



## Draft Strategic Plan 2018 – 2020

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## **1) Preamble**

The African Youth Commission (AYC) is an independent Pan-African youth network founded by youth leaders to foster synergy amongst youth and youth organisations on the continent and Diaspora. Officially inaugurated on January 2017 in Addis Ababa, Ethiopia, the network is determined and committed to provide a space and voice for youth and youth organisations to set and drive their own agenda, promote the involvement of young people as key partners in the implementation of the Africa 2063 Agenda as well the UN Agenda 2030 for sustainable development, support advocacy actions on the ratification and implementation of the African Youth Charter, other youth rights-based legal instruments and contribute to advancing the AU Shared Values through a network of locally based youth actors.

AYC, over the years, has truly been a platform for promoting youth voices, connecting youth, youth organisations and initiatives on the continent, sharing opportunities, information, exchange of ideas, experiences and best practices around youth employment creation and supporting youth innovation and entrepreneurship, and made a remarkable contribution in influencing policies to address challenges and needs of young people especially youth inclusion in civic leadership, participation in political spaces and decision making at all levels.

To sustain the momentum gained during this period, there is a need to join forces with all actors in youth development to communicate, coordinate efforts and mobilise resources for improving access to relevant and efficient delivery of quality education that corresponds to labor market needs and demands, enhance opportunities for voluntary service, training, capacity building, skills development and apprenticeship for youth, facilitate access to finance for young startup entrepreneurs, small scale businesses and youth groups, sensitise youth on employment opportunities available in African continent, promote entrepreneurship among youth through business skills training and support programmes, ensure healthy lives and promote wellbeing for all at all ages, increase youth participation in policy formulation and monitoring implementation thereof, enable youth organisations working on governance to become strong voices in policy making at all levels, empower young people with capacity to help them engage meaningfully in democratic processes at national level, promote meaningful youth participation and engagement in peace processes,

mobilise young people across the regions to participate in sustainable peace building and champion the AU Silencing the guns in Africa by 2020 campaign and promote a culture of peace among young people through capacity building on peace and security.

To this effect, the AYC through this Strategic Plan 2018 – 2020 is renewing its commitment in contributing to the attainment of harnessing the demographic dividend in particular and overall the Africa 2063 aspirations for the Africa we want.

## **2) Vision**

AYC subscribed to the ideals and Pan African vision of African Union “**an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the global arena.**”

## **3) Mission/Slogan**

To unite youth in action for the promotion of African unity and development.

## **4) Values**

The core values of AYC are:

- **Integrity**
- **Transparency**
- **Pan Africanism**
- **Inclusivity**

## **5) Strategic Planning process**

In line with the AYC General Assembly meeting resolutions of January 2017 which requested the Executive Council of AYC through its Secretariat to organise a strategic working session with key stakeholders to present the communiqué and action plan from the first ever African Youth Conference on African Unity and Development organised by the AYC in Addis Ababa, Ethiopia from 22-25 January 2017.

The Secretariat convened a Leadership Retreat hosted by Voluntary Services Overseas (VSO), Jitolee, Kenya held in Nairobi at Ngong Hills Hotel from July 28 to 30, 2017. The three-day retreat was supported by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH. It brought together 37 participants mainly the leadership and Advisory Board of the AYC, key partners from 16 African countries and stakeholder youth groups based in Kenya.

An Expert Consultant was hired by GIZ to facilitate and guide the retreat. With the coming of a newly elected Executive Council and appointment of a Secretariat team, the Nairobi meeting provided a unique opportunity for leadership to interact and share the work of AYC, its vision and future aspirations with participating member organisations, youth groups and partners. The meeting decided to review the operational structure of AYC, answering whether AYC should remain as an organisation or become a network or a movement. Participants were divided into groups to critically study the AYC in terms of what it envisioned to achieve, available resources (human capacity and financial), what make AYC different from other existing structures and what services it will offer to African youth.

In breakout sessions, participants recommend that, the AYC become a network for promoting youth voices, sharing information and opportunity, organise and connect youth, youth organisations and initiatives in Africa and diaspora to communicate and coordinate efforts. The meeting discussed the core values of AYC, and internal and external assessment was also conducted to identify key strengths, weaknesses, opportunities and threats. Based on the SWOT analysis, it is deemed in the interest of the network to formulate a short term operational strategy to re-focus and align activities with the Commission's objectives.

After a lengthy discussion on a number of areas, the leadership agreed to develop a three-year Strategic Plan (2018-2020) focusing on four thematic pillars; Employment and Entrepreneurship, Health and Well-being, Governance and Human rights, Peace and Security. The pillars were highly voted as relevant and priority areas for African youth. With the guidance of Expert Consultant, the strategic objectives, expected actions and results for the proposed four thematic pillars were drafted.

At the end of Retreat, it was recommended for the Secretariat to organise a strategic planning meeting to build on the draft document. Following on the recommendation, the Secretariat convened a meeting in Kigali, Rwanda. Prior to the Kigali meeting, an Online Stakeholder Consultation was conducted by the Secretariat to give AYC membership and other stakeholders the opportunity to review, identify gaps in draft strategy and propose priority/additional areas in line with their work for consideration. The online consultation recorded 60 responses of which 36 are individual and 24 are organisation from 25 countries precisely the Federal Republic of Nigeria, Republic of Rwanda, Republic of The Gambia, Federal Republic of Somalia, Burkina Faso, Republic of Zimbabwe, Republic of Namibia, Kingdom of Lesotho, Democratic Republic of the Congo, Republic of Uganda, Tunisian Republic, Togolese Republic, Republic of Sudan, Republic of Ghana, Republic of Liberia, Republic of Sierra Leone, Republic of Burundi, Federal Democratic Republic of Ethiopia, Republic of Cameroon, Republic of Benin, Republic of Chad, Republic of Mauritius, Republic of South Africa, Republic of Kenya, Republic of Côte d'Ivoire

The Strategic planning meeting was supported by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH and took place at the Great Season Hotel in Kigali, Rwanda from 6 to 9 November 2017. It brought together 20 participants mainly AYC Executive Council, Secretariat, Advisory Board and Members. A strategic development consultant was hired by GIZ to facilitate and guide the meeting. The Kigali meeting consolidated inputs/feedback received through the online stakeholder consultations, fine-tuned the strategic objectives, expected actions and results. The participants at the meeting agreed in addition to the four proposed thematic pillars and to better serve African youth, 'AYC Strengthening' be considered as it was highly voted for in the online consultation.

