Agenda 2063, p.7).

The EAC Youth Policy 2013 envisions *"an integrated East African Community where its youth are empowered to fully participate and benefit in all facets of the region's development"*. To this end the EAC Youth Policy aims *"to create an enabling environment for effective youth participation and empowerment"*. This is reflected back in the EAC Vision 2050 which pledges to ensure among others *"Job creation to provide for current and future needs of the bulging youth population"* (EAC Vision, p.45). In this regard, EAC is convinced that *"Education is a necessary condition to equip the youth with the right skills to enter the workforce"*. (EAC Vision 2050, p.55).

Rwanda is a member of the Francophonie and the Commonwealth. These two important international organizations have also developed specific strategies for youth development in their member countries' space, i.e. the **"Francophonie Youth Strategy 2015-2022"** and the **"Commonwealth Strategic Plan 2017/18-2020/21"**.

The Commonwealth, home to 1/3 of the global youth, puts forward *engaging and empowering youth to meaningfully participate in political and development processes."* (Secretariat Strategic Plan 2017/18-2020/21, p.4) p.2), building on more than 40 years' experience in youth development. The Francophonie Youth Strategy 2015-2022 (p.10) is framed around two axes, i.e. (i) Axis 1: Promoting human values, employability and social & professional

inclusion, and (ii) Axis 2: Citizen participation & access to rights for a sustainable development and cultural diversity.

1.1.3. Youth Empowerment flagship programs

The operationalisation of the above policy framework resulted in the development of several youth empowerment strategies and programs and different stakeholders' initiatives in different areas of concern in youth development.

Five (5) flagship programs drive the implementation of the national agenda for youth empowerment:

1) **Agaciro Kanjye***:* through the National Youth Council structures, the programme mobilises young people's awareness of the vision of a *"HAPPi generation".* Components of this program include reviving the traditional practice of (i) *"Kwiharika"* that result in self-employment, (ii) *"Kuremera urubyiruko"* through different youth projects support awards, and the (iii) *Establishment of a model youth cooperative* at cell level.

2) **National YouthConnekt:** The National YouthConnekt Convention is an annual youth gathering, bringing together youth representatives from every sector and walks of life (entrepreneurs, artists, students, activists, diaspora, disabled, media practitioners, etc.) to showcase youth innovations that could have a big impact on the society and to pledge their role in building the nation. The YouthConnect convention enabled (i) youth to feed their voice into the *National Umushyikirano*, (ii) Youth sensitisation to develop an economic mindset based on principles of competition and performance contracts, (iii) Establishment of a YouthConnekt Mentorship Network and the (v) Establishment of YouthConnekt Africa which inspired other African countries to launch their own YouthConnekt conventions.

3) **Youth Friendly Centres** established at district level to ease the coordination of interventions at local. Youth Friendly Centres are expected to offer services to youth in the areas of *(1) Youth Entrepreneurship, (2) Employability, (3) Youth Placement, (4) Talents Detection and Incubation, (5) Youth Mobilisation, and (6) Youth Research and Advocacy.*

4) **Access to Finance:** Despite Rwanda's fast economic growth, statistics indicate that youth are not sharing equitably in this success. To address this challenge, an Access to Finance Program was developed that has two elements, i.e. (1) Capacity building and training in financial literacy, and improved (2) Financial access and credit enhancement.

5) **Youth Rehabilitation:** In a bid to curb youth delinquency and drug abuse, the Iwawa Rehabilitation and Skills Development Centre, located in Boneza Sector, Rutsiro District in Western Province, empowers youth under rehabilitation with positive values and develops hands on vocational training in carpentry, tailoring, commercial farming and construction. Imparted skills are meant to help them to play an active role in the national development on reinsertion.

Several cross-sector strategies and programs were also developed of which the Private Sector Development and Youth Employment Strategy (PSDYES) 2018-2024, and the Revised National Employment Policy 2019. There are also several initiatives such as the BDF which embed a youth and women access to finance promotion component, the Bank of Kigali and KCB programs, K-Lab ICT youth incubation programs etc.

1.2. Youth sector coordination

Multiple programs developed to respond to the national endeavour for youth empowerment require a dedicated sectoral coordination institutional set up to guide and ensure harmonious youth development. The coordination of youth empowerment programs is under assigned to the Ministry in charge of Youth and the National Youth Council.

1.2.1. The Ministry of Youth and Culture

The prime responsibility for the coordination of the youth sector is assigned to the ministry having youth under its responsibilities. The sector has been alternatively combined with other sectors or administered separately after the 1994 Genocide against the Tutsi. Of more recent, the sectors of Youth and Culture were combined under the Ministry of Youth and Culture (MYCULTURE) with the mission *"to create an enabling environment for youth socio economic empowerment and make Rwandan culture the foundation for national transformation."*

According to the Prime Minister's Order n° 038/03 of 14/02/2020 determining mission, responsibilities, organisational structure of the Ministry of Youth and Culture, Salaries and Fringe Benefits of its Employees (art. 3) the responsibilities assigned to MYCULTURE are:

1. to conceive and disseminate policies, laws, strategies and programs for youth and Culture
2. to regulate the youth and culture sector
3. to develop institutional and human resources capacities,
4. to monitor and evaluate the implementation of national policies, strategies and programs aiming at promoting youth and culture,
5. to oversee the institutions under its supervision
6. the mobilization of financial resources for the development of the youth and culture sectors.

The ministry in charge of youth has the responsibility to develop the policy strategy and the regulatory framework for youth empowerment, monitoring and evaluating programs implementation, developing institutional and human capacity, and mobilising the necessary resources for programs in the youth sector.

1.2.2. The National Youth Council

The National Youth Council (NYC), is a constitutional state organ (art. 139 of the constitution) and is governed by the Law N°001/2016 of 05/02/2016. Article 2 of this law

indicates that the NYC is "*a platform that provides opportunities for the youth to share ideas for self and national development.*" The NYC comprises three organs, i.e. (i) the General Assembly, (ii) The Executive Committee and (iii) the Executive Secretariat. The General Assembly and the Executive Committee operate at the national, District, Sector, Cell and Village levels. The Executive Secretariat operates at the national level. (Art. 7 of the law N°001/2016 of 05/02/2016).

Article 8 of the Law N°001/2016 instructs national administrative entities to collaborate with the NYC to help achieve its mission towards youth promotion. The NYC is also requested to *collaborate with partners and coordinate their activities towards youth promotion.*

Hence, based on the above legal framework, the ministry in charge of youth has the responsibility to develop the policy and regulatory framework for youth empowerment, monitor and evaluates programs implementation, develop institutional and human capacity, and mobilise the necessary resources for programs in the youth sector. The NYC on the other hand is responsible for the implementation of youth empowerment programs, youth mobilisation, coordination of partners programs and promoting cooperation and good relationship between the Rwandan youth and the youth from abroad.

2. REVIEW OF NYC STRATEGIC PLAN 2013-2018

The NYC Strategic Plan 2013/18 had five objectives, i.e. to (i) promote sustainable youth economic empowerment; (ii) facilitate youth access and use of ICT, communication and networking; (iii) promote youth health and social welfare; (iv) mobilise youth on the preservation and protection of environment; and (v) to promote leadership, civic education and advocate for youth at all levels. A number of achievements were realised during implementation, of which

- the emergency of financial institutions led youth entrepreneurship programs, such as Bank of Kigali "Urumuri Initiative" and KCB "Igire program",
- participation of Rwandan youth to entrepreneurship schemes of which the Tony ELUMERU Foundation", the Jack Ma eFounders Fellowship, all aim at promoting local entrepreneurship.
- The successful convening of the annual YouthConnekt, and its bootcamps which are opportunities to promote youth business entrepreneurship and innovations through business projects competitions and award resulting in job creation for youth. The YouthConnekt alone is estimated to have facilitated the creation of 8,000 jobs.
- The YouthConnect concept was adopted at Africa wide level and many African countries started their own national YouthConnekt conventions, emulating the Rwandan best practice.
- Advocacy and creation of awareness on local and international job placement resulted in the participation of Rwandan youth in the African Union Youth Volunteer Corps AU-YVC), and the placement of 100 volunteers, among others.

Different schemes were created to promote Youth Innovations in Science & Technology. This includes MINIYOUTH industry competitions conducted with youth participation in collaboration with HLIs, IPRCs' TVET challenge; the Rwanda Youth in Agribusiness Forum (RYAF), a platform established to bring together different youth organizations, individual youth farmers and entrepreneurs in Agriculture Sector as well as ICT for Agriculture in Rwanda; etc. Incubation centres such as Klab have promoted youth innovation in ICT, with the emergency of youth led business applications such *Tap and go!* for bus transport, *Yego Moto! Pivot, Irembo,* etc.

Youth Friendly Centres in the districts continue to be the hub for youth empowerment, providing health services, a job desk for youth job seekers and facilitation for access to ICT, despite their limited infrastructure and difficult to reach and service youth in every corner of district. Youth Friendly Centres are also constrained by limited resources and apparent limited ownership and support at local level. Youth mobilisation was enabled by the cascading of youth organs down to the community level, the convening of the annual Itorero Inkomezamihigo, and Urunana rw'Urungano, an annual youth national civic academy that brings together local youth and those from the diaspora.

However, many of the activities in the Strategic Plan 2013/2018 could not be realised due, on one hand to the fact that the structure of the NYC was not revised, adjusted and staffed to fit

the need of the implementation as provided in the strategic plan, inadequate and decreasing funding and resource use distribution. Only 50.3% of the budgeted cost of the strategic plan was released to NYC, of which 48% went to administrative costs, and only 16% was earmarked for Youth Economic Empowerment and 36% to Youth Mobilisation and Social Welfare. The demarcation of responsibilities between the ministry in charge of youth and the NYC in implementation needs also to be clarified, to remove apparent duplication in structures. Mainstreaming and tracking youth data in different sectors remains also another challenges, despite clear guidance in the Youth Policy 2015.

3. SITUATION ANALYSIS

The situation analysis is a result of the PESTEL[1] analysis of the current situation around the 2015 National Youth Policy 9 priorities[2]. It is concluded by a SWOT[3] analysis diagram, and a highlight of the key areas of intervention during the NYC Strategic Plan 2021/25.

3.1. Youth economic empowerment

3.1.1. Youth Income and Poverty

Rwanda's economy has continued to register stable and progressive improvements in the recent years. The GDP Growth Rate in Rwanda averaged 7.69% between 2000 and 2019. The GDP per capita stood at US$ 849 USD in 2019, US$ 791 USD in 2018, US$ 754 in 2017 and US$ 735 in 2016. (NST1, p.24). Rwanda's economic performance is supported by strong growth in the service and industry sectors, particularly manufacturing. As a result, though still high, poverty and extreme poverty rates have reduced significantly from 56.7% in 2005/06 (EICV 2) to 38.2% 2016/17 (EICV5). The rate of extreme poverty followed the same trend shrinking from 35.8% in 2005/06 (EICV2) to 16% in 2016/17 (EICV5). Poverty is one of the adverse factors to youth development. Despite encouraging economic performances, poverty (29.5%) and extreme poverty (11.3%) among youth are still high (EICV 5 Youth Thematic Report, p. 27).

3.1.2. Youth employment

High rates of poverty among youth are a result of unemployment and/or lack of decent employment. In August 2020 the Labour Force Survey (LFS) reported that the youth labour force participation was 58.4%, which was for the first time higher the first time higher than the national rate (58.2 %). Youth unemployment was also higher for youth (20.6%) than for adults (12.0%). (LFS Trends August 2020 Q3, p.20). The rate of labour underutilisation is significantly higher among population in low age group than the adult population. In August 2020, it was 61.5% among youth in age group 16-24 while it was 54.3% for those in age group 25-44 and 53.4% for that in age group 45 and above. (LFS Q3 2020, p.28). This means that most working youth are not employed to their full potential but in precarious jobs.

Increasing the rate of youth employment and decent employment is one of the solutions to reduce poverty among youth. The country intends to *"support and empower youth and women to create businesses through entrepreneurship and access to finance."* (NST1). The target is to create 1,500,000 decent and productive jobs (214,000 annually), part of which will go to youth.

---

[1] PESTEL: Political, economic, social, technological, environment and legal

[2] The National Youth Policy Nine priorities include (i) Youth Employment and Economic Empowerment, (ii) Youth Education and Skill Training, (iii) Youth and Health, (iv) Youth and Information and Communication Technology, (v) Youth Sports and Recreation, (vi) Youth and Environment, (vii) Youth and Delinquency, (viii) Youth and Gender and (ix) Monitoring and Evaluation of youth initiatives.

[3] SWOT: Strengths, Weaknesses, Opportunities, Threats

The Revised National Employment Policy 2019, has also endorsed the same objective. It aims *"to realize as much as possible fully productive, decent and freely chosen employment especially for youth, women and Persons with Disabilities."* The Policy pledges "to promote entrepreneurship and access to finance for youth, women and PWDs".

The creation of these jobs will focus on priority subsectors identified by NST1 as having a high potential for growth and employment. These include "Agroprocessing, Construction, Light manufacturing, Meat and Dairy, Leather, Textiles and Garments, Horticulture, Tourism, Knowledge based services, Value addition and processing of Mining products, Creative Arts, Aviation, Logistics, and Transportation" (NST1, p.3). The NYC strategic plan 2021/2025 defines strategies on how to mainstream youth in these sectors for the next five years.

3.1.3. Youth Access to Finance

Access to finance is one of the key determinants of effective youth economic empowerment, as a critical input into entrepreneurship and job creation. The FinScope 2020 indicated 18% of youth within the age group of 16-17 years are financially excluded. Financial exclusion raise up sharply to 32% for youth in the age group of 18-30 years, well beyond the national average of 26% (FinScope 2020, p.51). The FinScope (p. 50) reports also that though about 53% and 69% of youth aged 16-24 years and 25-30 years respectively maintain financial reserves (savings); 49% of youth in the age group of 16-24 years experience financial shock, a rate that increases to 62% for youth in the age bracket of 25-30 years. About 28% of youth aged 16-24 years and 32% of youth aged 25-30 years experience credit stress.

Table 2: Youth financial health indicators

	Balance income & expenses	Build and maintain reserves	Credit stress	Financial product portfolio	Plan and prioritize	Experienced financial shocks
National average	71%	63%	33%	83%	53%	61%
Youth (16-24)	71%	53%	28%	68%	52%	49%
Youth (25-30)	72%	69%	32%	85%	60%	62%

Source: FinScope 2020, p.50

A number of initiatives were developed to promote youth access to finance. These include the emergency of financial institutions' led youth entrepreneurship programs, such as Bank of Kigali "Urumuri Initiative" and KCB "Igire program", participation of Rwandan youth to entrepreneurship schemes of which the Tony ELUMERU Foundation", the Jack Ma eFounders Fellowship, all aiming at promoting local entrepreneurship. The successful convening of the annual YouthConnekt, and its bootcamps were some avenue to promote youth business entrepreneurship and innovations. The YouthConnekt is estimated to have facilitated the creation of 8,000 jobs. Despite these initiatives, youth access to finance indicators remain low and sustained investments in this particular area need to be made in the coming five years.

3.1.4. Youth Business and Entrepreneurship

The Integrated Business Enterprise Survey (IBES) 2017 (p.8) indicates that in Rwanda 36% of formal business enterprises are individually owned, while 28.2% are companies limited by shares. On the other hand, 98% of businesses in the informal sector are individually owned, against 1.2% for the formal sector. The IBES 2017 observed that in the formal sector, 60.8% of enterprises employ between 4-30 persons. While in the informal sector, 96.4% of enterprises employ not more than 3 persons.

Promoting youth self-employment and job creation has been one of the major objectives of youth empowerment programs. However, there are no official statistics for youth entrepreneurship as no regular survey is conducted in this angle. The IBES does not produce youth desegregated data, for example in terms of ownership of business, whether in formal or informal sector. The EICV5 provides some indications on the level of youth self-employment. Most young people *(45%) are independent farmers* as their main job, the next common categories of usual jobs for youth is wage non farmer (28.1%), wage farm (16.3%) and *independent non farmer (9.3%).* (EICV5 Youth Thematic Report, p.19). This indicates that self-employment among youth is 54.3%, though most of them are smallholder farmers.

The Government has undertaken to establish and expand industries working with the private sector to promote locally produced materials (NST1. P.5) under the "Made in Rwanda" (MiR) policy. The "Private Sector Development and Youth Employment (PSDYE) Sector Working Group" is one of the key actors in the implementation of the MiR policy. This shows clearly that youth are expected to play a key role in the realisation of the MiR objectives in different economic sectors. Promoting youth entrepreneurship and self-employment should focus on seizing this momentum. This is the same thing for the "Visit Rwanda" program another business promotion initiative in the Tourism and Hospitality Sector.

3.1.5. Youth Mobility

Youth internal migration between districts for work is 51.2%. This is an indicator of the movement of people seeking out better opportunities and going where jobs are. EICV5 youth thematic report shows that 22.2% of young people migrated internally and outside the country during the five years preceding the survey. Kigali City had the highest percentage of youth inbound migration (50.9%), followed by Eastern Province (20.5%). Youth mobility is a natural process but needs to be channeled towards areas of planned development especially as part of the urbanisation process, and regional and global opportunities. Youth mobility needs to be coordinated with the development of secondary cities for example.

3.2. Youth Education and skills development

The Revised National Employment Policy 2019 recognises the critical linkage between education, skills development and labour market needs. Though 95.5 % of the youth population have attended some school (95.7% males and 95.4% females), the level of youth education attainment nationwide is generally limited to some primary education. The Net Enrolment Rate in Upper Secondary was 21.9% in 2018 (Education Statistics report 2018), while the population attending tertiary education is only 3.3%.

