

STRATEGIC REVIEW OF IMPLEMENTATION OF YOUTH VISION 2025 - NEPAL'S TEN-YEAR STRATEGIC PLAN FOR YOUTH DEVELOPMENT

Reflecting on Progress, Challenges, and Shaping the Roadmap for Nepal's Next Youth Vision

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DRAFT REPORT



Acknowledgement

Acronyms

AYON	Association of Youth Organizations Nepal
CNI	Confederation of Nepalese Industries
CNIYEF	Confederation of Nepalese Industries Young Entrepreneurs Forum
CSOs	Civil Society Organizations
CTEVT	Council for Technical Education and Vocational Training
DNA	Digital Nepal Acceleration
DNF	Digital Nepal Framework
ESC	Employment Service Centers
EU	European Union
FGD	Focus Group Discussion
FNCCI	Federation of Nepalese Chambers of Commerce and Industry
GBV	Gender-Based Violence
GDP	Gross Domestic Product
GEDSI	Gender Equality, Disability and Social Inclusion
HIB	Health Insurance Board
HIV/AIDS	Human Immunodeficiency Virus / Acquired Immunodeficiency Syndrome
ICC	International Cricket Council
ICT	Information and Communication Technology
IEDI	Industrial Enterprise Development Institute
KII	Key Informant Interview
KYC	Know Your Customer
LGBTIQA	Lesbian, Gay, Bisexual, Transgender, Intersex, Queer/questioning and Asexual
M&E	Monitoring and Evaluation
MIS	Management Information System
MoEST	Ministry of Education, Science and Technology
MoFE	Ministry of Forests and Environment
MoHP	Ministry of Health and Population
MoLESS	Ministry of Labor, Employment and Social Security
MoSD	Ministry of Social Development
MoU	Memorandum of Understanding
MoYS	Ministry of Youth and Sports
MSMEs	Micro, Small, and Medium Enterprises
NCD	Non-Communicable Diseases
NFYN	National Federation of Youth NGO's Nepal
NGO	Non-Governmental Organization
NHIP	National Health Insurance Program
NPC	National Planning Commission
NPL	Nepal Premier League
NSC	National Sports Council
NSO	National Statistics Office
NYC	National Youth Council
O&M	Operation and Maintenance

OCMCM	Office of the Chief Minister and Council of Ministers
PMEP	Prime Minister Employment Program
RPL	Recognition of Prior Learning
SAG	South Asian Games
SDGs	Sustainable Development Goals
SRH	Sexual and Reproductive Health
SSEP	School Education Sector Plan
SSF	Social Security Fund
STEM	Science, Technology, Engineering, and Mathematics
SWC	Social Welfare Council
T20I	Twenty20 International
TVET	Technical and Vocational Education and Training
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
WASH	Water, Sanitation and Hygiene
YFLG	Youth-Friendly Local Governance

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Executive Summary

Preface

Nepal's Youth Vision 2025, Ten-Year Strategic Plan was the country's first comprehensive, government-led framework for holistic youth development. Endorsed by the Council of Ministers in October 2015 and grounded in the National Youth Policy 2015, it organised Nepal's youth agenda around five pillars: (i) Quality and Vocational Education; (ii) Employment, Entrepreneurship and Skill Development; (iii) Health and Social Security; (iv) Mobilization, Participation and Leadership Development; and (v) Sports and Entertainment. Over 2015–2025, implementation of the Vision coincided with a decade of profound transformation: the promulgation of the Constitution of Nepal 2015, the transition to federalism, post-earthquake recovery, the COVID-19 pandemic, and intensifying climate and migration pressures. During this period, Nepalese youth navigated major transitions that affected education and training pathways, access to decent work, wellbeing, and opportunities, alongside the added pressures of the COVID-19 pandemic, climate and disaster risks, and labour migration. At the same time, young people made visible contributions to nation-building by engaging voluntarily in the 2015 earthquake response and reconstruction, engaging constructively in the 2015 constitution-drafting and federal transition, and driving community initiatives, entrepreneurship, and civic participation. The September 2025 youth-led "Gen-Z" movement further reflected this civic energy, demonstrating youth leadership to strengthen governance and public service delivery. Against this backdrop, the Government of Nepal, led by the Ministry of Youth and Sports (MoYS) and the National Youth Council (NYC), made important strides in moving youth development from aspirational commitments to an institutionalized architecture of laws, policies, programs and delivery mechanisms across all three tiers of government. At the same time, the review finds that progress towards many of Youth Vision's quantitative targets has been partial, uneven across geography and groups, and constrained by slow domestic job creation, fragmented implementation, and persistent barriers facing marginalised youth.

This strategic review, commissioned jointly by NYC and the British Council, assesses a decade of Youth Vision implementation, documents achievements and gaps, and proposes directions for the next generation of Nepal's youth strategy.

Purpose, Scope and Methodology

The review was undertaken to:

- Assess the relevance and alignment of Youth Vision 2025 with Nepal's evolving socio-economic context, constitutional provisions, national development plans and international commitments (including the SDGs).
- Examine implementation progress under the five pillars, including the scope, reach and quality of key program and institutional reforms.
- Identify achievements, challenges and gaps, with a particular focus on Gender Equality, Disability and Social Inclusion (GEDSI), federalization, climate risk and migration.
- Provide strategic and actionable recommendations to inform the design of the post-2025 youth strategy.

A mixed-methods approach was employed:

- **Desk Review:** A comprehensive desk review was conducted of key national policy documents, legislative frameworks, and strategic plans, including Youth Vision 2025,

National Youth Policies (2015 and 2025), the National Youth Council Act and Procedures, the 14th, 15th and 16th Development Plans, sectoral strategies (education/TVET, labour and employment, social protection, digital transformation, sports), legislation such as the Local Government Operation Act 2017, and relevant research and analytical reports.

- **Key Informant Interviews (KIs):** KIs were conducted with 52 stakeholders across federal, provincial and local levels, including MoYS, NYC, National Planning Commission (NPC) and key line ministries, Provincial Planning Commissions and sectoral ministries, local governments, development partners, private-sector bodies (FNCCI, CNI, CNIYEF), youth wings of political parties, youth CSO networks, subject-matter experts and media representatives.
- **Focus Group Discussions (FGDs):** To capture diverse youth perspectives, 3 FGDs were conducted with youth and youth-led organizations at federal and provincial levels (Bagmati and Sudurpaschim). A total of 25 youths attended these FGDs including young women, Dalit, indigenous, Madhesi, LGBTIQ+ youth, youth with disabilities and other underrepresented groups.
- **National-Level Interactions:** A total of 3 distinct national-level interactions were conducted: (a) a federal interaction among NYC staff and youth networks; (b) a thematic panel discussion on “Towards Youth Vision 2035”; and a dedicated dialogue with the Confederation of Nepalese Industries Young Entrepreneurs Forum (CNIYEF).
- **Provincial Consultations:** Structured consultations were conducted at the provincial level in Bagmati, Lumbini, Sudurpaschim and Karnali, to gather insights and feedback from the provincial stakeholders on Youth Vision implementation, youth-related policies, programs, challenges and recommendations.
- **Case Studies:** The report includes 5 case studies, which document key success stories aligned with the five strategic pillars of the Youth Vision (attached as annex).

Ethical safeguards, including informed consent, confidentiality, GEDSI-sensitive facilitation and youth-centred participation, were applied throughout.

Key Findings: Progress, Gaps and Overall Assessment

1. From policy intent to institutional architecture

The review finds that Youth Vision 2025 has been highly relevant and well aligned with Nepal's constitutional guarantees on equality, social justice and youth participation; with national development plans; and with sectoral frameworks. It helped give youth development a clear "home" in the state through:

- Establishment and consolidation of MoYS and the NYC as statutory leads for youth affairs.
- Adoption and updating of the National Youth Policy (2015 and 2025), with the 2025 policy aligning youth age (18-35) to Nepal's federal structure and global practice.
- Explicit mainstreaming of youth priorities in the 14th, 15th and 16th Development Plans, which recognize youth as a central driver of structural transformation and the national goal of "Prosperous Nepal, Happy Nepali."

Youth Vision's five pillars map cleanly onto sector strategies such as the School Education Sector Plan, the TVET Sector Strategic Plan, the Right to Employment Act and Prime Minister Employment Program (PMEP), the Digital Nepal Framework and Digital Nepal Acceleration project, the National Health Insurance Program (NHIP) and Social Security Fund (SSF), and the updated sports policy and legislation. This coherence has enabled ministries, provinces and municipalities to see themselves in the Vision and to justify youth-related investments in their own plans and budgets.

2. Pillar-wise performance: tangible gains, partial target achievement

Across the five pillars, the review identifies important systemic improvements and outcome gains, alongside significant shortfalls against the Vision's ambitious targets.

Pillar 1: Quality and Vocational Education

Under Pillar 1, Nepal has significantly strengthened the policy and institutional foundations for quality, equitable and skills-oriented education. Successive school-sector reforms, including the School Sector Development Plan and the School Education Sector Plan (SESP 2022/23–2031/32), have broadened access to basic and secondary education, prioritized equity for girls and marginalized groups, and begun modernizing curriculum, pedagogy and assessment. Local governments, empowered under federalism, have invested in scholarships, bridge classes, community libraries, ICT labs and hostels, especially in geographically remote areas, helping reduce dropout and supporting progression to upper secondary education.

On the skills side, the TVET Sector Strategic Plan (2023-2032) has provided a long-term framework to expand and standardize technical and vocational education, diversify short, modular and competency-based courses and strengthen employer linkages. Public providers have begun aligning TVET offerings with local economic profiles, construction, agro-processing, tourism, ICT, and piloting recognition of prior learning (RPL) for returnee migrants and out-of-school youth. The Digital Nepal Framework and Digital Nepal Acceleration investments have supported broadband expansion and digital skills adoption, making it easier to integrate ICT into schooling and youth learning spaces.

Quantitatively, however, Youth Vision's targets under this pillar have been only partially met. Youth literacy has improved but not yet reached universality, and gender parity in youth literacy remains just below the target. Public expenditure on education stands around 3.7% of GDP, an improvement, but short of the Vision's 5% benchmark. Upper secondary vocational enrolment has risen to above half of total enrolment, but still falls well below the 75% target. Persistent challenges include weak foundational learning in some geographies, a still-narrow vocational stream at secondary level, uneven quality of TVET infrastructure and instruction, gaps in teacher capacity (particularly for STEM/ICT and technical subjects), and patchy implementation of inclusive education for learners with disabilities and marginalized groups. Career guidance and labour-market information also remain fragmented, limiting informed transitions from school to skills to work.

Pillar 2: Employment, Entrepreneurship and Skill Development

Pillar 2 has seen some of the most visible reforms, but also the starker gaps between aspiration and outcomes. Nepal has put in place an important activation and employment services architecture through the Right to Employment Act (2018), the Prime Minister Employment Program (PMEP) and the establishment of Employment Service Centers (ESCs) in all 753 local governments. ESCs register jobseekers, provide basic counselling and job matching, and,

where jobs are not available, PMEP offers up to 100 days of guaranteed work or an allowance for eligible households. These instruments were scaled up during the COVID-19 period, functioning as both a safety net and an activation tool.

On entrepreneurship and early-stage finance, the Government introduced the National Startup Enterprise Policy (2024) and the Startup Enterprise Loan Operating Procedures (2082 BS). These created a concessional loan window (up to NPR 2.5 million at about 3% interest) complemented by incubation, acceleration, mentoring and market access support, implemented through IEDI and provincial industry offices. Early uptake has been strong: hundreds of startups have been selected for processing, and application volumes suggest pent-up demand among young founders. Together with TVET reforms and digitalization efforts, these measures form a coherent response to Youth Vision's push for self-employment, MSME growth and innovation.

Despite these advances, the core employment targets of Youth Vision remain unmet. The national unemployment rate and, in particular, youth unemployment remains significantly above the 5% target, and overseas labour migration has reached record levels, with large numbers of young people, many in low-skilled jobs, continuing to seek work abroad. Domestic job creation has not kept pace with annual youth labour-market entry. Implementation quality of PMEP and ESCs varies widely across municipalities; employer outreach and placement services are often limited; and structured apprenticeships and private-sector placements are not yet operating at the necessary scale. Young entrepreneurs still face complex documentation requirements, collateral constraints and limited after-care (on compliance, market access, and buyer linkages), which reduces the survival and growth of youth-led firms. These challenges are particularly acute for young women, Dalit and indigenous youth, young persons with disabilities and those from remote areas, who face additional social and economic barriers. Overall, Pillar 2 has delivered important instruments, but demand-side engines and inclusive, end-to-end pathways into decent work remain weak.

Pillar 3: Health and Social Security

Nepal has made notable strides in public health investment and in building the scaffolding for social protection under Pillar 3, even as effective coverage for youth remains incomplete. Public expenditure on health has already surpassed Youth Vision's 4% of GDP target, signalling stronger fiscal commitment to the sector. Basic sanitation coverage has reached over 95%, meeting the Vision's goal for sustained access to improved sanitation, although safely managed sanitation and hygiene services still lag behind.

Two major national protection rails, the National Health Insurance Program (NHIP) and the Social Security Fund (SSF), have been established and progressively expanded. NHIP, implemented by the Health Insurance Board, aims to pool health risks and reduce out-of-pocket expenditures, while SSF provides contribution-based benefits (medical, maternity, accident, disability, dependent and old-age) for formal sector workers. Young people are covered both as individual workers and as members of insured households. Together, these systems provide the structural basis for greater financial protection and social security for youth, in line with Youth Vision's ambitions.

Nevertheless, significant implementation gaps remain. Effective NHIP coverage for informal, seasonal and migrant youth is limited because enrolment is voluntary for large segments, renewals are not always timely or user-friendly, and portability across provinces and employment changes is cumbersome. Benefit design and provider-payment mechanisms do not

consistently protect young households from catastrophic costs associated with serious non-communicable diseases; delays in claims processing and information gaps erode trust in the system. Youth-friendly sexual and reproductive health (SRH) and mental-health services, strengthened somewhat in the wake of COVID-19, remain uneven across municipalities and are often hampered by stigma and limited human resources. Many adolescents, particularly girls, still lack formal, age-appropriate SRH education, contributing to limited understanding of their bodies, rights, and risks such as sexually transmitted infections (STIs), while early marriage persists for a significant number of adolescent girls with associated health risks, including pregnancy complications; in some communities, harmful practices such as Chhaupadi and broader menstrual hygiene-related stigma and facility gaps further constrain girls' mobility, participation, and wellbeing. While GBV and trafficking response mechanisms have expanded, survivor-centered, integrated pathways (health–police–justice–social care) are not uniformly applied, and psychosocial and shelter services remain under-resourced. WASH data highlight a quality gap: although basic sanitation coverage is high, a much smaller share of the population, especially in remote and climate-vulnerable areas, has access to safely managed sanitation and handwashing facilities with soap and water. Overall, Pillar 3 has built critical systems and exceeded some spending targets, but must now focus on expanding youth coverage, improving portability and service quality, and closing equity gaps.

Pillar 4: Mobilization, Participation and Leadership Development

Pillar 4 has contributed to a visible widening of youth voice and presence in governance, particularly at the local level. The 2015 Constitution embeds youth participation as a component of the right to social justice, and federalization has opened up significant space for younger leaders through local elections and devolved planning processes. The 2017 and 2022 local elections marked a step-change: over 41% of elected local representatives are aged 21-40, including mayors, deputy mayors, rural municipality chairs and vice-chairs, ward chairs and thousands of ward members and Dalit women representatives. This has dramatically increased youth representation in local decision-making and brought younger perspectives into municipal planning, budgeting and service delivery. At the same time, translating representation into meaningful influence remains uneven across municipalities, with variations in institutional capacity, resourcing and the extent to which young representatives are able to shape committee decisions, budget priorities and implementation follow-through.

Institutionally, the establishment of the National Youth Council and the gradual rollout of Provincial Youth Councils (PYCs) and Local/Municipal Youth Councils have created formal platforms for youth consultation, leadership development and engagement with government. Civic education programs, leadership camps, youth parliaments, participatory planning (the seven-step cycle), social audits and public hearings have become more common. Youth-led CSOs and networks such as AYON and NFYN have used Youth Vision as an advocacy tool to push for youth-friendly budgets, programs and policies, often anchoring their demands in government-owned commitments. However, the reach and continuity of these interventions are uneven, with some platforms more active than others, and with persistent inclusion gaps for marginalized youth (including Dalit, Indigenous, Madhesi, Muslim, youth with disabilities and youth from remote areas) who may face additional barriers to participation, leadership opportunities and access to mentoring and civic learning spaces.

Yet several Vision targets under this pillar remain only partially achieved or unmeasurable. At the national level, youth representation in provincial assemblies and the federal parliament has improved, but remains below the Vision's ambition, particularly for MPs aged 30 and under, due

to age-eligibility thresholds, party gatekeeping and alliance politics that limit youth candidacy in winnable constituencies. There is no consolidated national dataset on youth volunteering, exchanges or leadership training across government and CSO programs, making it impossible to robustly track progress against quantitative targets for volunteer mobilization and leadership pipelines. Nor does Nepal currently have a standardized metric for “meaningful youth participation” in decision-making processes (attendance, speaking time, committee membership, influence on decisions), particularly at local level. Budget rhetoric around youth-targeted allocations has increased, but verified data on consistent “youth budget shares” across 753 municipalities is lacking. In addition, the growing digital information ecosystem poses new challenges for civic participation: disinformation, misinformation and mal-information, including fake news, AI-generated fakes and algorithm-driven amplification, can polarize communities, distort public debate and undermine democratic and equity outcomes, with youth often among the most engaged social media users and therefore more exposed to misleading content. In short, Pillar 4 has significantly advanced youth visibility and participation, especially locally, but has not yet fully translated that presence into consistently measured, sustained influence across all tiers of the state.

Pillar 5: Sports and Entertainment

Pillar 5 has seen some of the most inspiring symbolic and performance gains, which have strengthened national pride and youth engagement, but also revealed the distance to Youth Vision’s long-term targets. On the positive side, government has substantially increased budgetary allocations for sports, from around NPR 3.5 billion in FY 2024/25 to over NPR 6 billion in FY 2025/26, the highest level to date, even though this still represents a small share of the national budget. The National Sports Development Act and Rules have provided clearer governance frameworks, enabling more systematic pathways from school and community levels to provincial and national competition.

Nepal’s performance at the 13th South Asian Games (SAG), hosted in 2019, was a landmark achievement: the country finished second overall, with 51 gold and 206 total medals, effectively meeting the Vision’s target of securing a top-two position in the region ahead of schedule. In cricket, Nepal has secured ODI status, qualified for multiple ICC Men’s T20 World Cups (including in 2024, with a secured place for 2026), and launched domestic franchise competitions such as the Nepal Premier League (NPL). These developments have expanded year-round opportunities for youth not only as athletes but also in sport-related roles, coaching, officiating, analytics, media, events and the broader creative economy.

However, several Vision targets remain under-achieved. Medal counts at the Asian Games are still modest relative to the target of 10 medals by 2025, highlighting a gap between regional and continental competitiveness. The share of the national budget allocated to sports, though increasing, remains far below the 2% target, constraining high-performance systems, sports science, talent identification and inclusive facility development. Data on the Vision’s aspiration of “one playground and one sports teacher per secondary school” are not systematically reported, suggesting uneven foundations at school level, especially in rural and disadvantaged areas. Women’s and para-sport pathways, while growing, still face structural barriers including limited facilities, equipment, safe changing spaces and competition opportunities. Leagues and structured competitions beyond cricket remain thin in many provinces, and private sponsorships are often ad hoc. Overall, Pillar 5 demonstrates that targeted investment and policy reform can rapidly lift performance and engagement, but also underscores the need for sustained financing, multi-sport development, and stronger inclusion and safety standards to meet the full Vision.

3. Systemic and cross-cutting challenges

Beyond pillar-specific gaps, the review highlights cross-cutting constraints that have limited Youth Vision's full realization:

- **Demand-side job creation is the missing engine:** The Vision invested heavily in activation (ESCs/PMEP) and training (TVET), but less in demand-side instruments such as apprenticeships at scale, structured private placements, youth-friendly procurement, and incentives for firms to hire and retain young workers. This imbalance has weakened school-to-skills-to-work transitions.
- **Coordination across tiers and sectors is uneven:** While mandates are clear on paper, federal, provincial and local actors often operate on parallel calendars with siloed data systems. Provinces and Provincial Youth Councils have emerged as important "bridge" institutions, but the coordination chain from NYC to PYCs to Local/Municipal Youth Councils is not yet fully institutionalized.
- **Monitoring, evaluation and learning remain fragmented:** There is no single, public youth results dashboard that aggregates data from education, employment, health, enterprise and sports systems against Vision indicators. Several indicators (e.g. volunteering, youth exchanges, leadership training, youth-budget shares) cannot be reliably tracked.
- **Financing is protected but opaque and thin in critical areas:** Youth-relevant spending is embedded within sector budgets rather than a distinct "youth envelope," which protects continuity but obscures the total resource picture and complicates performance budgeting. TVET equipment and O&M, youth services, mental health/SRH and sports facilities remain underfunded, especially outside metropolitan centres.
- **Inclusion and last-mile access are still constrained:** Dalit, Janajati, Madhesi, LGBTIQA+ youth, youth with disabilities and remote/rural youth face stacked barriers: documentation gaps, language and digital divides, mobility constraints, hidden costs, stigma and inaccessible infrastructure. Benefits are least predictable where needs are highest, blunting the Vision's equity ambition.
- **Private-sector and CSO engagement is under-leveraged:** Despite providing majority of jobs and having deep reach into communities, business associations and youth-serving CSOs have not been consistently embedded in Youth Vision governance and target-setting. Engagement has often been ad hoc, limiting scale on apprenticeships, placements, startup support and independent monitoring.

Overall, the review concludes that Youth Vision 2025 has succeeded in building a durable foundation for youth development in Nepal. It has:

- Helped elevate youth from the periphery to the centre of constitutional, policy and planning frameworks.
- Established MoYS and NYC as a statutory home for youth affairs, with expanding provincial and local counterparts.
- Helped normalize youth outcomes within routine government systems (education/TVET, employment services, social protection, sports).