## **6) The thematic pillars of the Strategic Plan**

The Strategic Plan is structured around five thematic pillars:

***Pillar 1: Employment and Entrepreneurship***

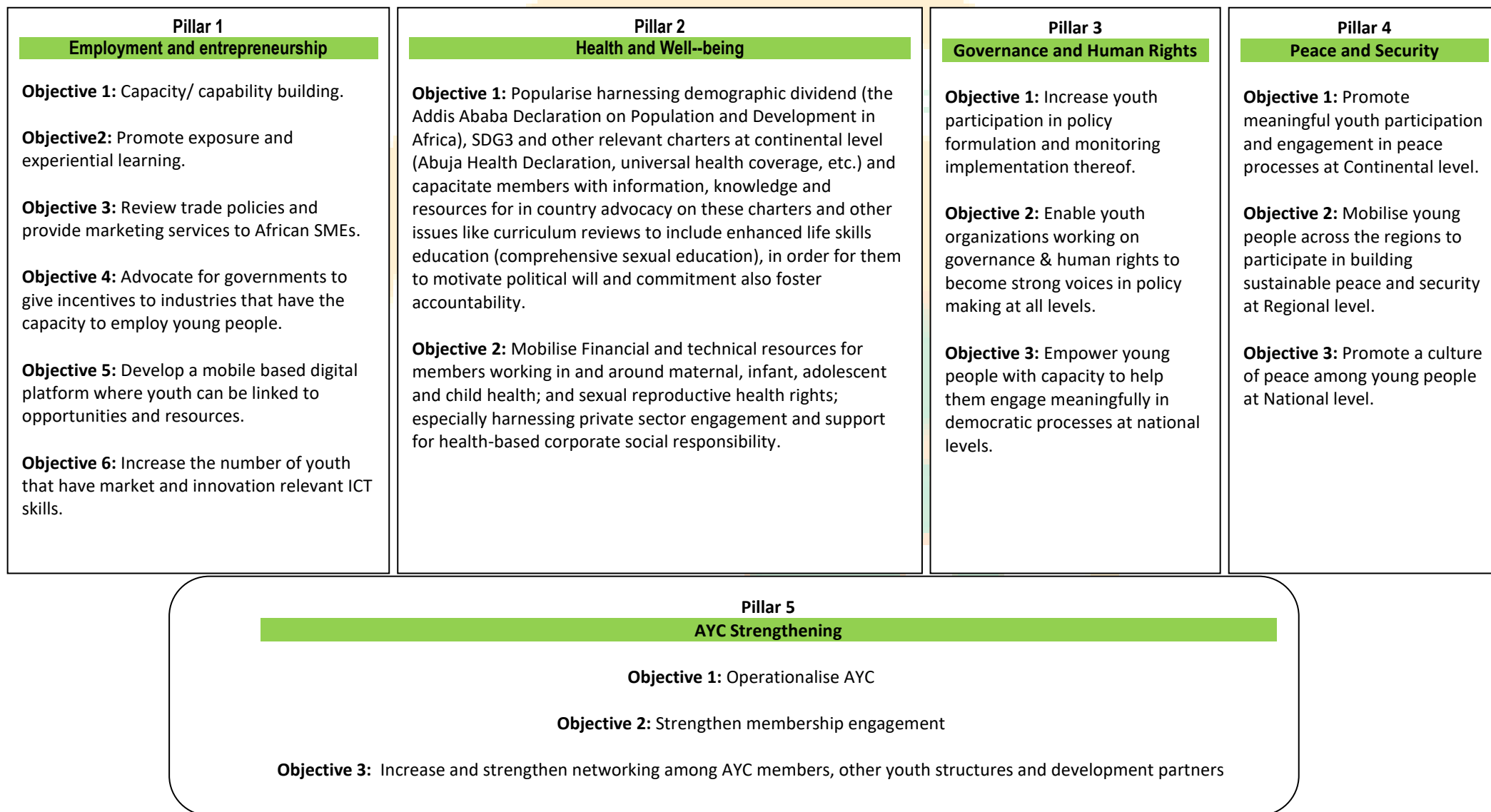
***Pillar 2: Health and Well-being***

***Pillar 3: Governance and Human Rights***

***Pillar 4: Peace and Security***

***Pillar 5: AYC Strengthening***

## 7) Strategic Objectives



## 8) Detailed Table of Action Plan for 2018-2020

### Pillar 1. Employment and Entrepreneurship

#### High level outcomes

- Enhance management skills, Operationalising businesses and soft skills of targeted African youth
- Have globally competitive African youth
- Increase the number of youth in the employment and entrepreneurship sectors
- Increase local investments in labour intensive sectors where youth can find jobs
- 3 countries adopt open source systems
- Have more youth using ICT to enhance their earning capabilities

#### Objective 1: Capacity/ capability building

Output	Activities	Indicators	Timeline			Cost (in USD)			Responsibility	
			Year 1	Year 2	Year 3	Year 1	Year 2	Year 3	AYC	Partners/members
1. Enhanced capacity and productivity of youth	1. Train young entrepreneurs and aspiring start-ups on Business planning, management and development	<ul style="list-style-type: none"> <li>Number of youth trained</li> <li>Number of youth certificated</li> </ul>	X	X		25,000	35,000		<ul style="list-style-type: none"> <li>Commissioner for Gender, Agriculture and Rural Economy</li> <li>EC</li> <li>Secretariat</li> </ul>	1. Government ministries 2. African Youth Panel 3. Africa Development Bank 4. UNDP
	2. Organise Soft skills training workshop for young leaders and professionals	<ul style="list-style-type: none"> <li>Number of youth participated in Soft skills training workshops</li> </ul>								1. African Development Fund 2. World Bank Group 3. Youth Employment

										Decade in Africa
2. Access to quality education promoted	1. Convene ' <b>High Level Political Forum on Education</b> ' as a platform to advocate for improved access to relevant and efficient delivery of quality education that corresponds to labor market needs and demands	<ul style="list-style-type: none"> <li>• Forum report/outcome document</li> <li>• Attendance list</li> <li>• Media reports</li> </ul>		X			1,550,000		<ul style="list-style-type: none"> <li>• Commissioner for Social, Economic and Environmental Affairs</li> <li>• EC</li> <li>• Secretariat</li> </ul>	<ol style="list-style-type: none"> <li>1. Ministries of Education in AU Member States</li> <li>2. Universities Tertiary and Education related research institutions</li> <li>3. United Nations Educational Scientific and Cultural Organization (UNESCO)</li> <li>4. Global Partnership for Education</li> <li>5. Social and Labour Affairs of the African Union Commission</li> <li>6. The International Centre for Girls and Women's Education in Africa (Ouagadougou)</li> <li>7. Education For All Campaign Network (EFANet)</li> </ol>