Access to university education remains completely skewed to individuals in the wealthiest quintile (8.5%), while the poorest consumption quintile (Q1) records the lowest proportion (0.1%). On the other hand, higher learning education remains also skewed to Business, Administration and Law, which dominate enrolment of students in higher education (33.0%). Engineering, Manufacturing and construction takes the second position with 16.0%, whereas Arts and humanities records 1.7%. The main cohort of tertiary education graduates remains also the bachelor's degree. Technical or vocational schools are attended by 3.1% of youth, with more females (3.3%) than males (2.9%). (EICV5 Youth Thematic report, p. 9).

These education statistics show clearly that the big cohort of the youth population in Rwanda have attained only some primary education. Youth Development Index 2015 level of education attainment among youth is 56.7% for primary education, 10.8% for secondary education, 1.9% for tertiary education. The rate of TVET education among youth is also still low, and much needs to be done to increase TVET graduates.

Programs for youth empowerment have therefore to take into account this youth education profile. The Private Sector Development and Youth Employment Strategy (PSDYES) covers wide-ranging interventions from trade negotiations and investment promotion to local entrepreneurship and skills development. The PSDYE interacts with the National Skills Development and Employment Promotion Strategy (NSDEPS) through initiatives aimed at promoting skills development of the youth as well as supporting small businesses to scale through access to finance and technical support. The National Employment Policy 2019 has the objective to "improve hands-on skills among youth outside regular education system and employment" as well as to "enhance skills and competencies of people especially youth to access national, regional and international employment opportunities" in order to promote labour mobility and migration.

3.3. Youth Health & wellbeing

3.3.1. Youth Health

According to the latest WHO (2018), life expectancy in Rwanda is 68 years (66.1 for males and 69.9 years for females). The DHS2015 (p.63) reports that youth Total Fertility Rate (TFR) is 2.4 children per woman, while at national level, the TFR (15-49) is 4.2. The findings of the DHS 2015 indicated also that at national level, 3% of women and 2% of men who have ever had sex reported having had an STI in the 12 months before the survey (2015 DHS, p. 211). Use of contraceptive method among youth is 21.8% in general and use of modern contraceptive method stands at 20.4%.

The issue of adolescent fertility is important on both health and social grounds. Children born to very young mothers are at increased risk of sickness and death. Teenage mothers are likely to experience adverse pregnancy outcomes and are more constrained in their ability to pursue educational opportunities than young women who delay childbearing. DHS 2020 (p.14) indicates that overall, 5% of women age 15-19 have begun childbearing, 4% have had a live birth, and 1% were pregnant at the time of the DHS interview. The proportion of teenagers

who have begun childbearing rises rapidly with age, from less than 1% at age 15 to 15% at age 19. Teenagers with no education and those in the lowest wealth quintile tend to start childbearing earlier than other teenagers.

HIV prevalence among youth is estimated at 1.7%, and higher rates are observed among females (2.3%). Overall, 72.8% of youth have had a voluntary test for HIV and know the results. Young women have the highest percentage (76.8%) for HIV voluntary testing than men (68.7%). (DHS2015, p.208-209).

National statistics are used as a proxy for youth dwelling. At national level 59% of households live in Umudugudu (EICV5), 6.5% of households live in "Unplanned clustered rural housing"; 16.8% in Isolated rural housing; 14.2 % live in Unplanned urban housing 0.7 % in Small settlement; and only 2.8% Modern planned area. The majority of households in Rwanda in 2016-17 own their dwellings (76.5%), while (17%) live in rented dwellings.

Overall, 446,453 persons with disabilities or 4.2% aged 5 and above were living in Rwanda according to the 2012 Census, out of which 221,150 are males and 225,303 are females. The disability prevalence rate among youth is 2.6% (YDI 2015). Health insurance coverage for the youth population is 71.8%, which is lower than for the general population (78.7 %). (DHS 2015).

3.3.2. Youth Sports development and Recreation

Almost 75% are the youth, Females are 51.4% against 48.6% males ((RPHC4), 2019; Youth Sports Development Platform enables youths to use sports as a means of developing themselves by getting involved them in regular purposeful activity and teaching them leadership and life skills. The purpose of Youth Sports Development is to promote sports in all over our country. It is a platform to provide the opportunity to participate the Youth to develop the skill of sport event in which he is interested and thus become competent to win prize in Organized Tournament. The Government of Rwanda recognises sporting as an important means of developing human potentials among youth not only as tool for mobilization strategy and a tool to a healthy and physically fit mind and body, but a source of income too. 2017 Sports and culture strategic plan (SSP) recognized the investment made by the Government as well as highlighted the insufficient of the sports facilities. The National Youth Policy promotes "strengthening collaborative mechanisms with relevant stakeholders to build the capacity of experts to nurture upcoming talents." The main objective is among others (i) to identify and develop talents of the youth; (ii) Promote a culture of competitions. The National Youth Policy has resolved to undertake the responsibilities of establishing Youth friendly sports facilities and services to detect, develop, nature and promote talent at early stages of growth. (National Youth Policy 2015, p.26-31).

3.3.3. Promoting the Rwanda culture among youth

Culture is key in terms of nurturing a self-reliant nation that is characterized by dignity and ethical values. The Constitution of the Republic of Rwanda as revised in 2015 (preamble) recognises that Rwandans "enjoy the privilege of having one country, a common language, a

common culture and a long-shared history which must enable us to have a common vision of our destiny". Article 11 of the constitution stresses clearly that the national culture will be promoted in order to build the nation, restore dignity, and based on their values, Rwandans initiate home-grown mechanisms to deal with matters that concern them.

Within this framework, the country needs to continuously educate the Youth about Rwandan Culture, identity, language and values of dignity, patriotism, self-reliance, and volunteerism among others. The Country has a responsibility to nurture and empower its young generation so as to be able to take advantages of the positive inherited and imported culture, and keep the flag high and the future leaders of the country.

3.4. Access and use of information & communication technology (ICT)

The EICV5 reported that in 2016/2017 computer literacy among youth in Rwanda was 13.1%. Only 8% youth in the rural areas felt confident about using a computer compared to 28.5% in urban areas. Computer literacy was high in Kigali (26.9%) and among the wealthiest quintile (30.9%). Mobile ownership among youth in Rwanda was 47.9%. In urban areas, about 71% of youth population had a mobile phone compared to 40.4% in rural areas. The mobile phone ownership increases from the lowest quintile (24.1%) to (73%) in the highest quintile.

The use of public internet facilities was only 5.6% in 2016/2017. In addition, about 75.7% of youth had never used internet at all in 2016/2017, while 18.7% were not aware of the internet services. Youth in Kigali City were most likely to use Internet facilities compared to youth in other provinces. The public internet use was high in Urban areas (12.2%) compared to Rural areas (3.5%).

3.5. Youth delinquency

3.5.1. Drug abuse

In 2011 the Ministry of Youth and ICT in collaboration with the Kigali Health Institute commissioned a national research project to explore the prevalence of substance use among adolescents and young adults in Rwanda. The results showed that the overall lifetime prevalence rate for substance use among the Rwandan youth was 52.5%, and that the mean age of onset (for all substances under study) was 11.4 years. (Kanyoni, Gishoma, & Ndahindwa, 2015).

The study revealed also that youth consumed more than one substance. Overall, the prevalence rate of substance use over the month prior to the survey was 34% for alcohol, 8.5% for tobacco smoking, 2.7% for cannabis, 0.2% for glue and 0.1% for drugs such as diazepam. Some 7.46% (one in thirteen) of the youth were alcohol dependent, 4.88% (one in twenty) were nicotine dependent, and 2.54% (one in forty) dependent on cannabis. With regard to gender, the results demonstrated that the proportion of male youth consuming substances (67.03%) was nearly double that of females (36.9%) and youth from rural areas were more likely to experiment with substances than those from urban areas.

This research showed that parental status and students' status had an influence on drug use. Being a student was linked with low rates of substance experimentation, while dropping out of school and never going to school were associated with a high prevalence rate of substance use (Kanyoni, Gishoma, & Ndahindwa, 2015). The study found that the 30-days and 12 months prevalence rate for alcohol was, by far, the most widely. Prevention programs have been established, particularly the National Rehabilitation Centre of Iwawa accommodating young male.

A survey by the Ministry of Health (in 7205 households across all districts on the status of Rwanda mental health highlighted that the resulting prevalence of mental disorders is higher for females (23.2%) than males (16.6%), and inversely associated with educational achievement where those who achieved higher education had the lowest prevalence (12.5%) of mental disorders whereas illiterate and those who did not complete primary school had the highest prevalence (24.1%). (MoH, 2019, p.vi) The survey does not show disaggregated data for youth. This number of young adults aged 18 to 25 with an alcohol use disorder represented 10 % in 2017 (Key Substance Use and Mental Health Indicators in Rwanda)

On the other hand, the Rwanda Investigation Bureau (RIB) reports that crimes related to "Narcotic drugs" is on increase, with 3,992 cases reported in 2015, about 4,059 cases in 2016 and 4,247 cases in 2017. (Statistical Yearbook 2018, p. 153).

Scholars suggest that oppressive environment and lack of skills in parenting, particularly communication, are closely associated with youth drug abuse (Ngamije and Yadufashije, 2016)[4]. Therefore, policy makers must focus on both prevention and intervention strategies to reduce children's exposure to alcohol and other drugs, youth involvement drugs abuse or peer involved in anti-social activities. To prevent and reduce drugs use and abuse among adolescents for a healthy generation, it is obligatory to address risk factors at all levels, preferably at the same time.

3.5.2. Human Trafficking

The false opportunities offered by traffickers can be very attractive to the many youth who are underemployed and living below the poverty line. The prevalence of human trafficking in all its forms though limited in Rwanda is however on the rise. Rwanda national Police statistics reported 153 cases of human trafficking between 2009 and 2013, with the majority of the victims being young females. (National Youth Policy, p.18). Of more recent, RIB reported 34 cases of Human trafficking crimes in 2015, 43 cases in 2016 and 42 cases in 2017, confirming the increasing trend. (Statistical Yearbook 2088, p.153). According to data from DGIE, majority of suspected human trafficking victims identified were from Burundi (62.7%), followed by the Democratic Republic of Congo (DRC) (15%) and Rwanda (13.6%). Most victims are aged 30 or younger (87.01%). This indicates that Rwanda is largely a transit country and to a lesser extent a country of origin of human trafficking. Internal trafficking

---

[4] Ngamije and Yadufashije (2016). Drugs Use Among the Youth In Rwanda: A Public Health Concern And Family' Challenge, International journal of emerging trends in science and technology. DOI:10.18535/IJETST/V3I09.07 Corpus ID: 58312901

primarily takes the rural–urban form, with Kigali the main destination. Young women and girls are most vulnerable to this form of trafficking, which primarily results in domestic servitude. (Never Again Rwanda, 2019, p.12-13)[5] On this chapter, the NST1 pledges continuing awareness and fight against gender-based violence and human trafficking.

3.6. Civic and political participation

An informed and empowered citizenry is critical for growth, societal stability and wellbeing. Overall, participation and inclusiveness happen when all groups of people in a particular settling participate in decision-making and contribute to creating opportunities; share the benefits of it, in all aspects of life.

The status of civic and political participation in Rwanda are measured and reported by the Rwanda Governance Board in its annual RGS and CRC reports. However, the reports do not disaggregate indicators by age groups. (RGS 7th edition 2019, p.24). The RGS 2020 reported that the rate of citizen satisfaction with their *"participation and inclusiveness"* is 81.96% as a result of the improvement of the performance of citizen participation and decentralisation indicators that scored 82.53% and 87.52% respectively. On the other hand, the rate of satisfaction of the citizens with their *"participation in decision making"* is 71.1% (CRC 2020, p.150).

Youth representation has been strengthened with the creation of NYC youth organs at village (Umudugudu), cell, sector, district, and parliament, as provided for by the Law N°001/2016 of 05/02/2016. The level of satisfaction of youth with service delivery by these organs is another indicator that could be added to the RGS and CRC.

3.7. Youth and environment

Responding to climate change offers the opportunity to address and prioritize sustainable development if the broader system of interdependent economic, social and environmental forces is also considered. Youth participation, in responding to climate change, can help reorient development pathways toward sustainability. "A participatory approach to issues of environmental governance that includes youth is therefore essential. Youth create informal groups, non and for-profit organizations, and social enterprises and can work with advisory bodies, such as the youth wings of political parties or youth councils to promote the developmental agenda (Clarke & Dougherty, 2010)

The National Environment and Climate Change Policy 2019 included among its guiding principles that *"Effective involvement of women and youth in environmental* management *and climate change intervention decision-making is essential and should be encouraged." (*p.25*).* Rwanda has talented youth to make a difference in their community and the environment. One of the National Environment and Climate Change Policy 2019 objective is *"to put in place mechanisms to develop and promote green technologies in all sectors of economic development and facilitate appropriate climate change mitigation and adaptation*

---

[5] Never Again Rwanda. Understanding Human Trafficking in Rwanda: Causes, Effects, and Impact, August 2019

*technological development, including strategies to **increase human capacity, especially amongst the youth and women."*** (P. 37). Youth Ecobrigade is one example of the programs to tackle youth unemployment through environmental protection.

3.8. Mainstreaming Youth Development

According to the National Youth Policy (p. 19), there have been limited efforts by various actors to fully mainstream youth empowerment interventions in all sectors of development. The policy proposed *"an inter-ministerial approach and active involvement of all stakeholders"* (Youth Policy, p.5) in youth empowerment. One of the retained policies was to ***"mainstream job-based budgeting in all sectors of development."*** It was planned to *(i) Develop a Youth job creation and budget based mainstreaming strategy; (ii) Harmonize all existing initiatives under a defined coordination strategy; and (iii) Map stakeholders and Create partnerships.*

A number of institutional framework and implementation mechanisms are currently in place especially in the sectors of job creation (PSDYES), access to finance (BDF, YouthConnekt and other stakeholders' awards, commercial banks' initiatives, etc.) and ICT. Mainstreaming youth job-based budgeting in all sectors remains however to be achieved.

The National Youth Policy had also envisaged the decentralisation of youth structures and a strong mobilization mechanism up to the village level. This, as indicated was achieved with the new Law N°001/2016 of 05/02/2016 governing NYC. However, this was achieved as planned, the functioning of the NYC organs at cell and village level is hindered by lack of financial support and frequent change in membership due to high youth mobility.

At international level, regional youth representations were created, mirroring the built-up of the NYC at national level, in collaboration with Rwandan diplomatic representations abroad. Rwandan heads of diplomatic missions across the world have been tasked to empower and engage Rwandan youth diaspora to actively participate in the country's development process.

Strengthening the capacity of youth organs and measuring youth satisfaction with the quality of representation at both national and international level remains one of the areas to include in this strategic plan. This should be complemented by strategies to mainstream and monitor youth empowerment in different sectoral plans and budgets to ensure that sectoral programs and interventions promote rapid youth development.

3.9. Youth Friendly Centres

Today there are over 32 Youth Friendly Centres around the country, of which 3 are private (AGR, Club Rafiki (both in Kigali) and Vision Jeunesse Nouvelle in Rubavu). Most of the centres deliver part of the package prescribed by the Ministerial Instructions. So far only Kimisagara Centre is fully equipped to deliver most of the services the instructions prescribe. A ministerial instruction issued by MYICT in July 2017 provides guidelines for the management of Youth Friendly Centres, and defines the minimum package of services such services should deliver to youth. A full assessment will be required to establish the exact

situation versus the requirements of the ministerial instructions. On the other hand, there is only one centre per district (not all districts have a centre). Given the geographical size of a district, it is impossible for all youth to accede to the centre. In most cases, the centre's facilities are attended by youth in the neighbouring sector. One of the requests of Youth Friendly Centres coordinators would be to scale down Youth Friendly Centres at least to sector level.

4. SWOT ANALYSIS

	STRENGTHS	WEAKNESSES
INTERNAL	- NYC is constitutional organ to coordinate youth empowerment - High youth labour force participation - High youth willingness to succeed - Strong cultural heritage - Youth Friendly Centres / private Youth Friendly Centres opened in different districts - Youth organs cascading from National to grassroot level	- High poverty and extreme poverty levels among youth - Poor or inadequate parenting - Large number of poorly/uneducated youth - Lack / low level of employable technical skills - Insufficient number of TVET/VTC facilities - Limited technology literacy (both ICT and technical) - Inadequate support to NYC organs - Low incentives for volunteerism at grassroot level - Scattered youth empowerment programs - Limited disaggregated data to monitor youth empowerment progress - Limited reach of Youth Friendly Centre due to their number and location at district level - Limited adequate infrastructure, equipment and staffing in most Youth Friendly Centres to be one stop centres for youth empowerment - Most empowerment programs target the "educated" portion of youth - Limited knowledge among male and female youth on sexual and reproductive health
	OPPORTUNITIES	**THREATS**
EXTERNAL	- High political will to mainstream youth for increased contribution to the national development agenda - Population growth in a phase of "window of opportunity" - Rapidly growing business sector; - Highly conducive investment and entrepreneurship climate; - Raising interest of financial institution in develop youth friendly financial - Homegrown business promotion initiatives (MiR, Visit Rwanda, Fairs, etc.) - Transformative and service industry rapidly growing; - Technology supportive government; - Sector policies setting the scenery for youth mainstreaming; - Creative and Culture industry included among economic sectors - Basic infrastructure in place to support youth innovation (electricity roll-out, internet, rural handcraft centre, special economic zones, etc.) - Youth empowerment included among the economic sectors	- Regional instabilities generally affecting youth directly; - Large number of beneficiaries diluting invested efforts; - Multiplicity of uncoordinated partners in the sector. - Multiplicity of objectives and programs, - Language barrier - Highly terrain resulting in rapid environment degradation due to climate change - High cost of running several Youth Friendly Centres at local level - Over reliance on subsistence agriculture for large majority of youth - Hill terrain prone to floods and land slides - The prevalence of human trafficking in all its forms is on the rise - Low skills and creativity at grassroot level

5. NYC STRATEGIC PLAN 2021-2025

The vision, mission and core values that will guide the implementation of the NYC Strategic Plan 2021/2025 are spelt below.