- Contributed to delivering visible gains in local political participation, systematized reforms in education and TVET, expanded employment and startup instruments, strengthened health and social protection rails, and enhanced sports performance and pride.

However, architecture has outpaced execution. Domestic job growth, portable protection for mobile and informal youth, inclusive access, and national-level youth representation have not kept up with expectations. Rapid changes, service-sector growth, digital platform work, a startup surge, mental-health pressures, persistent out-migration and climate risks, have stretched the original design. The central task for the next youth strategy is therefore to convert strong architecture into predictable outcomes for every young person in every province: reliable transitions from school to skills to work; portable social protection; meaningful voice in governance; and equitable access to education, health, opportunity and safe spaces.

Towards the Next Youth Vision: Summary of Recommendations

The review concludes that Nepal has built a robust youth-development architecture but must now focus on converting this architecture into predictable, inclusive outcomes for every young person in every province. Building on the evidence, the report proposes a forward-looking package of recommendations that aim to turn Youth Vision's institutional gains into inclusive, scalable results.

The recommendations for the next Youth Vision and its implementation can be summarized along two main axes:

I. Strengthening and updating the five pillars, with a sharper focus on:

- Demand-side job creation and private-sector partnerships (apprenticeships, placements, youth-friendly procurement, wage subsidies and tax incentives).
- End-to-end pathways from foundational learning and vocational education into decent work and enterprise, including recognition of prior learning for returnee migrants and out-of-school youth.
- Portable and youth-friendly social protection, including mobile and digital NHIP enrolment/renewals, stronger financial protection for serious illness, and expanded SRH and mental-health services.
- Deeper, measurable youth participation and leadership, from local to national levels, supported by leadership pipelines, volunteer registries and standard participation indicators.
- Inclusive, multi-sport systems that strengthen school foundations, provincial leagues, women's and para-sports, sports science and creative-economy jobs linked to sport.

II. Clarifying roles and strengthening coordination, capacity and accountability across key actors:

- **Federal level (MoYS, NYC and line ministries):** leading a whole-of-government youth results framework, a national youth steering committee with private-sector and CSO representation, youth-results budget tagging, a public dashboard and joint reviews.

- **Provincial governments and Provincial Youth Councils (PYCs):** acting as the operational “bridge,” with provincial results frameworks, youth steering mechanisms, pooled training, employer and CSO rosters, and targeted support to municipalities.
- **Local governments:** institutionalizing Local/Municipal Youth Councils, strengthening ESCs as one-stop youth platforms, reducing hidden costs, mainstreaming GEDSI and accessibility, and improving communication and grievance redress.
- **Private-sector actors (firms, FNCCI, CNI, CNIYEF and sector associations):** co-designing and co-managing apprenticeships and placements, supporting curriculum updates, expanding early-stage finance and after-care, and setting voluntary youth employment and inclusion targets.
- **Development partners and international agencies:** aligning to the next national youth strategy, investing in systems and data rather than parallel structures, and co-financing innovations on demand-side jobs, portable protection and inclusive pathways.
- **Civil society organizations and youth networks:** using the national youth strategy as a central advocacy platform, reaching the most marginalized youth, monitoring budgets and services, strengthening accountability and building their own institutional capacity.

Overall, the review concludes that Youth Vision 2025 has successfully moved youth development in Nepal from a largely aspirational agenda to a substantive architecture of laws, institutions, programs and multi-tier delivery mechanisms, but has not yet fully converted this architecture into predictable, equitable outcomes for all young people. The decade has delivered visible gains, stronger policy and institutional frameworks, increased youth presence in local governance, expanded education and TVET reforms, employment services and startup instruments, social protection rails through NHIP and SSF, and a notable uplift in national sports performance and pride. At the same time, slow domestic job creation, persistently high out-migration, uneven service quality across provinces and municipalities, fragmented coordination and data systems, and stacked barriers for marginalized youth have constrained the Vision’s full impact.

Looking ahead, the next youth strategy must build on this foundation but be more demand-driven, locally grounded and results-focused, prioritizing quality jobs and private-sector partnerships, portable and youth-friendly social protection, end-to-end pathways from school to skills to work and enterprise, meaningful youth representation at all tiers, and strong GEDSI and climate resilience lenses. With clearer joint responsibilities, transparent data and accountability, and deeper collaboration with private sector, civil society and youth networks, Nepal is well-placed to turn its substantial policy gains into tangible, measurable improvements in the lives and futures of its young people.

Chapter-I: Introduction

1.1 National Youth Council¹

The National Youth Council (NYC), established in 2015 under the National Youth Council Act, 2072, is the Government of Nepal's statutory body mandated to mobilize and empower the country's youth. Serving as the principal governmental institution for youth affairs, the NYC coordinates and implements youth-focused policies and programs across federal, provincial, and local levels. Central to its mandate is the advancement of *Youth Vision 2025*, Nepal's ten-year strategic framework for holistic youth development, while ensuring coherence with the National Youth Policy 2015 and global commitments such as the Sustainable Development Goals (SDGs).

The Council places particular emphasis on addressing the needs of marginalized youth, seeking to mitigate systemic barriers such as unemployment, limited educational opportunities, and underrepresentation in decision-making, thereby promoting equity and inclusive socio-economic transformation.

With central office at Sanothimi, Bhaktapur, the NYC operates nationwide through District Youth Committees. With Nepal's transition to federalism, the Council's institutional structure is in the process of expansion and adaptation to strengthen outreach and effectiveness. In its envisioned framework, the NYC aims to establish:

- A National Youth Council at the federal level,
- Provincial Youth Councils at the provincial level,
- District Youth Coordination Units at the district level, and
- Local Youth Councils at the municipal and rural municipality levels.

Through strategic collaboration with government agencies, civil society organizations, and international partners such as the British Council, the NYC works to address pressing youth issues and to promote young people's active participation in democratic governance, social cohesion, and national development.

1.2 Partnership Between National Youth Council and British Council

The British Council and the NYC formalized their collaboration through a Memorandum of Understanding (MoU) to advance shared priorities in youth development, under which the British Council provided technical and institutional support to NYC to undertake the strategic review of Nepal's Youth Vision 2025 and the Ten-Year Strategic Plan.

As an outcome of this partnership, the review created an opportunity to take stock of achievements and challenges over the past decade, generate evidence-based learning, and inform future youth policy and programming so that the next generation of strategies and interventions remain responsive to young people's evolving aspirations and the changing socio-economic, cultural, and technological contexts shaping their lives.

¹ <https://nyc.gov.np>

1.3 Context of the Strategic Review

Nepal introduced its first National Youth Policy in 2009 (2066 BS), which was subsequently revised in 2015 (2072 BS). To facilitate the effective implementation of this policy, the Youth Vision 2025 and Ten-Year Strategic Plan was developed and endorsed by the Council of Ministers on 19 Ashoj 2072 BS (6 October 2015). Youth Vision 2025 represented the first comprehensive government-led strategic framework with actionable provisions for youth development in Nepal. Its formulation was grounded in an extensive participatory process that engaged a wide range of stakeholders, reflecting a strong commitment to inclusivity and consultation.

Launched in 2015, Youth Vision 2025 articulated a holistic strategy to address the diverse challenges facing Nepal's youth, who comprised over 40 percent of the national population (aged 16-40). The vision was structured around five central pillars:

- 1) Quality and Vocational Education,
- 2) Employment, Entrepreneurship and Skill Development
- 3) Health and Social Security,
- 4) Mobilization, Participation and Leadership Development,
- 5) Sports and Entertainment.

In alignment with Nepal's post-2015 earthquake recovery and reconstruction agenda, the strategy positioned youth as active contributors to nation-building. However, over the subsequent decade, Nepal's socio-economic context underwent significant transformation. Emerging priorities included widespread youth unemployment, exacerbated by the annual entry of approximately 550,000 young people into the labour market, growing vulnerabilities linked to climate change, and increasing political disillusionment.

This was reflected in the unprecedented scale of labour migration, with more than 741,000 youths departing for employment abroad in 2023/24 alone.² While notable progress had been achieved in areas such as vocational training and youth leadership programmes, persistent gaps remained in addressing structural inequities, strengthening climate resilience, and ensuring meaningful youth participation in governance.

The strategic review was undertaken as a collaborative initiative between the British Council Nepal and the National Youth Council, combining institutional expertise to generate evidence-based, youth-centred recommendations for the next phase of policy and programme development.

1.4 Objectives

The review attempted to:

- **Assess the relevance and alignment of Youth Vision 2025 with national/international policies and emerging challenges:** Assess how effectively the strategy aligns with Nepal's contemporary socio-economic context, and national and international frameworks (e.g., SDGs).

² Department of Foreign Employment, as cited by British Council in the TOR.

- **Assess program implementation under the strategy:** Measure the scope and reach of programs under Youth Vision 2025 and determine the extent to which they have met established objectives and targets.
- **Highlight successes, challenges, and gaps:** Document best practices, highlight achievements, and diagnose challenges and gaps that hindered effective implementation.
- **Provide strategic recommendations:** Propose actionable solutions and strategic directions for the post-2025 framework, ensuring it remains relevant and effective in addressing emerging youth priorities.

1.5 Scope of Work

The review covered the following areas:

- **Assessment of existing documentation:** The review assessed and analysed reports, policy briefs, and program documentation from the NYC related to Youth Vision 2025. Information on the design, roll-out, and progress of implemented programs was collected and synthesized to understand achievements and gaps.
- **Desk Review of Literature and Policies:** Relevant national policies, academic literature, and international frameworks on youth development in Nepal were examined. Reports and analyses from independent bodies, civil society organizations, think tanks, and media outlets were reviewed to capture diverse perspectives and evolving trends over the past decade.
- **Coordination with the Working Group:** The review was carried out in close coordination with the NYC Working Group, set up to support the review, to ensure timely access to information and validation of findings. Regular communication and feedback loops supported alignment with institutional priorities and enhanced the quality of the assessment.
- **Stakeholder Consultations:** Extensive consultations were conducted with stakeholders across federal, provincial, and local levels, including government agencies, civil society organizations, youth-led networks, and program beneficiaries. Engagements covered four provinces - Bagmati, Lumbini, Sudurpaschim, and Karnali, to ensure inclusive representation and context-specific insights.
- **Preparation of the Strategic Review Report:** Findings from the assessment and consultations were consolidated into a comprehensive report, highlighting major achievements, challenges, and lessons learned. The report also presents strategic recommendations for shaping the post-2025 youth development framework, grounded in evidence and informed by stakeholder feedback.

Chapter-II: Strategic Review Approach and Methodology

A mixed-method and multifaceted approach was employed, incorporating a thorough desk review, contextual analysis, Gender Equality, Disability and Social Inclusion (GEDSI) and climate-responsive analysis, as well as the integration of both quantitative data (from secondary sources) and qualitative insights (from interviews, focus group discussions, and case studies). A key element of this approach was close collaboration with the NYC throughout the strategic review process.

The review process ensured alignment, validation, and ownership of findings and recommendations through sustained engagement with NYC. A participatory and inclusive methodology was adopted, involving a series of meetings, consultations/interactions, panel discussion, and interviews with NYC, relevant government representatives including the National Planning Commission and federal ministries, young people, youth-led organizations, political parties and their youth wings, private sector actors, civil society organizations, development partners such as United Nations agencies, academics, and media representatives. This approach ensured an inclusive and participatory review process that reflected a broad spectrum of perspectives. Through this collaborative methodology, the strategic review of Youth Vision 2025 integrated diverse insights and experiences.

2.1 Desk Review and Context/Situation Analysis: As part of the strategic review, an extensive secondary review was conducted, drawing on a diverse and credible array of sources, including peer-reviewed research, academic literature, and internal reports. The desk review entailed a comprehensive analysis of existing literature and policies, with particular emphasis on reports, policy briefs, and program documentation from the NYC related to Youth Vision 2025. This process involved the collection and synthesis of information concerning the design, implementation, and progress of youth-focused programs. In addition, relevant national policies, international frameworks, and supplementary literature on youth development in Nepal were examined to provide a broader contextual foundation. Reports produced by independent bodies, civil society organizations, think tanks, and media outlets were also incorporated, ensuring that diverse perspectives and insights from the past decade were captured.

Specifically, the desk review:

- Examined documents produced by the NYC and the Ministry of Youth and Sports (MoYS), including progress reports and annual reports.
- Reviewed NYC's annual reports, Youth Vision 2025 documents, the National Youth Policy 2072.
- It also considered reports and programmes of selected federal ministries, Ministry of Social Development (MoSD), Ministry of Youth and Sports and Provincial Youth Councils at the province level.
- Analysed existing policy research and publications generated by civil society organizations, national and international development partners, including United Nations agencies, academic institutions, media analyses, and research undertaken by the British Council.

2.2 Stakeholder Consultations: As part of the stakeholder consultations, Key Informant Interviews (KII), Focus Group Discussions (FGDs), federal and provincial-level interactions and consultation meetings were organized to gather inputs from a diverse range of

stakeholders. These consultations were conducted across four provinces - Bagmati, Lumbini, Sudurpaschim, and Karnali - to capture and incorporate province-specific perspectives, feedback, and recommendations into the strategic review.

- **Key Informant Interviews (KII):** The strategic review employed semi-structured KII with a broad spectrum of stakeholders to generate comprehensive insights into the implementation status, achievements, and challenges of Youth Vision 2025 in Nepal. The KII were designed to ensure representation across federal, provincial, and local levels, capturing perspectives from policymakers, implementing institutions, and diverse youth actors. At the federal level, interviews were conducted with key policymakers and officials from the Ministry of Youth and Sports (MoYS), National Youth Council (NYC), and other relevant government bodies such as the National Planning Commission (NPC), Ministry of Labour, Employment and Social Security (MoLESS), Ministry of Education, Science and Technology (MoEST), Ministry of Agriculture and Livestock Development (MoALD), Ministry of Industry, Commerce and Supplies (MoICS), and Ministry of Health and Population (MoHP).

In addition, consultations included representatives from the United Nations Development Programme (UNDP), Foreign, Commonwealth and Development Office (FCDO), private-sector associations such as the Confederation of Nepalese Industries (CNI) and the Federation of Nepalese Chambers of Commerce and Industry (FNCCI).

Further, perspectives were sought from youth leaders of major political parties and their youth wings, National Federation of Youth NGOs Nepal (NFYN), Association of Youth Organizations Nepal (AYON), as well as youth journalists, experts, and activists.

At the provincial level, KII were carried out with representatives from Provincial Planning Commissions, Ministries of Social Development, Provincial Youth Councils, and other relevant agencies, while at the local level, discussions were held with local governments, including both rural and urban municipalities.

In total, 52 KII were conducted. The semi-structured format allowed for flexibility, enabling in-depth exploration of the implementation process and emerging themes related to youth development. This inclusive approach captured perspectives from policymakers to grassroots youth representatives, strengthening the review's insights on key opportunities and barriers for Nepal's youth.

- **Focus Group Discussions (FGDs):** To complement the KII, FGDs were organized across selected provinces to collect province-specific insights and lived experiences related to the implementation of Youth Vision 2025 and broader youth development priorities. These discussions aimed to create participatory dialogue among youth and youth-focused organizations, ensuring inclusion of voices often underrepresented in formal policy spaces.

A total of 3 FGDs were conducted:

- Two at the provincial level, one each in Bagmati and Sudurpaschim Provinces, involving a diverse mix of participants, including representatives from Provincial Youth

Councils, youth-led CSOs, and marginalized youth groups such as youth with disabilities, Dalits, indigenous communities, LGBTIQ+ individuals, and women.

- One FGD at the federal level, held in Kathmandu, with the Board Members of the Association of Youth Organizations Nepal (AYON).

These FGDs provided a platform for youth participants to share firsthand perspectives on policy implementation, institutional coordination, and access to opportunities. They also highlighted unique challenges and enablers shaped by provincial socio-economic contexts and cultural diversity.

KII and FGD Matrix

Level	# of KII (Agencies/Organizations)	# of FGDs
Federal Level	<ul style="list-style-type: none"> • National Youth Council (NYC), • Ministry of Youth and Sports (MoYS), • Ministry of Labour, Employment and Social Security (MoLESS), • Ministry of Education, Science and Technology (MoEST), • Ministry of Agriculture and Livestock Development (MoALD), • Ministry of Industry, Commerce and Supplies (MoICS), • Ministry of Health and Population (MoHP), • National Planning Commission (NPC), • United Nations Development Programme (UNDP), • Foreign, Commonwealth and Development Office (FCDO), • Confederation of Nepalese Industries (CNI), • CNI Young Entrepreneurs Forum (CNIYEF), • Federation of Nepalese Chambers of Commerce and Industry (FNCCI), • Youth leaders from major political parties/youth wings, • National Federation of Youth NGOs Nepal (NFYN), • Association of Youth Organizations Nepal (AYON), • Youth journalists, experts, and activists. 	FGD with the Board Members of Association of Youth Organizations Nepal (<i>1 in Kathmandu</i>).
Province Level	<ul style="list-style-type: none"> • Province Planning Commission, • Ministry of Social Development, • Ministry of Youth and Sports, • Provincial Youth Councils, etc. <p><i>Covered: Bagmati, Lumbini, Sudurpaschim, Karnali</i></p>	FGD with a diverse range of representation, ensuring representation from Provincial Youth Council, marginalized communities such as youth with disabilities, Dalits, indigenous groups, LGBTIQ+ individuals, women, other underrepresented groups (<i>2 – 1 each in Bagmati and Sudurpaschim Province</i>)

Local Level	Local Governments: <ul style="list-style-type: none"> • Hetauda Sub-Metropolitan City, Bagmati Province, • Dhangadhi Sub-Metropolitan City, Sudurpaschim Province, • Kailari Rural Municipality, Sudurpaschim Province, • Tilottama Municipality, Lumbini Province, • Lekbesi Municipality, Karnali Province, 	
Total	52 KIIs	3 FGDs

Note: A detailed list of key informants interviewed during the KIIs and the participants involved in the FGDs has been included in the Annex for reference.

Participants for the KIIs and FGDs were selected using purposive sampling to ensure the inclusion of individuals with relevant experience and knowledge aligned with the scope and objectives of the strategic review.

- **Federal Level Interaction amongst NYC and Youth Networks:** As part of the strategic review process, a federal-level interaction and review program was jointly organized by the NYC and the British Council Nepal on July 13, 2025. More than 50 NYC staff members and representatives from NYC-affiliated Youth Networks participated in the program, where they reflected on the achievements and challenges of Youth Vision 2025 implementation and generated recommendations to inform the development of the next Youth Vision.
- **Panel Discussion:** The British Council Nepal together with the National Youth Council organized a panel discussion entitled “*Towards Youth Vision 2035: Opportunities, Challenges, and the Way Forward*” on August 12, 2025. The program facilitated dialogue amongst youth leaders, policymakers and changemakers on the challenges encountered during the implementation of Youth Vision 2025 and explored emerging opportunities for Nepalese youth as the country moved towards shaping Youth Vision 2035.
- **Interaction with Confederation of Nepalese Industries Young Entrepreneurs Forum (CNIYEF):** As part of the strategic review process of Youth Vision 2025, an interaction was organized on August 15, 2025, with the Confederation of Nepalese Industries Young Entrepreneurs Forum (CNIYEF) at the Confederation of Nepalese Industries (CNI) Head Office, Thapathali, Kathmandu. The session was attended by all Board Members of CNIYEF and the Director General of CNI. The discussion focused on the implementation of Youth Vision 2025 and the issues and challenges faced by young entrepreneurs in Nepal, including access to finance, business incubation, mentorship, and policy support.
- **Provincial Interaction/Consultation with Stakeholders:** A series of stakeholder interactions and consultations were conducted at the provincial level to ensure inclusive and province-specific feedback. A minimum of three in-person consultations were held, one in each of the three selected provinces. These consultations brought together a wide range of stakeholders, including representatives from provincial government agencies, local government bodies, youth-led CSOs/NGOs, youth activists, representatives of

political parties and their youth wings, development partners, media professionals, and other relevant actors.

2.3 Case Study: As part of the strategic review process, case studies illustrating relevant outcomes were identified and compiled to highlight best practices and success stories emerging from the implementation of Youth Vision 2025, as well as selected examples from external initiatives and interventions. These case studies focused on innovative approaches, impactful programs, and successful models that had effectively addressed the challenges faced by youth in Nepal. By analyzing both internal achievements within the Youth Vision 2025 framework and external benchmarks from comparable contexts, the review extracted lessons learned and identified scalable strategies. This exercise not only showcased successes but also provided actionable insights to refine and strengthen future youth development efforts, ensuring that they remained evidence-based, inclusive, and sustainable. A total of five stories were collected, with at least one drawn from each of the five pillars of Youth Vision 2025.

2.4 Analysis and Validation: The strategic review included a robust analysis and validation process to ensure the reliability and relevance of its findings. Qualitative data collected from KIIs, FGDs and interactions/consultations were triangulated with quantitative evidence gathered during the desk review, enabling a comprehensive understanding of the successes and challenges within the Youth Vision 2025 framework. Preliminary findings and recommendations were subsequently validated through targeted feedback sessions (validation workshops) with key stakeholders, including the National Youth Council and the British Council Nepal. This iterative validation process ensured that the insights and proposed strategies were grounded in diverse perspectives and remained aligned with the priorities of Nepal's youth development agenda.

2.5 Ethical Considerations: The strategic review upheld the standards of professional ethics, ensuring that data collection and analysis were conducted with integrity, respect, and cultural sensitivity. This included maintaining the confidentiality of information, systematically documenting inquiries, and demonstrating honesty across all aspects of the review. Moreover, the approach emphasized GEDSI inclusion and participatory methods, ensuring equitable representation and voice for all stakeholder groups.

The following approaches guided ethical compliance and quality assurance throughout the review process:

- *Informed Consent:* All participants received clear explanations of the review's purpose, their rights (including the right to withdraw), and the intended use of data. Verbal consent was obtained from all adult participants.
- *Confidentiality and Anonymity:* Participant identities and responses remained confidential. Data were anonymized in reporting, with all personal identifiers removed. Anonymized data were used in analyses and reports unless explicit permission had been granted to share identifiable information.
- *Integrity and Honesty:* Honesty and transparency were maintained throughout data collection, analysis, and reporting. Findings reflected genuine stakeholder input, avoiding misrepresentation or selective use of data.