3. Enhanced opportunities for mentoring, voluntary service, capacity building, skills development training and apprenticeship for youth	1. Connect young professionals to Skilled youth around the continent for mentorship	<ul style="list-style-type: none"> <li>Number of young professionals connected to skilled youth</li> <li>Number of young professionals gained practical experience</li> </ul>	X	X	X	15,000	25,000	40,000	<ul style="list-style-type: none"> <li>Commissioner for Social, Economic and Environmental Affairs</li> <li>EC</li> <li>Secretariat</li> </ul>	<ol style="list-style-type: none"> <li>New Partnership for Africa's Development (NEPAD)</li> <li>Red Cross Society</li> <li>Peace Corps</li> <li>UNHCR</li> </ol>
	2. Conduct mapping of skilled youth and young professionals within AYC member organisations for possible deployment	<ul style="list-style-type: none"> <li>Mapping conducted</li> <li>Number of skilled youth and young professionals identified</li> <li>Number of skilled youth and young professionals deployed</li> </ul>								<ol style="list-style-type: none"> <li>UNV</li> <li>VSO</li> <li>AUYVC</li> </ol>
	3. Support skilled youth and young graduates to intern or volunteer in public, private and civil society sectors	<ul style="list-style-type: none"> <li>Number of voluntary and internship opportunities identified</li> <li>Number of young graduates and skilled youth admitted to partner organisations</li> </ul>		X			5,000		<ul style="list-style-type: none"> <li>Commissioner for Human Resources, Science, Technology and Innovation</li> <li>EC</li> <li>Secretariat</li> </ul>	<ol style="list-style-type: none"> <li>GIZ/AGA</li> <li>VSO</li> </ol>

4. Youth economic empowerment and financial inclusion promoted	1. Organise Capacity building training on Crowdfunding and Public-private partnerships' to explore how the young entrepreneurs, aspiring start-ups and youth groups can take advantage of various investment vehicles and support programmes available in Africa	<ul style="list-style-type: none"> <li>Number of trainings organised</li> <li>Number of investment opportunities identified</li> <li>Number of youth initiatives took advantage of available opportunities</li> </ul>	X			10,000			<ul style="list-style-type: none"> <li>Commissioner for Human Resources, Science, Technology and Innovation</li> <li>EC</li> <li>Secretariat</li> </ul>	<ol style="list-style-type: none"> <li>United Nations Economic Commission for Africa (UNECA)</li> <li>Internet society</li> <li>ILO Regional Office for Africa</li> <li>The Web Foundation</li> <li>Bill gates and Melinda</li> <li>Dandote</li> <li>Tony Elemu Foundation</li> </ol>
	2. Initiate Youth2Youth Crowdfunding campaign to assist young entrepreneurs and aspiring start-ups access finance for their ventures in a form of a Minigrant scheme	<ul style="list-style-type: none"> <li>Number of campaigns launched</li> <li>Amount of funds mobilised</li> <li>Number of young entrepreneurs and aspiring start-ups accessed minigrant</li> </ul>		X	X		17,000	35,000	<ul style="list-style-type: none"> <li>Commissioner for Human Resources, Science, Technology and Innovation</li> <li>EC</li> <li>Secretariat</li> </ul>	<ol style="list-style-type: none"> <li>Member organisations</li> <li>LaunchGood.com</li> <li>GoFundMe.com</li> <li>United Nations Industrial Development Organization (UNIDO)</li> </ol>

**Objective 2:** Promote exposure and experiential learning

Output	Activities	Indicators	Timeline			Cost (in USD)			Responsibility	
			Year 1	Year 2	Year 3	Year 1	Year 2	Year 3	AYC	Partners/members
1. Skills development promoted among youth	1. Initiate 'Subregional Youth Skills Exchange Programme' to Support skilled youth to exchange skills in 3 regions of African Union within the African continent	<ul style="list-style-type: none"> <li>Number of skilled youth supported</li> <li>Number of youth exposed to African ways of working and learning</li> <li>Number of youth access job and internship in other countries than their country of origin</li> <li>Number of opportunities created per year</li> </ul>	X	X	X	150,000	105,000	120,000	<ul style="list-style-type: none"> <li>Commissioner for Social, Economic and Environmental Affairs</li> <li>EC</li> <li>Secretariat</li> </ul>	<ol style="list-style-type: none"> <li>AIESEC</li> <li>Travel Companies</li> <li>Ministries of Education</li> <li>Ministries of Foreign Affairs</li> <li>VSO</li> <li>AUYVC</li> <li>Deloitte</li> <li>Atlas Mara</li> </ol>
2. Youth employment opportunities documented	1. Create a catalogue for youth volunteerism, internships and peer – peer apprenticeship	<ul style="list-style-type: none"> <li>Number of Survey conducted</li> <li>Number of Data base created and updated</li> </ul>	X	X	X	5,000	10,000	20,000	<ul style="list-style-type: none"> <li>Commissioner for Trade and Industry</li> <li>EC</li> <li>Secretariat</li> </ul>	<ol style="list-style-type: none"> <li>VSO</li> <li>UNV</li> <li>Africa Entrepreneur Foundation</li> <li>Companies</li> <li>YMCA</li> <li>Aspen Development Entrepreneur Network</li> </ol>
	2. Encourage member organisations to regularly share opportunities and best practices	<ul style="list-style-type: none"> <li>Number of opportunities shared and best practices documented within member organisations</li> </ul>								<ol style="list-style-type: none"> <li>Member organisations</li> </ol>