5.1. Vision

The vision of success of the Strategic Plan is an *"Empowered Youth at the centre of the socio-economic transformation."*

5.2. Mission

The mission of this strategic plan is *"To facilitate and encourage male and female Youth to participate in the socio-economic development and transformation to a peaceful, prosperous and sustainable society".*

5.3. Core Values

The core values that will guide the implementation of the strategic plan are *Healthy, Patriotic, Productive, Accountable and Cultural driven* youth.

5.4. Strategic Objectives

The Strategic plan has four priority objectives:
- To promote sustainable male and female youth economic empowerment
- To promote male and female youth health and social welfare
- To promote ICT, Communication and Networking
- To promote and strengthen male and female youth leadership and civic education

5.5. Strategic plan priority areas of focus

Strategies to tackle youth challenges should break the cycle of *"business as usual"*. The strategic plan introduces (i) *Culture-based responses* to youth challenges, as well as (ii) a recovery/resilience mechanism for young entrepreneurs facing economic stress and shocks, including the aftermaths of Covid-19. The strategic plan includes strategies for (i) better coordination and involvement of youth in diaspora, (iii) mechanisms for oversight and coordination of youth organisations, and (iv) strategies to mobilise youth to tap into opportunities that are generated by the implementation of NST1, especially in the priority sub-sectors with high potential for growth and employment (agriculture, infrastructure, environment protection and climate change mitigation, Creative & Cultural industry, tourism & hospitality, venture in micro industries, etc.). The priority areas of focus and strategies are described below:

Table 3: Priority areas and strategies

Strategic Objective	Priority Area	Strategies
1. To promote sustainable male and	1.1. Male and female youth skills	1.1.1. Advocate and promote male and female youth skills development and employability
		1.1.2. Mobilise and encourage male and female youth to

Strategic Objective	Priority Area		Strategies	
female youth economic empowerment		**development & employment**		engage in TVET
			1.1.3.	Institutionalisation of talents detection in all sectors (Male and female youth got talents)
			1.1.4.	Advocate and support job readiness programs
	1.2.	**Male and female youth access to finance**	1.2.1.	Advocate for improved financial literacy among male and female youth
			1.2.2.	Advocacy and close follow up of access to finance programs
			1.2.3.	Monitoring of financed male and female youth projects
	1.3.	**Male and female youth Entrepreneurship and Self-Employment**	1.3.1.	Advocate and promote male and female youth entrepreneurship and self-employment
			1.3.2.	Support male and female youth small businesses growth
			1.3.3.	Advocate for improved market access to male and female youth products
			1.3.4.	Mainstreaming and Engaging male and female youth into NST1 priority sectors with high potential
			1.3.5.	Advocate and mobilise male and female youth to venture in micro industries
			1.3.6.	Advocate for a recovery/resilience program for male and female youth entrepreneurs facing economic stress and shocks
			1.3.7.	Reinforce partnership with PSF and advocate for the strengthening of the chamber of young entrepreneurs
2. To promote male and female youth health and social welfare	**2.1.**	**Male and female youth Health**	2.1.1.	Promote male and female youth health
			2.1.2.	Advocate and promote integration of cultural values into SRH, FP for improved awareness
	2.2.	**Social Welfare**	2.2.1.	Counselling and prevention of drug abuse and delinquency
			2.2.2.	Promote gender equality and fight GBV among male and female youth
			2.2.3.	Advocate for and Promote sports professionalisation
3. To promote ICT, Communication and Networking	**3.1.**	**Male and female youth Access to ICT**	3.1.1.	Facilitate male and female youth access and use of ICT, communication and networking
			3.1.2.	Develop male and female youth communication strategy and systems
4. To promote and strengthen male and female youth Leadership and Civic Education	**4.1.**	**Leadership and Civic Education**	4.1.1.	Promote and strengthen male and female youth leadership
			4.1.2.	Promote research-based advocacy
			4.1.3.	Build NYC male and female youth data collection and analysis systems
			4.1.4.	Coordination and promoting participation of Male and female youth in Diaspora and HLI
			4.1.5.	Improve oversight of male and female youth organisations
	4.2.	**Participation & Governance**	4.2.1.	Promote male and female youth participation and civic education
			4.2.2.	Promote voluntarism among male and female

Strategic Objective	Priority Area	Strategies
		youth

5.6. Strategy Results Chain

The results chain forms the basis of the NYC strategic plan for 2021-2025, outlining key objectives and their close link to desired outcomes. The results chain then proposes the outputs needed to deliver the outcomes, and the activities to be implemented to deliver each output. The results chain is presented below.

Table 4: Results Chain for NYC Strategy 2021-25

Outcomes, Strategies and Outputs	Strategic actions to realise the output
PRIORITY AREA 1: MALE AND FEMALE YOUTH SKILLS DEVELOPMENT AND EMPLOYMENT	
Outcome 1: Male and female youth adequately skilled to withstand local and international job competition	
Strategy 1.1: Advocate and promote male and female youth skills development and employability	
Output 1.1: Specific employability and skills development programs for low educated and low-income male and female youth at village level	1.1.1. Inventory and categorisation of existing skills among male and female youth versus Local Economic Development (LED) strategies (NYC in partnership with LODA, NEP, MIFOTRA, WDA/MINEDUC, etc.)
	1.1.2. Partner with NEP for an extensive nationwide skill coaching program in "Udukiriro", cells, and male and female youth cooperatives by handcraft artisans leading to a WDA skills certification
	1.1.3. Advocate for an official certification of Male and female youth Friendly Centres employability programs
	1.1.4. Develop strategic partnerships for job creation & employment for male and female youth
	1.1.5. Mobilise male and female youth and advocate for skills development in male and female youth to enable them to tap into opportunities in NST1 sectors
	1.1.6. Male and female youth Career advocacy & career guidance Program
Strategy 1.2: Mobilise and encourage male and female youth to engage in TVET	
Output 1.2: Increased number of TVETs and male and female youth enrolment	1.2.1. Mobilising of male and female youth and parents
	1.2.2. Mobilising schooling support for needy male and female youth
Strategy 1.3: Institutionalisation of talents detection (Male and female youth got talents) in all sectors	
Output 1.3. Male and female youth talents detected and developed in all sectors of activity	1.3.1. Advocate for expanding ArtRwanda approach to other technical sectors
	1.3.2. Advocate and promote male and female youth innovation fairs & competitions

Outcomes, Strategies and Outputs	Strategic actions to realise the output
Strategy 1.4: Advocate and support job readiness programs	
Output 1.4. Regular and consistent male and female youth job placement at international level	1.4.1. Advocate and create awareness on regional and international jobs and promote overseas jobs among Rwandan male and female male and female youth
	1.4.2. Advocate and promote a regional and international exchange programs
	1.4.3. Develop strategic partnerships for on job exposure/training & employment for male and female youth
	1.4.4. Advocate for a consolidated database of job opportunities online
	1.4.5. Advocate for internships in projects implemented in local governments
PRIORITY AREA 2: MALE AND FEMALE YOUTH ACCESS TO FINANCE	
Outcome 2: Skilled male and female youth have access to the required capital to finance innovations	
Strategy 2.1: Advocate for improved financial literacy among male and female youth	
Output 2.1 Increased rate of Male and female youth working with financial institutions	2.1.1. Mobilise and promote the saving culture among male and female youth (schools, villages in non-education male and female youth)
	2.1.2. Advocate for the development and use of certified curricula for financial literacy awareness in Male and female youth Friendly Centres (National Bank, BDF and/or Access to Finance Rwanda)
	2.1.3. Train, deploy and support peer to peer male and female youth financial literacy mentors
	2.1.4. Partner with financial institutions for regular male and female youth financial advisory and literacy coaching programs
Strategy 2.2: Advocacy and close follow up of male and female youth friendly access to finance programs	
Output 2.2. Most financial institutions have a male and female youth friendly access to finance and entrepreneurship program / service	2.1.1. Promote inclusion of male and female youth access to finance within financial institutions CSR
	2.1.2. Partner with BDF and financial institutions to Conduct aggressive sensitisation of male and female youth & parents on male and female youth access to male and female youth projects financing schemes support
	2.1.3. Mobilise business investor to venture with male and female youth to convert male and female youth ideas into tangible and flourishing business projects
Strategy 2.3: Monitoring of financed male and female youth projects	
Output 2.3: Successful implementation of all financed projects	2.3.1. Conduct regular monitoring of the health status of male and female youth financed projects
	2.3.2. Advocate for projects monitoring MIS
	2.3.3. Advocate for an ongoing coaching/mentorship during project implementation
PRIORITY AREA 3: MALE AND FEMALE YOUTH ENTREPRENEURSHIP AND	

Outcomes, Strategies and Outputs	Strategic actions to realise the output
SELF-EMPLOYMENT	
Outcome 3: Skilled male and female youth sustainably engage in self-employment, Innovation and Entrepreneurship	
Strategy 3.1: Advocate and promote male and female youth entrepreneurship and self-employment	
Output 3.1. Male and female youth led entrepreneurship, innovations and Self-Employment	3.1.1. Strengthen NYC male and female youth entrepreneurship, access to finance, trainings and business competitions programs, taking into consideration unique challenges of women led enterprise related to culture, mentorship and presence of few role models in the sector.
	3.1.2. Train and support male and female youth organs members into business advisors "abafashamyumvire" and role models
	3.1.3. Strengthen doing business and innovations in male and female youth cooperatives
	3.1.4. Promote and support young entrepreneurs to exhibit and export their products (trade fairs, show rooms in Male and female youth Friendly Centres, male and female youth innovation days, etc.) at local and international level
	3.1.5. Advocate for and support male and female youth innovation in the framework of MiR and Visit Rwanda and other doing business innovations
	3.1.6. Advocate for and Mobilise male and female youth to venture in cross border trade (research, coaching, mentorship, entrepreneurship, etc.)
	3.1.7. Reinforce partnership with PSF and advocate for the strengthening of the Chamber of Young Entrepreneurs
	3.1.8. Design a tailored advocacy approach to increase the enrolment of girls into male dominated trade (E.g: Mechanics, construction) rather than trades close to traditional roles (E.g: Tailoring, cooking,)
Strategy 3.2: Support male and female youth small businesses growth	
Output 3.2. Male and female youth small projects supported grow into SMEs	3.2.1. Advocate for lease/buy equipment facilitation to young entrepreneurs
	3.2.2. Advocate for regular trainings and mentorship for the young entrepreneurs in NST1 growth potential sectors
	3.2.3. Advocate for expansion capital schemes for competitive male and female youth businesses (BDF, Commercial banks, financing angels, etc.) for already existing businesses
Strategy 3.3: Advocate for improved market access to male and female youth products	
Output 3.3. Male and female youth small projects supported to grow into SMEs	3.3.1. Advocate for E-business among male and female youth (e-business trainings, e-selling, strengthen partnerships with Alibaba, Elumeru, etc.)
	3.3.2. Advocate for marketing partnerships for young producers at international level
Strategy 3.4: Mainstreaming and Engaging male and female youth in NST1 priority sectors with high potential for growth and job creation	

Outcomes, Strategies and Outputs	Strategic actions to realise the output
Output 3.4.1: Professionalisation of male and female youth in agribusiness and agroprocessing	3.4.1.1. Advocacy and supporting male and female youth Agro-processing projects (postharvest transformation and food/feeds production)
	3.4.1.2. Advocate for male and female youth in agriculture niche markets production (horticulture, export crops, animal products, etc.)
	3.4.1.3. Advocate for the professionalisation of young agriculture producers
Output 3.4.2: Professional associations by major line of employment in infrastructure sector	3.4.2.1. Advocate and promote professionalisation of male and female youth associations in the infrastructure sector
	3.4.2.2. Advocate and promote male and female youth innovations & ventures in affordable eco-friendly housing and construction materials
Output 3.4.3: Male and female youth innovations in environment protection and climate change mitigation promoted	3.4.3.1. Sensitise and promote rational and sustainable utilization of natural resources among male and female youth
	3.4.3.2. Improve effectiveness of male and female youth contribution in environment related decision-making and programs
Output 3.4.4: Identification and nurturing innovative male and female youth talents in the creative and cultural industry into self-employment opportunities	3.4.4.1. Advocate and support male and female youth innovations and ventures in the Creative & Cultural Industry
	3.4.4.2. Advocate for male and female youth regional and international cultural exchange and exposure schemes
	3.4.4.3. Advocate and promote cultural heritage industry among male and female youth in collaboration with IMNR
	3.4.4.4. Mobilisation of male and female youth on writing & reading. E-book store and trade online.
Output 3.4.5: Male and female youth led initiatives in "Visit Rwanda" scheme	3.4.5.1. Advocate for male and female youth innovations in tourism & hospitality in response to "Visit Rwanda" and similar schemes
	3.4.5.2. Advocate for safeguarding male and female youth well-being in the tourism and hospitality industry
Strategy 3.5.: Advocate and mobilise male and female youth to venture in micro industries	
Output 3.5.: Male and female youth produce /provide quality parts/inputs into the processing industry	3.5.1. Mobilise male and female youth for the production of parts as input raw materials in industrial production processes
	3.5.2. Advocate and promote male and female youth ventures in trade and logistics sectors in micro industries
	3.5.3. Advocate and promote male and female youth apprenticeship and training in micro industries and manufacturing (locally and abroad)
Strategy 3.6: Advocate for a recovery/resilience program for young entrepreneurs facing economic stress and shocks	
Output 3.6.: Young	3.6.1. Advocate for *recovery/resilience* financial *grants / low*

Outcomes, Strategies and Outputs	Strategic actions to realise the output	
entrepreneurs supported by a *recovery/resilience* **scheme**		*rate* loans line for young *entrepreneurs facing economic stress and shocks*
	3.6.2.	Conduct business evaluations to inform business reorganisation/reconversion to new markets or products
	3.6.3.	Promote business joint ventures with experienced business operators
PRIORITY AREA 4: MALE AND FEMALE YOUTH HEALTH		
Outcome 4: Male and female youth enjoy health and wellbeing livelihoods upholding Rwandan cultural values		
Strategy 4.1: Promote male and female youth health		
Output 4.1. Healthy male and female youth	4.1.1.	Mobilise male and female youth for regular check-up for non-communicable diseases (NCD)
	4.1.2.	Mobilise male and female youth for regular HIV testing and counselling
	4.1.3.	Partner with health facilities for male and female youth friendly health services
	4.1.4.	Advocate for a strengthened modern health desk in Male and female youth Friendly Centres
Strategy 4.2.: Advocate and promote integration of cultural values into SRH, FP for improved awareness		
Output 4.2. Culture Integrated SRH & Health programs	4.2.1.	Intergeneration discussion on SRH between youth and elders including parents, aunties, teachers, and others
	4.2.2.	Advocate for integration of cultural values into male and female youth friendly SRH and FP programs at community level
PRIORITY AREA 5: SOCIAL WELFARE		
Outcome 5: Rwandan male and female youth enjoy improved social welfare as a result of integration of cultural values into social walfare programs		
Strategy 5.1.: Counselling and prevention of drug abuse and delinquency among Male and female youth		
Output 5.1. Homegrown response to male and female youth delinquency and drug abuse	5.1.1.	Advocate and promote responsible parenting
	5.1.2.	Sensitise male and female youth against drug abuse
	5.1.3.	Advocate and partner with security and health institutions for the identification, testing, treatment and counselling of male and female youth
	5.1.4.	Advocate and support delinquent reinsertion programs
Strategy 5.2: Promote gender equality and fight GBV among male and female youth		
Output 5.2. Male and female youth led GBV free campaign	5.2.1.	Mobilisation and counselling in partnership with ISANGE and other partners (GMO, MIGEPROF, CSOs, FBOs, etc.)
	5.2.2.	Deliver GBV sensitisation & counselling in Male and female youth Friendly Centres to provide support and follow up to GBV male and female youth victims
	5.2.3.	Training of the members of NYC organs on GBV to equip with the necessary capacity for male and female youth sensitisation
	5.2.4.	Advocate for the strengthening of the quality life and