- *Respect and Cultural Sensitivity:* All interactions respected participants' cultural, religious, and social norms, with particular care taken to avoid stigmatizing language or questions. Consultations prioritized marginalized groups (e.g., women, Dalits, climate-affected youth, LGBTIQA+ individuals) and ensured safe spaces for their meaningful participation.
- *Accountability to Youth Welfare:* Recommendations were aligned with Nepal's national priorities and global frameworks (e.g., the SDGs and the National Youth Policy). Findings emphasized actionable strategies to address systemic inequities and enhance youth well-being.

Chapter-III: Analysis and Findings

3.1 Overall Progress: A Decade of Youth Vision Implementation

The decade from 2015 to 2025, spanning the implementation of "Youth Vision 2025, Nepal's Ten-Year Strategic Plan" has been a period of profound transformation for Nepal, marked by the promulgation of the Constitution of Nepal 2015, the transition to federalism, post-earthquake recovery and reconstruction, the COVID-19 pandemic, and intensifying climate crisis, disaster and migration pressures. During this period, Nepalese youth navigated major transitions that shaped education and training pathways, access to decent work, wellbeing, and life opportunities, while also confronting the wider global challenges of the climate crisis and rapid technological and labour-market shifts. In parallel, Nepal's youth consistently acted as partners in national progress, mobilising in the 2015 earthquake response and the long reconstruction phase, participating in civic dialogue during the constitution and federal transition, and advancing local development through community action, innovation, entrepreneurship, and public engagement. Similarly, the September 2025 youth-led "Gen-Z" movement highlighted this momentum, emphasizing a new wave of leadership and constructive civic participation aimed at strengthening governance and improving the quality of public services.

The implementation of the "Youth Vision 2025" built sustained momentum for youth issues and contributed to institutional, legislative, political, and socio-economic improvements, that together pushed holistic youth development in Nepal. From 2015-2025, Nepal assembled a far more coherent youth-development architecture than existed a decade earlier. The 2015 Constitution hard-wired inclusion and participation into the state's obligations; the Ministry of Youth and Sports (MoYS) and the National Youth Council (NYC) gave government a standing, statutory "home" for youth affairs; and a wave of new laws, flagship programs, and sector strategies, spanning education and TVET, employment services, social protection, digital transformation, health insurance, and sports, created practical levers for delivery. These shifts translated into real gains on the ground: noticeably more young people serving in local governments, clearer school-to-skills pathways through updated curricula and long-term TVET plans, short-term work guarantees via employment service centres, widening social-health protection through contributory schemes and insurance, and a step-change in national sports performance that energized youth participation and pride.

Institutional Developments and Frameworks

National youth architecture: After the establishment of the Ministry of Youth and Sports (MoYS) in 2009 aiming to mobilize youth, especially for the development of Nepal, Nepal Government (then Cabinet) formally approved the Youth Vision 2025 in October 2015 and the enacted the National Youth Council Act, 2015 (2072). The National Youth Council Act, 2015 established NYC as the statutory body for youth affairs, with a broad mandate to coordinate youth policy and programming, and to expand structures across federal, provincial and local levels. The Act institutionalized age 16-40 as "youth," empowered NYC to mobilize District/Provincial structures, and formalized its mandate to steer Youth Vision implementation. Over the review decade, NYC became the principal governmental counterpart for youth affairs and the custodian of Youth Vision 2025. The Vision explicitly located implementation across sectoral ministries, formalized a central M&E committee in MoYS, laying the backbone for multi-sector delivery and public accountability.

Provincial and local mainstreaming post-federalism: With the 2015 Constitution and the 2017, responsibilities and opportunities for youth programming devolved. Provincial Youth and Sports ministries, Social Development ministries, Chief Minister's Office and other line ministries began to program for education, skills, employment, health, entrepreneurship, sports, etc. Institutional set up further expand during the decade with emergence of the Provincial Youth Councils, District Youth Committees, and Local Youth Councils in local governments (municipalities), which has enhanced the reach and effectiveness of youth-focused interventions nationwide. As of the latest update, 35 Local Youth Councils are now formed and are operational (*see annex 1 for the list*).

This multi-tiered structure, designed to complement Nepal's federal governance system, fosters continuous engagement and representation of youth in decision-making processes and development planning. Notably, the NYC's coordination with various federal government ministries and agencies, including the Ministry of Youth and Sports (MoYS), Ministry of Labour, Employment and Social Security (MoLESS), Ministry of Education, Science and Technology (MoEST), Ministry of Agriculture and Livestock Development (MoALD), Ministry of Industry, Commerce and Supplies (MoICS), Ministry of Health and Population (MoHP), National Planning Commission (NPC), etc., has strengthened multisectoral coordination and integration of youth programs in alignment with the five strategic pillars of Youth Vision 2025.

Networked delivery with civil society, private sector and the development partners: The Vision envisaged formal coordination and partnerships with INGOs/NGOs, cooperatives, political youth associations and the private sector under MoYS coordination. Partnerships with international agencies like the British Council, United Nations Development Programme (UNDP), International NGOs, national civil society networks, and coordination with the private sector actors such as Confederation of Nepalese Industries Young Entrepreneurs Forum (CNIYEF), Confederation of Nepalese Industries (CNI), Federation of Nepalese Chambers of Commerce and Industry (FNCCI) and their provincial and local networks have expanded institutional capacities and ensured a collaborative approach to youth empowerment.

Moreover, Nepal hosts a dense ecosystem of youth-serving civil society actors. As of FY 2081/82 (BS), 58,352 NGOs were affiliated with the Social Welfare Council (SWC)³, a substantial proportion (above 20%) of which are youth-focused. Likewise, among the 185 INGOs registered with the SWC as of FY 2079/80 (BS), many work with and for young people and youth organizations. This landscape presents a strategic opportunity to institutionalize meaningful youth engagement, amplifying youth voices, expanding safe and inclusive spaces where their views are valued, and enabling them to realize their full potential in advancing a more inclusive Nepal.

Legislative and Policy Developments

Youth governance and participation: The **Constitution 2015 (2072 BS)** includes provisions for youth by guaranteeing their rights to vote, participate in governance through the Directive Principles, and receive protection, as well as by promoting their economic and social inclusion. Provision 18 (rights to equality), Provision 33 (right to employment) and Provision 42

³ Social Welfare Council (SWC). *Annual Report 2081/082 (2024/025)*. Kathmandu: Social Welfare Council.

(Fundamental Rights and Duties) are directly related to youth. Provision 42(1) of the Constitution protects the rights of youth to participate in the State bodies on the basis of inclusive principle and Provision 42(2) protects the rights of youth to get special opportunities and benefits in education, health, housing, employment, food and social security for their protection, upliftment, empowerment and development.

The National Youth Council Act 2015 (2072 BS), the Procedure 2016 (2073 BS) and Youth Vision 2025 codified youth participation, leadership, and inclusion as state responsibilities, giving NYC an autonomous mandate and clarifying multi-tier structures (federal, provincial, local). The enactment of this Act and the subsequent establishment of the NYC provided Nepal with its first statutory body mandated exclusively to "coordinate, harmonize and facilitate youth-related programs of government and stakeholders." This was a foundational achievement, moving youth policy from a peripheral concern to a centralized mandate. The NYC, headquartered in Sano Thimi, Bhaktapur, began operating nationwide through District Youth Committees, creating a channel for program implementation and feedback.

The Council Act and the Procedure serve as a legislative backbone, formalizing youth representation at various governance tiers and promoting greater youth participation in policymaking. It outlines the Council's legal status, organizational structure, and functions, mandating it to design and implement youth policies, plans, and programs. It promotes youth engagement in leadership, employment, entrepreneurship, volunteerism, education, and social transformation, while also promoting coordination among governmental, non-governmental, and international institutions. Financially supported through government grants and support from various development partners, the Council is required to maintain transparency through regular auditing and reporting to the Government of Nepal.

National Youth Policy 2015 - National Youth Policy 2025: The National Youth Policy of Nepal 2015 (2072 BS) served as the government's key framework for youth empowerment and participation before being replaced by the *National Youth Policy 2025*. The policy was adopted by the Government of Nepal on 19 Ashwin 2072 (6 October 2015). It aimed to develop capable, responsible, and dynamic young citizens aged 16-40 years, enabling them to contribute meaningfully to Nepal's socio-economic, cultural, and political development. The policy emphasized access to education, employment, entrepreneurship, health, and social security, alongside fostering youth leadership, inclusion, and participation in governance. It also sought to address social issues such as drug abuse, trafficking, and crime, while promoting culture, arts, and sports. Implemented through the National Youth Council Act (2015) and operationalized via the Youth Vision 2025, it provided a coordinated approach among federal, provincial, and local bodies to harness Nepal's youth potential and laid the foundation for the 2025 national youth policy.

The Government of Nepal officially endorsed and launched the **National Youth Policy 2025 (2082 BS)** on September 8, 2025, envisioning "*Comprehensive youth development through active participation in nation-building.*" This updated policy framework aligns with Nepal's federal governance structure, evolving youth demographics, and global development priorities. The policy envisions the holistic empowerment of Nepali youth and their meaningful engagement in national transformation. It identifies young people aged 18-35 years as key drivers of economic, social, cultural, and political progress, aiming to equip them with quality education, employable skills, and inclusive opportunities. As of 2nd September 2025, National Statistics Office (NSO)

estimates that youth aged 18–35 comprise 30.10% of Nepal's population.⁴ The mission of the youth policy is to nurture capable, responsible, and innovative youth who contribute effectively to sustainable national development. Core objectives include fostering healthy, educated, and entrepreneurial youth; enhancing their participation in governance and social change; and promoting patriotism, discipline, and civic values. Priority areas include education and skills, health and well-being, employment and entrepreneurship, sports and culture, environmental protection and climate resilience, and digital innovation. The policy further emphasizes inclusion of marginalized youth, coordination across federal, provincial, and local levels, and evidence-based monitoring and evaluation mechanisms to ensure effective implementation and long-term impact.

Eligibility for government service is fixed at 18–35 for men, and up to 40 for women and individuals with disabilities. For certain roles, like gazetted ranks, the minimum age is 21 years. Moreover, current youth policy aligns more closely with global practice by recognizing that "youth" spans different age ranges across jurisdictions. Internationally, definitions vary widely: the United Nations uses 15-24; the African Union at 15-35, the European Union at 15-29; India 15-29; Bangladesh 18-35; China 14-35; the Philippines 15-30; South Africa 15-29; Germany 14-27; Russia 15-35; Kenya 18-34, Nigeria 15-29, Indonesia 16-30, Australia 12-24, Japan 15-34, etc. This diversity highlights that Nepal's updated framing sits well within the prevailing global range.

Policy mainstreaming and alignment in national planning: Youth Vision 2025 successfully influenced national development planning. Nepal's **14th Development Plan (2016/17-2018/19)** included a dedicated chapter on youth development. The Plan recognized young people as major contributors to socio-economic development and sustainable peace, and underscored the need to expand opportunities for them to realize their potential. This policy recognition constituted a significant step forward and reflected youth as Nepal Government's key priority.

The **15th Development Plan (2019/20-2023/24)** also recognized youth as a key driver of the nation's socio-economic transformation and envisioned their meaningful participation in realizing the national goal of "*Prosperous Nepal, Happy Nepali.*" The Plan emphasized the holistic development and mobilization of youth through quality education, skill enhancement, employment creation, entrepreneurship promotion, and civic leadership. It prioritized youth empowerment, technical and vocational education and skills development, promote enterprises, businesses, and industries run by youths, expand youth's access to financial resources, innovation, and participation in governance and decision-making at all levels. Strengthening institutions such as the National Youth Council, expanding youth-friendly programs, and curbing the trend of large-scale youth migration were highlighted as strategic priorities. The Plan positioned youth as active partners in achieving sustainable development, inclusive growth, and social transformation, reflecting their central role in shaping Nepal's future development trajectory.

Similarly, the **16th Development Plan (Fiscal Year 2024/25-2028/29)** highlights the importance of youth as a dynamic force in driving Nepal's structural transformation toward "*Good Governance, Social Justice, and Prosperity.*" It identifies the country's youth population as a key driver of structural economic change, social inclusion, and innovation. The Plan recognizes that

⁴ National Statistics Office (NSO), September 2025.

meaningful engagement of young people is essential for realizing sustainable growth, good governance, and social justice. Accordingly, it places youth development, employment creation, and human capital formation at the centre of its strategies. The Plan emphasizes enhancing productive employment and decent jobs to harness the demographic dividend, with targeted efforts to integrate youth into the domestic labour market. It focuses on promoting technical, vocational, and higher education reforms that are aligned with market demands and national production systems, ensuring that young people acquire relevant and employable skills. The Plan also highlights the need to strengthen entrepreneurship and innovation ecosystems, encouraging start-ups, enterprises, and cooperatives led by youth, especially in sectors such as agriculture, tourism, energy, and information technology.

Recognizing the growing trend of youth migration, the 16th Plan introduces measures to encourage returnee migrants to invest their skills and remittances in productive ventures at home. Incentives are designed to support youth-led cooperatives, collective farming, and enterprise development. *At the institutional level, the Plan commits to strengthening the National Youth Council (NYC) and other youth-focused mechanisms to ensure effective coordination, leadership development, and implementation of youth programs.* Furthermore, the Plan highlights youth participation in governance and decision-making as a core component of social justice and inclusive development. It seeks to create enabling conditions for youth to contribute actively at all levels of the federal system, federal, provincial, and local. The promotion of digital literacy, green economy skills, and climate-resilient innovation are integral parts of the strategy, equipping youth to engage in emerging areas of the economy. By integrating youth priorities across economic, educational, and governance frameworks, the 16th Plan aims to reduce unemployment from 11.4 percent to 5 percent and expand youth access to social protection, credit, and employment services.

These periodic development plans represent a significant step in policy coherence, ensuring that youth development was not solely the responsibility of the NYC and MoYS but a key national priority of Nepal Government. However, these Plans do not explicitly mention Youth Vision and the extent to which Youth Vision targets were carried through as explicit, measurable commitments in these Plans has been uneven, with youth priorities often integrated across multiple sectors without consistently preserving the Youth Vision's target framework, indicator set, and accountability mechanisms for tracking results over time across all three tiers of government. Although these Plans are somewhat aligned in substance with the Youth Vision, in carrying forward the same pillars as cross-sector priorities (education/skills, employment/enterprise, health/social protection, participation/volunteering, sports), these are usually framed under broader national areas rather than as the Youth Vision's five-pillar structure.

Federalization of youth-relevant functions: Nepal's post-2015 devolution moved many day-to-day levers for youth development closer to where young people live and work. The **Local Government Operation Act, 2017 (2073 BS)** translated constitutional promises into concrete mandates for municipalities and rural municipalities, requiring inclusive, participatory planning; annual and medium-term plans; and service delivery across education, skills, public health, sports, culture, and social protection. In practice, this opened space for youth-responsive planning (e.g., ward-level consultations, thematic committees, and Youth Forums feeding into municipal plans and budgets), Youth-Friendly Local Governance (YFLG) interventions (youth help desks, information centres, and safe spaces in libraries, schools, and ward offices), and

community oversight mechanisms (public hearings, social audits, citizen charters, and grievance redress). Because decisions on small infrastructure, local scholarships, sports grounds, cultural events, and entrepreneurship support are now made locally, young people and youth-led CSOs can more readily propose, monitor, and co-implement solutions, especially for marginalized groups.

Devolution also improved vertical coordination on youth issues. Local Employment Service Centres (ESCs under the Right to Employment framework) could be integrated into municipal one-stop service points; TVET fairs and short courses could be scheduled around local demand; and health posts and schools could co-run youth-friendly services (sexual and reproductive health, mental-health referrals, disability accommodations).

Provincial Youth and Sports ministries and Social Development ministries, meanwhile, gained a clearer role in consolidating municipal data, financing inter-district and municipal programs (e.g., district sports tournaments, youth skill development, career guidance, startup bootcamps), and standardizing minimum service levels. While capacity and resourcing still vary widely across municipalities, the shift of authority, information, and accountability to the sub-national and local level has made it more feasible to pilot, adapt, and scale youth-centric policies.

Government Efforts in Achieving the Youth Vision

In addition to putting in place the institutional and legislative youth-development architecture described earlier, the Government of Nepal, across federal, provincial, and local tiers, pursued a wide set of delivery actions to meet the strategy, goals, and indicators of Youth Vision 2025 under each pillar. Through their sectoral, periodic and annual plans, programs, budgets and targeted schemes/campaigns, government across all tiers help improve literacy and skills; expand employment services and early-stage finance; extend health insurance and social security; widen opportunities for youth leadership and civic engagement; and professionalize sports systems, facilities and national performance. The following sections present an assessment of progress and remaining gaps based on the five pillars of Youth Vision 2025.

The strategic review could not track all indicators and targets because consistent, comparable, and verifiable data were not available for many of them across the review period, and the review could not independently validate progress on all indicators and targets. Therefore, the following sections and tables include only those indicators/targets for which reliable, verifiable sources were identified.

Pillar 1: Quality and Vocational Education

Youth Vision set ambitious targets under this pillar to (i) eradicate youth illiteracy through action-oriented campaigns; (ii) expand technical/skill-oriented and vocational education to 25% of total students; (iii) raise education spending to 5% of GDP with a larger share for higher education; (iv) reform management, curriculum, infrastructure, and pedagogy; and (v) ensure gender equality and access for priority groups. Quantitative indicators include raising the share of learners receiving skill-oriented education (to 25%), lifting budget shares for TVET (to 15%), reaching 100% youth literacy and parity in higher education participation and pass rates by 2025.

Government delivery efforts: Government implemented successive school-sector programs that prioritized equity and learning recovery, while local governments, now central actors under federalism, funded scholarships, bridge courses, community libraries and youth study spaces, and hired/managed teachers to stabilize classroom staffing. Provinces and municipalities co-organized career guidance and skills fairs, expanded science/ICT labs, and financed hostel/transport provisions in remote areas to reduce dropout between basic and secondary levels. Concurrently, public TVET providers diversified short, modular, and competency-based courses linked to local economic plans (construction, agro-processing, tourism, ICT), and piloted recognition of prior learning to help returnee migrants and out-of-school youth certify skills.

Reforms in education and TVET created the enabling spine for Youth Vision's targets: the *National Education Policy (2076 BS)*, *School Sector Development Plan 2016-2023* laid the first post-federalization bridge for quality and inclusion for youth, and *School Education Sector Plan (SESP) 2022/23-2031/32* renewed commitments to free basic and free secondary education, teacher development, assessment reform, GEDSI targeting, and stronger learning - positioning secondary schooling as a pipeline into TVET and higher education; the *TVET Sector Strategic Plan (2023-2032)* set standards, pathways and stronger employer linkages; and the *Digital Nepal Framework (DNF, 2019)*, reinforced by the *World Bank's Digital Nepal Acceleration (DNA) Project (approved 2022)*⁵, underwrote broadband expansion and digital-skills adoption for schools and community learning spaces, with evidence of rapid fixed-broadband uptake since 2018.⁶

Status of the Quantitative Indicators of the Pillar 1

Indicator (Youth Vision Target)	Baseline⁷	Status	Year	Status vs. Target
Youth literacy (15-39) (100 by 2025)	71	87.4%	2021	Partially achieved (improving but <100%)
Youth literacy (15-24), female (toward 100% youth literacy)		89.2%	2022	
Youth literacy (15-24), male (toward 100% youth literacy)		97%	2022	
Literacy rate, youth (ages 15-24), gender parity index (GPI) (1 by 2025)	0.90	0.92	2022	Partially achieved (improving but <1)
Public expenditure on education ($\geq 5\%$ of GDP)	2.3 ⁸	3.7% of GDP	2024	Partially achieved (improving but <5%)
Pass percentage of students in higher education (50 by 2025)	12.7	<ul style="list-style-type: none"> • 61.50% (Bachelor's) • 29.64% (Master's) 	2024	Partially achieved (improving but <50%)
Pass percentage in higher secondary school examination (Class 12)	47.55	<ul style="list-style-type: none"> • 61.17% 	2025	Partially achieved (improving but <75%)

⁵ World Bank. (2022). *Project Appraisal Document on a proposed credit to Nepal for a Digital Nepal Acceleration (DNA) Project (Report No. PAD4875)*. International Development Association.

⁶ Government of Nepal, Ministry of Communication and Information Technology. (2019). *Unlocking Nepal's Growth Potential: Digital Nepal Framework 2019*. Government of Nepal.

⁷ Baseline data is extracted and inserted from the Youth Vision 2025 in all indicator tables.

⁸ Total budget for education in technical and skill-oriented education

Proportion of male and female students in higher education (1 by 2025)	0.71	1.30	2024	GPI is 1.30, female participation is 30% higher than male).
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Source: Census (2021); UNESCO Institute for Statistics (UIS)/World Bank Group (2025); National Examinations Board (NEB, 2025); University Grants Commissions, Education Management Information System (EMIS) Report 2024, etc.

The status of the quantitative indicators for this pillar shows consistent progress but a universal shortfall in meeting the established targets. While male youth literacy is relatively high at 97% and female literacy is at 89.2%, both figures from 2022 remain below the ultimate goal of 100%. This disparity is reflected in the Gender Parity Index (GPI) of 0.92, which, though improving, has not yet reached the target of 1. Furthermore, recent 2024 figures indicate that other key areas are also falling short: public expenditure on education is 3.7% of GDP, below the 5% target, and upper secondary vocational enrolment sits at 52.91%, still a significant distance from the 75% goal. Consequently, every indicator is classified as "partially achieved," indicating a positive trajectory that requires continued effort to reach the desired outcomes.