**Objective 3:** Review trade policies and provide marketing services to African SMEs

Output	Activities	Indicators	Timeline			Cost (in USD)			Responsibility	
			Year 1	Year 2	Year 3	Year 1	Year 2	Year 3	AYC	Partners/members
1. Improved trade policies and African businesses promoted	1. Support member organisations to review and evaluate trade policies to encourage fair trade, local production and local consumption	<ul style="list-style-type: none"> <li>Number of trade policies reviewed and impact evaluated</li> </ul>	X			20,000			<ul style="list-style-type: none"> <li>Commissioner for Trade and Industry</li> <li>EC</li> <li>Secretariat</li> </ul>	1. Research organisations
	2. Launch made in Africa, buy Africa campaigns to profile successful youth entrepreneurs and start-up ventures in Africa	<ul style="list-style-type: none"> <li>Number of young entrepreneurs and start up ventures profiled</li> <li>Number of campaigns launched at national level</li> </ul>		X	X		25,000	30,000		1. Fashion companies 2. Local food producers 3. Cross border traders 4. Entrepreneurs 5. AliBaBa group 6. Banks 7. National chambers of commerce

**Objective 4:** Advocate for governments to give incentives to industries that have the capacity to employ young people

Output	Activities	Indicators	Timeline			Cost (in USD)			Responsibility	
			Year 1	Year 2	Year 3	Year 1	Year 2	Year 3	AYC	Partners/members
1. Raised awareness on employment opportunities in labour intensive industries	1. Map out labour intensive Industries employing young people	<ul style="list-style-type: none"> <li>Number of labour intense industries identified per country</li> <li>Number of Government and industry sectors engaged</li> <li>Number of employment opportunities created</li> <li>Number of youth attracted</li> </ul>	X	X	X	2,500	1,500	3,000	<ul style="list-style-type: none"> <li>Commissioner for Infrastructure and Energy</li> <li>EC</li> <li>Secretariat</li> </ul>	1. National Labor organisations 2. Manufacturing Industries 3. UNIDO 4. ILO Regional Office for Africa
	2. Identify and support one youth employment initiative per region for scale up	<ul style="list-style-type: none"> <li>Number of youth employment initiatives scaled up</li> </ul>	X	X	X	1,000	2,500	5,000	<ul style="list-style-type: none"> <li>Deputy Executive Chairperson</li> <li>EC</li> <li>Secretariat</li> </ul>	1. Private sector 2. CSOs 3. Ministries of Trade and Employment 4. National Youth Councils

**Objective 5:** Develop a mobile based digital platform where youth can be linked to opportunities and resources.

Output	Activities	Indicators	Timeline			Cost (in USD)			Responsibility	
			Year 1	Year 2	Year 3	Year 1	Year 2	Year 3	AYC	Partners/members
1. Improved access to information and opportunities for Youth at grassroots levels	1. Launch an SMS based application for sharing information and opportunities with Youth at grassroots levels/rural areas using open source system	<ul style="list-style-type: none"> <li>Number of youth in rural areas have access to information and opportunities through the platform</li> </ul>	X	X	X	6,000	5,000	4,000	<ul style="list-style-type: none"> <li>Commissioner for Human Resources, Science, Technology and Innovation</li> <li>EC</li> <li>Secretariat</li> </ul>	<ol style="list-style-type: none"> <li>Tech companies</li> <li>Universities</li> <li>UNESCO</li> <li>National Libraries</li> <li>FOSFA Africa</li> <li>Internet society</li> <li>Incubators</li> <li>Innovation hub</li> </ol>
2. Fostered youth access to financial services	1. Create a mobile based savings system for Youth to save start-up capital for their ventures	<ul style="list-style-type: none"> <li>Number of youth in each country subscribed to saving schemes</li> <li>Number of youth open savings accounts</li> </ul>	X	X	X	70,000	50,000	45,000	<ul style="list-style-type: none"> <li>Commissioner for Human Resources, Science, Technology and Innovation</li> <li>EC</li> <li>Secretariat</li> </ul>	<ol style="list-style-type: none"> <li>Banks</li> <li>SACCO'S</li> <li>Media houses</li> <li>Microfinance institutes</li> </ol>

**Objective 6:** Increase the number of youth that have market and innovation relevant ICT skills

Output	Activities	Indicators	Timeline			Cost (in USD)			Responsibility	
			Year 1	Year 2	Year 3	Year 1	Year 2	Year 3	AYC	Partners/members
1. Youth innovation and use of ICT for development promoted	1. Organise workshops on ICT/digital Skills training	<ul style="list-style-type: none"> <li>Number of workshops organised</li> <li>Number of youth trained</li> </ul>	X	X	X	250,000	150,000	100,000	<ul style="list-style-type: none"> <li>Commissioner for Human Resources, Science, Technology and Innovation</li> <li>EC</li> <li>Secretariat</li> </ul>	<ol style="list-style-type: none"> <li>Registry Africa</li> <li>Tech Companies</li> <li>Ministries of Education</li> <li>Internet Society</li> <li>Facebook</li> <li>Code For Africa</li> <li>Techa</li> </ol>

## Pillar 2. Health and Well-being

### High level outcomes

- Ratification and implementation of Abuja Declaration on 15% budgetary allocation on health
- Achieved SDG3 and Universal Health Coverage targets, especially youth demographics.
- Increased knowledge, understanding and capacity in health and wellness intervention programs.
- Effective community interventions because of better capacity and program funding.
- Scaled up support for grassroots youthled NGOs working on advancing the health agenda

**Objective 1:** Popularise harnessing demographic dividend (the Addis Ababa Declaration on Population and Development in Africa), SDG3 and other relevant charters at continental level (Abuja Health Declaration, universal health coverage, etc.) and capacitate members with information, knowledge and resources for in country advocacy on these charters and other issues like curriculum reviews to include enhanced life skills education (comprehensive sexual education), in order for them to motivate political will and commitment also foster accountability

Output	Activities	Indicators	Timeline			Cost (in USD)			Responsibility	
			Year 1	Year 2	Year 3	Year 1	Year 2	Year 3	AYC	Partners/members
1. Popularised harnessing the demographic dividend and member's knowledge on ICPD enhanced	1. Analyse the Abuja declaration and International Conference on Population and Development (ICPD) to identify opportunities for members to carryout interventions or advocate for	<ul style="list-style-type: none"> <li>Number of opportunities identified</li> <li>Number of activities carried out by member organisations</li> <li>Number of advocacy actions initiated</li> </ul>	X	X	X	10,000	15,000	20,000	<ul style="list-style-type: none"> <li>Commissioner for Social, Economic and Environmental Affairs</li> <li>EC</li> <li>Secretariat</li> </ul>	1. UNECA 2. UNFPA 3. AUC



**Objective 2:** Mobilise Financial and technical resources for members working in and around maternal, infant, adolescent and child health; and sexual reproductive health rights; especially harnessing private sector engagement and support for health-based corporate social responsibility