Outcomes, Strategies and Outputs	Strategic actions to realise the output
	wellbeing among youth especially on the fight against malnutrition among teen mothers
Strategy 5.3: Advocate for and promote professionalisation of sports among male and female youth	
Output 5.3. Young sports professionals and entrepreneurs promoted	5.3.1. Advocate and promote recreational facilities in Male and female youth Friendly Centres
	5.3.2. Advocate for integration of cultural sports in Male and female youth Friendly Centres
	5.3.3. Advocate for the professionalisation of male and female youth in sports (all disciplines)
	5.3.4. Advocate for and promote Male and female youth sports club at cell, sector and district level (umbrella)
PRIORITY AREA 6: ICT, COMMUNICATION AND NETWORKING	
Outcome 6: Male and female youth led ICT Innovations	
Strategy 6.1: Facilitate male and female youth access and use of ICT, communication and networking	
Output 6.1. ICT accessible for male and female youth	6.1.1. Advocate for improved ICT literacy among rural male and female youth
	6.1.2. Advocate for increased low-income male and female youth access to internet and mobile technology in rural areas
	6.1.3. Advocate for Kinyarwanda based applications accessible by rural male and female youth
	6.1.4. Advocate and create awareness on responsible social media use among male and female youth
Strategy 6.2: Develop male and female youth communication strategy and systems	
Output 6.2. Male and female youth all male and female youth categories supplied with timely genuine information	6.2.1. Advocate for the development of a male and female youth communication and awareness strategy, including online communication strategy
	6.2.2. Advocate for male and female youth friendly Radio and TV programs and content
	6.2.3. Advocate for vibrant male and female youth websites and online forums on NYC, MYCULTURE, MINICT, districts, CSOs, FBOs and other websites
PRIORITY AREA 7: LEADERSHIP AND CIVIC EDUCATION	
Outcome 7: Effective of male and female youth empowerment coordination and mainstreaming in all sectors	
Strategy 7.1: Promote and strengthen male and female youth leadership.	
Output 7.1. Harmonious Male and female youth empowerment coordination	7.1.1. Support male and female youth organs coordination
	7.1.2. Advocate for male and female youth mainstreaming in all policies and strategies
	7.1.3. Establish strategic partnerships with local and international organisations
	7.1.4. Advocate for the creation of reliable male and female youth management information systems YMIS)
Strategy 7.2. Promote research-based advocacy	
Output 7.2. Research	7.2.1. Build the capacity of NYC to conduct research-based

Outcomes, Strategies and Outputs	Strategic actions to realise the output
based advocacy and mobilisation	advocacy
	7.2.2. Conduct researches on different male and female youth issues
	7.2.3. Male and female youth advocacy and policy discussions to engage policy makers
Strategy 7.3. Build NYC male and female youth data collection and analysis systems	
Output 7.3. Data on male and female youth are collected from grass roots to inform advocacy and mobilisation	7.3.1. Strengthen the capacity of NYC local organs to contribute in data collection on male and female youth issues at local level
	7.3.2. Advocate for the creation of reliable NYC male and female youth management information systems (YMIS)
Strategy 7.4. Coordination and promoting participation of Male and female youth in Diaspora and HLI	
Output 7.4. Male and female youth in Diaspora, HLI and special groups adequately coordinated	7.4.1. Setting up NYC diaspora male and female youth representation
	7.4.2. Promoting Itorero for male and female youth in the diaspora
	7.4.3. Entrepreneurship and investment facilitation for Male and female youth in Diaspora
	7.4.4. Mobilisation and integration of male and female youth in HLI and special groups (organs, capacities, coordination)
Strategy 7.5. Improved male and female youth organizations oversight	
Output 7.5. Male and female youth Organisations are mapped for mobilisation and empowerment	7.5.1. Inventory and mapping of male and female youth organisations
	7.5.2. Developing male and female youth organisations oversight regulations in collaboration with relevant institutions
	7.5.3. Facilitating and certifying the creation of male and female youth organisation
PRIORITY AREA 8: PARTICIPATION & GOVERNANCE	
Outcome 8: Productive Male and female youth Participation and Volunteerism	
Strategy 8.1: Promote male and female youth participation	
Output 8.1. Male and female youth participation scored above 80%	8.1.1. Mobilising and promoting male and female youth citizen participation in national programs
	8.1.2. Advocate for and partner with relevant institutions for male and female youth Itorero on different development themes
	8.1.3. Organise Male and female youthConnekt series
	8.1.4. Advocate for male and female youth disaggregated indicators on citizen participation
Strategy 8.2: Promote voluntarism among male and female youth	
Output 8.2. Male and female youth volunteerism scored above 80%	8.2.1. Mobilise male and female youth for the culture of volunteerism
	8.2.2. Advocate for special involvement of NYC representatives in technical service delivery

5.7. Aligning SP with NST1, Vision 2050, AU 2063, EAC YSP, etc.

The NYC Strategic Plan 2021-2025 is aligned with the national overarching development policies and strategies, which define the framework within which youth empowerment and participation in the national economic and social development programs as well as the governance of the country takes place. This policy framework includes provisions of the Vision 2020 and the draft Vision 2050, the National Strategy for Transformation (NST1), the 7 Years Government Program (7YGP) 2017-2024, National Youth Policy 2015, the National Employment strategies and programs, sector program and strategies, etc. all aimed at uplifting the livelihoods of the Rwandan population in general and the youth in particular.

The strategic plan takes also into account the provisions of global and regional strategic documents. These include Sustainable Development Goals (SDGs), the Commonwealth, the Francophonie, African Union's Agenda 2063, EAC Vision 2050, other countries youth strategies, etc.

Table 5: Alignment with overarching national and international policies

POLICIES / STRATEGIES	YOUTH PROVISIONS	NYC STRATEGIC PLAN
United Nations Youth Strategy 2030 (SDGs)	The United Nations Youth Strategy 2030 aims to *"scale up global, regional and national actions to meet young people's needs, realize their rights and tap their possibilities as agents of change."*	All the strategies and priority areas are aligned with this aspiration of the UN Youth Strategy 2030.
African Agenda 2063	• *"An Africa whose development is people driven, especially relying on the potential offered by its women and youth."* • *"Engaged and empowered Youth"*. (African Union Agenda 2063, p.7).	All the strategies priority areas of NYC Strategic Plan 2021/2025 aim at engaging and empowering youth.
EAC Vision 2050 and EAC Youth Strategic Plan	EAC Vision 2050 which pledges to ensure among others *"Job creation initiatives to provide for current and future needs of the bulging youth population"* (EAC Vision, p.45).	Strategies under Priority areas of (i) Youth skills development & employment, (ii) Youth access to finance and (iii) Youth Entrepreneurship and Self-Employment aim at job creation and self-employment for young females and males.
Commonwealth Strategic Plan 2017/18-2020/21	The Commonwealth puts forward "engaging and empowering youth to *meaningfully participate in political and development processes."* (Secretariat Strategic Plan 2017/18-2020/21, p.4) p.2).	All priority areas in NYC strategic plan are aligned with the commonwealth strategies for youth, i.e. - To promote the professionalisation of youth work, with special focus on

POLICIES / STRATEGIES	YOUTH PROVISIONS	NYC STRATEGIC PLAN
		supporting young people to design and drive youth-led initiatives: NYC SP priority areas 1, 2 and 3 with economic empowerment speak to this. - Support young leaders to have a voice: NYC SP priority areas on Leadership, civic education, participation and governance align with this commonwealth objective. - build on the ground-breaking work on the Commonwealth Youth Development Index (YDI): Mainstreaming youth in all sectors during NYC SP will generate disaggregated data on youth for the YDI
Francophonie Youth Strategy 2015-2022	The Francophonie Youth Strategy 2015-2022 (p.10) is framed around two axes, i.e. (i) Axis 1: Promoting human values, employability and social & professional inclusion, and (ii) Axis 2: Citizen participation & access to rights for a sustainable development and cultural diversity.	All the NY SP priority areas and strategies are well aligned with these axes of the Francophonie Youth Strategy 2015-2022
Rwanda Vision 2050	EAC and Rwanda Vision 2050 have both in their objectives to *promote creativity and innovation culture among youth; and supporting talented youth with attractive projects that can generate productive jobs* for others.	Strategies under Priority areas of (i) Youth skills development & employment, (ii) Youth access to finance and (iii) Youth Entrepreneurship and Self-Employment aim at job creation and self-employment for young females and males.
NST 1 six objectives for youth empowerment and participation	Support and empower youth and women to create businesses through *entrepreneurship and access to finance*,	This part of the strategies in the priority area on "Youth Entrepreneurship and Self-Employment"
	Prevent and *fight drug abuse and trafficking* among all sections of the population especially youth,	Under priority area "Social Welfare"
	Reinforce *mechanisms at decentralized levels for citizens, particularly women and youth, to effectively contribute to districts planning and prioritization*	Under priority areas (i) Leadership and Civic Education and (ii) Participation & Governance
	Ensure digital literacy for all youth by 2024,	Under priority area "Youth Access to ICT"
	Scale up efforts to raise awareness on reproductive health	Under priority area "Youth Health"

POLICIES / STRATEGIES	YOUTH PROVISIONS	NYC STRATEGIC PLAN
	and family planning to increase contraceptive prevalence from 48% (2013/14) to 60% in 2024 with a particular focus on the youth	
	Strengthen the voluntary *national service program (Urugerero)* under the national civic education institution (Itorero ry'Igihugu) with the objective of *developing the Rwandan youth into citizens who aspire to become self-reliant and hardworking*.	Under priority area "Participation & Governance"

6. IMPLEMENTATION, FINANCING AND M&E FRAMEWORK

6.1. Implementation framework

The implementation of the NYC strategic plan will require the participation and inputs from different stakeholders in all sectors. For each of the strategies and activities in the plan, an indicative list of institutions/organisations to contribute to its implementation is given in annex 1. This list will be regularly updated by the NYC technical units as they progress in the execution of the actions.

Given the amount of work, the current staffing structure of NYC national secretariat, will have to be realigned to adequately to carry out all the activities. This calls for an institutional analysis at the level of the national secretariat, to determine which arrangements and staffing would best fit the implementation of the strategic plan, as well as the role of the executive committees at district, sector, cell and village level.

With the outbreak of Covid-19, the implementation of the strategic plan's activities will require all stakeholders to keep in mind, respect and sensitise male and female youth COVID-19 protective measures as instructed in the government guidelines, which are regularly revised given the evolution of the situation. The NYC and MYCULTURE will do the necessary to establish the situation and impact of Covid-19 among youth and its impact on their social welfare.

6.2. Financing the strategic plan

The implementation of the NYC Strategic Plan will cost Rwf, 14,587,040,000, i.e. Rwf 2,128,000,000 for Year 1, Rwf 2,565,600,000 for Year 2, Rwf 3,048,720,000 in Year 3, Rwf 3,267,600,000 for Year 4 and Rwf 3,577,120,000 for the fifth year of the Strategic Plan (annex 2). A clear and focused resources mobilisation system will be necessary to ensure the successful implementation of the plan.

6.3. Resource Requirements and Mobilization

The NYC will have to develop an aggressive resources mobilisation strategy to raise the required resources to finance the strategic plan. One route to resources mobilisation will be to build a partnership with different stakeholders listed in the strategic framework (annex 3), including public institutions already implementing programs related to issues NYC will be advocating and mobilising youth, to define activities that already part of and for which the costs can be absorbed in their programs. Different development partners are also operating in the same sectors as some areas of the activities in the NYC Strategic Plan and could supplement resources for joint actions.

Development partners have so far been working directly or indirectly with the NYC. These include the Global Fund (GF), UNDP, UNFPA, etc. More partners are likely to have interest in the actions in this strategic plan, such us the USAID, GIZ, ENABEL the EU Delegation,

Embassies, One UN, regional organisations such as the Commonwealth, EAC, etc. All these need to be approached and interested in supporting the youth empowerment activities.

The actions in the strategic plan intersect with the mandates of some other public institutions that would also like to partner with the NYC for access to youth and increased impact. These are the RCA, WDA, NCPD, MIFOTRA, BNR, MINALOC, MINICOM, RDB, PSF, and other organisations in the public and private sector that will be instrumental in the implementation of this strategic plan, and therefore need to be engaged.

6.4. Monitoring and evaluation

The implementation of this Strategic Plan will be closely monitored to ensure that the strategic objectives are being realized as planned. The monitoring process will help determine whether the implementation is on track and establish the need for any adjustments.

A monitoring and evaluation plan will be developed separately to complement the strategic plan. Monitoring, follow-up and control systems will include progress reports, review meetings and workshops, etc. The NYC will have to carry out researches and surveys, where no other data exist, to determine the impact of various activities. Data will be analysed and results disseminated. The plan will also be monitored through reports from the various stakeholders.

Tracking performance on specific activities will be done by measuring realisation against targets in the strategic plan (Annex 1) so that adjustments can be made if necessary, and lessons learnt documented.

REFERENCES

1. Access to Finance Rwanda (2016). *Financial Inclusion in Rwanda 2020* (FinScope)
2. AfDB (2019) *East Africa Economic Outlook*
3. *African Union Agenda 2063*
4. CESB (), *Guidelines for internship applications and management*
5. Clarke & Dougherty (2010), *Youth-Led Social Change: Topics, Engagement Types, Organizational Types, Strategies, and Impacts*
6. Commonwealth (2017), *Commonwealth Secretariat Strategic Plan 2017/18 – 2020/21*
7. Commonwealth (2017), *Review of the Commonwealth Youth Programme (CYP) February 2017*
8. Commonwealth/ Restless Development (2016), *Youth-Led Accountability for the SDGs*
9. *Constitution of the Republic of Rwanda revised in 2015*
10. EAC (2013), *EAC Youth Policy 2013*
11. EAC (2015), *EAC Vision 2050*
12. EAC (2016), *East Africa Youth Survey Report*
13. EAC (2018), *East African Regional Analysis of Youth Demographics*, May 2018
14. Francophonie (2015), *Youth Strategy 2015-2022*
15. GGGI Rwanda (), *Rwanda's Youth Participation in environmental protection*. Available at https://gggi.org/rwandas-youth-participation-in-environmental-protection/, accessed on 25/10/2019
16. IMF.WEO () *World Trend Plus's Country Forecast* – Rwanda
17. Kanyoni et al (2015), *Prevalence of substance use among adolescents and youth adults in Rwanda*
18. L*aw n°05/2006 of 05/ 02/2006 modifying and complementing law n° 24/2003 of 14/08/2003 establishing the functioning and organisation of the National Youth Council*, Official Gazette of the Republic of Rwanda, Year 45 n° special of 07 February 2006
19. MIFOTRA (2015), *National Employment Program 2015*
20. MIFOTRA (2019) *National Labour Mobility Policy*
21. MINECOFIN (2012). *EDPRS 2*, Kigali
22. MINECOFIN (2012). *Vision 2020 revised in 2012,* Kigali
23. MINEDUC (2019). *Education Statistical Yearbook 2018*.
24. Ministry of Environment (2019), *National Environment and Climate Change Policy*
25. MINIYOUTH (2011), *Youth Empowerment for Global Opportunities (YEGO) Centres Strategic Plan*
26. *MiR policy*
27. MYCT (2015). *Rwanda Youth Development Index*
28. MYCT (2017), *Amabwiriza 01/07 yo kuwa 10/07/2017 Agenga Ibigo by'Urubyiruko*
29. MYICT (2012), *Prevalence of psychoactive substance use among youth in Rwanda*
30. MYICT (2013). *Youth Sector Strategic Plan 2013-2018,* July 2013, Kigali
31. MYICT (2015), *National Youth Policy*, Kigali
32. *National Employment strategies and programs*
33. Never Again Rwanda. *Understanding Human Trafficking in Rwanda: Causes, Effects, and Impact*, August 2019
34. Ngamije and Yadufashije (2016). *Drugs Use Among the Youth In Rwanda: A Public Health Concern And Family' Challenge*, International journal of emerging trends in science and technology. DOI:10.18535/IJETST/V3I09.07 Corpus ID: 58312901
35. NISR (2012), *The 4th Population and Housing Census of Rwanda, provisional results*
36. NISR (2017), *Integrated Business Enterprise Survey (IBES)*
37. NISR (2017). *EICV 5, Main Indicators Report*
38. NISR (2017). *EICV 5, Youth Thematic Report*
39. NISR (2017). *Rwanda Integrated Household Living Conditions Survey [EICV5],* Kigali

40. NISR (2019), *Education Statistics 2018*
41. NISR (2019), *Labour Force Survey: Trends August 2020 (Q3)*
42. NISR (2019), *Statistical Yearbook 2018*
43. NISR, MoH and ICF (2015). *Rwanda Demographic and Health Survey 2014-15.* Rockville, Maryland, USA.
44. PRIMATURE (2017), *7 Years Government Programme: National Strategy for Transformation (NST) 2017 – 2024*, Final
45. RGB (20142020), *Rwanda Citizen Report Card 20132020*
46. RGB (20142020), *Rwanda Governance Scorecard 20142020*
47. *The State of East Africa Report, 2012*
48. *United Nations Youth Strategy 2030*
49. United Nations, *Youth - United Nations Sustainable Development,* Available at https://www.un.org/sustainabledevelopment/youth/, accessed on 27/10/219
50. Unites Nations (2018), *World Youth Report, Youth and the 2030 Agenda for Sustainable Development*
51. World Bank & GoR (2019), *Future Drivers of Growth in Rwanda: Innovation, Integration, Agglomeration, and Competition*

ANNEXES

ANNEX 1: LOG-FRAME FOR NYC STRATEGIC PLAN 2021-25

Strategic Objective / Outcome / Output	Key performance indicators	Baseline	Targets					Means of verification	Key partners
			Year 1	Year 2	Year 3	Year 4	Year 5		
GOAL/IMPACT: *Empowered Male and female youth at the Centre of Socio-economic Transformation!*									
PRIORITY AREA 1: MALE AND FEMALE YOUTH EMPLOYMENT AND SKILLS DEVELOPMENT									
Outcome 1: Male and female youth adequately skilled to withstand local and international job competition	*Male and female youth Unemployment*	**20.6%**	*19%*	*17%*	*15%*	*13%*	*10%*	*Labour Force Survey*	
	Male and female youth underemployment	**59.4%**	*55%*	*50%*	*45%*	*40%*	*35%*		
Strategy 1.1: Advocate and promote male and female youth skills development and employability									
Output 1.1: Specific employability and skills development programs for low educated and low-income male and female youth at cell level	*% increase of male and female youths at grassroots level graduating from employability and skills development programs*	*-*	*5%*	*15%*	*20%*	*25%*	*30%*	*NEP and WDA reports*	
	Number of specialities of employability and skills development programs running at cell & Udukiriro Centres	*-*	*5*	*8*	*10*	*12*	*15*		

Strategic Objective / Outcome / Output	Key performance indicators	Baseline	Targets					Means of verification	Key partners
			Year 1	Year 2	Year 3	Year 4	Year 5		
1.1.1. Inventory and categorisation of existing skills among male and female youth versus Local Economic Development (LED) strategies (NYC in partnership with LODA, NEP, MIFOTRA, WDA/MINEDUC, etc.)	Inventory and categorisation of existing skills among male and female youth versus Local Economic Development (LED) strategies	-	x	x	x			NYC reports	Districts, LODA, MINALOC, MIFOTRA, NEP, WDA, NISR, MYCULTURE, NYC
1.1.2. Partner with NEP for an extensive nationwide skill coaching program in "Udukiriro", cells, and male and female youth cooperatives by handcraft artisans leading to a WDA skills certification	Number of artisan coaches per centre	-	3	5	8	10	12	District (BDEU) reports	District (BDEU), NEP, WDA, DPs
1.1.3. Advocate for an official certification of Male and female youth Friendly Centres employability programs	Number of Male and female youth Friendly Centres certified programs	-	3	5	8	10	12	NYC, MYCULTURE reports	WDA, NEP, PSF
1.1.4. Develop strategic partnerships for job creation & employment, and NYC participation in decision making	Number of partnerships with the private and public sector locally and international level are functioning by end of the SP	-	1	2	5	5	8	NYC, MYCULTURE reports	WDA, NEP, PSF, DPs, NGOs, etc.
1.1.5. Mobilise male and female youth and advocate for skills development in male and female youth to enable them to tap into opportunities in NST1 sectors	Number of male and female youths reached		10%	15%	20%	25%	30%	NYC, MYCULTURE reports	WDA, NEP, PSF, DPs, NGOs, etc.