Gaps and outstanding issues: Despite meaningful reforms and expanded local effort, several structural gaps continue to blunt progress toward Youth Vision's 2025 ambitions. Foundational learning remains uneven, with recent national assessments showing wide variation in student achievement by school and location, and Flash/EMIS reports documenting persistent repetition, dropout and survival-rate challenges in parts of the system.⁹ The TVET pipeline is still too narrow and fragmented: vocational streams at secondary level remain small, and the TVET Sector Strategic Plan explicitly frames work-based learning/dual apprenticeships as models to be piloted and scaled, evidence that they are not yet systemwide.¹⁰ Employer engagement in curriculum, assessment and certification is inconsistent, and tracer-study literature and CTEVT studies continue to flag skills-jobs mismatches and the need for regular graduate tracking to protect quality.¹¹ Quality assurance varies across providers, and routine publication of outcomes (placement, earnings, completion) is still patchy compared to inputs, limiting rapid course correction.¹² As per UNESCO¹³, teacher capacity and continuous professional development, particularly for STEM/ICT and technical subjects, remain uneven across geographies despite improvements in the share of "qualified" teachers, indicating that formal qualification alone does not guarantee effective pedagogy or applied technical instruction. UNICEF evidence shows stark gaps in ICT skills by wealth and schooling level, as well as the World Bank highlights the need to use the Digital Nepal Framework/DNA program to close connectivity, skills, and service-access gaps for learners.¹⁴

Financing is still tight and volatile across tiers: while education spending has at times exceeded 5% of GDP, the most recent World Bank series places it around 3.7% of GDP (2024), below the Youth Vision benchmark; within that envelope, the TVET share remains modest relative to targets, constraining labs, equipment, workshops, hostel/transport and O&M. Gender parity and

⁹ Education Review Office/MoEST. (2025). *National assessment of student achievement 2022: Main report - Grade 5 (Mathematics, Science and Technology, Nepali, and English)*. <https://www.ero.gov.np/>

¹⁰ TVET Sector Strategic Plan (2023–2032), Ministry of Education, Science and Technology, Government of Nepal, December 2022.

¹¹ Council for Technical Education and Vocational Training (CTEVT). (2018). *Final Report: Tracer Study*. Kathmandu: Development Technology Services (DEVTEC Nepal Pvt. Ltd).

¹² Lamsal, H. P., & Bajracharya, A. M. (2023). *TVET Sector Strategic Plan, 2023–2032: A drive to success*. *Journal of Technical and Vocational Education and Training (TVET)*, 17(1), 116–129. <https://doi.org/10.3126/tvet.v17i1.52429>

¹³ UNESCO Institute for Statistics (UIS). *SDG 4 – Country Profile: Nepal* (Generated on 2025-06-09).

¹⁴ Nepal Education Fact Sheets 2022, UNICEF MICS-EAGLE

inclusion in higher/technical tracks are not yet universal; disability-inclusive education still faces gaps in screening, accommodations and trained personnel. Career guidance and labour-market information remain fragmented across agencies and levels, weakening school-to-work transitions and employer alignment.¹⁵

Pillar 2: Employment, Entrepreneurship and Skill Development

This pillar aimed to bring youth full unemployment down to 5% and semi-unemployment below 10%; reduce unskilled out-migration to zero and cut overall foreign-employment outflow by two-thirds; channel 20% of remittances into production; generate 300,000 direct tourism jobs at 2 million annual arrivals; and create 500,000 additional jobs annually in priority sectors (agriculture, tourism, water, forest/herbal products, infrastructure, industry). It also emphasized gender equality in work, more MSMEs/self-employment, and 200,000 government-supported skills trainees annually.

Government delivery efforts: Government passed the *Right to Employment Act (2018)*¹⁶ and launched the *Prime Minister Employment Program (PMEP)* in 2019. Through *Employment Service Centres (ESCs)* in each 753 local governments, PMEP registers jobseekers, offers job-matching and counselling, and, when jobs are unavailable, guarantees up to 100 days of work or an allowance for eligible households, a mechanism scaled up during COVID-19 as a safety-net-plus-activation response. Program notices and Eols emphasize ESCs as the local service hub implementing the Act. Over the first three fiscal years of the PMEP, around 250,000 people have received an average of 18 days of employment, and many labour-based projects identified by the local levels have been completed.¹⁷ In fiscal year 2080/81, 60 percent of the employed under the PMEP were youth.¹⁸

To unlock early-stage finance, GoN moved from ad-hoc grants to a rules-based startup pathway. The *National Startup Enterprise Policy (2024)* and the *Startup Enterprise Loan Operating Procedures (2082 BS)* introduced concessional loans (about 3% interest, up to NPR 2.5 million) alongside incubation, acceleration, mentoring, and market access, implemented with IEDI and provincial industry offices. In fiscal year 2024/25, 661 startups were selected for processing under the loan window, a material step toward easing the historic capital-access barrier young founders face. In the first six days of applications opening this fiscal year (2025/26), 610 startups applied for concessional loans.

Nepal's *Right to Employment Act (2018)* created the legal backbone for public employment services. Moreover, the TVET Sector Strategic Plan (2023–2032) covers pre-employment training through long-term TVET pathways (e.g., Diploma/Pre-Diploma and technical stream schooling with OJT) and short-term training programs, as well as lifelong learning through measures such as up-skilling and re-skilling opportunities for existing workers and returnee migrants, multi-entry/multi-exit flexible learning, modular, credit-based training, etc., to employer standards, while Digital Nepal Framework/Digital Nepal Acceleration investments sought to expand digital jobs and services; ESCs integrated with municipal development plans so labour-intensive works, short courses and placement services could be sequenced for better job-creation effects. These

¹⁵ Centre for Education and Human Resource Development. (2023). *Flash I report 2079 (2022/23)*. Government of Nepal, Ministry of Education, Science and Technology.

¹⁶ Right to Employment Act, 2075 (2018)/Government of Nepal.

¹⁷ Prime Minister Employment Program (PMEP). (2078 BS). *Internal Evaluation Report*. Government of Nepal.

¹⁸ Prime Minister Employment Programme (PMEP). (2081 BS). Annual Report 2080/81, Government of Nepal, available at: <https://pmepl.gov.np/uploads/publication/1742799779-pm-book-final-2025.pdf>

reforms, taken together, address Youth Vision's indicators on unemployment reduction, productive remittance use, and MSME/self-employment growth.

Status of the Quantitative Indicators of the Pillar 2

Indicator (Youth Vision Target)	Baseline	Status	Year	Status vs. Target
Unemployment rate (Vision targeted ≤5%)	19	<ul style="list-style-type: none"> 12.7% (national),¹⁹ 22.7% (who fall within 15-24), 	2022/23	Not achieved
Overseas labour out-migration (375) <ul style="list-style-type: none"> Skilled (50%) Semi-skilled (50%) Unskilled (0) 	1500	<p>Over 1700 Daily</p> <ul style="list-style-type: none"> 1% 25% 74% 69.5 8.0 21.9 <p>839,270 labour-permits were issued in FY 2024/25 (744,811 men; 94,455 women). 760,391 Nepali youths departed for foreign employment in the first 11 months of FY 2024/25.</p>	2024/25	<p>Daily target not achieved (still very high outflow)</p> <ul style="list-style-type: none"> Skilled labour target overachieved Semi-skilled target not achieved Unskilled target not achieved
Start-ups selected under concessional loan window (Vision's enterprise/finance push)		<ul style="list-style-type: none"> 661 startups selected for processing (up to NPR 2.5m at 3%) in FY 2024/25, 610 startups applied for loan in the first week of announcement in FY 2025/26. 	<ul style="list-style-type: none"> 2024/25 2025/26 	Launched and scaling

Source: 4th Nepal Living Standards Survey/NSO (2022/2023)²⁰; Nepal Labour Migration Report 2024 (DoFE, 2025); etc.

The status of Pillar 2 presents a mixed picture of significant challenges alongside a promising initiative. A core objective of reducing the unemployment rate to 5% or below has not been achieved, with the national rate at 12.6% and the youth-specific rate (ages 15-24) alarmingly high at 22.7% as of 2022/23.

Concurrently, the goal to sharply reduce unskilled out-migration is also not being met, as evidenced by a "very high outflow" of Nepali youth for foreign employment, with over 760,000 departures in the first 11 months of FY 2024/25 alone. In contrast, the initiative to support start-ups through a concessional loan program is a clear success. This is demonstrated by strong uptake, with 661 startups selected in FY 2024/25 and 610 applying in just the first week of this fiscal year.

Gaps and outstanding issues: The current job market is failing to absorb the growing number of young entrants, leading to persistently high underemployment and driving overseas migration. The implementation of employment programs varies significantly across municipalities, with inconsistent targeting and employer outreach, while private-sector placements and

¹⁹ Government of Nepal, Office of the Prime Minister and Council of Ministers, National Statistics Office. (2026). *National Transfer Accounts of Nepal, 2021/22: Mapping lifetime deficits in Nepal: A national transfer accounts approach*. National Statistics Office.

²⁰ National Statistics Office (NSO). (2024). *Nepal Living Standards Survey 2022/23: Statistical Report (NLSS-IV)*. Kathmandu, Nepal: Government of Nepal.

apprenticeships have not scaled sufficiently.²¹ A persistent skills-jobs mismatch is exacerbated by fragmented labour-market information and uneven career services.²² For young entrepreneurs, significant hurdles remain, including complex documentation requirements, a lack of collateral, etc., which collectively restrain business survival and growth. These challenges are compounded for marginalized groups, including women, Dalit and indigenous youth, and persons with disabilities, who encounter higher access costs and social and bureaucratic barriers.

At a systemic level, the lack of consolidated, youth-disaggregated data across key ministries hinders effective monitoring and evidence-based policy correction. Startup/SME finance faces bottlenecks (slow vetting, documentation hurdles, limited guarantees)²³ and thin after-care (mentoring, market access), so survival and growth rates lag potential.²⁴ Youth in informal, rural, and marginalized groups, especially women, Dalit/indigenous, persons with disabilities, and returnee migrants, face higher access costs, social norms, and documentation barriers.

Pillar 3: Health and Social Security

Targets under this pillar included lifting health investment to 4% of GDP, extending social security coverage for indigent/priority-group youth from 25% to 60%, and deepening prevention/response around GBV, trafficking, SRH, drug use, and HIV/AIDS. Quantitative indicators call for the state to bear 75% of treatment costs for serious NCDs, reduce GBV prevalence among youth to <5%, halve first-time drug use (15-19), raise adolescent HIV knowledge to 98%, lower fertility in remote/Madhesh regions, and secure ≥95% sustained access to improved sanitation.

Government delivery efforts: Two national protection rails were expanded for young individuals and workers: the National Health Insurance Program (NHIP) *operates through the National Health Insurance Policy* adopted in 2016 and implemented by the Health Insurance Board (2017-), to pool health risks and cut out-of-pocket spending; and the *contribution-based Social Security Fund (SSF, 2018/19)* for formal workers, with 31% wage contributions (20% employer; 11% employee) financing medical/maternity, accident/disability, dependent, and old-age benefits. Young members are included as part of the family and benefit from the same coverage as other family members. Coverage includes benefits like outpatient services, inpatient services, diagnostic services, and drugs, as well as cashless services for emergency care.²⁵ Provincial and municipal authorities integrated youth-friendly SRH services, awareness campaigns on GBV and trafficking, and mental-health referrals via schools, health posts, and municipal clinics, especially after COVID-19. These efforts directly target Youth Vision's indicators on financial protection, GBV prevention, SRH knowledge, and sanitation.

NHIP's governance, benefits, and provider-payment rules were progressively refined to improve coverage continuity and quality, while SSF enrolment expanded among private employers to

²¹ International Labour Organization (ILO). (2022). *Employment Diagnostic Analysis: Nepal*. Kathmandu: ILO Country Office for Nepal.

²² Asian Development Bank (ADB). (2021). *Nepal: Critical Development Constraints*. Manila, Philippines: Asian Development Bank.

²³ Khatiwoda, M. (2025, September 21). *Top challenges SMEs face in Nepal & how to overcome them?* Milan Khatiwoda.

²⁴ Adhikari, J. (2022). Expanding access to finance for small and medium enterprises: An analysis of demand and supply side constraints of Nepal. *Journal of Economic Concerns*, 13(1).

²⁵ National Health Insurance Policy (2016). <https://hib.gov.np/content/6/national-health-insurance-policy--2071/>

extend workplace protection to more young workers. Local WASH investments and behaviour-change programs, often co-financed by provinces and development partners, supported sanitation and hygiene targets central to Youth Vision's third-pillar indicators. NHIP's benefit design and HIB processes have been iteratively refined to strengthen coverage continuity and quality, while SSF onboarding expanded via employer registration and digital portals. The NHIP + SSF scaffolding now exists; the forward agenda, consistent with Youth Vision intent, is to deepen uptake in youth-dense sectors (hospitality, retail, services, construction), make coverage portable, and integrate digital ID/payment rails to protect mobile and informal youth.

Status of the Quantitative Indicators of the Pillar 3

Indicator (Youth Vision Target)	Baseline	Status	Year	Status vs. Target
Public health spending (4% of GDP)	No baseline value	• 6.66%	2022	Achieved in 2022
Social security coverage for indigent/priority youth 25%-60%	No baseline value	• NHIP & SSF rollout ongoing; NHIP expansion + contribution-based SSF (31% of wage: 20% employer, 11% employee) established 2018/19. • Coverage includes young members as part of the family and benefit from the same coverage as other family members.	Ongoing since 2018/19	Partially achieved (systems in place)
State bears 75% of expenses borne by the state for the youth suffering from non-transmitted disease of serious type		Policy in place; benefit design under NHIP being updated.	Ongoing since 2018/19	Partially achieved (systems in place)
Percentage of victims of gender violence (<5)	28	• 27% of women aged 15-49 have experienced some form of intimate partner violence (IPV) in their lifetime • Over 80% of reported gender-based violence (GBV) incidents in Nepal fall under the category of domestic violence. • Reported victims are primarily aged 26-40 (63%), followed by those aged 16-25 (22%) and 41-60 (15%).	• 2025 (Nepal Police) • 2022 (NDHS) • 2024 (NWC)	The target of reducing the percentage of victims of gender-based violence to below 5% has categorically not been achieved.
≥95% sustained access to improved sanitation / reformed cleanliness	62	• Basic sanitation coverage (%) is at 95.5% • Proportion of population using safely managed sanitation services including a hand-washing facility with soap and water is at 61.1%	2022	Target met for basic sanitation.

Source: *Nepal Demographic and Health Survey (NDHS, 2022)*; *Nepal Police Crime Report (2008/1/082)*; *National Women's Commission (NWC, 2024)*; *World Bank (2025)*²⁶; *Nepal VSR 2024 (SDG 6 - Water and Sanitation)*²⁷; etc.

The quantitative assessment of Pillar 3 reveals significant progress in public health investment and basic sanitation, alongside the ongoing institutional development of social safety nets. A primary achievement is in public health financing, where government expenditure reached 6.66% of GDP in 2022, successfully surpassing the target of 4%. This indicates a strong fiscal commitment to the health sector. Furthermore, the target of ensuring at least 95% sustained access to improved sanitation has been met, with basic sanitation coverage reported at 95.5% in 2022. However, a disparity remains when considering higher standards of service, as only 61.1% of the population had access to safely managed sanitation facilities with handwashing amenities, highlighting a gap in service quality despite high basic coverage.

Regarding social protection, the status is partially achieved and improving, with foundational systems established but full coverage yet to be realized. The National Health Insurance Program (NHIP) and the Social Security Fund (SSF), initiated in 2018/19, form the structural backbone for this pillar. The SSF's contribution-based model, with a 31% wage contribution, is operational, and youth are covered as family dependents under the NHIP. For the state to bear 75% of expenses for serious non-communicable diseases, specific benefit designs within the NHIP are still being finalized. Therefore, while the necessary legal and institutional frameworks are active, their expansion to achieve targeted coverage rates for indigent and priority youth remains an ongoing process.

Gaps and outstanding issues: Despite solid institutional scaffolding through the NHIP and the SSF, effective coverage for many youth remains uneven, particularly those in informal, seasonal and migrant work, because enrolment is voluntary for large segments, renewal lapses are common, and portability across provinces, jobs and schemes is still cumbersome. Studies of NHIP performance consistently flag low enrolment/retention, renewal drop-offs, and operational frictions that dilute financial protection.²⁸ Awareness of entitlements is limited among adolescents and young adults, and onboarding often requires documentation, up-front payments or travel that deter low-income and remote households, compounding access barriers for Dalit/Janajati, LGBTIQA+ youth and young persons with disabilities. At the service point, benefit design and provider-payment rules do not yet guarantee reliable protection against catastrophic costs for serious NCDs; providers report slow reimbursements, complex procurement/claims, and information gaps that reduce the effective value of insurance for young households.²⁹

While prevention/response systems for GBV, trafficking and SRH have expanded, coverage is still patchy across municipalities, case-management and survivor-centered referral (health-police-justice-social care) are inconsistently applied, and resources for shelters and psychosocial support remain thin. Recent DHS analytics also show persistent exposure to

²⁶ World Bank. "Current health expenditure (% of GDP) – Nepal." *World Development Indicators*. <https://data.worldbank.org/indicator/SH.XPD.CHEX.GD.ZS?end=2022&locations=NP&start=2000>

²⁷ Municipal Association of Nepal (MuAN) and United Cities and Local Governments (UCLG). (2024). *Nepal Voluntary Subnational Review (VSR) 2024: SDG 6 – Water and Sanitation*. Kathmandu.

²⁸ Khanal, G. N., Bharadwaj, B., Upadhyay, N., Bhattarai, T., Dahal, M., & Khatri, R. B. (2023). *Evaluation of the National Health Insurance Program of Nepal: Are political promises translated into actions?* Health Research Policy and Systems, 21, 7.

²⁹ Panwar, V. (2025, June 19). *Nepal's health insurance program: Challenges and early impacts*. P4H Network. <https://p4h.world/en/news/nepals-health-insurance-program-challenges-and-early-impacts/>

violence among young women and uneven SRH knowledge, underscoring unfinished prevention and service-quality agendas.³⁰ On HIV knowledge, the NDHS 2022 reports that only 16% of young women and 27% of young men have comprehensive knowledge, far below the near-universal awareness envisaged under Youth Vision. WASH targets show strong basic sanitation coverage but a large quality gap in safely managed sanitation and hygiene, particularly in remote and climate-vulnerable areas where water safety, O&M and inclusive/accessible facilities lag.

Pillar 4: Mobilization, Participation and Leadership Development

This pillar sought to normalize youth volunteerism as a national culture, train 1,000 youth leaders annually through structured leadership pipelines, and widen meaningful youth participation in politics, decision-making, development planning and oversight across all tiers of government. Quantitative indicators include growth in regular and causal volunteers, 25-50% youth participation in local bodies and consultations, earmarked municipal budgets for youth promotion, youth exchanges (to 1,200), and rising youth representation in legislatures (e.g., MPs under 30 to 15%).

Government delivery efforts: Following federalization, local governments embedded participatory planning (7-steps planning, public hearings, ward-level consultations, social audits), creating formal entry points for youth to shape priorities, track delivery, and hold duty-bearers accountable. In addition to these community-facing tools such as public hearings and social audits, Nepal Government has strengthened social accountability through several digital grievance, transparency, and oversight mechanisms, including the Hello Sarkar (Gunaso) public grievance system, online complaint channels of oversight bodies such as the CIAA and the National Vigilance Centre (NVC), transparent e-procurement through the e-GP portal (bolpatra.gov.np), and public financial accountability systems and disclosures such as SuTRA for local government PFM, the Office of the Auditor General's annual audit reports, and the Ministry of Finance "Red Book" budget publications, which enable public scrutiny of plans, spending, and performance.

NYC, MoYS and provincial ministries expanded civic education, leadership workshops, and youth exchanges; municipalities started implementing youth-focused programs/activities; youth-led CSOs scaled voter education and observation, especially in the 2017 and 2022 electoral cycles. During this period, youth representation across local, provincial, and federal levels expanded significantly over the past decade. Consequently, the Youth Vision 2025 pillar on Mobilization, Participation, and Leadership Development recorded substantial gains at the local level.

Nepal's 2015 Constitution embeds inclusion as a fundamental right and explicitly names youths among groups entitled to participate in state bodies "on the basis of inclusive principle" (*Fundamental Rights, Article 42: Right to Social Justice*). That same rights chapter guarantees the right to employment (Art. 33) and related social protections that underpin meaningful participation. Together, these provisions established the normative foundation for youth presence in representative institutions and constitutional bodies over 2015-2025. In electoral law, eligibility thresholds have served as both enablers and constraints. The voting age is 18;

³⁰ Sapkota, P. M., Pandey, A. R., Adhikari, B., Shrestha, G., Piya, R., Lamichhane, B., Garu, S., Joshi, D., & Baral, S. C. (2024). *Intimate partner violence in Nepal: Analysis of Nepal Demographic and Health Survey 2022*. PLOS ONE, 19(8), e0308107. <https://doi.org/10.1371/journal.pone.0308107>

candidacy at the local level requires age 21 (*Constitution, Part 17, and local election guidance*), while candidacy for the provincial assembly and the House of Representatives requires 25; the National Assembly (upper house) requires 35. Similarly, to serve on the constitutional committee or to run for president or vice president, a person must be 45 years old or older. Youth stakeholders repeatedly flagged this laddered age regime as a mixed picture: it opened a pathway into local office but delayed access to national platforms where agenda-setting and resource control are concentrated.

Federalization and the resumption of local polls (2017, 2022) created the most significant entry point for younger leaders. The 2022 local elections produced a visible infusion of young office-holders, mirroring the broader surge in youth candidacies since 2017. More than 41.14 percent of officials elected in the local elections of 2022 were aged 21-40. Of the 14,442 office-holders nationwide, this youth cohort included 37 mayors, 95 deputy mayors, 106 rural municipality chairs, and 234 vice-chairs. In addition, 2,312 ward chairs and 3,233 women members from this age group were elected. A further 3,606 Dalit women members and 4,819 other elected members also fell within the youth category (Election Commission, 2022).