Output	Activities	Indicators	Timeline			Cost (in USD)			Responsibility	
			Year 1	Year 2	Year 3	Year 1	Year 2	Year 3	AYC	Partners/members
1. Increased support for Health sector development	1. Organise 'UnitedforHealth' football tournament to raise fund for member organisations	<ul style="list-style-type: none"> <li>Number of tournaments held</li> <li>Amount of resources mobilised</li> <li>Number of young people participated in the tournaments</li> </ul>	X			500,000			<ul style="list-style-type: none"> <li>Commissioner for Social, Economic and Environmental Affairs</li> <li>EC Secretariat</li> </ul>	1. CAF 2. National Football Federations 3. Ministries of Youth and Sports National Sports Councils
	2. Support member organisations to implement Health related activities	<ul style="list-style-type: none"> <li>Number of member organisations supported</li> </ul>		X	X		25,000	35,000	<ul style="list-style-type: none"> <li>Deputy Executive Chairperson</li> <li>EC Secretariat</li> </ul>	1. UNFPA 2. AfriYAN 3. WHO 4. Rojalnu

## Pillar 3. Governance and Human Rights

### High level outcomes

- To promote and foster a culture of human rights, democracy and rule of law in Africa
- Creating partnerships between youth organisations and regional human rights activities
- Strengthen civic engagement and youth political participation

**Objective 1:** Increase youth participation in policy formulation and monitoring implementation thereof.

Output	Activities	Indicators	Timeline			Cost (in USD)			Responsibility	
			Year 1	Year 2	Year 3	Year 1	Year 2	Year 3	AYC	Partners/members
1. Improved participatory governance and citizens' engagement	1. Seek partnership with existing bodies to enhance youth participation in governance and policy observatory	<ul style="list-style-type: none"> <li>• Concept note</li> <li>• MoU</li> <li>• Number of partnerships established</li> <li>• Number of youth participated in governance and policy observatory</li> <li>• Number of policy reforms influenced</li> </ul>		X	X	15,000	10,000		<ul style="list-style-type: none"> <li>• Commissioner for Political Affairs</li> <li>• EC</li> <li>• Secretariat</li> </ul>	1. AUC Youth Division 2. African Youth Policy Network 3. APRM
2. Increased awareness on the African Youth Charter	1. Create an advocacy strategy for the ratification and implementation of the African Youth Charter	<ul style="list-style-type: none"> <li>• Number of advocacy activities implemented</li> <li>• Number of countries sign/ratify AYC</li> </ul>	X	X	X	20,000	10,000	5,000	<ul style="list-style-type: none"> <li>• Commissioner for Political Affairs</li> <li>• EC</li> <li>• Secretariat</li> </ul>	1. AUC Youth Division 2. African Youth Panel 3. Afrika Youth Movement 4. Independent Pan African Youth Parliament

<p>3. Strengthened youth participation in Human Rights bodies</p>	<p>1. Explore partnership with African Commission for Human and Peoples Rights in Banjul</p>	<ul style="list-style-type: none"> <li>• Application for observer status submitted</li> <li>• Number of members responded to call for participation</li> </ul>	X	X	X	5,000	5,000	5,000	<ul style="list-style-type: none"> <li>• Commissioner for Political Affairs</li> <li>• Commissioner for Peace and Security</li> <li>• EC</li> <li>• Secretariat</li> </ul>	<ol style="list-style-type: none"> <li>1. African Commission for Human and People's Rights</li> <li>2. African Centre for Democracy and Human Rights</li> </ol>
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**Objective 2:** Enable youth organisations working on governance & human rights to become strong voices in policy making at all levels.

Output	Activities	Indicators	Timeline			Cost (in USD)			Responsibility	
			Year 1	Year 2	Year 3	Year 1	Year 2	Year 3	AYC	Partners/members
1. Active youth participation in Governance and Democratic processes promoted	1. Provide technical support to member organisations to Create awareness on existing frameworks such as the African Charter on Democracy, Elections and Governance and the African Youth Charter	<ul style="list-style-type: none"> <li>Number of member organisations supported</li> <li>Number of awareness activities organised</li> </ul>	X	X	X	10,000	15,000	15,000	<ul style="list-style-type: none"> <li>Commissioner for Political Affairs</li> <li>EC</li> <li>Secretariat</li> </ul>	1. AUC Department of Political Affairs 2. AUC Youth Division 3. Youth organisations 4. SOTU Coalition
2. Increased awareness on good governance & Human rights amongst youth organisations	1. Support participation of member organisations to the Annual #DGTrends Conversations as a youth friendly platform for dialogue amongst youth organisations working on governance & human rights	<ul style="list-style-type: none"> <li>Number of member organisations supported</li> <li>Number of DGTrends activities organised at national level</li> </ul>	X	X	X	10,000	15,000	15,000	<ul style="list-style-type: none"> <li>Commissioner for Political Affairs</li> <li>EC</li> <li>Secretariat</li> </ul>	1. AGA Secretariat 2. Youth Organisations 3. Amnesty International 4. Article 19 5. African Rising Movement

**Objective 3:** Empower young people with capacity to help them engage meaningfully in democratic processes at national levels.

Output	Activities	Indicators	Timeline			Cost (in USD)			Responsibility	
			Year 1	Year 2	Year 3	Year 1	Year 2	Year 3	AYC	Partners/members
1. Enhanced Youth political participation	1. Organise national training of trainers on Youth participation in Politics and Electoral processes	<ul style="list-style-type: none"> <li>Number of trainers trained</li> <li>Number of trainings delivered at national level by member organisations</li> </ul>	X	X	X	50,000	60,000	70,000	<ul style="list-style-type: none"> <li>Commissioner for Political Affairs</li> <li>EC</li> <li>Secretariat</li> </ul>	<ol style="list-style-type: none"> <li>IDEA</li> <li>UNDP</li> <li>YMCA</li> <li>YIAGA</li> <li>NDI</li> <li>IRI</li> </ol>
2. Increased financial resources for youth organisations to enable youth participation in governance	1. Conduct fundraising campaigns to support youth organisations working on youth leadership in civil and political participation	<ul style="list-style-type: none"> <li>Number of donors reached</li> <li>Amount of funds raised</li> </ul>	X	X	X	20,000	30,000	40,000	<ul style="list-style-type: none"> <li>Commissioner for Political Affairs</li> <li>EC</li> <li>Secretariat</li> </ul>	<ol style="list-style-type: none"> <li>AGA</li> <li>GIZ</li> <li>UNDP</li> <li>Centre for Human Rights in Africa (Cameroun)</li> </ol>