Strategic Objective / Outcome / Output	Key performance indicators	Baseline	Targets					Means of verification	Key partners
			Year 1	Year 2	Year 3	Year 4	Year 5		
1.1.6. Male and female youth Career advocacy & career guidance Program	Number of male and female youths reached		5%	10%	15%	20%	25%	NYC, MYCULTURE reports	WDA, NEP, PSF, DPs, NGOs, etc.
Strategy 1.2: Mobilise and encourage male and female youth to engage in TVET									
Output 1.2: Increased male and female youth enrolment in TVETs	*Number of new supported male and female youth enrolments in TVETs through partnerships*	*200*	*1,000*	*2,000*	*3,000*	*4,000*	*5,000*	*NYC, MYCULTURE reports*	*KCB, AEE, World Vision, Akazi Kanoze, RP, BK, etc.*
1.2.1. Mobilising male and female youth and parents	Number of cells reached	-	-	All	All			NYC, MYCULTURE reports	WDA, PSF, DPs, NGOs, etc.
1.2.2. Mobilising partners to invest in skills development	Number of partners engaged and actively participating	8	15	20	25	30	35	NYC, MYCULTURE & Partners' reports	Partners engaged
Strategy 1.3: Institutionalisation of talents detection (Male and female youth got talents) in all sectors									
Output 1.3. Male and female youth talents detected and developed in all sectors of activity	*Number of male and female youth talents detected and promoted in all sectors*	*68*	*150*	*200*	*250*	*350*	*500*	*NYC, MYCULTURE reports*	
1.3.1. Advocate for expanding talent detection approach to additional technical sectors	Number of technical sectors covered	6	8	10	12	13	15	NYC, MYCULTURE reports	All sector ministries and agencies, DPs, PSF, Banks, etc.
1.3.2. Advocate & Promote male and female youth innovation fairs & competitions	Number of innovations fields	-	10	15	20	25	30	NYC, MYCULTURE reports	Districts, PSF, DPs.

Strategic Objective / Outcome / Output	Key performance indicators	Baseline	Targets					Means of verification	Key partners
			Year 1	Year 2	Year 3	Year 4	Year 5		
Strategy 1.4: Advocate and support job readiness programs									
Output 1.4. Regular and consistent male and female youth job placement at international level	*Annual % increase in male and female youth job placements*	*15 placed*	*5%*	*10%*	*15%*	*20%*	*25%*	*MIFOTRA, RDB reports*	
1.4.1. Advocate and create awareness on regional and international jobs and promote overseas jobs among Rwandan male and female male and female youth	Number of male and female youths supported		5	10	15	15	20	NYC, NEP reports	NEP, MIFOTRA, MYCULTURE, NYC overseas
1.4.2. Advocate and promote a regional and international exchange programs	Number of active exchange programs	0	2	3	4	5	6	NYC, MYCULTURE reports	MIFOTRA, RDB, MINAFET
1.4.3. Develop strategic partnerships for on job exposure/training & employment for male and female youth	Number of functioning partnerships at local level and international level by end of the SP		2	8	10	15	20	NYC, MYCULTURE reports	WDA, NEP, PSF, DPs, NGOs, etc.
1.4.4. Advocate for a consolidated database of job opportunities online	An up and sustainably running database		1	1	1	1	1	NYC	MYICT, NEP, DPs
1.4.5. Advocate for internships in projects implemented in local governments	Number of male and female youths participating		3%	5%	8%	10%	15%	NYC reports	Districts, MYCULTURE, MIFOTRA, Sector Ministries
PRIORITY AREA 2: MALE AND FEMALE YOUTH ACCESS TO FINANCE									
Outcome 2: Skilled male and female youth have access to the required capital to finance Innovations	*Male and female youth self-employment rate*	*54.3%*			*64.3%*		*75%*	*EICV Use LFS*	
Strategy 2.1: Advocate for improved financial literacy among male and female youth									

Strategic Objective / Outcome / Output	Key performance indicators	Baseline	Targets					Means of verification	Key partners
			Year 1	Year 2	Year 3	Year 4	Year 5		
Output 2.1 Increased rate of Male and female youth working with financial institutions	*% of banked male and female youth*	*23.7%*	*25%*	*35%*	*40%*			*FINSCOPE*	*NISR, AFR*
2.1.1. Mobilise and promote the saving culture among male and female youth	Number of administrative cells/schools reached	All	All	All	All	All	All	NYC report	SACCOs, Sectors
2.1.2. Advocate for the development and use of certified curricula for financial literacy awareness in Male and female youth Friendly Centres (National Bank, BDF and/or Access to Finance Rwanda)	Certified financial literacy curriculum for Male and female youth Friendly Centres	-	x	x				NYC report (x) when to develop the curriculum	AFR, Financial Institutions
	Number of FL peer to peer mentors per district (Male and female youth Friendly Centre, etc.)	-	5	10	15	20	25		
2.1.3. Train, deploy and support peer to peer male and female youth financial literacy mentors.	Number of FL peer to peer trained and deployed in district Male and female youth Friendly Centre	-	5	10	15	20	25	NYC report	AFR, Financial Institution. District
2.1.4. Partner with financial institutions for regular male and female youth financial advisory and literacy coaching programs	Number of participating FI	2	4	5	7	8	10	MoUs with FI	AFR, Financial Institution. District
Strategy 2.2: Advocacy and close follow up of male and female youth friendly access to finance programs									
Output 2.2. Most financial service providers have a male and female youth friendly access to finance and entrepreneurship program / service	Number of financial service providers that have integrated male and female youth friendly access to finance and entrepreneurship program among their	2	2	3	4	6	8	NYC report	FI, BDF, BNR

Strategic Objective / Outcome / Output	Key performance indicators	Baseline	Targets					Means of verification	Key partners
			Year 1	Year 2	Year 3	Year 4	Year 5		
	CSR								
2.2.1. Promote inclusion of male and female youth access to finance within financial service providers corporate social responsibility (CSR)	MoUs with banks		2	3	4	6	8	NYC report	FI, BDF, BNR
2.2.2. Partner with BDF and financial service providers to Conduct aggressive sensitisation of male and female youth & parents on male and female youth access to male and female youth projects financing schemes support	% increase in male and female youth attending access to finance programs		10%	20%	20%	20%	25%	BDF, NYC reports	FI, BDF
2.2.3. Mobilise business investor to venture with male and female youth to convert male and female youth ideas into tangible and flourishing business projects	Number of successful joint ventures		5	10	15	20	25	NYC report	PSF, RDB, NEP, MINICOM
Strategy 2.3: Monitoring of financed male and female youth projects									
Output 2.3: Successful implementation of all financed projects	Decrease in male and female youth projects attrition rate	-	2%	1%	0.5%	0.3%	0%	*IBES*	NYC, BDF, MYCULTURE
2.3.1. Conduct regular monitoring of the health status of male and female youth financed projects	Decrease in male and female youth projects attrition rate	-	2%	1%	0.5%	0.3%	0%	*IBES*	NYC, BDF, MYCULTURE
2.3.2. Advocate for projects monitoring MIS	Projects monitoring MIS in place	No MIS	x	x	x	x	x	NYC report	FI, BDF, All sector institutions

Strategic Objective / Outcome / Output	Key performance indicators	Baseline	Targets					Means of verification	Key partners
			Year 1	Year 2	Year 3	Year 4	Year 5		
2.3.3. Advocate for an ongoing coaching/mentorship during project implementation (by role model male and female youth entrepreneurs)	Active male and female youth coaches/mentors per sector	-	2	3	4	5	10	NYC reports	NEP, Financial institutions, PSF, districts
PRIORITY AREA 3: MALE AND FEMALE YOUTH ENTREPRENEURSHIP AND SELF-EMPLOYMENT									
Outcome 3: Skilled male and female youth sustainably engage in self-employment, Innovation and Entrepreneurship	*% increase in the share of male and female youth in 1,500,000 jobs to be created*	*-*	*5%*	*10%*	*10%*	*10%*	*10%*	*Labour Force Survey*	*NISR*
Strategy 3.1.: Advocate and promote male and female youth entrepreneurship and self-employment									
Output 3.1. Male and female youth led entrepreneurship, innovations and Self-Employment	% of new business innovations driven by male and female youth		10%	20%	20%	25%	30%		
3.1.1. Strengthen NYC male and female youth entrepreneurship, access to finance, trainings and business competitions programs, taking into consideration unique challenges of women led enterprise related to culture, mentorship and presence of few role models in the sector."	Number of male and female youths participating	400,000	500,000	550,000	600,000	650.000	700,000	NYC report	MYCULTURE, NEP, PSF, BDF, RDB, Districts
3.1.2. Train and support male and female youth organs members into business advisors "abafashamyumvire" and role models	Number of participating NYC members	At least one member per cell	100	300	1000	1500	2148	NYC Reports	PSF, BDF, NEP, MYCULTURE, FI
3.1.3. Strengthen doing business and innovations in male and female	% increase in Male and female youth		10%	20%	20%	20%	25%	RCA Reports	RCA

Strategic Objective / Outcome / Output	Key performance indicators	Baseline	Targets					Means of verification	Key partners
			Year 1	Year 2	Year 3	Year 4	Year 5		
youth cooperatives	cooperatives annual turnover								
3.1.4. Promote and support young entrepreneurs to exhibit and export their products (trade fairs, show rooms in Male and female youth Friendly Centres, male and female youth innovation days, etc.) at local and international level	% annual increase in new innovations by male and female youth and male and female youth participating in trade fairs	202 cooperatives, individuals and companies	5%	10%	10%	10%	10%	PSF, WDA, NYC reports	PSF, WDA, NYC
3.1.5. Advocate for and support male and female youth innovation in the framework of MiR and Visit Rwanda and other doing business innovations	% annual increase in new innovations by male and female youth in MiR and Visit Rwanda		5%	10%	10%	10%	10%	NYC, RDB reports	RDB, PSF, NIRDA
3.1.6. Advocate for and Mobilise male and female youth to venture in cross border trade (research, coaching, mentorship, entrepreneurship, etc.)	% annual increase in new innovations by male and female youth in MiR and Visit Rwanda		5%	10%	10%	10%	10%	NYC, RDB reports	RDB, PSF, NIRDA
3.1.7. Reinforce partnership with PSF and advocate for the strengthening of the Chamber of Young Entrepreneurs	% annual increase in active male and female youth members of the Chamber of Young Entrepreneurs		5%	10%	10%	10%	10%	PSF, NYC, MYCULTURE reports	PSF, NEP, RDB, MYCULTURE
3.1.8. Design a tailored advocacy approach to increase the enrolment of girls into male dominated trade (E.g.: mechanics, construction) rather than trades close to traditional roles (E.g.: tailoring, cooking,)	% annual increase in new female youth enrolment		5%	10%	10%	10%	10%	NYC, NISR, reports	RDB, PSF, NIRDA
Strategy 3.2: Support growth of male and female youth small businesses									

Strategic Objective / Outcome / Output	Key performance indicators	Baseline	Targets					Means of verification	Key partners
			Year 1	Year 2	Year 3	Year 4	Year 5		
Output 3.2. Male and female youth small projects supported to grow into SMEs	Number of projects converting into SMEs		20	50	50	100	150	NYC/NISR reports	
3.2.1. Advocate for lease/buy equipment facilitation to young entrepreneurs	Number of sponsored schemes running in financial institutions		1	2	2	3	3	NYC reports	BDF, NEP, Financial institutions, PSF
3.2.2. Advocate for regular trainings and mentorship for the young entrepreneurs in NST1 growth potential sectors	Number of participating male and female youths		1,000	1,500	2,000	4,000	5,000	NYC reports	NEP, technical sectors, PSF
3.2.3. Advocate for expansion capital schemes for competitive male and female youth businesses (BDF, Commercial banks, financing angels, etc.) for already existing businesses	Number of schemes running		1	2	2	3	3	NYC reports	BDF, NEP, Financial institutions, PSF
Strategy 3.3: Advocate for improved market access to male and female youth products									
Output 3.3. Male and female youth businesses sell on e-platforms	Male and female youth businesses selling on e-platforms		10	30	40	60	100		
3.3.1. Advocate for E-business among male and female youth (e-business trainings, e-selling, strengthen partnerships with Alibaba, Elumeru, etc.)	E-business platforms used by male and female youth businesses enterprises		3	4	4	5	5	NYC reports	MINICT, RISA, PSF, RDB, MINICOM, Alibaba, Elumeru
3.3.2. Advocate for marketing partnerships for young producers at international level	Number of partnerships MoU		2	2	3	4	5	NYC reports	MINICT, RISA, PSF, RDB, MINICOM
Strategy 3.4.1: Advocating and promoting male and female youth in agriculture									

Strategic Objective / Outcome / Output	Key performance indicators	Baseline	Targets					Means of verification	Key partners
			Year 1	Year 2	Year 3	Year 4	Year 5		
Output 3.4.1 Professionalisation of male and female youth in agribusiness and agroprocessing	*Male and female youth sustainable Agroprocessing and agribusiness ventures*	-	5	5	10	15	15	NYC and district reports	RAB, MINAGRI, MYCULTURE, Districts, PSF, RCA
3.4.1.1. Advocacy and supporting male and female youth Agro-processing projects (postharvest transformation and food/feeds production)	Number of male and female youth sustainable agroprocessing and agribusiness projects	-	5	5	10	15	15	NYC and district reports	RAB, MINAGRI, MYCULTURE, Districts, PSF, RCA
3.4.1.2. Advocate for male and female youth in agriculture niche markets production (horticulture, export crops, animal products, etc.)	Number of male and female youth active projects/businesses		50	100	200	250	350	NYC	RAB, MINAGRI, MYCULTURE, Districts, PSF, RCA
3.4.1.3. Advocate and support the professionalisation of young agriculture producers along the agriculture value chain from "farm to market".	Number of role model young professional agro-producers per district		5	10	15	20	30	NYC	RAB, MINAGRI, MYCULTURE, Districts, PSF, RCA
Strategy 3.4.2.: Advocate and promote professionalisation of male and female youth in the infrastructure sector									
Output 3.4.2: Professional associations by major line of employment in infrastructure sector	*% of Male and female youth reached*		5%	8%	10%	15%	20%		
3.4.2.1. Advocate for the professionalisation of male and female youth associations in the infrastructure sector	At least 1 professional association per line of activity (masonry, carpentry, tiles laying, materials processing, etc.)		-	5	5	5	10	NYC and MYCULTURE reports	MINICOM, MYCULTURE, NGOs, PSF
3.4.2.2. Advocate and promote male and female youth innovations & ventures in affordable eco-friendly housing and	At 5 marketable innovations by the end of the strategic plan		-	-	2	2	1	NYC and MYCULTURE reports	MINICOM, MINIFRA, RHA, RCA, MYCULTURE,