Nepal's Provincial Assemblies comprise 550 seats, of which 130 members (24%) are aged 25-40. In the recently dissolved Federal Parliament, 30 members (11%) fall within the 25-40 age group. These figures indicate that Nepal is comparatively inclusive and possesses a distinctly youth-forward political landscape. However, within the national context, youth candidacy in the 2022 federal and provincial elections declined to 30%, down from 34.84% in 2017 (Khadka, 2022). This trend suggests that political parties, dominated by senior leaders and alliance politics, are increasingly reluctant to nominate young leaders in winnable constituencies, thereby reinforcing their marginalization in national policy-making. Age eligibility criteria further constrain representation. Candidates for the National Assembly must be at least 35 years old, effectively excluding youth from representation.

Looking across federal, provincial, and local tiers, these achievements demonstrate a clear widening of pathways for young people to enter public office, influence agendas, and shape decisions. Notably, the establishment of the National Youth Council and the formulation and implementation of Youth Vision 2025 and the National Youth Policy 2015, and the momentum they generated, were central drivers of these notable gains. Youth are increasingly visible in executive and deliberative roles, participating in parliamentary committees, leading municipal reforms, and advancing digital governance, social accountability, and service-delivery innovations. This greater presence has expanded the diversity of perspectives in policymaking and accelerated responsiveness to youth priorities such as jobs, entrepreneurship, education, climate action, and inclusion. Sustaining this momentum will require continued party reforms, leadership pipelines, and targeted capacity-building to translate representation into durable policy outcomes.

Status of the Quantitative Indicators of the Pillar 4

Indicator (Youth Vision Target)	Baseline	Status	Year	Status vs. Target
Percentage of youth participation in local bodies (Vision target 50%)	No baseline value	• 41.14% (2017 and 2022 local elections embedded youth in office; municipalities institutionalized 7-step planning),	2022	Partially achieved: (improving but <50%)

		<ul style="list-style-type: none"> • Strong progress at local level, 		
Percentage of youth in Parliament (of less than 30 years age group)	7%	<ul style="list-style-type: none"> • 2.9% of Federal MPs aged 30 and under (House dissolved now), • 24% Provincial MPs are aged 25-40, out of 550 seats, • 11% Federal MPs fall within the 25-40 age group. 	2022	Partially achieved: (improving but MPs aged 30 or under far below 15%)

Source: *Election Commission (2022); Inter-Parliamentary Union (2023)³¹; etc.*

Gaps and Outstanding Issues: Three cross-cutting evidence gaps constrain a full verdict on Pillar 4. First, national monitoring for volunteering, exchanges, and leadership training is fragmented, multiple actors (NYC/MoYS, other federal line ministries and agencies, provincial and local governments, political parties, party youth wings, CSOs, academic institutions, and faith or civic networks) run programs, but no regularly published, consolidated national totals exist for “annual regular/casual volunteers,” “youth exchange participants,” or “leadership trainees,” making it very challenging to verify 2025 targets against a single official series. Second, while local elected representation by age is well documented in 2022 (over 41% aged 21-40), there is no standardized, nationwide measure of youth participation in local decision-making processes (attendance, speaking time, committee membership, ward forums, participatory planning steps) that could be compared to the Vision’s 25%/50% participation thresholds. Third, youth presence in national decision-making remains low: at the start of the 2023 legislature, only 2.9% of MPs were ≤30, far off the 10% (2020) and 15% (2025) targets, reflecting eligibility thresholds (25 for MPs), party gatekeeping, and candidate-nomination dynamics noted in independent reportage and analyses. In addition, policy rhetoric around “10% youth-focused local budgets” has surfaced in public discourse, but no official data confirms systematic adoption across 753 local governments, pointing to an implementation-verification gap.

Pillar 5: Sports and Entertainment

Youth Vision, under this pillar, called for respectable medals in South Asian Games, entry into Olympic medals over time, ICC recognition (ODI status/top-12 ranking) and World Cup entry for cricket, qualifying in 5-7 Olympic sports, scaling sports investment to 2% of the national budget, and ensuring one playground and one sports teacher per secondary school.

Quantitative targets include rising to second in the South Asian Games by 2025, increasing Asian Games medals to 10, and expanding the sports budget share to 2%.

Government delivery efforts: Nepal government has professionalized sports governance through policy, acts and rules, increased financing for facilities and competitions, and standardized coach certification. Government financing rose sharply, Rs 3.5 billion in FY 2024/25, increasing to a record Rs 6.08 billion for FY 2025/26, the highest ever for the sector.³² Sport became a visible source of identity, participation and national pride. Hosting the 13th South Asian Games (SAG) in 2019 catalysed upgrades and high-performance preparation, culminating

³¹ Inter-Parliamentary Union. (2023). *Youth participation in national parliaments: 2023*.

<https://www.ipu.org/resources/publications/reports/2023-10/youth-participation-in-national-parliaments-2023>

³² Khabarhub. (2025, May 29). *Sports budget doubled, key projects prioritized*. Available at:

<https://english.khabarhub.com/2025/29/472194/#:~:text=Sports%20budget%20doubled%2C%20key%20projects.U%20iversity%20Cricket%20Ground%20in%20Kirtipur.>

in Nepal's best-ever finish (2nd overall) with 51 gold and 206 total medals.³³ Provinces and municipalities co-funded grounds, multi-use halls and school competitions (including U-14 games), while the National Sports Council has been expanding pathways from school to elite levels. Moreover, the men's national cricket team achieved a historic first Twenty20 International (T20I) win and then a series win over West Indies in 2025 which was widely covered as Nepal's first bilateral series victory, a ceiling-breaking moment consistent with Youth Vision's push on high-performance systems and national pride.

Launched in 2024, the Nepal Premier League (NPL)'s franchise T20 cricket season added a permanent, high-visibility competitive platform inside Nepal that directly advances Youth Vision's sports and entertainment objectives. Beyond elite match play and talent scouting, the league expanded year-round pathways for youth, players moving from school/club to professional squads; technical roles (analysts, scorers, trainers, physios, ground staff); and creative-economy jobs (broadcast production, social media, graphics, content, merchandising, event management). The NPL also brought a host of well-known international players to Nepal, lifting the competitive standard on the field and accelerating knowledge transfer to young domestic athletes through shared training environments, match-day exposure, and informal mentoring. Their presence drew bigger crowds, higher broadcast reach, and stronger sponsor interest, while boosting sports tourism (hotel occupancy, local transport, hospitality). The presence of international players also helped Nepal cement its identity on the international cricket stage, raising competitive standards, expanding global visibility, and positioning Nepali cricket as an emerging force.³⁴

A policy-based sports system, *National Sports Development Act (2077)* and *Rules (2079)*, clarified implementation procedures, increasing funding and accountability across stakeholders, and enabling the school-to-club-to-national pipeline envisioned in Youth Vision. These all have helped translate the “respectable medals” ambition of the Youth Vision into visible results in South Asian Games.

Status of the Quantitative Indicators of the Pillar 5

Indicator (Youth Vision Target)	Status	Year	Status vs. Target
Position in South Asian Games (SAG) (Vision target, 2 nd in 2025)	2 nd overall at the 13 th SAG hosted by Nepal (206 total medals; 51 gold)	2019	Achieved (ahead of schedule)
Number of medals in Asian Games (Vision target 10 by 2025)	<ul style="list-style-type: none"> 1 silver medal 18th Asian Games, Jakarta, Indonesia, 2018 2 medals (1 silver in Karate, 1 bronze in Kabaddi) at Hangzhou, China (held 2023) 	<ul style="list-style-type: none"> 2018 2023 	Target under achieved but improving.
ICC recognition in One-Day International (ODI status) (Vision target 12)	17 th in the Men's ICC One-Day International (ODI) ranking on 27 rating points. Nepal received ODI status in 2018.	2025	Target under achieved but improving.

³³ myRepublica. (2019, December 10). *13th SAG comes to a close, Nepal second with 51 gold medals.*

³⁴ Kathmandu Post. (2024, December 3). *The NPL effect.* The Kathmandu Post. Available at: <https://kathmandupost.com/editorial/2024/12/03/the-npl-effect>

ICC Top-12 ranking (team) (Vision target 12)	17 th position with 176 rankings	2025	Target under achieved but improving.
Enter ICC World Cup (T20 World Cup)	Qualified and participated in ICC Men's T20 World Cup 2024 (also previously qualified in 2014; secured qualification/entry for 2026 T20 World Cup also).	2024	Target achieved.
Number of sports Nepal qualifies for at the Olympics (Vision target 7)	Nepal participated in 6 sports during 2024 Paris Olympic: Athletics, Shooting, Swimming, Table Tennis, Badminton, and Judo	2024	Target slightly under achieved but improving.
% of national budget invested in sports (Vision target 2%)	FY 2024/25: 3.50 billion (0.18%) FY 2025/26: 6.08 billion (0.31%)	2025/26	Target under achieved; improving but below 2% target).

Source: *Newsfnepal* (2024, December 24)³⁵; *myRepublica*. (2019, December 10); *ICC* (2025)³⁶; *MoF/GoN* (2025)³⁷; etc.

Gaps and Outstanding Issues: Despite a landmark second-place finish at the 2019 South Asian Games and a return to the global stage at the ICC Men's T20 World Cup in 2024, Nepal fell short on several 2025 targets. Medal counts at the continental level remain modest, two total medals at the Hangzhou Asian Games versus a 10-medal target, highlighting the distance between regional success and Asian-level competitiveness. Budget execution is a primary constraint. Achieving the 2% budget share is challenging amid fiscal pressures. Even with the highest-ever sports outlay (NPR 6.08 billion in FY 2025/26), sector financing still amounts to 0.31% of the national budget, well below the 2% target, limiting high-performance pipelines, science/medicine support, and equitable facility upkeep across provinces and municipalities. School-level foundations are uneven. Up-to-date, nationwide data on "one secondary school, one playground and one sports teacher" are not yet consistently reported, implying gaps in facilities and specialist staffing that affect early talent identification and safe participation, particularly for girls and youth with disabilities.

Finally, while cricket's profile has surged (ODI status since 2018; T20 World Cup 2024; 2025 series win over WI), the ICC Top-12 ranking benchmark has not been met, highlighting the need for deeper league structures (e.g., NPL consolidation), coach education, and sports-science capacity to convert popularity into sustained elite results across multiple Olympic sports, not only cricket.

Overall Assessment

From 2015-2025, Nepal moved youth development from aspiration to architecture. The state codified youth rights and participation in the 2015 Constitution, created and empowered a standing home for youth affairs (MoYS/NYC), and aligned sectoral policies and multi-year plans to the five pillars of Youth Vision 2025. Across tiers of government, this translated into tangible delivery: local governments mainstreamed youth in planning and service delivery; federal

³⁵ News of Nepal. (2024, December 24). *Nepal's Performance in the Asian Games: Triumphs and Challenges*. <https://newsfnepal.com/2024/12/24/684835/>

³⁶ International Cricket Council. "Men's ODI Team Rankings – Official One Day International Standings." ICC Cricket, 16 Nov. 2025, <https://www.icc-cricket.com/rankings/team-rankings/mens/odi>

³⁷ Government of Nepal, Ministry of Finance. (2025). *Budget Speech (English)* 2025/26. <https://mof.gov.np/content/1548/budget-speech--english--2025-26/>

ministries launched new programs and standards; and provinces filled critical connective tissue for implementation. The result is a visibly stronger enabling environment, measurable gains in some outcome areas, and a clearer understanding of where systems still underperform.

What worked systemically: Three choices paid off across pillars: (i) putting youth in the Constitution and giving the agenda a statutory home (MoYS/NYC), which sustained political attention; (ii) leveraging federalism so that municipalities could localize solutions and mobilize youth in planning and oversight; and (iii) using national frameworks (SESP, TVET Plan, DNF/DNA, NHIP/SSF, Sports Act/Rules) to institutionalize delivery standards, rather than relying on short-term projects.

Where implementation fell short: Youth Vision's most ambitious, and interdependent, targets demanded fast job growth, robust social protection, strong coordination across all tiers, and frictionless transitions between school, skills, and work. Slow structural transformation limited quality job creation, program capacity varied widely across municipalities, coordination among line ministries, NYC, and provinces was uneven, and data systems did not consistently provide youth-disaggregated, real-time feedback to steer performance (e.g., volunteering/exchanges, leadership training, TVET placement, NHIP/SSF uptake by age and occupation). These gaps weakened accountability and slowed course correction. Youth Vision's full potential was also tempered by the pace of inclusive growth, the productivity constraints of the domestic economy, compounded by the transition to federalism, major shocks such as the 2015 earthquake, the COVID-19 pandemic, recurring disasters and climate change shocks, as well as by the incomplete mechanisms to transition youth leadership from local arenas to the national level.

The decade's reforms undeniably widened access, but not evenly. Young women, Dalit/Janajati, LGBTIQA+ youth, persons with disabilities, and rural/remote youth still face higher monetary and non-monetary costs to access programs, identification, finance, and decision-making spaces. Services meant to be universal (e.g., insurance, SRH, mental health, apprenticeships, career services, sports facilities) are least predictable where poverty and distance are greatest, precisely where the returns to inclusion would be highest.

Moreover, while the Youth Vision 2025 has been housed institutionally within MoYS/NYC, the goals and indicators it sets are intentionally broad, national-level outcomes that depend on the leadership and day-to-day execution of several relevant sectoral ministries (e.g., MoEST/CTEVT for education and skills, MoLESS/PMEP for employment, MoHP/HIB and SSF for health and social protection, MoI/CS/IEDI for enterprise, NSC for sports, MoALD, MoF, etc.) and on coordinated action across all three tiers of government. In this architecture, NYC is the custodian and convener, responsible for policy stewardship, coordination, and signalling standards, not the primary delivery agency for the results. Accordingly, achievement or under-achievement against Vision indicators cannot be attributed to NYC alone; it is inherently systemic and shared, reflecting how well sector ministries align programs and budgets, how provinces translate guidance into provincial templates and ceilings, and how municipalities operationalize services and last-mile delivery. Recognizing this division of labour is essential for fair performance assessment, realistic accountability lines, and the design of joint KPIs and dashboards that apportion responsibility where delivery actually sits.

Overall, Youth Vision 2025 succeeded in building the scaffolding, laws, institutions, programs, and multi-tier delivery mechanisms, and converted that scaffolding into clear gains in local

political participation, systematized education/TVET reforms, expanded employment services and startup finance, stronger social-protection rails, and a step-change in national sports performance. At the same time, the full promise of the Vision was tempered by slow job creation, high out-migration, uneven service quality, and under-representation of young people in national decision-making. The next strategy must therefore convert today's institutional gains and focus more on execution at scale: (i) demand-side job creation and private-sector placement pipelines; (ii) portable, deeper protection for mobile/ informal youth; (iii) universal work-based learning and stronger employer co-governance of TVET; (iv) party and electoral reforms that translate local youth leadership into national roles; and (v) sustained, equitable financing, especially for TVET, youth services, mental health/SRH, and multi-sport pathways. In short, Nepal has built a durable platform, the task now is to convert architecture into outcomes for every young person, in every province.

3.2 Assessment of Youth Vision's Relevance, Strategic Alignment and Operability

This section synthesizes (i) desk review of national policies and sector strategies; (ii) Federal-level interaction among NYC and youth networks (13 July 2025); (iii) Panel and private-sector dialogue with CNIYEF (15 Aug 2025); and (iv) KIIs and FGDs conducted across Bagmati, Lumbini, Sudurpaschim, and Karnali provinces.

Relevance and alignment with policies, context, and emerging youth realities

Across a decade of profound change, post-earthquake recovery, federalization, a global pandemic, and escalating climate risks, Youth Vision 2025 has remained a relevant document. Its five pillars map cleanly onto Nepal's constitutional guarantees on equality, social justice, and the right to employment; onto the 14th/15th/16th Plans that prioritize human capital, jobs, and inclusion; and onto sector frameworks that have driven day-to-day delivery: SES/SSDP in education, the TVET Sector Strategic Plan, Right to Employment/PMEP in labour, Digital Nepal Framework/DNA in connectivity and digital skills, NHIP/SSF in social protection, and the Sports Policy/Act/Rules in performance pathways. It made it easier for ministries, provinces, and municipalities to see themselves in the Vision and embed youth outcomes in their own workplans and budgets. Internationally, the pillars reflect SDGs 1, 3, 4, 5, 8, 10, 16 and cross-cutting commitments on GEDSI and climate resilience.

“From a planning perspective, Youth Vision 2025 is an important document for all the stakeholders. It is well aligned with the Constitution and the periodic plans. Our constraint isn’t alignment; it’s absorptive capacity and execution at provincial and local levels. Progress is uneven.”

- Member, National Planning Commission, Kathmandu

NYC and MoYS emphasized that Youth Vision 2025 remained the “anchor text” that allowed successive governments to keep youth priorities visible across periodic plans and budget speeches. Officials highlighted strong alignment with constitutional mandates on participation, equality, employment, and social justice; and practical coherence with national frameworks such as SES/SSDP and the TVET Sector Strategic Plan, PMEP/Right to Employment, etc. According to NYC, the five-pillar structure has been especially helpful for policy decisions and programming to the line ministries, provincial counterparts, and youth networks around common language and thematic outcomes.

"The Vision serves as a roadmap, enabling all stakeholders to translate youth needs into actionable policies and programs."

- Executive Vice-Chair, National Youth Council, Sanothimi, Bhaktapur

MoLESS and MoEST noted that the Vision's prioritization of skills to jobs tracks closely with TVET reforms, including modular TVET courses, skills enhancement etc. They stressed that high out-migration and post-COVID job disruption increased the Vision's relevance. In addition, MoIIS reported that concessional startup windows and incubation align directly with the Vision's entrepreneurship pillar and with the broader push in long-term plans and programs for youth-led MSME formation and innovation.

Business bodies affirmed that the Vision's emphasis on employability, apprenticeships, and startup growth is fully consistent with market needs. They also reiterated the need for formal private-sector seats in co-governance to translate alignment into scale.

"The Vision gets the 'what' right, such as skills, placements, enterprise but to deliver the 'how,' NYC/MoYS should put us inside steering and target-setting."

- Senior Representative, FNCCI, Kathmandu, Nepal

Moreover, youth CSOs and platforms described the Vision as a legitimizing reference that allows them to frame budget asks and monitoring in government language. Journalists and experts also highlighted that the Vision anticipated the key themes of the decade such as skills, decent work, protection, and participation.

Provincial Youth Councils (PYCs) affirmed the Vision as the guiding document for their operation, convening municipal youth councils, employers, and CSOs, and for financing skill fairs, etc. They emphasized growing relevance as climate and other shocks, migration, and digital work patterns reshape youth choices.

Multiple strands of field evidence reinforce this alignment. Youth now make up a decisive share of Nepal's labour market entrants each year, while youth unemployment and under-employment have remained elevated, validating the Vision's focus on skills, jobs, and enterprise finance. All consulted local governments reported high youth demand for short modular TVET courses, career counselling, and placement help, which mirrors the Vision's emphasis on employability and transitions. In parallel, youth-led civic participation surged at the local tier, with more than two-fifths of local representatives aged 21-40, highlighting how the Vision's participation and leadership pillar is anchored in lived political dynamics rather than abstract policy aspiration.

Vision's focus on skills, jobs, representation and protection remained highly relevant as Nepal navigated post-earthquake recovery, federalization, COVID-19, and climate risks. However, fast-evolving pressures, surging out-migration of young workers, mental-health stressors, digital platform work, the startup surge, and climate-linked livelihood shocks (including floods, landslides, droughts, heatwaves, etc.), alongside other systemic shocks such as the 2015 earthquake and recurrent seismic events, COVID-19 and public-health outbreaks (e.g., dengue), periodic political instability (such as gen-Z movement), outpaced elements of the original targets and delivery assumptions. Stakeholders highlight that the demand side of jobs and portability/continuity of protection lag the policy vision.

The Vision's pillars were repeatedly echoed in periodic plans and budget speeches. This helped attract financing for across ministries and stakeholders to allocate resources for scholarships, skills fairs, ESCs, NHIP enrolment, startup windows, sports infrastructure, etc. The Vision's clear resonance with SDGs 4, 8, 3, 5, 10 and 16 (education, decent work, health, gender equality, reduced inequalities, strong institutions) made it easier for development partners, private sector, and CSOs to align programs and co-finance provincial/municipal initiatives. However, even with strong relevance and alignment, annual youth labour-market entry continued to exceed domestic job creation, keeping foreign employment high. The Vision emphasized skills but initially underweighted private placements, firm-level demand, and enterprise after-care, the levers that truly bend unemployment and underemployment.

Overall, Youth Vision is well aligned with and relevant to Nepal's constitutional mandates, national plans, sector strategies, SDGs, and, crucially, the lived priorities voiced by young people and stakeholders. The next phase must lock alignment to action through joint KPIs and incentives, local scorecards, apprenticeships and placements, and formal cooperations with youth and CSOs. This will help translate decade of good architecture into predictable, equitable outcomes for young people in every province.

Awareness of Youth Vision among stakeholders

Over the decade, awareness of Youth Vision evolved from a policy document known primarily within MoYS/NYC into a broadly recognized reference point that many ministries, provinces, municipalities, youth networks, development partners and private-sector bodies can cite and, crucially, act upon. All the federal level consultations (KIs and Interactions) indicate that awareness is strongest comparatively where the Vision's objectives intersect with sector programs and financing lines.

Among provincial governments, awareness is uneven, but highest within the Social Development/Youth and Sports ministries that translate federal frameworks into provincial guidelines, budget ceilings and programs. Provincial officials in Bagmati and Karnali reported that they are familiar with the Vision. Yet they also acknowledged gaps. Provinces often work through sector programs and annual ceilings rather than the Vision document itself. Discussions with the representatives of Local Governments show that they recognize program brands (PMEP/ESCs, scholarships, skills fairs, NHIP days, startup loans, sports tournaments) more readily than Vision document and its targets/indicators. They have been developing and implementing annual plans and programs targeting youth but they lack knowledge about the Vision.

"At the municipality, what representatives and staff bring up are program names such as PMEP, scholarship notices, training notices, skills fairs, sports tournaments, etc. We plan and budget around those brands and activities. We haven't seen Youth Vision. We've been delivering youth-focused activities every year, yet we don't have a clear line of sight to the Vision document and its targets. It was not shared with us before."