<p><b>3.</b> Enhanced understanding of Citizens' rights and duties</p>	<p><b>1.</b> Organise Civic education training for the youth</p>	<ul style="list-style-type: none"> <li>• Number of training organised</li> <li>• Number of youth trained</li> <li>• Number of youth certificated</li> </ul>	X	X	X	10,000	25,000	30,000	<ul style="list-style-type: none"> <li>• Commissioner for Political Affairs</li> <li>• EC</li> <li>• Secretariat</li> </ul>	<ol style="list-style-type: none"> <li>1. National centres for civic education</li> <li>2. Ministries of youth</li> <li>3. Youth organisations</li> <li>4. National Youth Councils</li> </ol>
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## Pillar 4. Peace and Security

High level outcomes

Continental

- Youth championed sustainable peace and security agenda in Africa
- Active Youth participation in peace processes

Regional

- Regional cohesion and integration
- Youth becoming peace and security champions

National

- Increased awareness on AU Silencing the Guns,
- Skillful youth on conflict prevention and resolution

**Objective 1:** Continental : Promote meaningful youth participation and engagement in peace processes

Output	Activities	Indicators	Timeline			Cost (in USD)			Responsibility	
			Year 1	Year 2	Year 3	Year 1	Year 2	Year 3	AYC	Partners/members
1. Engaged Youth in peace processes	1. Seek for Strategic engagement with AUC Peace and Security Department and other actors in peace building to deliver activities on the (African Peace and Security Architecture (APSA) Roadmap 2016-2020, AU Silencing the Guns by 2020 and the UN Security Council Resolution 2250)	<ul style="list-style-type: none"> <li>• Number of Formal partnership established</li> <li>• Number of AYC members involved in the peace processes</li> <li>• Number of capacity building activities implemented</li> </ul>	X	X		10,000	30,000		<ul style="list-style-type: none"> <li>• Commissioner for Peace and Security</li> <li>• EC</li> <li>• Secretariat</li> </ul>	<ol style="list-style-type: none"> <li>1. Department of Peace and Security of the African Union Commission</li> <li>2. The African Centre for the Constructive Resolution of Disputes (ACCORD)</li> <li>3. The United Network of Young Peacebuilders (UNOY)</li> </ol>

2. Increased support and participation of youth in peace building activities	1. Mobilise resources to provide technical and financial support to youth interventions and participation in peace building	<ul style="list-style-type: none"> <li>Amount of resources mobilised</li> <li>Number of youth supported/participated in activities</li> </ul>		X	X		15,000	45,000	<ul style="list-style-type: none"> <li>Commissioner for Peace and Security</li> <li>EC</li> <li>Secretariat</li> </ul>	1. UNESCO 2. The Pan African Youth Network for a Culture of Peace (PAYNCOP)
3. Championed the AU Silencing the Guns by 2020 initiative	1. Launch the AYC campaign on Silencing the Guns in Africa by 2020	<ul style="list-style-type: none"> <li>Number of awareness campaigns initiated</li> <li>Number of members engaged in the campaign</li> </ul>	X				50,000		<ul style="list-style-type: none"> <li>Commissioner for Peace and Security</li> <li>EC</li> <li>Secretariat</li> </ul>	1. AUC Peace and Security 2. ACORD 3. UNESCO 4. African Artists Peace Initiative

**Objective 2:** Regional: Mobilise young people across the regions for sustainable peace building and security in Africa

Output	Activities	Indicators	Timeline			Cost (in USD)			Responsibility	
			Year 1	Year 2	Year 3	Year 1	Year 2	Year 3	AYC	Partners/members
1. Knowledge sharing and best practices for peace building, resolution of conflicts and nurturing a culture of peace and tolerance in Africa's youth promoted	1. Initiate 'Pan African Youth Peace Exchange' Programme	<ul style="list-style-type: none"> <li>Number of exchange visits held</li> <li>Number of partners engaged</li> <li>Number of youth participated</li> </ul>		X	X		500,000	750,000	<ul style="list-style-type: none"> <li>Commissioner for African Diaspora and External Affairs</li> <li>Commissioner for Peace and Security</li> <li>EC</li> <li>Secretariat</li> </ul>	1. Institute for Peace and Security Studies (IPSS) 2. UNESCO 3. The Pan African Youth Network for a Culture of Peace (PAYNCOP) 4. Department of Peace and Security of AUC 5. The African Centre for the Constructive Resolution of Disputes 6. The United Network of Young Peacebuilders (UNOY)



**Objective 3:** National : Nurture a culture of peace and tolerance among young people

Output	Activities	Indicators	Timeline			Cost (in USD)			Responsibility	
			Year 1	Year 2	Year 3	Year 1	Year 2	Year 3	AYC	Partners/members
1. Youth peace building promoted	1. Organise Capacity building training on Peace, Conflict prevention, resolutions and management	<ul style="list-style-type: none"> <li>Number of capacity building training organised</li> <li>Number of youth trained</li> <li>Number of youth certificated</li> </ul>	X	X	X	20,000	35,000	50,000	<ul style="list-style-type: none"> <li>Commissioner for Peace and Security</li> <li>EC</li> <li>Secretariat</li> </ul>	1. Youth Ambassadors of Peace 2. National Commissions of UNESCO 3. National Youth Councils
	2. Initiate 'PeaceisMyAgenda' campaign to promote a culture of peace and tolerance among young people	<ul style="list-style-type: none"> <li>Number of campaigns launched per country</li> <li>Number of young people participated in the campaign</li> </ul>		X			10,000		Commissioner for Peace and Security, EC/ Secretariat	1. Youth Ambassadors of Peace 2. National Commissions of UNESCO 3. National Youth Councils

## Pillar 5. AYC Strengthening

### High level outcomes

- By 2020 the institutional capacity of AYC is strengthened
- Strong leadership, growth in membership and steadfast operations,