39

Strategic Objective / Outcome / Output	Key performance indicators	Baseline	Targets					Means of verification	Key partners
			Year 1	Year 2	Year 3	Year 4	Year 5		
construction materials									NGOs, DPs
Strategy 3.4.3. Promote male and female youth innovations in environment protection and climate change mitigation									
Output 3.4.3. Male and female youth innovations in environment protection and climate change mitigation	% increase of male and female youth innovations		5%	10%	20%	20%	30%	NYC reports	REMA, IUCN, FONERWA, RDB, RAB, NIRDA, Inkeragutabara
3.4.3.1. Sensitise male and female youth on rational and sustainable utilization of natural resources and green entrepreneurship	Number of male and female youth innovations		10	15	15	15	15	NYC reports	REMA, IUCN, FONERWA, RDB, RAB, NIRDA, Inkeragutabara
3.4.3.2. Improve effectiveness of male and female youth contribution in environment related decision-making and programs	Number of specific male and female youth friendly decisions in environment committees		*2*	*4*	*6*	*8*	*10*	NYC organs reports	MYCULTURE, Districts, CSOs, FBOs
Strategy 3.4.4.: Advocate and support male and female youth innovations and ventures in the Creative & Cultural Industry									
Output 3.4.4: Identification and nurturing innovative male and female youth talents in the creative and cultural industry into self-employment opportunities	*At least 5,000 male and female youth benefit from related schemes*		500	1000	2000	3000	5000		
3.4.4.1. Advocate and support male and female youth innovations in the Creative & Cultural Industry (ArtRwanda, etc.)	Number of Talent detection and skills development sessions organised		-	1	1	1	1	NYC and MYCULTURE reports	MINICOM, PSF, RALC, MYCULTURE, NGOs, DPs
3.4.4.2. Advocate for male and female youth regional and international cultural exchange and exposure schemes	At least 3 schemes of cultural exchange schemes functional at EAC and international		-	-	1	1	1	NYC and MYCULTURE reports	MINICOM, PSF, RALC, EAC MYCULTURE, NGOs, DPs

40

Strategic Objective / Outcome / Output	Key performance indicators	Baseline	Targets					Means of verification	Key partners
			Year 1	Year 2	Year 3	Year 4	Year 5		
	level								
3.4.4.3. Advocate and promote cultural heritage industry among male and female youth in collaboration with IMNR	Number of cultural heritage tourism businesses		5	10	15	20	30	NYC Reports	IMNR, MYCULTURE, RALC,
3.4.4.4. Mobilisation of male and female youth on writing & reading. E-book store and trade online.	Number of male and female youth engaging in active writing and reading		3%	5%	8%	10%	15%	NYC Reports	RALSA, MYCULTURE, RALC
Strategy 3.4.5.: Promote male and female youth innovations and ventures in tourism & hospitality									
Output 3.4.5: Male and female youth led initiatives in "Visit Rwanda" and similar schemes	*At least 10 male and female youth projects are successfully running by end of SP*		1	2	5	8	10		
3.4.5.1. Advocate for male and female youth innovations in tourism & hospitality in response to "Visit Rwanda" and similar schemes	Number of male and female youth projects successfully running by the end of the strategic plan		-	2	2	3	3	NYC and MYCULTURE reports	MINICOM, PSF, RDB, RCA, MYCULTURE, NGOs, DPs
3.4.5.2. Advocate for safeguarding male and female youth well-being in the tourism and hospitality industry	A male and female youth protection policy developed and implemented			x	x	x		NYC and MYCULTURE reports	MINICOM, PSF, RDB, RNP
Strategy 3.5.: Advocate and mobilise male and female youth to venture in micro industries									
Output 3.5.: Male and female youth produce /provide quality parts/inputs into the processing industry	Number of male and female youth micro industries networked with larger industries		2	5	10	15	20	NYC /NEP reports	RDB, PSF, MINICOM, BRD, BDF, FI

Strategic Objective / Outcome / Output	Key performance indicators	Baseline	Targets					Means of verification	Key partners
			Year 1	Year 2	Year 3	Year 4	Year 5		
3.5.1. Mobilise male and female youth for the production of parts as input raw materials in industrial production processes	Number of male and female youth micro industries running		2	5	10	15	20	NYC /NEP reports	RDB, PSF, MINICOM, BRD, BDF, FI
3.5.2. Advocate and promote male and female youth ventures in trade and logistics sectors in micro industries	Number of male and female youth businesses in trade and logistics sectors in micro industries		5	10	20	30	30	NYC /NEP reports	RDB, PSF, MINICOM, BRD, BDF, FI
3.5.3. Advocate and promote male and female youth apprenticeship and training in micro industries and manufacturing (locally and abroad)	Number of male and female youth trained / in apprenticeship		1%	2%	5%	10%	15%	NYC /NEP reports	WDA, RDB, PSF, MINICOM, BRD, BDF, FI
Strategy 3.6: Advocate for a recovery/resilience program for young entrepreneurs facing economic stress and shocks									
Output 3.6.: Young entrepreneurs supported by a recovery/resilience scheme	Beneficiaries of male and female youth business resilience / recovery scheme		30	50	80	100	150	NYC Reports	
3.6.1. Advocate for recovery/ resilience financial grants / low rate loans lines for young entrepreneurs facing economic stress and shocks in BDF/ SACCOs	Beneficiaries of male and female youth business resilience / recovery scheme		30	50	80	100	150	NYC Reports	BDF, BRD, RDB, FI, Districts, SACCOs
3.6.2. Conduct business evaluations to inform business reorganisation/ reconversion to new markets or products	Number of evaluations		30	50	80	100	150	NYC Reports	BDF, BRD, RDB, FI, Districts, PSF
3.6.3. Promote business joint ventures with experienced business operators	Number of joint ventures		10	20	25	30	50	NYC Reports	Districts, PSF, BDF, RDB,

Strategic Objective / Outcome / Output	Key performance indicators	Baseline	Targets					Means of verification	Key partners
			Year 1	Year 2	Year 3	Year 4	Year 5		
PRIORITY AREA 4: MALE AND FEMALE YOUTH HEALTH									
Outcome 4: Male and female youth enjoy health and wellbeing livelihoods upholding Rwandan cultural values	*% Decrease in disease prevalence among male and female youth*		*3*	*5*	*5*	*10*	*15*	*DHS*	*NISR*
Strategy 4.1: Promote male and female youth health									
Output 4.1. Healthy male and female youth	%Decrease in disease prevalence among male and female youth	20.6%	3	5	5	10	15	DHS	NISR, MINISANTE, Districts
4.1.1. Mobilise male and female youth for regular check-up for non-communicable diseases (NCD)	Number of male and female youths tested	107,639	110,000	120,000	125,000	130,000	135,000	NYC reports	MINISANTE, Districts
4.1.2. Mobilise male and female youth for regular HIV testing and counselling	Number of male and female youths tested	51,732	55,000	60,000	70,000	80,000	100,000	NYC reports	MINISANTE, Districts
4.1.3. Partner with health facilities for male and female youth friendly health services	Number of facilities with a male and female youth health corner per district (health centres, district hospital) and schools		2	3	5	8	10	NYC reports	MINISANTE, Districts, Imbuto Foundation
4.1.4. Advocate for a strengthened modern health desk in Male and female youth Friendly Centres	Number of upgraded Health Desks in Male and female youth Friendly Centres			5	10	20	30	NYC, MINISANTE reports	NYC, MIGEPROF, MINISANTE
Strategy 4.2.: Advocacy and promoting integration of cultural values into SRH, FP for improved awareness									
Output 4.2. Culture Integrated SRH & Health and FP programs	Number of male and female youth coverage		10,000	15,000	20,000	30,000	40,000	NYC, MIGEPROF reports	NYC, MIGEPROF, MINISANTE
4.2.1. Intergeneration discussion on SRH between youth and elders	Number of sensitisations at cell		2,148	2,148	2,148	2,148	2,148	NYC, MIGEPRO	MIGEPROF, NIC, NWC,

Strategic Objective / Outcome / Output	Key performance indicators	Baseline	Targets					Means of verification	Key partners
			Year 1	Year 2	Year 3	Year 4	Year 5		
including parents, aunties, teachers and others	levels per quarter							F reports	MINISANTE
4.2.2. Advocate for integration of cultural values into male and female youth friendly SRH and FP programs at community level	Availability of guidelines for Culture Integrated sensitisation & Number of male and female youth coverage	No guidelines yet	10,000	15,000	20,000	30,000	40,000	NYC, MIGEPRO F reports	MIGEPROF, NIC, NWC, MINISANTE
PRIORITY AREA 5: MALE AND FEMALE YOUTH SOCIAL WELFARE									
Outcome 5: Rwandan male and female youth enjoy improved social welfare as a result of integration of cultural values into programs	*Male and female youth satisfaction with social welfare services*		*80%*	*85%*	*90%*	*95%*	*100%*	*RGS, CRC*	*RGB, Districts*
Strategy 5.1.: Counselling and prevention of drug abuse and delinquency among Male and female youth									
Output 5.1. Homegrown response to male and female youth delinquency and drug abuse	Number male and female youth reached		10,000	15,000	20,000	30,000	40,000	NYC reports	MIGEPROF, NIC, NWC, MINISANTE
5.1.1. Advocate and promote responsible parenting	Number of mobilisation sessions per village		3	3	4	5	5	NYC reports	MYCULTURE, MIGEPROF, RNP, Districts, DPs
5.1.2. Sensitise male and female youth against drug abuse	Number of mobilisation sessions per village		3	3	4	5	5	NYC reports	MYCULTURE, MIGEPROF, RNP, Districts, DPs
5.1.3. Advocate and partner with security and health institutions for the identification, testing, treatment and counselling of male and female youth	Number male and female youth reached		10,000	15,000	20,000	30,000	40,000	NYC reports	MYCULTURE, MINISANTE, RNP, Districts, DPs
5.1.4. Advocate and support delinquent reinsertion programs	Number male and female youth reached		2,000	2,500	3,000	3,500	4,000	NYC reports	MYCULTURE, MINISANTE,

Strategic Objective / Outcome / Output	Key performance indicators	Baseline	Targets					Means of verification	Key partners
			Year 1	Year 2	Year 3	Year 4	Year 5		
									RNP, Districts, DPs
Strategy 5.2: Promote gender equality and fight GBV among male and female youth									
Output 5.2. Male and female youth led GBV free campaigns	% decrease in GBV among male and female youth	39.2%	30%	25%	20%	10%	5%	DHS	MIGEPROF, MINISANTE, RNP
5.2.1. Mobilisation of male and female youth in partnership with ISANGE and other partners (GMO, MIGEPROF, CSOs, FBOs, etc.)	Number of sensitisation sessions at cell level		2,148	2,148	2,148	2,148	2,148	NYC, MIGEPROF reports	NYC, MIGEPROF, MINISANTE
5.2.2. Deliver GBV sensitisation & counselling in Male and female youth Friendly Centres to provide support and follow up to GBV male and female youth victims	Number of centres delivering sensitisations		20	25	28	30	32	NYC, MIGEPROF reports	MIGEPROF, MINISANTE, RNP
5.2.3. Training of the members of NYC organs on GBV to equip with the necessary capacity for male and female youth sensitisation	Number of participants per sector level	120	500	1000	1500	1800	2080	MIGEPROF reports	MIGEPROF, MINISANTE, RNP
5.2.4. Advocacy and mobilisation for strengthen the quality life and wellbeing among youth especially on the fight against malnutrition among teen mothers	% of young teen mother in need receiving support	25%	30%	50%	60%	80%	100%	MINISANTE, MINALOC, NYC reports	MINISANTE, MINALOC, DPs
Strategy 5.3: Promote culture-based businesses and sports male and female youth professionalisation									
Output 5.3. Young sports professionals promoted	Number of sports disciplines introduced		5	5	6	8	10	NYC reports	MINISPORTS, Sports

Strategic Objective / Outcome / Output	Key performance indicators	Baseline	Targets					Means of verification	Key partners
			Year 1	Year 2	Year 3	Year 4	Year 5		
									Associations
5.3.1. Advocate and promote recreational facilities in Male and female youth Friendly Centres	Number of centres with rehabilitated adequate facilities		20	25	30	35	40	NYC reports	MINISPORTS, Sports Associations
5.3.2. Advocate for integration of cultural sports in Male and female youth Friendly Centres	Number of sports disciplines introduced		5	5	6	8	10	NYC reports	MINISPORTS, Sports Associations
5.3.3. Advocate for professionalisation of male and female youth in sports in male and female youth friendly centres	Sports professionals male and female youth per centre		5	5	6	8	10	NYC reports	MINISPORTS, Sports Associations
5.3.4. Advocate for and promote Male and female youth sports club at cell, sector and district level (umbrella)	Number of male and female youth clubs created and running		150	300	500	800	1000	NYC reports	MINISPORTS, Districts, Sports Associations
PRIORITY AREA 6: ICT, COMMUNICATION AND NETWORKING									
Outcome 6: Male and female youth led ICT Innovations	*Proportion of male and female youth access to ICT*		15%	20%	30%	35%	40%	EICV	NISR
Strategy 6.1: Contribute to male and female youth access and use of ICT, communication and networking									
Output 6.1. Increased ICT accessibility for male and female youth	Number of male and female youth reached		10%	20%	20%	25%	30%	NYC reports	MINICT
6.1.1. Advocate for improved ICT literacy among rural male and female youth	Number of male and female youth reached		10%	20%	20%	25%	30%	NYC reports	MINICT, AIRTEL, MTN, LIQUID TELECOM, RISA, RURA

Strategic Objective / Outcome / Output	Key performance indicators	Baseline	Targets					Means of verification	Key partners
			Year 1	Year 2	Year 3	Year 4	Year 5		
6.1.2. Advocate for increased low-income male and female youth access to internet and mobile technology in rural areas through partnership with communications industry partners	Number of male and female youth reached		10%	20%	20%	25%	30%	NYC reports	MINICT, AIRTEL, MTN, LIQUID TELECOM, RISA, RURA
6.1.3. Advocate for Kinyarwanda based applications accessible by rural male and female youth	Number of applications developed/translated		5	8	10	10	10	NYC reports	MINICT, AIRTEL, MTN, LIQUID TELECOM, RISA, RURA
6.1.4. Advocate and create awareness on responsible social media use among male and female youth	Number of male and female youth reached		10%	20%	20%	25%	30%	NYC reports	MINICT, AIRTEL, MTN, LIQUID TELECOM, RISA, RURA
Strategy 6.2: Develop male and female youth communication strategy and systems									
Output 6.2. All male and female youth categories supplied with timely genuine information	% Male and female youth satisfied with service received		80%	85%	95%	95%	98%	RGS/CRC (RGB)	
6.2.1. Advocate for the development of a male and female youth communication and awareness strategy awareness strategy, including online communication strategy	Communication and awareness strategy		x					NYC reports	MYCULTURE
6.2.2. Advocate for male and female youth friendly Radio and TV programs	Number of TVs airing male and female youth programs		5	10	10	10	10	NYC reports	MYCULTURE
	Number of Radio's airing male and female youth programs		5	10	10	10	10		

Strategic Objective / Outcome / Output	Key performance indicators	Baseline	Targets					Means of verification	Key partners
			Year 1	Year 2	Year 3	Year 4	Year 5		
6.2.3. Advocate for vibrant male and female youth websites and online forums on NYC, MYCULTURE, MINICT, districts, CSOs, FBOs and other websites	Active websites with male and female youth forums		5	10	10	10	10	NYC reports	MINICT
PRIORITY AREA 7: LEADERSHIP AND CIVIC EDUCATION									
Outcome 7: Effective male and female youth empowerment coordination and mainstreaming in all sectors	% of sectors mainstreaming male and female youth		40%	60%	100%	100%	100%	NYC reports	
Strategy 7.1: Promote and strengthen male and female youth leadership.									
Output 7.1. Harmonious Male and female youth empowerment Institutional coordination	% of sectors mainstreaming male and female youth		40%	60%	100%	100%	100%	NYC reports	MYCULTURE, Ministries
7.1.1. Support male and female youth organs coordination (communication, transports, and other areas)	Increase in budget to male and female youth organs		20%	25%	35%	40%	45%	NYC reports	MYCULTURE, districts
7.1.2. Advocate for and mobilise male and female youth participation and mainstreaming in all policies and strategies	Male and female youth mainstreamed sectors		40%	60%	100%	100%	100%	Male and female youth budget statements	MYCULTURE, Ministries
7.1.3. Establish strategic partnerships with local and international organisations	Number of new MoUs		2	3	4	5	5	NYC reports	MYCULTURE, DPs, international institutions
7.1.4. Build the capacity of NYC capacity and male and female youth organs capacity to mobilise (trainings, study visits, exchange programs)	Number of participating staff and Male and female youth representatives		Districts & staff	Sectors	Cells	Villages	Villages	NYC reports	MYCULTURE, International male and female youth organisations, NIC

Strategic Objective / Outcome / Output	Key performance indicators	Baseline	Targets					Means of verification	Key partners
			Year 1	Year 2	Year 3	Year 4	Year 5		
Strategy 7.2. Promote research-based advocacy and data									
Output 7.2. Research based advocacy and mobilisation	Number of successful policy engagement / resolutions, and mobilisation themes		5	5	6	7	8	NYC reports	MYCULTURE, International male and female youth organisations, Universities, NISR, researchers
7.2.1. Build the capacity of NYC to conduct research-based advocacy	Number of participants to trainings and exposures programs		10	20	30	40	50	NYC reports	MYCULTURE, International male and female youth organisations, Universities, NISR, researchers
7.2.2. Conduct researches on different male and female youth issues	Number of research studies undertaken		2	4	5	5	5	NYC reports	MYCULTURE, International male and female youth organisations, Universities, NISR, researchers
7.2.3. Male and female youth advocacy and policy discussions to engage policy makers	Number of successful policy engagement / resolutions		5	5	6	7	8	NYC reports	MYCULTURE, International male and female youth organisations, Universities, NISR, researchers
Strategy 7.3. Build NYC male and female youth data collection and analysis systems									
Output 7.3. Data on male and female youth are collected from grass roots to inform advocacy and mobilisation	Male and female youth database functioning		x	x	x	x	x	NYC reports	Districts, MYCULTURE, NISR
7.3.1. Strengthen the capacity of NYC local organs to contribute in data collection on male and	Male and female youth organs members reached		Districts & Sectors	Cell & Sectors	Villages & Cell	Villages & Cell	Villages & Cell	NYC reports	MYCULTURE, Districts, NISR, researchers