- A Vice Chair of a rural municipality, Sudurpaschim Province

Youth networks and civil society have been consistent multipliers of awareness. Youth CSO leaders described using the Vision as a policy level document to their programming and a tool to push for federal, provincial and municipal budget lines. Similarly, they also reported that referencing the Vision helps anchor advocacy in government-owned commitments, which has been useful across political transitions. Youth activists and CSOs have been translating the

Vision's five pillars into program proposals, budget asks, and monitoring checklists that line up with government language. Leaders from AYON, NFYN, and provincial youth networks explained that they routinely cite Youth Vision 2025 in concept notes, campaign documents and calls for earmarked youth budgets, because doing so frames their requests as implementation of a government-owned strategy rather than a CSO wish list. The Vision gives CSOs a stable policy hook to keep youth spaces. At provincial level, youth groups reported that quoting the Vision in various meetings and programs organized for youth.

Within the private sector, awareness of Youth Vision 2025 is emerging but uneven. A few actors, especially those directly engaging with concessional startup windows, apprenticeship pilots, or municipal procurement, could articulate how their programs map to the Vision's employment and entrepreneurship pillar. However, the majority of firms and business bodies consulted reported low familiarity with the Vision document itself and asked for a formal role in its implementation architecture. Discussion with the private sector actors such as FNCCI and CNI emphasized that durable results on jobs, apprenticeships, and MSME growth require structured co-governance with representative bodies (e.g., FNCCI and CNI) at federal and provincial levels, including seats on the steering/working committees, joint target-setting for apprenticeships and placements, and clear incentive frameworks that make youth hiring and training.

"We were not familiar with the Youth Vision. Government makes a lot of strategies and policies but implementation is weak. Nepal's private sector provides over 80% of employment, but we are not in the Vision implementation committee. For results, jobs, apprenticeships, startup growth, the private sector must be at the table. Private sector is a key actor to implement a strategy like this."

- A senior official at FNCCI

Overall, awareness of Youth Vision is broad but shallow in places. It is well recognized in principle across the policy level relevant agencies (MoYS/NYC, NPC, few line ministries) and widely operationalized through programs at provincial and local levels, while youth networks/CSOs have become effective translators of the Vision into programs. Yet, two gaps persist: (i) instrument-first awareness: municipal teams know PMEP/ESCs, scholarships, NHIP days, startup loans and sports tournaments better than the Vision's targets and indicators; and (ii) limited private-sector integration: youth-led firms, youth entrepreneurs and business bodies (FNCCI/CNI and their affiliates) remain unfamiliar with the document and seek formal role in implementation and oversight. Closing these gaps will require a single public dashboard linking municipal plans and results to Vision indicators, standardized provincial briefs for annual planning, and a co-governance mechanism with the private sector and youth networks so that awareness consistently converts into accountability, budget alignment, and sustained delivery.

Implementation mechanism (Mandates, Roles and Systems)

Over the review decade, Nepal's implementation machinery for Youth Vision 2025 solidified around clear mandates, a growing network of delivery systems at federal–provincial–local levels. While this architecture enabled a steady expansion of youth-facing services, employment centres, skills programs, health insurance, leadership camps, and sports pathways, it also revealed fragmentation risks such as overlapping roles, uneven capacity at sub-national levels, and siloed data systems that complicate end-to-end measurement of Vision targets.

Evidence constraints were encountered during this review. While the Vision envisaged a consolidated monitoring function, a systematized Monitoring and Evaluation (M&E) dataset and routine Vision-wide progress reports were not available at the time of assessment. Consultations and interactions indicated that relevant data remain distributed across sectoral MIS under several ministries and government agencies at all levels, and have not yet been compiled into a single results series. Consequently, the analysis draws on secondary sources, sector statistics, and field consultations rather than a unified official registry, an evidence limitation that affects precise attribution and baseline and target comparison.

Mandates and Roles

Federal level (MoYS/NYC and line ministries): At the apex, the MoYS holds the policy mandate, while the NYC is the statutory coordination hub for youth affairs. In practice, implementation of the five pillars is distributed across line ministries, Ministry of Education, Science and Technology (education), CTEVT/TVET agencies (skills), Ministry of Labour, Employment and Social Security (employment/PMEP), Ministry of Health and Population/HIB (NHIP), SSF (social security), Ministry of Industry, Commerce and Supplies/Industrial Enterprise Development Institute (IEDI) (startup/enterprise), and National Sports Council (sports). Annual plans and budgets route through the National Planning Commission (NPC) and Ministry of Finance processes, with MoYS/NYC expected to convene, align, and report on the whole-of-government youth agenda.

As custodian of Youth Vision, the NYC is mandated to coordinate, convene, and harmonize youth affairs across tiers and sectors, issuing common guidance, linking Provincial and Municipal Youth Councils into a single delivery chain, curating national rosters of employers/CSOs for placements and startup after-care, and consolidating pillar-wise results from sector MIS into a Vision-wide progress picture with MoYS, NPC, and line ministries. Consultations at federal, provincial, and local levels consistently noted that NYC's coordinating, convening, and harmonizing role should be exercised more robustly to translate dispersed sectoral actions into coherent youth pathways and measurable results.

Provincial level/governments: Provincial delivery has matured into a bridge layer between federal strategy and local execution. Social Development and Youth & Sports ministries (focal ministry), Provincial Planning Commissions (PPCs), other provincial line ministries, and sectoral directorates now translate federal frameworks into provincial guidelines, budget ceilings, and program templates; they also issue standard operating procedures for Employment Service Centres (ESCs), scholarship targeting, TVET short courses, youth leadership camps, and provincial games.

Critically, Provincial Youth Councils (PYCs), where formed, act as the youth system's nerve centre at the provincial tier. They convene youth networks and municipal youth councils, coordinate with sectoral ministry and PPCs on annual ceilings, curate rosters of employers, incubators, and CSOs for placements, apprenticeships, and volunteering, and co-finance inter-district initiatives such as skills fairs, startup bootcamps, provincial leagues, etc. PYCs also serve as an escalation channel for inclusion issues (e.g., ensuring participation of young women, Dalit/Janajati youth, LGBTIQA+ youth, and youth with disabilities) and help align province-specific priorities (tourism corridors, agro-processing, etc.) with Youth Vision pillars.

“As the Provincial Youth Council, we’ve moved from ad-hoc events to a programmatic backbone, design programs and budget with the Ministry, publishing notices on youth skills, jobs, and participation, implement skills, employment and capacity building activities, as well as coordinate with local governments targeting youth across the province, but we are short of funds and resources.”

- Senior Official, Provincial Youth Council, Bagmati

Local governments (753 municipalities): At the frontline, municipalities are the last-mile system for youth, beginning with the formation of Local/Municipal Youth Councils as representative bodies to advise mayors/chairs and deputy mayors/vice-chairs, integrate youth priorities into plans, and monitor delivery. These councils typically include ward youth representatives, CSO leaders, and sector focal persons, and they link directly to youth help desks and one-stop information points in ward offices. Municipalities operate ESCs, run PMEP works (and allowances where applicable), finance scholarships and bridge classes, host SRH outreach and mental-health referral in schools and clinics, maintain sports grounds and community halls, and co-organize skills fairs with TVET providers and employers. Youth actions are embedded in the seven-step participatory planning cycle, with reporting routed through sector MIS (EMIS, PMEP/ESC portals, NHIP/HIB, SSF, sports registries) where available. Many municipalities also issue youth micro-grants, support startup clinics tied to provincial loan windows, and partner with CSOs on volunteer mobilization and civic leadership camps.

“We have formed a Youth Development Council, provide scholarships, hold skills training, fairs, and implement a lot of activities targeting youth. But we lack detail knowledge of the Vision and see how our activities can be linked to the Vision targets we’re supposed to help deliver.”

- Officials of the Youth, Sports and Extracurricular Activity Section,

A Municipality in Lumbini Province

Planning and Budgeting

Delivery of Youth Vision priorities is organized through Nepal’s planning spine: the periodic plans (14th/15th/16th) set medium-term intent; annual Red Book programs translate that intent into funded line items; and provinces issue ceilings and circulars that land in municipal planning calendars. This cascade has created a continuity effect for youth-relevant instruments, PMEP/ESCs, NHIP enrolment drives, municipal scholarships, TVET courses, startup support, and inter-school/provincial sports, so they survive political turnover and cabinet reshuffles. Practically, municipalities anchor these actions in the seven-step participatory planning cycle, which helps keep youth activities visible to citizens. Provinces increasingly add their own templates (e.g., training, programs, workplans, scholarship, provincial games calendars) to smooth implementation across diverse local capacities. The result is not a single “youth program,” but a portfolio of recurring instruments that collectively deliver the Vision’s pillars each fiscal year.

Program and service platforms highlights: Presented below are some of the major highlights of Nepal government’s programs and service platforms -

- **Education:** A parallel backbone for youth outcomes runs through school and higher education. The school subsector’s SWAp, via the Nepal SESP with Joint Financing Partners, channels Red Book and pooled funds toward shared results (equity, learning, transition), financing scholarships, teacher development, curriculum/assessment reform, EMIS upgrades, school safety, and ICT/lab investments that feed the Youth Vision pipeline into

secondary and TVET. On the higher-ed side, UGC-led reforms, quality assurance, accreditation, competitive research, STEM and employability initiatives, and digital learning, expand pathways into advanced skills and entrepreneurship. Together, the SWAp and UGC portfolios form the education-to-skills bridge envisioned by Youth Vision, improving foundational learning, boosting secondary completion, and increasing entry into market-relevant, skill-oriented streams.

- **Employment:** The Right to Employment Act is the legal backbone for activation, operationalized through ESCs in all 753 municipalities and the PMEP for short-term public works or allowances when placements are not available. In stronger municipalities, ESCs are integrated with local infrastructure plans (so PMEP works address real backlogs) and with skills referrals to nearby TVET providers; elsewhere the linkages are still emerging.
- **Skills/TVET:** CTEVT and public providers have expanded modular, competency-based short courses, alongside early recognition of prior learning (RPL) pilots so returnee migrants and out-of-school youth can certify skills. Under the TVET Sector Strategic Plan, curricula are being aligned to employer standards and local economic profiles (construction, agro-processing, tourism, ICT).
- **Health/social protection:** NHIP, administered by the Health Insurance Board, spreads health-care risk and reduces out-of-pocket shocks, while the contribution-based Social Security Fund (SSF) extends workplace protection (medical/maternity, accident/disability, dependent and old-age benefits) for formal employees. Municipalities and schools increasingly co-host youth-friendly SRH sessions and mental-health referral points, especially since COVID-19, but coverage and regularity still differ across localities.
- **Enterprise/startups:** Concessional loans (up to NPR 2.5 million at 3%) under MolCS/IEDI are now paired with incubation, mentoring and market-access support through provincial industry offices. Municipalities are beginning to connect this pipeline to local procurement, startup clinics, and fairs, yet end-to-end after-care (permits, compliance, supply-chain and buyer linkages) remains a work in progress in many places.
- **Leadership/participation:** NYC's leadership programs, provincial youth camps, model United Nations (MUN) and mock Youth Parliament sessions, and the municipal seven-step cycle have institutionalized youth voice in planning and oversight. Partnerships with the British Council, United Nations Population Fund (UNFPA in Nepal), United Nations Development Programme (UNDP Nepal), and youth CSOs amplify this with civic-education modules, voter information, and youth exchanges, ensuring that participation is not limited to elected office but includes deliberation, evidence use, and accountability forums.
- **Sports:** The National Sports Council (NSC) orchestrates high-performance and mass participation with provincial and municipal co-financing. The updated policy/act/rules framework enables a school-to-club-to-elite pipeline, and the arrival of structured leagues (e.g., NPL) adds a domestic platform for year-round competition, talent identification, and sport-economy jobs (coaching, officiating, broadcast, events).

Budget, human resources and operating capacity: Capacity is thickest at the federal tier and in metropolitan cities, where ministries and large municipalities maintain technical cadres (planning, TVET, employment services, health insurance, sports science), in-house M&E staff,

and functioning digital systems (sector MIS, ESC portals, e-procurement). By contrast, many small and rural municipalities operate with lean teams and high turnover; coordinators are stretched across multiple portfolios (youth, sports, social protection, education), which dilutes focus and slows follow-through on multi-step youth pathways (training, placement, enterprise/startup support).

Provinces help to cushion these gaps with templated guidelines, pooled trainings, and joint supervision missions; however, role clarity still varies by province, for example, who owns employer-placement, who consistently certifies RPL, and who funds O&M for shared sports facilities often remains ambiguous.

Budget execution mirrors these human resource patterns. Youth-relevant spending is embedded inside sector envelopes rather than a single line, which protects continuity but obscures the full youth resource picture and complicates performance budgeting against Youth Vision indicators. Larger municipalities can mobilize discretionary funds for scholarships, skills fairs, and youth spaces; smaller ones depend on provincial co-financing or development-partner projects and face cash-flow variability.

Procurement and reporting burdens fall on thin teams, so planned activities sometimes roll over or scale down. As local governments are the front line for last-mile access, these constraints translate directly into uneven service intensity, ESCs may be open but employer outreach is sporadic; TVET courses run but without structured placement; health and SRH sessions occur but with limited follow-up; sports grounds exist but lack basic O&M (lighting, safe changing rooms, accessibility, etc.).

Knowledge and skills gaps compound these constraints. Many local officials are adept at running familiar programs only (PMEP/ESCs, scholarships, skills fairs, NHIP days, sports tournaments) but have limited exposure to end-to-end pathway design, outcome-tracking, or private-sector engagement models. Targeting hard-to-reach youth (young women, Dalit/Janajati, LGBTIQA+ youth, youth with disabilities, returnee migrants) requires specialized outreach and case-management that most municipalities cannot yet staff.

“We have been organizing programs for youth with limited budget. We lack both technical and financial resources for youth programming and are run under very limited human resources and expert staff.”

- A Mayor in Karnali province

Building durable capacity will therefore require a combined push: stabilizing key positions at local level; and a simple, shared results dashboard that ties money, activities, and youth outcomes together for course correction.

Financing flows: Youth actions are financed inside sector envelopes (education, labour, health, industry, sports, etc.) rather than via a single, labelled “Vision fund.” Municipalities top up with discretionary budgets for youth spaces, micro-grants, and local events. Development provides support to all tiers of government, CSOs, while private sponsors increasingly co-finance tournaments and leagues. This diversified model has advantages, resilience to a single cut and alignment with sector systems, but it reduces visibility of the total youth resource envelope and complicates performance budgeting against Vision indicators. A solution is feasible, a cross-government Youth Results Tag in the Red Book and provincial/municipal

budgets, paired with a public dashboard, would surface the full spend, link it to outputs/outcomes, and enable course correction without redesigning the whole PFM architecture.

Coordination across tiers and sectors (How the pieces connect)

Coordination among federal, provincial and local governments: In principle, Nepal's coordination spine runs top-down for guidance and resources and bottom-up for reporting. Federal ministries (MoYS/NYC and line agencies) issue circulars, program notes, standard operating procedures, and budget ceilings; provinces adapt these into provincial guidelines and calendars; municipalities embed them in seven-step plans and submit progress through sector MIS and periodic reviews. Where provinces convene joint provincial-municipal clinics, for example, on ESC operations and PMEP work planning, on startup-loan application vetting with industry offices, or on provincial sports scheduling and facility O&M, the delivery chain is visibly smoother. Elsewhere, municipalities report relying on informal networks, personal calls to provincial officers or federal focal points, to resolve cross-cutting bottlenecks (e.g., training, placement, enterprise licensing), which makes continuity vulnerable to staff transfers.

"To achieve results for youth, there should be strong coordination among federal MoYS/NYC, the provincial ministry and youth councils, and local governments. Currently, all three tiers are working separately and without linkage. This should change."

- Senior Official, Youth and Sports Ministry, Bagmati Province

Provincial Youth Councils (PYCs) are emerging as the bridge institutions in this vertical chain, aggregating municipal data, aligning provincial programs to the five pillars, and co-financing district-wide initiatives (skills fairs, provincial leagues, leadership camps). Yet, PYCs still need clearer institutional linkages upward to NYC (shared results frameworks, synchronized M&E calendars) and downward to Local/Municipal Youth Councils (standard membership, meeting frequency, and escalation protocols).

"We meet federal youth council and provincial youth council, but the links are personality-driven. A standing, policy-backed mechanism with joint targets would turn youth indicators into delivery."

- Member, Sudurpaschim Province Youth Council (during FGD)

Private-sector and CSO interfaces: Where provinces and municipalities keep standing rosters of employers, incubators, training providers, and youth CSOs, coordination improves measurably, placement fairs fill faster, apprenticeships are brokered against real vacancies, and outreach leverages trusted community networks. Several young entrepreneurs/firms during the discussions with CNIYEF members at CNI argued for a shift from ad-hoc invitations to formal co-management, formal placing of private sector in the committees, shared targets, and accountability. Youth CSOs similarly emphasized that early involvement in planning (not only implementation) reduces duplication and sharpens inclusion, especially for young women, Dalit/Janajati, LGBTIQ+ youth, youth with disabilities, and returnee migrants.

"We need a stronger, policy-level federal-provincial-local level private sector partnership model to hit placement, startup, and youth entrepreneurship development."

- A Youth-Led Business House/Firm, Member of CNIYEF, Kathmandu

Taken as a whole, Youth Vision 2025 has proven highly relevant and strategically well-aligned with Nepal's constitutional guarantees, periodic plans, and sector frameworks. Its five

pillars gave ministries, provinces, and municipalities a common language to justify investments in education/TVET, employment services, social protection, leadership pathways, and sport. Stakeholder during consultations consistently affirmed that the Vision helped “legitimize” youth-focused programming in annual plans and budgets, and enabled CSOs and development partners to anchor advocacy and co-financing in a government-owned strategy. In short, the Vision did what a national strategy should: it set direction, attracted allies, and normalized youth outcomes inside routine government work.

Where the Vision fell short was not in its intent or relevance but in its execution. Operability did improve over the decade, mandates were clarified and service platforms multiplied (ESCs/PMEP, TVET short courses, NHIP/SSF, youth councils, provincial leagues). However, the quality and coverage of implementation remained uneven across provinces and municipalities. Capacity varied, coordination was inconsistent, data systems were fragmented, and funding predictability was mixed. As a result, the same instrument that worked well in some places did not reach scale or sustain quality in others.

The architecture functioned best where provincial ministries and Provincial Youth Councils worked together with municipalities and line agencies; elsewhere, without strong, formal set up and coordination, things got done mainly through ad-hoc fixes and personal initiatives rather than through clear processes and institutions. This produced visible wins (e.g., local leadership gains, insurance enrolment drives, startup windows, sports momentum) alongside persistent gaps in jobs absorption, end-to-end youth pathways (training, placement, enterprise after-care), and inclusive access for marginalized youth.

Awareness, while broader than in 2015, is still shallow in critical places. Federal actors and youth networks know and use the Vision explicitly. Many municipalities know the program brands (PMEP/ESCs, scholarships, NHIP days, startup loans, tournaments) better than the Vision’s targets and indicators. The private sector, responsible for the majority of employment, was late and lightly integrated into governance and target-setting, limiting scale on apprenticeships, placements, and MSME growth. These awareness asymmetries weakened accountability. Activities happened, but links to pillar indicators were often implicit, making it harder to manage for results. Monitoring and learning systems remain very weak and fragmented. There is no single public dashboard that tags and aggregates “youth results” across tiers. As a result, it is difficult to verify progress on several Vision quantitative indicators (e.g., volunteer mobilization, leadership training, youth exchanges, youth-budget shares) and to run timely course corrections. Financing has a similar opaqueness. Youth spending is embedded in sector envelopes, which protects continuity but obscures the total resource picture and complicates performance budgeting against Vision targets.

Overall, Youth Vision’s relevance is high, delivery is uneven, and operability still maturing. The decade’s shocks and shifts, post-earthquake rebuilding, federal restructuring, COVID-19, accelerating out-migration, mental-health pressures, digital platform work, and climate-linked livelihood risks, outpaced delivery assumptions.

The Vision was conceived and approved in 2015, just before Nepal operationalized a full federal state with constitutionally empowered provincial and local governments (post-2017). As a result, the original document did not fully anticipate the division of powers, fiscal assignments, or accountability lines that federalism introduced. In practice, this meant that provincial roles,

municipal mandates, intergovernmental financing, and M&E responsibilities had to be retrofitted after the fact through circulars and ad-hoc arrangements. Many provinces and municipalities therefore recognized and acted on the Vision unevenly, because formal ownership, budget tagging, data flows, and joint performance management were not specified at the outset, arguably the single biggest headwind to consistent recognition and implementation across tiers.

Policy scaffolding for activation and protection expanded (ESCs/PMEP; NHIP/SSF) exists, but demand-side jobs did not keep up with youth labor-market entry, and portability/continuity of protection for informal, seasonal, and migrant youth remains incomplete. These moving contexts highlights the need for a next-phase Vision that is more demand-led, portable, and data-driven.

3.3 Gaps and Challenges

Despite a decade of meaningful reforms, institutionalization, and visible wins, the implementation of Youth Vision 2025 reveals a set of persistent, systemic gaps that hold back scale, equity, and durability of results. These gaps, identified through a thorough review of literature, KIIs, FGDs, and multi-tier consultations conducted for this strategic review, cut across pillars and tiers of government and are compounded by fast-evolving social and economic pressures.