### Objective 1: Operationalise AYC

Output	Activities	Indicators	Timeline			Cost (in USD)			Responsibility	
			Year 1	Year 2	Year 3	Year 1	Year 2	Year 3	AYC	Partners/members
1. Operationalised the AYC	1. Formulate a three-year Strategy Plan to guide the operation of the AYC to better serve African youth	<ul style="list-style-type: none"> <li>Draft Strategic Plan presented to the constituents for review and alignment</li> <li>Draft Strategic Plan finalised and approved by the General Assembly</li> </ul>	X			120,000			<ul style="list-style-type: none"> <li>Executive Chairperson</li> <li>EC</li> <li>Secretariat</li> </ul>	1. AGA 2. GIZ 3. VSO International
	2. Setup an AYC headquarters	<ul style="list-style-type: none"> <li>General Assembly approved the Host country</li> <li>Headquarters established and running</li> </ul>	X	X	X	250,000	50,000	70,000	<ul style="list-style-type: none"> <li>Executive Chairperson</li> <li>EC</li> <li>Secretariat</li> </ul>	1. Host County 2. GIZ/AGA
	3. Develop a Resource mobilisation strategy for the implementation of Strategic Plan	<ul style="list-style-type: none"> <li>Number of Technical and financial Resources mobilised</li> <li>Number of Donors/partners engaged</li> </ul>	X			5,000			<ul style="list-style-type: none"> <li>Executive Chairperson</li> <li>EC</li> <li>Secretariat</li> </ul>	1. AGA/GIZ 2. OSIWA

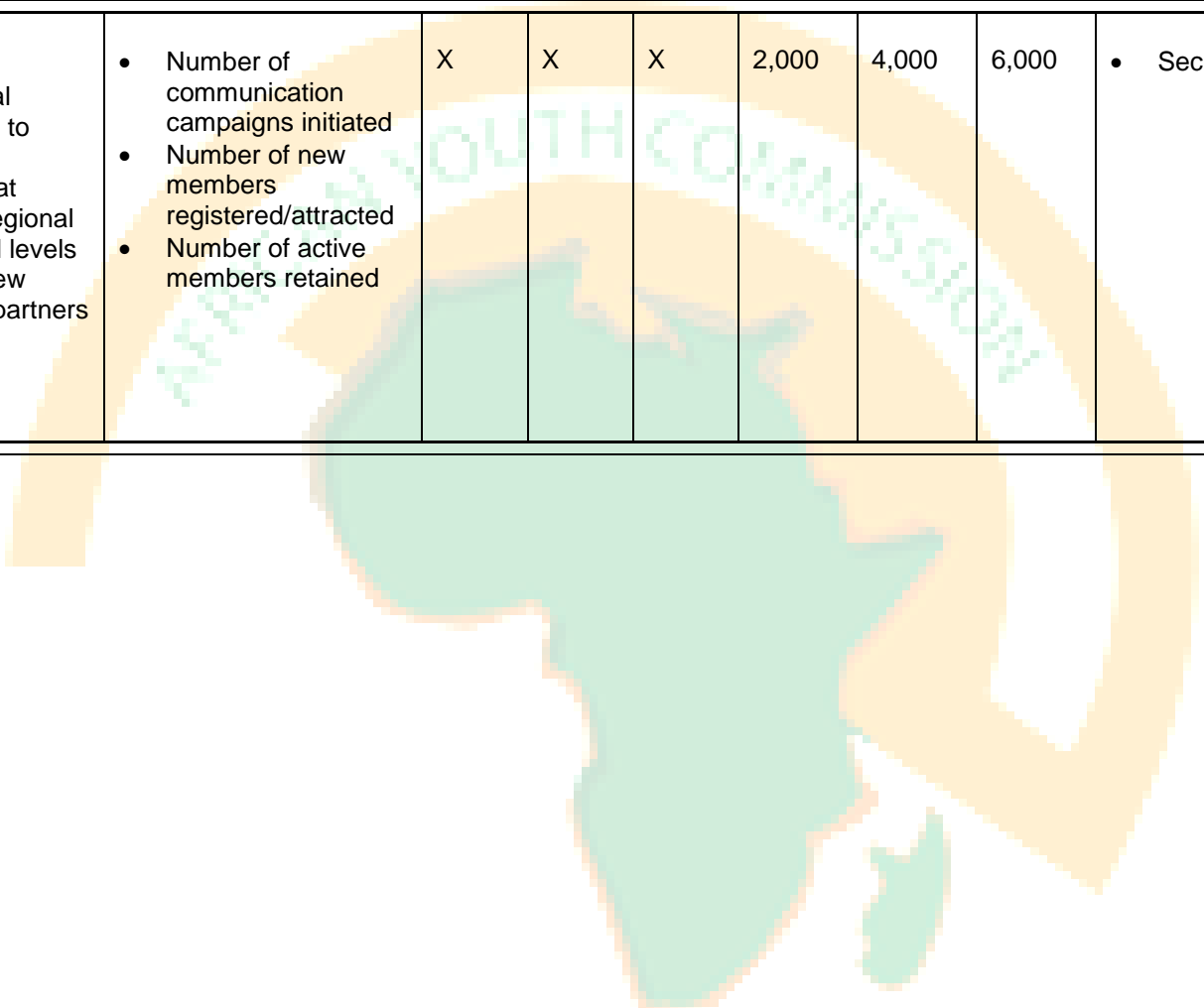
<b>2.</b> Enhanced capacity and productivity of AYC Leadership	<b>1.</b> Organise training on leadership and organisational development for the AYC leadership	<ul style="list-style-type: none"> <li>Number of Executive Council members and secretariat staff trained</li> <li>Number of Executive Council members and secretariat staff certificated</li> </ul>		X	X		120,000	170,000	<ul style="list-style-type: none"> <li>Secretariat</li> <li>Executive Council</li> </ul>	1. OSIWA 2. LEAP Africa 3. YALI 4. YALDA Africa 5. Africa 2.0 6. GIZ/AGA
<b>3.</b> Formalised partnership with African Governance Architecture Secretariat	<b>1.</b> Sign a Memorandum of Understanding with Department of Political Affairs (DPA) of the Africa Union Commission to include AYC in AGA Platform	<ul style="list-style-type: none"> <li>MoU Signed Number of direct support or opportunities provided to AYC by AGA</li> <li>Number of member organisations engaged in the work of AGA</li> </ul>	X			5,000			<ul style="list-style-type: none"> <li>Chair</li> <li>Secretariat</li> </ul>	1. GIZ/AGA