Strategic Objective / Outcome / Output	Key performance indicators	Baseline	Targets					Means of verification	Key partners
			Year 1	Year 2	Year 3	Year 4	Year 5		
female youth issues at local level									
7.3.2. Advocate for the creation of reliable NYC male and female youth management information systems (YMIS)	YMIS functioning		x	x	x	x	x	x	MYCULTURE, Ministries
Strategy 7.4. Coordination and promoting participation of Male and female youth in Diaspora and HLI									
Output 7.4. Male and female youth in Diaspora, HLI and special groups adequately coordinated	Male and female youth representation in diaspora and HLI		x	x	x	x	x	NYC reports	
7.4.1. Setting up NYC diaspora male and female youth representation	Number of diaspora NYC representations under diplomatic coordination abroad (regional)		Europe, China & Canada	Africa & USA	Other continents	Other continents	Other continents	NYC reports	MINAFET, MIGRATION, MYCULTURE
7.4.2. Promoting Itorero for male and female youth in the diaspora	Number of Diaspora Itorero locally, and abroad (via embassies)		2	3	5	6	10	NYC reports	MYCULTURE, RDB, NIC, Embassies
7.4.3. Entrepreneurship and investment facilitation for Male and female youth in Diaspora	Number of Diaspora male and female youth projects		3	5	10	15	20	NYC reports	MYCULTURE, RDB, PSF, Embassies
7.4.4. Mobilisation and integration of male and female youth in HLI and special groups (organs, capacities, coordination)	Special groups integrated into regular organs representation (PWD, HLI, etc.)		all	all	all	all	all	NYC reports	MYCULTURE, Districts, Universities, NCPD, etc.
Strategy 7.5: Improved male and female youth organizations oversight									
Output 7.5. Male and female youth Organisations are mapped for mobilisation and empowerment	Coordination mechanism in place	None	x	x	x	x	x	NYC Reports	RGB, MYCULTURE, MINALOC, Districts, CSOs

Strategic Objective / Outcome / Output	Key performance indicators	Baseline	Targets					Means of verification	Key partners
			Year 1	Year 2	Year 3	Year 4	Year 5		
7.5.1. Inventory and mapping of male and female youth organisations	Inventory of existing male and female youth organisations available	None		x	x			NYC Reports	RGB, MYCULTURE, MINALOC, Districts, CSOs
7.5.2. Developing male and female youth organisations oversight regulations in collaboration with relevant institutions	Approved regulation on male and female youth organisations oversight	None		x				NYC Reports	RGB, MYCULTURE, MINALOC, Districts, CSOs
7.5.3. Facilitating and certifying the creation of male and female youth organisation	A pre-approval mechanism for registration of male and female youth organisations	None		x	x	x	x	NYC Reports	RGB, MYCULTURE, MINALOC, Districts, CSOs
PRIORITY AREA 8: Participation & Governance									
Outcome 8: Productive Male and female youth Participation and Volunteerism	% increase in satisfaction with male and female youth participation and volunteerism		5%	5%	5%	5%	5%	NYC reports	
Strategy 8.1: Promote male and female youth participation									
Output 8.1. Male and female youth participation ranked above 80%	*rate Male and female youth citizen participation*		80%	85%	95%	95%	98%	RGS/CRC (RGB)	
8.1.1. Build the capacity of NYC and male and female youth organs to mobilise (trainings, study visits, exchange programs)	Rate of male and female youth citizen participation		80%	85%	95%	95%	98%	CRC/RGS	RGB MYCULTURE
8.1.2. Advocate for and partner with relevant institutions for male and female youth Itorero on	Number of Itorero sessions		2	2	3	3	3	NYC report	MYCULTURE, NIC, RALC, Districts

Strategic Objective / Outcome / Output	Key performance indicators	Baseline	Targets					Means of verification	Key partners
			Year 1	Year 2	Year 3	Year 4	Year 5		
different development themes									
8.1.3. Organise Male and female YouthConnekt series	Number of participants	350,000	400,000	440,000	460,000	480,000	500,000	NYC report	MYCULTURE, NIC, RALC, Districts
8.1.4. Advocacy, mobilisation, training and mentorships to increase the number of girls joining decision-making positions at all levels	Percent increase in young females in decision making positions	At least 30%	5%	5%	5%	5%	5%	CRC/RGS	RGB MYCULTURE
8.1.5. Advocate for male and female youth disaggregated indicators on citizen participation	All CRC/RGS indicators male and female youth disaggregated	No male and female youth desegregation	x	x	x	x	x	CRC/RGS report	RGB MYCULTURE
Strategy 8.2.: Promote volunteerism among male and female youth									
Output 8.2. Increased Male and female youth volunteerism	Number of male and female youths participating		10%	20%	25%	30%	35%	NYC report	
8.2.1. Mobilise male and female youth for the culture of volunteerism	Number of male and female youths participating		10%	20%	25%	30%	35%	NYC reports	RGB MYCULTURE
8.2.2. Advocate for special involvement of NYC representatives in technical service delivery	Number of NYC representatives participating		2,000	3,000	5,000	8,000	10,000	NYC report	MYCULTURE, Sector ministries, districts

ANNEX 2: INDICATIVE BUDGET

Outcomes &Strategies	Budget					Total Budget
	2020/21	2021/22	2022/23	2023/24	2024/25	
PRIORITY AREA 1: YOUTH SKILLS DEVELOPMENT AND EMPLOYMENT	330,000,000	396,000,000	451,200,000	494,400,000	546,240,000	2,217,840,000
Outcome 1: Youth adequately skilled to withstand local and international job competition						
1.1 Advocate and promote youth skills development and employability	80,000,000	96,000,000	115,200,000	115,200,000	115,200,000	521,600,000
1.2 Mobilise and encourage youth to enrol in TVET	50,000,000	60,000,000	72,000,000	86,400,000	103,680,000	372,080,000
1.3 Institutionalisation of talents detection (Youth got talents) in all sectors	100,000,000	120,000,000	144,000,000	172,800,000	207,360,000	744,160,000
1.4 Advocate and support job readiness programs for local and international placements	100,000,000	120,000,000	120,000,000	120,000,000	120,000,000	580,000,000
PRIORITY AREA 2: YOUTH ACCESS TO FINANCE	250,000,000	270,000,000	324,000,000	352,800,000	387,360,000	1,584,160,000
Outcome 2: Skilled youth have access to the required capital to finance innovations						
2.1 Advocate for improved financial literacy among youth	50,000,000	60,000,000	72,000,000	86,400,000	103,680,000	372,080,000
2.2 Advocacy and close follow up of youth friendly access to finance programs	150,000,000	150,000,000	180,000,000	180,000,000	180,000,000	840,000,000
2.3 Monitoring of financed youth projects	50,000,000	60,000,000	72,000,000	86,400,000	103,680,000	372,080,000
PRIORITY AREA 3: YOUTH ENTREPRENEURSHIP AND SELF-EMPLOYMENT	780,000,000	936,000,000	1,123,200,000	1,324,800,000	1,566,720,000	5,730,720,000
Outcome 3: Skilled youth sustainably engage in self-employment, Innovation and Entrepreneurship						
3.1 Advocate and promote youth entrepreneurship and self-employment	100,000,000	120,000,000	144,000,000	172,800,000	207,360,000	744,160,000
3.2 Support growth of youth small businesses	100,000,000	120,000,000	144,000,000	172,800,000	207,360,000	744,160,000
3.3 Advocate for improved market access to youth products	50,000,000	60,000,000	72,000,000	86,400,000	103,680,000	372,080,000
3.4 Mainstreaming and Engaging youth in NST1 priority sectors with high potential for growth and job creation						
3.4.1. Professionalisation of youth in agribusiness and agroprocessing	80,000,000	96,000,000	115,200,000	115,200,000	115,200,000	521,600,000

Outcomes &Strategies	Budget					Total Budget
	2020/21	2021/22	2022/23	2023/24	2024/25	
3.4.2. Professional associations by major line of employment in infrastructure sector	50,000,000	60,000,000	72,000,000	86,400,000	103,680,000	372,080,000
3.4.3. Youth innovations in environment protection and climate change mitigation promoted	100,000,000	120,000,000	144,000,000	172,800,000	207,360,000	744,160,000
3.4.4. Identification and nurturing innovative youth talents in the creative and cultural industry into self-employment opportunities	100,000,000	120,000,000	144,000,000	172,800,000	207,360,000	744,160,000
3.4.5. Youth led initiatives in "Visit Rwanda" scheme	50,000,000	60,000,000	72,000,000	86,400,000	103,680,000	372,080,000
3.5. Advocate and mobilise youth to venture in micro industries	50,000,000	60,000,000	72,000,000	86,400,000	103,680,000	372,080,000
3.6. Advocate for a recovery/resilience program for young entrepreneurs facing economic stress and shocks	100,000,000	120,000,000	144,000,000	172,800,000	207,360,000	744,160,000
PRIORITY AREA 4: YOUTH HEALTH	**122,000,000**	**146,400,000**	**175,680,000**	**158,400,000**	**175,680,000**	**778,160,000**
Outcome 4: Youth enjoy health and wellbeing livelihoods upholding Rwandan cultural values						
4.1. Promote youth health	50,000,000	60,000,000	72,000,000	86,400,000	103,680,000	372,080,000
4.2. Advocate and promote integration of cultural values into SRH, FP for improved awareness	72,000,000	86,400,000	103,680,000	72,000,000	72,000,000	406,080,000
PRIORITY AREA 5: SOCIAL WELFARE	**152,000,000**	**182,400,000**	**218,880,000**	**187,200,000**	**187,200,000**	**927,680,000**
Outcome 5: Rwandan youth enjoy improved social welfare as a result of integration of cultural values into social walfare programs						
5.1. Counselling and prevention of drug abuse and delinquency among Youth	80,000,000	96,000,000	115,200,000	115,200,000	115,200,000	521,600,000
5.2. Promote gender equality and fight GBV among youth	72,000,000	86,400,000	103,680,000	72,000,000	72,000,000	406,080,000
5.3. Advocate and promote professionalisation of sports among youth	80,000,000	96,000,000	115,200,000	115,200,000	115,200,000	521,600,000
PRIORITY AREA 6: ICT, COMMUNICATION AND NETWORKING	**122,000,000**	**146,400,000**	**175,680,000**	**158,400,000**	**175,680,000**	**778,160,000**
Outcome 6: Youth led ICT Innovations						

Outcomes &Strategies	Budget					Total Budget
	2020/21	*2021/22*	*2022/23*	*2023/24*	*2024/25*	
6.1 Facilitate youth access and use of ICT, communication and networking	50,000,000	60,000,000	72,000,000	86,400,000	103,680,000	372,080,000
6.2 Develop youth communication strategy and systems	72,000,000	86,400,000	103,680,000	72,000,000	72,000,000	406,080,000
PRIORITY AREA 7: LEADERSHIP AND CIVIC EDUCATION	*250,000,000*	*342,000,000*	*404,400,000*	*433,200,000*	*362,560,000*	*1,792,160,000*
Outcome 7: Effective of youth empowerment coordination and mainstreaming in all sectors						
7.1. Promote and strengthen youth leadership	50,000,000	60,000,000	72,000,000	86,400,000	103,680,000	372,080,000
7.2. Promote research-based advocacy	80,000,000	96,000,000	115,200,000	115,200,000	115,200,000	521,600,000
7.3. Build NYC youth data collection and analysis systems	50,000,000	96,000,000	115,200,000	115,200,000	10,000,000	386,400,000
7.4. Coordination and promoting participation of Youth in Diaspora and HLI	50,000,000	60,000,000	72,000,000	86,400,000	103,680,000	372,080,000
7.5. Improve youth organizations oversight	20,000,000	30,000,000	30,000,000	30,000,000	30,000,000	140,000,000
PRIORITY AREA 8: Participation & Governance	*122,000,000*	*146,400,000*	*175,680,000*	*158,400,000*	*175,680,000*	*778,160,000*
Outcome 8: Productive Youth Participation and Volunteering						
8.1. Promote youth participation and civic education	50,000,000	60,000,000	72,000,000	86,400,000	103,680,000	372,080,000
8.2 Promote voluntarism among youth	72,000,000	86,400,000	103,680,000	72,000,000	72,000,000	406,080,000
TOTAL	**2,128,000,000**	**2,565,600,000**	**3,048,720,000**	**3,267,600,000**	**3,577,120,000**	**14,587,040,000**

Annex 3: Roles in the implementation of NYC Strategic Plan 2020

STRATEGY AND ACTIVITIES		LEAD	KEY PARTNERS
PRIORITY AREA 1: YOUTH EMPLOYMENT AND SKILLS DEVELOPMENT			
Strategy 1.1: Advocate and promote youth skills development and employability			
Output 1.1: Specific employability and skills development programs for low educated and low-income youth at village level	1.1.1. Inventory and categorisation of existing skills among youth versus Local Economic Development (LED) strategies (NYC in partnership with LODA, NEP, MIFOTRA, WDA/MINEDUC, etc.)	NYC & NEP	Districts, LODA, MINALOC, MIFOTRA, WDA, NISR, MYCULTURE,
	1.1.2. Partner with NEP for an extensive nationwide skill coaching program in "Udukiriro", cells, and youth cooperatives by handcraft artisans leading to a WDA skills certification	NEP	District (BDEU), WDA, DPs
	1.1.3. Advocate for an official certification of Youth Friendly Centres employability programs	WDA	NEP, PSF
	1.1.4. Develop strategic partnerships for job creation & employment, and NYC participation in decision making	NYC	WDA, NEP, PSF, DPs, NGOs, etc.
	1.1.5. Mobilise youth and advocate for skills development in youth to enable them to tap into opportunities in NST1 sectors	NYC & NEP	WDA, PSF, DPs, NGOs, etc.
	1.1.6. Youth Career advocacy & career guidance Program	NYC & NEP	WDA, PSF, DPs, NGOs, etc.
Strategy 1.2: Mobilise and encourage youth to engage in TVET			
Output 1.2: Increased youth enrolment in TVETs	1.2.1. Mobilising youth and parents	NYC & WDA	WDA, PSF, DPs, NGOs, etc.
	1.2.2. Mobilising schooling support for needy youth to attend TVETs/VTCs	NYC & WDA	WDA, PSF, DPs, NGOs, etc.
Strategy 1.3: Institutionalisation of talents detection (Youth got talents) in all sectors			
Output 1.3. Youth talents detected and developed in all sectors of activity	1.3.1. Advocate for expanding ArtRwanda approach to other technical sectors	NYC & MYCULTURE	All sector ministries and agencies, DPs, PSF, Banks, etc.
	1.3.2. Advocate & Promote youth innovation fairs & competitions	NYC& PSF	Districts, PSF, DPs.
Strategy 1.4: Advocate and support job readiness programs			
Output 1.4. Regular and consistent youth job placement at international level	1.4.1. Advocate and create awareness on regional and international jobs and promote overseas jobs among Rwandan male and female youth	NYC & MIFOTRA	NEP, MIFOTRA, MYCULTURE, NYC, MINAFET, overseas
	1.4.2. Advocate and promote a regional and international exchange programs	NYC & MIFOTRA	MIFOTRA, RDB, MINAFET
	1.4.3. Develop strategic partnerships for on job exposure/training & employment for youth	NYC, MYCULTURE	WDA, NEP, PSF, DPs, NGOs, etc.
	1.4.4. Advocate for a consolidated database of job opportunities online	NYC & NEP	MYICT, NEP, DPs
	1.4.5. Advocate for internships in projects implemented in local governments	NYC& Districts	Districts, MYCULTURE, MIFOTRA, Sector Ministries

STRATEGY AND ACTIVITIES			LEAD	KEY PARTNERS
PRIORITY AREA 2: YOUTH ACCESS TO FINANCE				
Strategy 2.1: Advocate for improved financial literacy among youth				
Output 2.1 Increased rate of Youth working with financial institutions	2.1.1.	Mobilise and promote the saving culture among youth	NYC & AFR	SACCOs, Sectors
	2.1.2.	Advocate for the development and use of certified curricula for financial literacy awareness in Youth Friendly Centres (National Bank, BDF and/or Access to Finance Rwanda)	NYC & AFR	AFR, Financial Institutions
	2.1.3.	Train, deploy and support peer to peer youth financial literacy mentors.	NYC & AFR	AFR, Financial Institution. District
	2.1.4.	Partner with financial institutions for regular youth financial advisory and literacy coaching programs	NYC & FI	AFR, Financial Institution. District
Strategy 2.2: Advocacy and close follow up of youth friendly access to finance programs				
Output 2.2. Most financial institutions have a youth friendly access to finance and entrepreneurship program / service	2.2.1.	Promote inclusion of youth access to finance within financial institutions CSR	NYC & FI	FI, BDF, BNR
	2.2.2.	Partner with BDF and financial institutions to Conduct aggressive sensitisation of youth & parents on youth access to youth projects financing schemes support	NYC & BDF	FI, BDF
	2.2.3.	Mobilise business investor to venture with youth to convert youth ideas into tangible and flourishing business projects	NYC & PSF	PSF, RDB, NEP, MINICOM
Strategy 2.3: Monitoring of financed youth projects				
Output 2.3: Successful implementation of all financed projects	2.3.1.	Conduct regular monitoring of the health status of youth financed projects	NYC & BDF	NYC, BDF, MYCULTURE
	2.3.2.	Advocate for projects monitoring MIS	NYC & MYCULTURE	FI, BDF, All sector institutions
	2.3.3.	Advocate for an ongoing coaching/mentorship during project implementation (by role model youth entrepreneurs)	NYC	NEP, Financial institutions, PSF, districts
PRIORITY AREA 3: YOUTH ENTREPRENEURSHIP AND SELF-EMPLOYMENT				
Strategy 3.1.: Advocate and promote youth entrepreneurship and self-employment				
Output 3.1. Youth led entrepreneurship, innovations and Self-Employment	3.1.1.	Strengthen NYC youth entrepreneurship, access to finance, trainings and business competitions programs	NYC &	MYCULTURE, NEP, PSF, BDF, RDB, Districts
	3.1.2.	Train and support youth organs members into business advisors "abafashamyumvire" and role models	NYC &	PSF, BDF, NEP, MYCULTURE, FI
	3.1.3.	Strengthen doing business and innovations in youth cooperatives	RCA &	RCA
	3.1.4.	Promote and support young entrepreneurs to exhibit and export their products (trade fairs, show rooms in Youth Friendly Centres, youth innovation days, etc.) at local and international level	PSF, WDA, NYC &	PSF, WDA, NYC
	3.1.5.	Advocate for and support youth innovation in the framework of MiR and Visit Rwanda and other doing business innovations	NYC, RDB &	RDB, PSF, NIRDA