3.3.1 Major pillar-wise gaps and challenges

Pillar	Gaps and Challenges
Quality and Vocational Education	<ul style="list-style-type: none"> Foundational learning remains uneven across geography and school type, so many students reach upper secondary without core literacy, which weakens progression into TVET and higher education. Vocational streams at secondary level are still small and inconsistently equipped, meaning that the school-to-skills pipeline is neither universal nor reliably work-linked. Employer participation in curricula, practical assessments, and certification is irregular, which sustains skills-jobs mismatches and limits placement rates after training. Teacher capacity for STEM/ICT and technical subjects varies widely, and continuous professional development is not yet translating into consistently effective classroom practice and workshop instruction. Tertiary education quality and relevance are uneven, with theory-heavy curricula, limited industry partnerships and internships, weak career services and tracer studies, incomplete quality assurance, an oversupply in some disciplines alongside shortages in market-relevant technical/STEM fields, and insufficient emphasis on soft skills, entrepreneurship, and applied research/innovation, together reducing graduate employability. Education spending remains below benchmark levels and the TVET share is modest, so labs, tools, consumables, and O&M are chronically underfunded, particularly outside metropolitan areas. Gender and disability inclusion policies exist, but screening, reasonable accommodation, and accessible learning environments are not uniformly implemented, leaving many learners behind. Career guidance and labour-market information are fragmented, so students receive limited, late, or generic advice about pathways into jobs, apprenticeships, and enterprise.
Employment, Entrepreneurship	<ul style="list-style-type: none"> Domestic job creation has not kept pace with youth labour-market entry, which keeps unemployment and underemployment high and drives persistent out-migration.

and Skills Development	<ul style="list-style-type: none"> • ESCs operate, but employer outreach, vacancy capture, and brokerage into apprenticeships and placements remain inconsistent, creating weak handoffs from training to work. • Start-up concessional finance has launched but in small scale. Moreover after-care (mentoring, buyer linkages, regulatory navigation, and market access) is thin, which depresses survival and growth for youth-led firms. • Documentation, collateral, and compliance hurdles deter marginalized youth, and municipal procurement rarely prioritizes local youth SMEs, leaving demand-side opportunities underused. • Data on training outcomes (placement, retention, earnings) are not routinely published, so programs manage inputs rather than results.
Health and Social Security	<ul style="list-style-type: none"> • The scaffolding for protection (NHIP, SSF) exists, but effective coverage for informal, seasonal, and migrant youth is uneven because enrolment is voluntary for large segments, renewal lapses are common, and portability across jobs and provinces is cumbersome. • NHIP enrolment/renewal systems are not fully portable across provinces and jobs, as well as data sharing between HIB, SSF and local registries is limited. • Benefit design and provider-payment frictions reduce financial protection for serious NCDs, while claim delays and information gaps erode trust among young households. • Patients and providers claims processing is slow and paper-heavy in many facilities. • Digital literacy among frontline staff varies and inadequate. • Youth-friendly SRH and mental-health services expanded after COVID-19, yet coverage and quality vary by municipality, and stigma still deters early care-seeking. • GBV response pathways are not reliably survivor-centred in all locations, and dedicated psychosocial support and safe-shelter capacity remain thin. • WASH access meets basic coverage in many places, but safely managed sanitation and inclusive facilities lag, particularly in remote and climate-vulnerable areas.
Mobilization, Participation and Leadership	<ul style="list-style-type: none"> • Youth presence has increased in local offices, but national-level representation remains far below Vision targets, restrained by age thresholds, party gatekeeping, and alliance politics. • There is no standardized national metric of “meaningful participation” in local decision-making (for example speaking time, committee roles, and budget influence), so gains cannot be verified against Vision indicators. • Volunteering, youth exchanges, and leadership training are run by many actors without a consolidated national results series, which prevents assessment of scale and equity. • Volunteer and leadership training datasets are scattered across agencies with no consolidated register. • Dedicated budget lines for youth exchanges, volunteer mobilization, and leadership pipelines are small and vulnerable to mid-year cuts. • Travel/stipend funds for marginalized youth are often insufficient. • Municipalities run many youth activities, yet links to Vision targets are seldom explicit, weakening accountability and course correction.
Sports and Entertainment	<ul style="list-style-type: none"> • SAG performance improved, but Asian-level competitiveness remains limited and medal targets remain unmet, which shows the need for deeper high-performance systems across multiple sports beyond cricket. • Budget growth has not reached the 2% share target, and O&M for facilities is underfunded, so safe, accessible training environments, especially for girls and youth with disabilities, are uneven.

- Pathways from school to club to elite are not yet uniform nationwide, coach education and sports science are emergent, and data on participation, injury, and progression are incomplete.
- The “one secondary school-one playground-one sports teacher” aspiration lacks a funded roll-out plan and verified national implementation data, which hampers planning and investment.
- Competition calendars are irregular outside major hubs and leagues beyond cricket are thin.
- Safe-sport protocols and inclusion (girls, youth with disabilities) are inconsistently operationalized; private sponsorships are ad hoc.

3.3.2 System and governance gaps (coordination, capacity, budgets, processes)

A central weakness is the limited institutional “anchoring” of Youth Vision 2025 inside Nepal’s routine governance machinery: while ministries and tiers implement many youth-relevant programs, the Vision itself is not consistently recognized as a mandatory, cross-government results compact with shared targets, budget tags, and review obligations. In practice, ownership sits largely with MoYS/NYC on paper, but line ministries, provinces, and municipalities are not systematically held to Vision-specific KPIs in Red Book programs, provincial ceilings, or municipal plans. Systemically, coordination and linkage between NYC and Provincial Youth Councils (PYCs) and between the federal MoYS and Provincial MoYSs are not yet institutionalized through standing joint targets, calendarized reviews, and shared data pipelines. As a result, circulars flow downward and reports flow upward, but provincial and municipal implementers still rely on informal relationships to resolve cross-cutting issues.

NYC is legally positioned as custodian/convener, yet this mandate has not been fully operationalized into binding mechanisms (e.g., an inter-ministerial results board with quarterly decisions; a single Youth Results Framework with indicator custodians across ministries; a public dashboard; and a Youth Results Tag in Red Book and sub-national budgets). Without these instruments, NYC’s convening role defaults to ad-hoc meetings and circulars rather than enforceable, time-bound joint actions. Budget allocation to NYC and PYCs, and to youth lines within federal and provincial MoYSs, remains comparatively low and vulnerable to mid-year adjustments, which compresses planned activities and crowds out much-needed O&M for facilities, tools, and digital systems. Across ministries, mandates interlock but are not consistently synchronized. MoLESS (employment/PMEP), MoEST/CTEVT (education and skills), MoI/CS (startup finance), and MoHP/HIB (NHIP) often plan on parallel tracks, generating duplications in some areas (training events, fairs) and gaps in others (training-to-placement handoffs, portable protection for new hires, startup after-care).

Moreover, federalization capacity is uneven. Some provincial ministries and larger municipalities manage planning, budgeting, e-procurement, and M&E confidently, while many small/rural local governments lack dedicated youth units or staff and rotate coordinators across multiple portfolios, which dilutes focus. High turnover and procedural churn, for example frequent tweaks to startup windows or PMEP guidelines, undermine predictability for youth and private actors. Youth Vision lacks dedicated budget line for implementation. Budgets for skills, incubation, youth-friendly services, and sports infrastructure are modest, and O&M lines are rare, so assets degrade and service intensity wanes. Slow procurement and delayed payments deter private providers (incubators, trainers, facility managers), leading to lower quality and interrupted delivery. Accountability mechanisms (social audits, public hearings, grievance redress) exist on

paper but are unevenly used, and few youths know how to escalate problems or track resolution. Vertically, ESCs, TVET offers, NHIP enrolment, and sports facilities often operate in silos, and horizontally there is poor alignment of budgets and programs across ministries and tiers against Youth Vision indicators, which makes performance budgeting and joint delivery difficult. At each tier, the Vision is referenced but not fully “owned” through hard-wiring into (i) planning instruments (Vision-linked KPIs in ministry LMBs, provincial ceilings, and municipal 7-step plans); (ii) budgeting (a cross-government results tag that aggregates youth spending); and (iii) M&E (a consolidated results series with line-ministry data feeds and one public dashboard). This lack of systemic embedding explains why activities advance but attribution to Vision indicators remains weak and why mid-year adjustments can quietly dilute youth lines.

Taken together, these points are not merely operational frictions; they constitute a structural governance gap: Youth Vision 2025 is insufficiently institutionalized within Nepal’s regular planning–budgeting–reporting cycle. Recognition is widespread but shallow; ownership is partial and uneven across custodial and delivery agencies; and implementation relies on program brands and sector routines more than on a unified Vision compact. Consequently, NYC’s coordination is necessary but not yet sufficient without hard-wiring the Vision into joint targets, budget tags, and an integrated M&E spine that binds federal, provincial, and local actors to the same results.

3.3.3 Strategy–delivery gaps (ownership, M&E, shocks, information)

Ownership of Youth Vision is diffuse by design, MoYS/NYC set direction, but execution depends on sector ministries and sub-national governments. In practice, joint planning and co-financing were inconsistent, so pilots multiplied while critical handoffs remained unfilled (training-to-placement; placement-to-protection; startup approval-to-after-care). The central M&E committee and scheduled annual/mid-term reviews were not fully institutionalized with dedicated budgets, incentives, or interoperable data pipelines; consequently, federal, provincial, and local performance against Vision targets was not managed with a single scorecard. A review of NYC’s annual programmes and reports over the years, along with those of relevant line ministries, and feedback from the majority of stakeholders consulted during the review, indicates that delivery has often leaned toward projectization, such as short camps, fairs, and one-off trainings, rather than multi-year, standards-based programmes with clear outcome, provider accountability, and performance-based arrangements. Awareness of the Vision among front-line implementers was patchy, so many municipalities focused on branded and popular instruments (PMEP/ESCs, scholarships, NHIP days, startup clinics, sports tournaments) without explicitly mapping them to Vision indicators, which weakened results management.

Major shocks (frequent disasters, COVID-19) and political transitions disrupted implementation cycles and diverted administrative bandwidth. No common results scorecard and weak age/sex/disability/location disaggregation limited learning loops and timely course correction. Youth repeatedly faced information and process frictions such as evolving eligibility criteria, limited public communication, and document delays stalled NHIP enrolment, startup loans, scholarships, PMEP registration, and bank KYC. Proof-of-disability and certification processes remained centralized and slow, which denied many youths reasonable accommodation or quota benefits.

3.3.4 CSOs, private-sector and market engagement gaps

Late and light engagement of market actors: Private-sector bodies, especially FNCCI, CNI and their youth wings and provincial/sectoral associations, are not systematically embedded in Youth Vision steering and working groups. While the National Youth Policy 2015 provided for an inter-ministerial National Youth Policy Coordination Committee (chaired by the Minister of Youth and Sports) to coordinate inter-ministerial action and support implementation of Youth Vision 2025 (Youth Vision Chapter 4), stakeholder feedback indicates that broader representation from youth-led CSOs, cooperatives and private-sector associations has not been institutionalized through this mechanism or through standing steering/working groups. As a result, apprenticeship quotas, employer incentives, and placement targets are designed largely within government or project silos and later “socialized” to firms rather than co-owned from the start. This weak upstream engagement shows up downstream as thin employer pipelines, limited uptake of work-based learning, and event-style job fairs that do not translate into signed contracts or sustained retention. Where firms are consulted, discussions tend to be ad hoc and personality-driven; membership turnover and the absence of standing MoUs with the private sector mean knowledge and commitments do not persist across budget cycles. This points to the need to strengthen and more clearly operationalize coordination arrangements, including predictable participation of private-sector and youth-CSO representatives, so that partnerships envisaged in Youth Vision implementation provisions translate into sustained co-design and accountability.

Thin demand-side instruments that pull youth into jobs: Municipal procurement and public works rarely create structured demand for youth-led firms or recent graduates. Standard bidding documents seldom include youth-employment clauses, apprenticeship ratios, or evaluation weight for firms that commit to train and retain youth. Beyond occasional wage subsidies in short-term projects, there is no predictable menu of incentives, such as tax credits for youth hires, outcome-based vouchers for placements, or co-financed apprenticeship stipends, that lowers employers’ risk to take on inexperienced young workers. Without these demand-side tools, even well-run ESCs and TVET courses struggle to convert training into decent jobs, and municipalities miss a powerful lever to crowd in local employers through their own purchasing power.

Civil society engagement under-leveraged for delivery and accountability: Youth CSOs are effective mobilizers and advocates, yet they are engaged late in the cycle, often at implementation, rather than during problem definition, instrument design, and target setting. Contracting models for CSOs prioritize activity delivery (workshops, campaigns) rather than outcome partnerships (placements retained, girls’ safe participation, disability-inclusive access, SRH service uptake). Feedback loops are weak and grievance channels exist on paper but are inconsistently used and rarely result in visible course corrections. As a result, CSO energy multiplies awareness but is not consistently harnessed to improve last-mile inclusion, empowerment of vulnerable youth, or independent verification of results.

Awareness gaps that blunt CSO and market participation: Awareness of Youth Vision among private actors and even federal, provincial and local governments remains weak. Firms, chambers, and CSOs often know the schemes but not the specific Vision targets, timelines, or how their participation would be measured. Eligibility rules and procedural changes (for startup loans, PMEP guidelines, or scholarship criteria) are communicated sporadically, with limited

“how-to” guides, or helplines. This uncertainty discourages youth SMEs from planning apprenticeships or bidding on youth-friendly procurement lots, and it prevents CSOs from aligning proposals and monitoring frameworks with the Vision’s KPIs. In short, without clearer, steadier communication and a public results dashboard, both market actors and CSOs remain under-utilized allies in converting the Vision’s architecture into measurable employment, enterprise survival, and inclusive access outcomes.

3.3.5 Inclusion and last-mile delivery gaps (practical barriers, digital divide and opportunity costs)

For Dalit, indigenous, Madhesi, LGBTIQA+, youth with disabilities, and remote/rural youth, barriers often accumulate and reinforce each other, rather than occurring in isolation. Missing or mismatched documents (birth certificates, citizenship, disability cards), language hurdles when forms are available only in Nepali, and limited information channels mean many never enter the pipeline, or they drop off at different stages (application, verification, enrolment, renewal). Mobility constraints (long distances to municipal centres, poor roads, safety concerns for girls) and poverty further amplify these challenges. In practice, a single rejected form or a required return trip to “bring another paper” can be enough to end participation altogether.

“If a form needs to be re-filled and re-stamped, and if I have to travel twice to the office, that’s two days lost and four bus fares, I just stop, I cannot afford that.”

- A FGD participant in Sudurpaschim Province

Identity documentation remains a decisive chokepoint for trans and non-binary youth. Inconsistent markers across records (school, citizenship, bank KYC, mobile SIM) complicate applications, account opening, SIM registration, travel, and exam registration. Several provincial consultations noted that trans and non-binary youth were not proactively invited to government orientations or selection meetings, so they learned about opportunities after deadlines. The digital divide persists in three layers: connectivity, devices, and safety. Unreliable or costly internet in remote wards undermines access to TVET e-modules, ESC/job portals, and startup loan applications that now default to online submissions. Device scarcity (shared phones, older handsets) and low digital literacy among first-generation users limit completion of multi-step forms or uploads. Safety is the third layer: cyber-harassment and online GBV deter girls and young women from joining digital learning groups, entrepreneurship forums, or public social channels that enable peer support and market discovery.

Hidden costs accumulate across the journey and silently ration access. Notarizations, passport-size photos, repeated photocopies, police character certificates, travel to centres, hostel deposits, medical checks, and exam fees push low-income and rural youth out of the pipeline even when programs are nominally free. Youth with disabilities face additional expenses (assistive devices, escorts) alongside slow or centralized certification processes; without the card, reasonable accommodations or quotas are inaccessible.

Accessibility and universal design are not yet standard practice. Many municipal buildings, training venues, and sports grounds lack ramps, accessible toilets, tactile signage, shade/safe waiting areas, or well-lit paths, and assistive technologies (screen readers, captioning, hearing loops) are rarely available. Program content and communications seldom appear in local languages or easy-to-read formats.

Finally, last-mile service integration is weak. ESCs, TVET providers, NHIP enrolment booths, and municipal youth desks often operate in silos, each requiring separate forms, photos, and visits. Case-management for multiply excluded youth is rare, so small problems snowball.

Grievance channels exist on paper (citizen charters, public hearings), but few young people know how to escalate issues or track redress; responses are slow or non-existent, eroding trust. Together, these practical, digital, and opportunity-cost barriers ensure that benefits are least predictable where needs are highest, blunting Youth Vision's equity ambitions and leaving the hardest-to-reach youth one step away from opting out.

Chapter IV: Conclusion and Recommendations

4.1 Conclusion

Over 2015-2025, Youth Vision 2025 served as a guiding policy document and framework to orient all tiers of governments and stakeholders' effort toward a more structured, multi-tier approach to youth development across federal, provincial and local levels, although the depth and consistency of implementation varied by sector and geography. Constitutional guarantees, statutory mandates (MoYS/NYC), and sector frameworks (education/TVET, employment services, health insurance/social security, digital transformation, and sports) created durable instruments that provinces and municipalities could operationalize. The decade delivered some tangible gains, greater youth presence in local office, clearer school-to-skills pathways, expanded employment and startup instruments, stronger protection rails (NHIP/SSF), and visible momentum in national sports. Yet performance was uneven across geographies and groups, and the operating model often lagged a rapidly changing youth reality. The concluding themes below synthesize what worked, where delivery fell short, and what this implies for the next youth vision.

4.1.1 From Aspiration to Architecture

Youth Vision 2025 successfully migrated youth priorities from a “project mind-set” to routine government systems: ESCs under the Right to Employment, modular TVET, NHIP/SSF protection rails, municipal seven-step planning, and policy-backed sports pathways. Provinces increasingly acted as translators, turning federal directives into guidelines, ceilings, and calendars, and municipalities became last-mile implementers. The next priority is to scale up the work in a consistent way. The tools and mechanisms already exist, but how strongly and how well they are implemented differs widely from one province and municipality to another. The primary operating challenge is managerial, ensuring predictable scheduling, steady procurement, timely payments, etc., rather than conceptual.

4.1.2 Demand-Side Jobs as the Missing Engine

Despite activation (PMEP/ESC) and skills investments (TVET, short courses), domestic job creation lagged cohort entry, keeping unemployment high and out-migration elevated. The Vision weighted supply-side (training) more than demand-side instruments (apprenticeships at scale, private placements, municipal procurement pathways for youth firms, wage subsidies/tax credits tied to verified youth hires). Where provincial or city teams negotiated real placements with employers, transitions improved; where this link was absent, training-to-work handoffs frayed and tracer evidence remained thin.

4.1.3 Relevance and Alignment Remained High as Context Shifted

Youth Vision's five pillars continued to mirror Nepal's constitutional guarantees (equality, social justice, right to employment), the 14th-16th periodic plans, and the SDG stack most tied to youth (4, 8, 3, 5, 10, 16). This coherence made it easier for ministries, provinces, and municipalities to justify investments in ESCs/PMEP, TVET, NHIP/SSF, youth leadership pathways, and sports systems. In short, the strategy had a strong “policy fit.” It spoke the same language as Nepal's plans and budgets, and it gave CSOs and development partners a government-owned anchor for alignment.

What changed faster than the original design was the operating context. The domestic economy tilted further toward services and the platform/gig economy; a visible startup surge created new forms of early-stage finance demand; mental-health burdens intensified post-COVID; out-migration of young workers remained structurally high; and climate-linked livelihood shocks made incomes more volatile, especially for rural and informal youth. At the same time, rapid digitalization introduced new skills needs, while uneven connectivity and online safety gaps constrained equitable uptake. These shifts did not undermine the Vision's relevance but they expanded the distance between intent and operability.

4.1.4 Awareness (Broad Footprint, Uneven Depth)

Awareness moved beyond MoYS/NYC into provinces and many municipalities, and youth networks became effective translators of the Vision into proposals and budget lines. Still, local teams often knew the program brands (PMEP, scholarships, NHIP days, startup loans, tournaments) better than the Vision document and its indicators. Links to pillar targets were implicit rather than managed. In the private sector, which provides most jobs, familiarity was patchy and engagement late. Firms and business bodies asked for formal seats in steering/working groups to co-own targets for apprenticeships, placements, and startup growth.

4.1.5 Federalization Brought Opportunity, and Variation

Federalization enabled localization and municipalities could budget for scholarships, run ESCs, and maintain grounds. Provinces could set templates and pool trainings. But capacities diverged across the tiers. Federal government units and metropolitan cities held technical cadres and functioning MIS but majority of municipalities ran thin teams with high turnover. Procurement lags and payment delays discouraged private providers, and frequent procedural tweaks (e.g., startup windows, PMEP guidance) reduced predictability for youth and SMEs.

4.1.6 Coordination is Practice, not a Seamless Chain

In theory, Youth Vision's delivery depends on a set of tightly interlocking mandates, MoYS/NYC for overall stewardship; MoLESS for employment services and PMEP; MoEST/CTEVT for education and skills; MoICS/IEDI for enterprise and startup finance; MoHP/HIB for health insurance; and the National Sports Council for sports pathways. In practice, these actors did not move in lockstep. Calendars, guidelines, and data systems were developed in parallel rather than jointly, so program cycles rarely aligned. A municipality might complete a TVET short course in one quarter, find the ESC's placement drive scheduled for the next, and discover that the startup loan window had already closed. What should feel like a single youth pathway often breaks into separate queues. Where provinces and Provincial Youth Councils actively curated standing rosters of employers, incubators, TVET providers, and youth CSOs, and convened them against a shared annual calendar, the chain worked noticeably better. Absent these bridge functions, youth confront a maze of offices and rules: training in one building, job placement in another, concessional finance across town, insurance enrolment online, and no one tasked with shepherding them through. Each extra step increases the risk of unfilled handoffs, a trained graduate who never gets an interview; a placed worker who misses insurance renewal; a new founder who times out on the loan because a single document was missing. The result is avoidable attrition that is felt most acutely by young women, low-income, rural, and first-generation applicants who have the least margin for repeated visits, fees, or time off work. In short, coordination is the difference between a pathway and a patchwork, and today it remains uneven, with effective "islands of practice" rather than a seamless national chain.

4.1.7 Equity and Last-Mile Access Remain Constrained

Dalit, Janajati, Madhesi, LGBTIQA+, returnee migrant youth, youth with disabilities, and remote/rural youth faced stacked frictions. Missing documents, language barriers, mobility and cost burdens, ID inconsistencies (especially for trans and non-binary youth), and digital divides/safety risks deter girls' and young women's participation. Hidden costs (notarizations, photos, photocopies, travel, deposits, exam fees) and late stipends pushed low-income youth out mid-stream.