**Objective 2:** Strengthening membership engagement

Output	Activities	Indicators	Timeline			Cost (in USD)			Responsibility	
			Year 1	Year 2	Year 3	Year 1	Year 2	Year 3	AYC	Partners/members
1. Improved strategic direction and youth coordination	1. Organise Training of Trainers on AYC focused thematic pillars to help member organisations align their activities/projects to the pillars	<ul style="list-style-type: none"> <li>Number of capacity building trainings conducted</li> <li>Number of key member organisations trained</li> </ul>	X	X	X	10,000	25,000	50,000	<ul style="list-style-type: none"> <li>Secretariat</li> <li>EC</li> </ul>	1. ILO 2. UNFPA 3. AfriYAN 4. IPSS 5. AUC Department of Peace and Security 6. ACCORD 7. GIZ/AGA 8. OXFAM 9. ActionAid International 10. AIESEC International
2. Ownership and domestication of the AYC Strategic Plan at national level promoted	1. Provide technical support and grants for member organisations to implement the strategic plan	<ul style="list-style-type: none"> <li>Number of member organisations supported</li> <li>Number of local actions implemented by member organisations</li> <li>Number of young people reached</li> </ul>	X	X		100,000	150,000		<ul style="list-style-type: none"> <li>Secretariat</li> <li>EC</li> </ul>	1. GIZ/AGA 2. SOTU 3. UNECA 4. UNDP 5. YIAGA
3. AYC member's work showcased and celebrated	1. Profile members (individual and organisation) on the AYC social media network, Website, Emails and WhatsApp on a weekly basis	<ul style="list-style-type: none"> <li>Number of individuals and organisations profiled</li> <li>Number of profile viewed on social media</li> </ul>	X	X	X	1,000	1,500	3,000	<ul style="list-style-type: none"> <li>Secretariat</li> </ul>	1. Members (Individual and organisations)

**Objective 3:** Increase and strengthen networking among AYC members, other youth structures and development partners

Output	Activities	Indicators	Timeline			Cost (in USD)			Responsibility	
			Year 1	Year 2	Year 3	Year 1	Year 2	Year 3	AYC	Partners/members
1. Increased and stabilised the financial resources of the AYC	1. Organise an Annual AYC award and fundraising dinner to develop interpersonal and professional relations between members and stakeholders	<ul style="list-style-type: none"> <li>Number of Gala/interfaces organised</li> <li>Number of stakeholders engaged and connected</li> <li>Amount funds generated</li> <li>Number of new members attracted</li> </ul>	X	X	X	40,000	60,000	75,000	<ul style="list-style-type: none"> <li>Secretariat</li> <li>Advisory Board</li> <li>EC</li> </ul>	<ol style="list-style-type: none"> <li>Ministries in charge of youth</li> <li>Embassies</li> <li>Private companies</li> </ol>
2. Enhanced visibility for AYC to attract more members	1. Organise monthly 'AYC Unite' MeetUp as an informal platform for interaction, idea sharing and collaboration	<ul style="list-style-type: none"> <li>Number of monthly meetups held per country</li> <li>Number of members participated in meetups</li> </ul>	X	X	X	5,000	8,000	10,000	<ul style="list-style-type: none"> <li>EC</li> <li>Secretariat</li> </ul>	<ol style="list-style-type: none"> <li>Members</li> <li>Partners</li> <li>Stakeholders</li> <li>Potential donors</li> </ol>



	<b>2.</b> Improve internal/external communication to boost the visibility/reach at national, sub regional and continental levels for attracting new members and partners	<ul style="list-style-type: none"> <li>• Number of communication campaigns initiated</li> <li>• Number of new members registered/attracted</li> <li>• Number of active members retained</li> </ul>	X	X	X	2,000	4,000	6,000	<ul style="list-style-type: none"> <li>• Secretariat</li> </ul>	1. Membership and partners
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### **9) Implementation Methodology, Monitoring and Evaluation Mechanisms**

The proposed implementation strategy is based on approaches of:

1. Member-driven
2. Partnership/Collaboration with youth organisations and other interested youth development actors
3. Facilitation/Coordination of various initiatives and efforts by the Secretariat
4. Calls for Proposal/Contribution/Participation

The AYC Secretariat under the coordination of the Executive Secretary and guidance of the Executive Council is responsible for ensuring that the Strategic Plan (2018-2020) is implemented throughout the Commission and member organisations.

For effective implementation, the Secretariat will draw an Annual Action Plan for each year (2018, 2019 and 2020), indicating the activity, necessary budget, timeline and identify responsible member organisation/partner for execution.

In addition to the Annual Action Plans, the Directorate for Strategic Planning, Policy, Monitoring and Evaluation in cooperation with other Directorates and Commissioners will take ownership of this Strategic Plan. The Director for Strategic Planning will develop a monthly Work Plan for priority actions to be implemented by various directorates and Commissioners.

The Work Plan will clearly state details of the activities as well as clarify roles as to who does what, how and when. The monthly work plan will form the basis of the AYC's annual monitoring and evaluation of performance, mid-term reviews and annual evaluations of the results of the Strategic Plan. The Executive Secretary and Director for Strategic Planning will compile a monthly and quarterly progressive report to be shared with membership and partners.

Member organisations willing to implement activities within the framework of this Strategic Plan would be required to submit a Proposal or Concept Note to the Secretariat to be presented to the Executive Council for approval. The Proposal or Concept Note should specify the thematic pillar, output and activity to be implemented. Also should give details of mechanisms/modalities of implementation, monitoring and evaluation of the action/activities under review. These mechanisms/modalities may consist of structure/format of the activity, target beneficiaries, resource mobilisation strategy, potential partners, coordination and reporting.

Annual progress and evaluation reports will be prepared and disseminated by the Secretariat in the annual General Assembly meeting of the AYC. An external evaluation of the implementation of the Strategic Plan will be organised by the Secretariat in early March of year 2020.

### **10) Conclusion**

The draft Strategic Plan 2018-2020 will be presented at the 2nd Annual General Assembly Meeting of AYC in Victoria Falls, Zimbabwe for review and adoption. If approved by the General Assembly, it will serve as a guiding framework for AYC's operations over this period.

On behalf of the Commission, the Secretariat would like to profoundly thank and appreciate the GIZ/AGA programme for the financial and technical support rendered to AYC for formulation of this important document. And to VSO International Nairobi office, Youth Senate Kenya, the African Centre for the Constructive Resolution of Disputes (ACCORD) and all other partners, your contribution and collaboration is highly acknowledged and appreciated. We count on your continued support for the successful implementation of this Strategic Plan!