STRATEGY AND ACTIVITIES		LEAD	KEY PARTNERS
	3.1.6. Advocate for and Mobilise youth to venture in cross border trade (research, coaching, mentorship, entrepreneurship, etc.)	NYC, RDB &	RDB, PSF, NIRDA
	3.17. Reinforce partnership with PSF and advocate for the strengthening of the chamber of young entrepreneurs	PSF	RDB/NEP, MYCULTURE, WDA, NYC
Strategy 3.2: Support growth of youth small businesses			
Output 3.2. Youth small projects supported to grow into SMEs	3.2.1. Advocate for lease/buy equipment facilitation to young entrepreneurs	NYC & BDF	BDF, NEP, Financial institutions, PSF
	3.2.2. Advocate for regular trainings and mentorship for the young entrepreneurs in NST1 growth potential sectors	NYC & NEP	NEP, technical sectors, PSF
	3.2.3. Advocate for expansion capital schemes for competitive youth businesses (BDF, Commercial banks, financing angels, etc.) for already existing businesses	NYC & BDF/FI	BDF, NEP, Financial institutions, PSF
Strategy 3.3: Advocate for improved market access to youth products			
Output 3.3. Youth businesses sell on e-platforms	3.3.1. Advocate for E-business among youth (e-business trainings, e-selling, strengthen partnerships with Alibaba, Elumeru, etc.)	NYC, RDB & MINICT	MINICT, RISA, PSF, RDB, MINICOM, Alibaba, Elumeru
	3.3.2. Advocate for marketing partnerships for young producers at international level	NYC &	MINICT, RISA, PSF, RDB, MINICOM
Strategy 3.4: Mainstreaming and Engaging youth in NST1 priority sectors with high potential for growth and job creation			
Strategy 3.4.1: Advocating and promoting youth in agriculture			
Output 3.4.1 Professionalisation of youth in agribusiness and Agroprocessing	3.4.1.1. Advocacy and supporting youth Agro-processing projects (postharvest transformation and food/feeds production)	NYC and district &	RAB, MINAGRI, MYCULTURE, Districts, PSF, RCA
	3.4.1.2. Advocate for youth in agriculture niche markets production (horticulture, export crops, animal products, etc.)	RAB/MINAGRI & NYC	RAB, MINAGRI, MYCULTURE, Districts, PSF, RCA, NGOs
	3.4.1.3. Advocate and support the professionalisation of young agriculture producers along the agriculture value chain from "farm to market".	RAB/MINAGRI & NYC	RAB, MINAGRI, MYCULTURE, Districts, PSF, RCA, NGOs
Strategy 3.4.2.: Advocate and promote professionalisation of youth in the infrastructure sector			
Output 3.4.2: Professional associations by major line of employment in infrastructure sector	3.4.2.1. Advocate for the professionalisation of youth associations in the infrastructure sector	NYC and MYCULTURE & MININFRA	MINICOM, MYCULTURE, NGOs, PSF
	3.4.2.2. Advocate and promote youth innovations & ventures in affordable eco-friendly housing and construction materials	NYC and MYCULTURE &	MINICOM, MINIFRA, RHA, RCA, MYCULTURE, NGOs, DPs
Strategy 3.4.3. Promote youth innovations in environment protection and climate change mitigation			

STRATEGY AND ACTIVITIES		LEAD	KEY PARTNERS
Output 3.4.3. Youth innovations in environment protection and climate change mitigation	3.4.3.1. Sensitise youth on rational and sustainable utilization of natural resources and green entrepreneurship	NYC & REMA	REMA, IUCN, FONERWA, RDB, RAB, NIRDA, Inkeragutabara
	3.4.3.2. Improve effectiveness of youth contribution in environment related decision-making and programs	NYC & REMA	MYCULTURE, Districts, CSOs, FBOs
Strategy 3.4.4.: Advocate and support youth innovations and ventures in the Creative & Cultural Industry			
Output 3.4.4: Identification and nurturing innovative youth talents in the creative and cultural industry into self-employment opportunities	3.4.4.1. Advocate and support youth innovations in the Creative & Cultural Industry (ArtRwanda, etc.)	NYC & RALC	MINICOM, PSF, RALC, MYCULTURE, NGOs, DPs
	3.4.4.2. Advocate for youth regional and international cultural exchange and exposure schemes	NYC & MYCULTURE	MINICOM, PSF, RALC, EAC MYCULTURE, NGOs, DPs
	3.4.4.3. Advocate and promote cultural heritage industry among youth in collaboration with IMNR	NYC & IMNR	IMNR, MYCULTURE, RALC,
	3.4.4.4. Mobilisation of youth on writing & reading. E-book store and trade online.	NYC & RALC	RALSA, MYCULTURE, RALC
Strategy 3.4.5.: Promote youth innovations and ventures in tourism & hospitality			
Output 3.4.5: Youth led initiatives in "Visit Rwanda" and similar schemes	3.4.5.1. Advocate for youth innovations in tourism & hospitality in response to "Visit Rwanda" and similar schemes	NYC & RDB	MINICOM, PSF, RDB, RCA, MYCULTURE, NGOs, DPs
	3.4.5.2. Advocate for safeguarding youth well-being in the tourism and hospitality industry	NYC & RDB	MINICOM, PSF, RDB, RNP
Strategy 3.5.: Advocate and mobilise youth to venture in micro industries			
Output 3.5: Youth produce /provide quality parts/inputs into the processing industry	3.5.1. Mobilise youth for the production of parts as input raw materials in industrial production processes	NY & RDB/MINICOM	RDB, PSF, MINICOM, BRD, BDF, FI
	3.5.2. Advocate and promote youth ventures in trade and logistics sectors in micro industries	NYC & RDB	RDB, PSF, MINICOM, BRD, BDF, FI
	3.5.3. Advocate and promote youth apprenticeship and training in micro industries and manufacturing (locally and abroad)	NYC & NEP	WDA, RDB, PSF, MINICOM, BRD, BDF, FI
Strategy 3.6: Advocate for a recovery/resilience program for young entrepreneurs facing economic stress and shocks			
Output 3.6.: Young entrepreneurs supported by a recovery/resilience scheme	3.6.1. Advocate for recovery/ resilience financial grants / low rate loans lines for young entrepreneurs facing economic stress and shocks in BDF/ SACCOS	NYC & BDF	BDF, BRD, RDB, FI, Districts, SACCOs
	3.6.2. Conduct business evaluations to inform business reorganisation/ reconversion to new markets or products	NYC & RDB	BDF, BRD, RDB, FI, Districts, PSF
	3.6.3. Promote business joint ventures with experienced business operators	NYC & PSF	Districts, PSF, BDF, RDB,
PRIORITY AREA 4: YOUTH HEALTH			
Strategy 4.1: Promote youth health			
Output 4.1. Healthy youth	4.1.1. Mobilise youth for regular check-up for non-communicable	NYC & RBC	MINISANTE, Districts

STRATEGY AND ACTIVITIES			LEAD	KEY PARTNERS
		diseases (NCD)		
	4.1.2.	Mobilise youth for regular HIV testing and counselling	NYC & RBC	MINISANTE, Districts
	4.1.3.	Partner with health facilities for youth friendly health services	NYC & MINISANTE	MINISANTE, Districts, Imbuto Foundation
	4.1.4.	Advocate for a strengthened modern health desk in Youth Friendly Centres	NYC & MINISANTE	NYC, MIGEPROF, MINISANTE
Strategy 4.2.: Advocacy and promoting integration of cultural values into SRH, FP for improved awareness				
Output 4.2. Culture Integrated SRH & Health and FP programs	4.2.1.	Intergeneration discussion on SRH between youth and elders including parents, aunties, teachers, and others	NYC, MIGEPROF & NIC	MIGEPROF, NIC, NWC, MINISANTE
	4.2.2.	Advocate for integration of cultural values into youth friendly SRH and FP programs at community level	NYC, MIGEPROF & MINISANTE	MIGEPROF, NIC, NWC, MINISANTE
PRIORITY AREA 5: YOUTH SOCIAL WELFARE				
Strategy 5.1.: Counselling and prevention of drug abuse and delinquency among Youth				
Output 5.1. Homegrown response to youth delinquency and drug abuse	5.1.1.	Advocate and promote responsible parenting	NYC & MIGEPROF	MYCULTURE, MIGEPROF, RNP, Districts, DPs
	5.1.2.	Sensitise youth against drug abuse	NYC & MINISANTE	MYCULTURE, MIGEPROF, RNP, Districts, DPs
	5.1.3.	Advocate and partner with security and health institutions for the identification, testing, treatment and counselling of youth	NYC & Districts / RNP	MYCULTURE, MINISANTE, RNP, Districts, DPs
	5.1.4.	Advocate and support delinquent reinsertion programs	NYC & Districts	MYCULTURE, MINISANTE, RNP, Districts, DPs
Strategy 5.2: Promote gender equality and fight GBV among youth				
Output 5.2. Youth led GBV free campaigns	5.2.1.	Mobilisation of youth in partnership with ISANGE and other partners (GMO, MIGEPROF, CSOs, FBOs, etc.)	NYC, MIGEPROF & RNP	NYC, MIGEPROF, MINISANTE
	5.2.2.	Deliver GBV sensitisation & counselling in Youth Friendly Centres to provide support and follow up to GBV youth victims	NYC, MIGEPROF & RNP	MIGEPROF, MINISANTE, RNP
	5.2.3.	Training of the members of NYC organs on GBV to equip with the necessary capacity for youth sensitisation	MIGEPROF & RNP	MIGEPROF, MINISANTE, RNP
	5.2.4.	Strengthen the quality life and wellbeing among youth especially on the fight against malnutrition among teen mothers	MINISANTE & NYC	MINISANTE & NYC, MINALOC, Districts
Strategy 5.3: Promote culture-based businesses and sports youth professionalisation				
Output 5.3. Young sports professionals promoted	5.3.1.	Advocate and promote recreational facilities in Youth Friendly Centres	NYC & Districts , MINISPORTS	MINISPORTS, Sports Associations
	5.3.2.	Advocate for integration of cultural sports in Youth Friendly Centres	NYC & Districts , MINISPORTS	MINISPORTS, Sports Associations
	5.3.3.	Advocate for professionalisation of youth in sports in youth friendly centres	NYC & Districts , MINISPORTS	MINISPORTS, Sports Associations

STRATEGY AND ACTIVITIES		LEAD	KEY PARTNERS
	5.3.4. Advocate for and promote Youth sports club at cell, sector and district level (umbrella)	NYC & Districts , MINISPORTS	MINISPORTS, Districts, Sports Associations
PRIORITY AREA 6: ICT, COMMUNICATION AND NETWORKING			
Strategy 6.1: Contribute to youth access and use of ICT, communication and networking			
Output 6.1. Increased ICT accessibility for youth	6.1.1. Advocate for improved ICT literacy among rural youth	NYC & RISA/MINICT	MINICT, AIRTEL, MTN, LIQUID TELECOM, RISA, RURA
	6.1.2. Advocate for increased low-income youth access to internet and mobile technology in rural areas	NYC & RISA/MINICT	MINICT, AIRTEL, MTN, LIQUID TELECOM, RISA, RURA
	6.1.3. Advocate for Kinyarwanda based applications accessible by all youth	NYC & RISA/MINICT	MINICT, AIRTEL, MTN, LIQUID TELECOM, RISA, RURA
	6.1.4. Advocate and create awareness on responsible social media use among youth	NYC & RISA/MINICT	MINICT, AIRTEL, MTN, LIQUID TELECOM, RISA, RURA
Strategy 6.2: Develop youth communication strategy and systems			
Output 6.2. All youth categories supplied with timely genuine information	7.2.1. Advocate for the development of a youth communication and awareness strategy awareness strategy, including online communication strategy	NYC & RISA/MINICT	MYCULTURE
	7.2.2. Advocate for youth friendly Radio and TV programs	NYC & RBA, Radio/TVs	MYCULTURE
	7.2.3. Advocate for vibrant youth websites and online forums on NYC, MYCULTURE, MINICT, districts, CSOs, FBOs and other websites	NYC& RISA	MINICT
PRIORITY AREA 7: LEADERSHIP AND CIVIC EDUCATION			
Strategy 7.1: Promote and strengthen youth leadership.			
Output 7.1. Harmonious Youth Institutional coordination	7.1.1. Support youth organs coordination (communication, transports, and other areas)	NYC, Districts	MYCULTURE, districts
	7.1.2. Advocate for and mobilise youth participation and mainstreaming in all policies and strategies	NYC & MYCULTURE	MYCULTURE, Ministries
	7.1.3. Establish strategic partnerships with local and international organisations	NYC	MYCULTURE, DPs, international institutions
	7.1.4. Build the capacity of NYC capacity and youth organs capacity to mobilise (trainings, study visits, exchange programs)	NYC & MYCULTURE	MYCULTURE, International youth organisations, NIC
Strategy 7.2. Promote research-based advocacy and data			
Output 7.2. Research based	7.2.1. Build the capacity of NYC to conduct research-based advocacy	NYC & NISR	MYCULTURE, International

STRATEGY AND ACTIVITIES			LEAD	KEY PARTNERS
advocacy and mobilisation				youth organisations, Universities, NISR, researchers
	7.2.2.	Conduct researches on different youth issues	NYC	MYCULTURE, International youth organisations, Universities, NISR, researchers
	7.2.3.	Youth advocacy and policy discussions to engage policy makers	NYC	MYCULTURE, International youth organisations, Universities, NISR, researchers
Strategy 7.3. Build NYC youth data collection and analysis systems				
Output 7.3. Data on youth are collected from grass roots to inform advocacy and mobilisation	7.3.1.	Strengthen the capacity of NYC local organs to contribute in data collection on youth issues at local level	NYC & NISR	MYCULTURE, Districts, NISR, researchers
	7.3.2.	Advocate for the creation of reliable NYC youth management information systems (YMIS)	NYC & MYCULTURE	MYCULTURE, Ministries
Strategy 7.4. Coordination and promoting participation of Youth in Diaspora and HLI				
Output 7.4. Youth in Diaspora, HLI and special groups adequately coordinated	7.4.1.	Setting up NYC diaspora youth representation	NYC & MINAFET	MINAFET, MIGRATION, MYCULTURE
	7.4.2.	Promoting Itorero for youth in the diaspora	NYC & NIC	MYCULTURE, RDB, NIC, Embassies
	7.4.3.	Entrepreneurship and investment facilitation for Youth in Diaspora	NYC, RDB & MINAFET	MYCULTURE, RDB, PSF, Embassies
	7.4.4.	Mobilisation and integration of youth in HLI and special groups (organs, capacities, coordination)	NYC	MYCULTURE, Districts, Universities, NCPD, etc.
Strategy 7.5. Improved youth organizations oversight				
Output 7.5. Youth Organisations are mapped for mobilisation and empowerment	7.5.1.	Inventory and mapping of youth organisations	NYC	RGB, MYCULTURE, MINALOC, Districts, CSOs
	7.5.2.	Developing youth organisations oversight regulations in collaboration with relevant institutions	NYC/RGB	RGB, MYCULTURE, MINALOC, Districts, CSOs
	7.5.3.	Facilitating and certifying the creation of youth organisation	NYC/RGB	RGB, MYCULTURE, MINALOC, Districts, CSOs
PRIORITY AREA 8: PARTICIPATION AND GOVERNANCE				
Strategy 8.1. Promote youth participation				
Output 8.1. Youth participation ranked above 80%	8.1.1.	Build the capacity of NYC and youth organs to mobilise (trainings, study visits, exchange programs)	NYC	RGB MYCULTURE
	8.1.2.	Advocate for and partner with relevant institutions for youth Itorero on different development themes	NYC & NIC	MYCULTURE, NIC, RALC, Districts
	8.1.3.	Organise YouthConnekt series	NYC & MYCULTURE	MYCULTURE, NIC, RALC, Districts

	STRATEGY AND ACTIVITIES		LEAD	KEY PARTNERS
	8.1.4.	Advocate for youth disaggregated indicators on citizen participation	RGB	RGB MYCULTURE
Strategy 8.2.: Promote volunteerism among youth				
Output 8.2. Increased Youth volunteerism	8.2.1.	Mobilise youth for the culture of volunteerism	NYC & NIC	RGB, MYCULTURE
	8.2.2.	Advocate for special involvement of NYC representatives in technical service delivery	NYC	MYCULTURE, Sector ministries, districts