4.1.8 Financing Protected but Opaque

Housing youth actions inside sector envelopes protected continuity across shocks, yet masked the true resource envelope for youth and complicated performance budgeting. Larger cities could top-up for youth spaces but smaller municipalities relied on provincial co-financing or development partners and faced cash-flow volatility. O&M for facilities (labs, workshops, grounds) was rarely ring-fenced, eroding quality. A feasible modernization, a cross-government youth results tag in the Red Book and sub-national budgets plus an integrated data portal, would align money, activity, and outcomes without rewriting PFM rules.

4.1.9 Startup and Enterprise Access Opened

The concessional loan window and clearer startup policy unlocked early-stage access, but end-to-end supports remained thin: compliance help, market access, supply-chain links, and risk-sharing instruments (guarantees) were limited, contributing to early erosion. Municipal procurement seldom created dedicated pathways for youth-led firms, and apprenticeship incentives were episodic rather than standardized. Where provincial industry offices and IEDI worked closely with municipalities and business bodies, startup journeys were measurably smoother.

4.1.10 Youth Voice Grew

Local elections produced a visible cohort of young office-holders and normalized youth participation through the seven-step cycle, hearings, and social audits. Yet the ladder from local to provincial/national influence remained steep, constrained by candidacy age thresholds, party gatekeeping, and alliance politics. Youth presence in national legislatures, especially ≤ 30 , remained below Vision thresholds. The operating lesson is that pipelines exist but need national bridges (party reforms, mentorship, quotas in committees, and youth-specific leadership pipelines) to translate local energy into national agenda-setting.

4.1.11 Shock-Resilience: Systems Endured, but Youth Pathways Were Fragile

The decade's shocks, earthquake recovery, COVID-19, recurrent disasters, as well as climate crisis tested the system. Core instruments endured (ESCs, scholarships, NHIP), but youth pathways became fragile. Delays in payments and procurement, interrupted trainings, and migration spikes halted momentum for many. Investments in contingency protocols (remote learning modules, digital application rails, rolling windows, buffer funds for stipends) would make youth services more shock-tolerant.

4.1.12 What the Evidence Ultimately Says

Nepal proved it can build durable institutions and normalize youth outcomes inside government machinery. The binding constraints now are coordination, demand-side job engines, portability of protection, last-mile equity, and results transparency. Where provinces, PYCs, municipalities, employers, and youth networks co-govern with shared targets and simple tools, results follow.

The next Vision should therefore treat the Vision as a management system, with joint KPIs, employer-owned apprenticeships/placements, portable protection, inclusive design, and a public dashboard, so every young person, in every province, experiences the Vision as reliable pathways into skills, work, safety, voice, and pride.

4.2 Recommendations

Building on the comprehensive desk review, intensive stakeholder consultations and assessment of relevance, progress, gaps, and operability, the recommendations below focus on converting Nepal's strong youth-development architecture into predictable, inclusive outcomes at scale. They emphasize (i) demand-side job creation and private-sector partnerships; (ii) portable protection for mobile and informal youth; (iii) end-to-end pathways from school to skills to work and enterprise; (iv) tighter vertical and horizontal coordination; (v) simple, shared measurement so actors manage for results, not just activities; and (vi) climate and disaster-resilient youth development.

4.2.1 Strengthen Vision Pillars

Pillar	Recommendation
Quality and Vocational Education	Establish a province-by-province learning recovery plan that sets minimum proficiency targets and funds remedial support in low-performing schools.
	Expand vocational streams in grades 9-12 and require every province to operate at least one dual apprenticeship track per priority sector.
	Constitute sector skills councils with employers to co-design curricula, validate competencies, and co-assess apprentices.
	Scale RPL for returnee migrants and out-of-school youth and link successful candidates directly to placement services.
	Fund continuous professional development in STEM/ICT and technical subjects with performance-linked micro-credentials.
	Embed green, climate and disaster resilience skills (DRR, climate-smart and green livelihoods) into TVET.
	Provide fee waivers, assistive technologies, and accessible labs to increase participation of girls, Dalit, Janajati, Madhesi, LGBTIQA+ youth, returnee migrant youth, and youth with disabilities and from rural areas.
	Set a protected provincial ceiling for TVET equipment, labs, and O&M and track execution against annual service-level standards.
Employment, Entrepreneurship and Skills	Publish school and TVET placement scorecards each term disaggregated by sex, age, location, and priority group.
	Set annual provincial targets for apprenticeships, internships, on-the-job training, and first-job placements and co-finance stipends with municipalities and firms.
	Require every ESCs to report monthly vacancy pipelines, match rates, and days-to-placement.
	Stabilize concessional loan procedures with service-level timelines and pair loans with after-care on compliance, markets, and e-commerce.
	Create a provincial green jobs track to finance and place youth in climate-smart enterprises and decent green work.
	Expand youth employment pathways in climate change and disaster-resilient sectors (renewables, waste management, climate-smart agriculture, resilient construction) through targeted apprenticeships, financing, and placements.
	Deploy partial credit guarantees and supplier-development programs to crowd in private lending to youth-led MSMEs.

	<p>Pilot wage subsidies and tax credits for verified youth hires in priority sectors with transparent, time-bound rules.</p> <p>Bundle short courses with guaranteed interviews and track completion-to-placement outcomes by cohort.</p> <p>Offer pre-departure RPL and reintegration packages and programs that convert migrant skills into domestic credentials and jobs.</p> <p>Reserve placement and entrepreneurship quotas for marginalized youth and fund targeted outreach and case management.</p>
Health and Social Security	<p>Enable mobile enrolment, digital renewals, and portability of NHIP across provinces and employment changes.</p> <p>Expand catastrophic NCD benefits for young households and publish claims turnaround times by district.</p> <p>Increase SSF onboarding in youth-dense sectors through employer rosters, simplified registration, and compliance support.</p> <p>Institutionalize youth-friendly SRH and mental-health days and programs in schools and municipal clinics with confidential referral pathways.</p> <p>Operate mobile helpdesks for IDs, KYC, and NHIP renewals with fee waivers for indigent and remote youth.</p> <p>Standardize survivor-centred referral protocols across health, police, justice, and social care and monitor case resolution times.</p> <p>Move beyond basic coverage by funding safely managed sanitation and handwashing facilities in schools and youth spaces.</p> <p>Disaggregate NHIP/SSF and SRH data by age, sex, disability, and location and publish quarterly dashboards.</p>
Mobilization, Participation and Leadership	<p>Formalize Local/Municipal Youth Councils and link them to Provincial Youth Councils with standard mandates and meeting calendars.</p> <p>Promote climate and disaster-resilient youth development by assigning Local Youth Councils formal roles in local adaptation planning, early warning outreach, and preparedness drills, backed by dedicated municipal budgets.</p> <p>MoYS/NYC should review and refresh the Youth Vision pillars to explicitly include climate action and disaster resilience, recognizing that the climate crisis disproportionately affects young people's rights, opportunities, and participation.</p> <p>Run annual provincial leadership camps with mentoring and track alumni into committees, boards, and elected offices.</p> <p>Create a national volunteer registry and credit verified hours toward scholarships, apprenticeships, or hiring points.</p> <p>Embed youth scorecards in the seven-step municipal planning cycle and publish response actions after public hearings.</p> <p>Define and measure youth participation using common indicators for attendance, speaking time, committee roles, and decisions adopted.</p> <p>Seat FNCCI/CNI youth chapters on provincial steering groups with co-owned targets for apprenticeships and placements.</p> <p>Provide translation, accessibility, and safe-space protocols so marginalized youth can participate meaningfully in forums and consultations.</p> <p>Run annual awareness drives that connect local program brands to the Vision's indicators in local languages.</p>
Sports and Entertainment	<p>Publish provincial sports calendars early and certify coaches, officials, and volunteers to professional standards.</p> <p>Ensure every secondary school has access to a safe playground and a qualified sports teacher through shared-facility agreements.</p> <p>Co-finance routine O&M for community grounds and halls and track facility uptime and accessibility.</p>

	Fund girls' and para-sports leagues with dedicated equipment, safe changing rooms, and travel support.
	Consolidate provincial leagues and scouting systems that feed national squads and scholarships.
	Invest in sports medicine, nutrition, analytics, and injury prevention to raise competitive standards.
	Support youth roles in production, broadcasting, digital content, and events to expand sport-adjacent jobs.
	Tag sports budgets in provincial and municipal plans and publish participation and medal dashboards by age and sex.
	Promote and encourage participation of youth from the marginalized groups and rural areas in the sports.

4.2.2 Federal Level Government Agencies

Strategic Focus	MoYS	NYC	Federal Line Ministries and Other Government Agencies
Whole-of-government results framework	<ul style="list-style-type: none"> • Make NYC a federal policy body-provincial and local level implementation units. • Lead a formal whole-of-government youth coordination mechanism, chaired by MoYS, with annual joint targets, a common calendar, and review meetings that bring together NYC, NPC, MoF, and key line ministries. • Publish a cabinet-endorsed Youth Vision results framework with clear indicators and quarterly reviews. • Align the age of youth in the Act and the Policy. • Add climate and disaster-resilience indicators to the Vision results framework and require quarterly reporting across ministries. 	<ul style="list-style-type: none"> • Reform and federate NYC's current structure (Province and all Local level) and link it with PYCs. • Align council reporting to the national results framework and submit consolidated provincial and local data each quarter. • Act as the technical coordination hub for the mechanism by consolidating inputs from PYCs and LYCs, and by providing evidence and youth feedback into federal joint reviews. • Formulate shorter youth strategy-not for 10 years but for 3-5 years, implementable. • Issue joint guidance for municipalities to mainstream youth-led adaptation and preparedness actions into annual plans. 	Map each indicator to a lead ministry and report progress to MoYS and NPC on a fixed quarterly schedule.
National steering and co-governance	Form a National Youth Steering Committee that includes FNCCI, CNI/CNIYEF, youth-led CSOs, etc.	Manage the Steering Committee and convene the committee's technical working groups and	Nominate senior focal points to the committee and co-own annual targets for jobs, skills, and protection.

		document actions and deadlines.	
Budget tagging and performance	<ul style="list-style-type: none"> • Ensure budget and resource for the implementation of Youth Vision. • Introduce youth-results budget tagging in the Red Book and budget circulars, government reporting. 	Verify youth-tagged programs from provinces and municipalities before submission.	<ul style="list-style-type: none"> • Tag youth-relevant programs and activities in annual budgets and link disbursement to reported results. • Introduce green and disaster-resilient youth budget tagging and prioritize funding for climate-vulnerable districts.
Public dashboard and data integration	Launch a public youth dashboard that aggregates pillar indicators from sector MIS.	Feed standardized PYC and municipal data to the dashboard using common templates.	Integrate ministry MIS with the dashboard and publish open datasets with disaggregation by age, sex, and location.
Vertical coordination (Federal-Provincial-Local)	Issue annual joint planning calendars and facilitate coordination with all three tiers.	Hold monthly coordination calls with PYCs and LYCs.	Host provincial joint clinics with NYC, PYCs, and municipalities on ESCs, TVET, startups, health insurance, and sports scheduling.
Inclusion and last-mile access	Approve a national youth inclusion protocol with fee waivers, ID support, and accessibility standards.	Operate youth helpdesks for IDs, KYC, scholarships, and NHIP renewals in coordination with municipalities.	Apply inclusive access standards in programs and track participation of marginalized youth groups.
Employment services and apprenticeships	Set national apprenticeship targets and finance co-stipends through MoYS and MoLESS.	Mobilize employers through PYCs and LYCs to fill apprenticeship and placement slots.	<ul style="list-style-type: none"> • Partner with FNCCI/CNI for shared targets and report filled placements through ESCs each month. • Set national targets for green apprenticeships and placements in renewable energy, waste management, and climate-smart agriculture.
TVET quality and work-based learning	Endorse work-based learning standards and ensure Youth Vision/next strategy is explicitly reflected in SESP and TVET Sector Strategic Plan implementation directives.	<ul style="list-style-type: none"> • Support MoEST/CTEVT by mapping youth demand and disseminating information on TVET opportunities through NYC networks and youth councils, especially to marginalized youth. 	<ul style="list-style-type: none"> • MoEST/CTEVT roll out dual training pilots with sector skills councils and publish placement scorecards. • Expand TVET standards to include certified green skills and disaster-resilient

		<ul style="list-style-type: none"> Coordinate youth outreach for TVET intakes and track completion and placement by cohort. 	occupations aligned with market demand.
Startup finance and after-care	Stabilize startup loan Standard Operating Procedures (SOPs) and fund a light after-care package through MoYS and MoICS.	Run monthly after-care clinics on compliance, e-commerce, and market access with MoICS/IEDI.	MoICS/IEDI provide partial credit guarantees, supplier-development programs, and on-time payment commitments.
Health protection and portability	Coordinate with MoHP for portability of NHIP across provinces and enable mobile renewals and digital payments.	Help municipalities run SRH and mental-health outreach for youth linked to NHIP enrolment drives.	MoHP/HIB and SSF publish youth uptake and claims turnaround and expand catastrophic NCD coverage.
Sports pathways and facility O&M	Approve a national facility O&M standard and publish annual sports calendars early.	Support provincial leagues and youth participation drives with councils and municipalities.	NSC certify coaches and officials, track female youth participation, and maintain facility uptime reports.
Capacity and staffing	Fund pooled trainings and a rapid technical assistance roster for thin municipalities.	Deploy field support to PYCs and MYCs during planning and reporting cycles.	Train provincial and municipal staff on planning, procurement, M&E, inclusion, and data reporting.
Grievance and accountability	<ul style="list-style-type: none"> Provision a strong leadership, accountability and M&E mechanisms in the Vision, including private sector actors and youth-led CSOs. Require youth scorecards and public hearings in at least two municipalities per province annually. 	Operate grievance windows and publish resolution timelines and outcomes.	Embed grievance and service standards in program SOPs and publish quarterly resolution rates.
Communications and awareness	Run a national awareness campaign linking common programs to Youth Vision targets.	<ul style="list-style-type: none"> Sensitize and educate governments at all tiers, stakeholders, youth and general population about the Youth Vision. Provide easy toolkits for PYCs and LYCs to communicate Vision links in local languages. 	Include Vision references in ministry notices and program guidelines and maintain updated web pages.
Monitoring, evaluation, and learning	Commission annual tracer studies on TVET-to-work, startup survival, and NHIP uptake.	Compile provincial learning notes and share good practices through NYC channels, and commission periodic review of the Youth Vision.	Conduct joint reviews with MoYS and adjust program design based on evidence and tracer findings.

4.2.3 Provincial Level Government Agencies

Strategic Focus	Provincial MoYS/MoSD	Provincial Youth Council (PYC)	Provincial Line Ministries and other Provincial Agencies
Provincial results framework	Issue a province-level Youth Vision results framework aligned to federal indicators and set quarterly review dates.	Compile youth results from municipalities and submit a consolidated provincial update every quarter.	<ul style="list-style-type: none"> Map each indicator to a lead directorate and deliver quarterly progress notes to Provincial MoYS and the PPC. Include climate- and disaster-resilient youth outcomes (green skills, preparedness, resilience livelihoods) in the provincial planning and budgeting.
Steering and co-governance	Constitute a Provincial Youth Steering Committee that includes PYCs, FNCCI/CNI chapters, universities, and CSOs.	Convene the committee's monthly technical huddles and track action items to closure.	Nominate senior focal points and co-own annual targets for apprenticeships, placements, SRH/mental health, and sports participation.
Budget tagging and ceilings	Introduce youth-results budget tagging in provincial Red Book chapters and circulate ceilings that protect youth lines.	Verify youth-tagged proposals from municipalities before they are sent to the Provincial Treasury.	<ul style="list-style-type: none"> Tag youth-relevant programs in sector budgets and link disbursements to reported outputs and outcomes. Tag and protect provincial budgets for green skills, climate-smart livelihoods, and youth-led disaster preparedness in high-risk districts.
Data and dashboard	Launch a provincial youth dashboard that aggregates ESC, TVET, NHIP, startup, and sports data.	Standardize municipal reporting templates and upload monthly datasets to the dashboard.	Integrate sector MIS feeds with the dashboard and publish open datasets disaggregated by age, sex, ward, and priority group.
Vertical coordination with municipalities	<ul style="list-style-type: none"> Publish an annual joint planning calendar and hold quarterly clinics for municipalities on ESCs, TVET, startups, NHIP, and sports. Require municipalities to integrate youth-led preparedness actions into annual plans and 	Maintain an active roster of municipal youth councils and run peer-learning sessions across districts.	Provide on-site troubleshooting missions and issue corrective circulars where bottlenecks persist.

	conduct regular drills in disaster-prone areas.		
Inclusion and last-mile access	Approve a provincial youth inclusion protocol with fee waivers, translation, accessibility, and outreach standards.	Operate mobile helpdesks for IDs, KYC, scholarships, and NHIP renewals with special days for marginalized youth.	Embed inclusion checklists in sector SOPs and track participation of Dalit, Janajati, Madhesi, LGBTIQA+, youth with disabilities, and remote wards.
Employment and apprenticeships	Set provincial apprenticeship and placement targets and co-finance stipends with municipalities and firms.	Partner with chambers and sector associations and publicize vacancy pipelines to municipal ESCs.	<ul style="list-style-type: none"> Run joint placement fairs with ESCs and enforce monthly vacancy and fill-rate reporting. Expand dual training in green and resilient occupations (renewables, resilient construction, waste management, climate-smart agriculture).
TVET and work-based learning	Align TVET intakes to local economic profiles and expand dual training pilots in priority sectors.	Recruit employers for workplace rotations and track completion-to-placement outcomes by cohort.	CTEVT provincial offices update curricula with employer input and publish placement scorecards each term.
Startup finance and after-care	Stabilize provincial startup procedures and set service-level timelines for screening, approval, and disbursement.	Run monthly after-care clinics on compliance, e-commerce, GST/tax, and market access for youth-led firms.	IEDI/provincial industry offices deploy partial guarantees, supplier-development programs, and on-time payment commitments.
Health protection and portability	Ensure NHIP portability across districts and enable mobile renewals and digital payments at outreach camps.	Coordinate youth SRH and mental-health days with schools and clinics and link to NHIP enrolment.	HIB provincial units publish youth enrolment and claim turnaround and expand catastrophic NCD coverage pathways.
Sports pathways and facility O&M	Publish a provincial sports calendar early and co-finance facility O&M with municipalities.	Mobilize youth clubs for leagues and certify volunteers for officiating and event operations.	NSC provincial units certify coaches, track female participation, and maintain facility uptime reports.
Capacity and staffing	Fund pooled trainings for municipal planners, ESC officers, TVET focal points, and M&E staff.	Deploy rapid support teams during municipal planning and reporting cycles.	Provincial HR offices stabilize key posts and offer incentives for service in remote municipalities.
Grievance, scorecards, and accountability	Require annual youth scorecards in each district and publish response actions after public hearings.	Operate a provincial grievance window and report resolution timelines and outcomes.	Embed grievance standards in sector SOPs and publish quarterly resolution rates by district.
Communications and awareness	Run a provincial awareness campaign that links common programs to Youth	Provide ready-to-use toolkits to municipal youth councils and	Ensure every sector notice references the Vision and update provincial websites and radio PSAs regularly.

	Vision targets in local languages.	schools for consistent messaging.	
Private-sector and CSO partnerships	Sign standing MoUs with FNCCI/CNI chapters and youth CSO networks for co-managed placements and outreach.	Maintain employer/CSO rosters and co-host quarterly placement and entrepreneurship clinics.	Allocate small challenge funds for employer consortia and CSOs that deliver measurable youth outcomes.
Finance visibility and predictability	Publish a provincial youth-spending brief each year that aggregates sector envelopes and municipal co-financing.	Validate municipal submissions and highlight funding gaps for remote or marginalized wards.	Release funds on a predictable schedule and protect youth lines from mid-year cuts.

4.2.4 Local Governments (Municipalities/Rural Municipalities)

- Local governments should formally establish or revitalize Local/Municipal Youth Councils as representative advisory bodies to mayors/chairs and deputy mayors/vice-chairs, and use them systematically to integrate youth priorities into annual plans and budgets.
- Set up a “One-Stop Youth Desk” in every municipality (physical counter + online facility) for PMEP/ESC, startup help, NHIP/SSF enrolment, and complaints.
- Municipalities should embed Youth Vision (and its successor strategy) into the seven-step participatory planning process by explicitly tagging youth-related programs and indicators in their periodic and annual development plans.
- Local governments can strengthen ESCs as one-stop youth platforms by linking them with TVET providers, local employers, startup clinics, and social protection desks so that young people can access information, registration and referrals in a single visit.
- Municipalities should allocate predictable financial and human resources for youth development, including dedicated youth focal persons, operating budgets for youth spaces and help desks, and co-financing for skills fairs, startup bootcamps, and leadership camps.
- Local governments should actively reduce hidden costs for marginalized youth (such as repeated travel, documentation, and photocopy fees) by simplifying forms, bundling services on the same day, and providing small facilitation support or fee waivers where possible.
- Municipalities should mainstream GEDSI and climate resilience in all youth interventions by setting explicit targets for Dalit, Janajati, Madhesi, LGBTIQA+, youth with disabilities, and climate-affected youth, and by ensuring their representation in local planning forums and youth councils.
- Municipalities should integrate climate- and disaster-resilient youth development into annual plans and budgeting by prioritizing green skills, climate-smart livelihoods, and youth preparedness actions in climate-vulnerable wards.
- Local governments should assign Youth Councils formal roles in early warning outreach, community preparedness drills, and risk mapping, and allocate small operating budgets for these functions.
- Local governments should adopt accessibility and universal design standards for municipal buildings, training venues, and sports grounds, including ramps, accessible toilets, safe waiting areas, and basic assistive technologies, and should monitor compliance as part of annual performance reviews.

- Municipalities should improve youth-friendly communication by using local languages, simple formats, digital and offline channels, and regular notice boards to disseminate information on scholarships, skills training, ESC services, NHIP days, startup windows, and sports events.
- Local governments should strengthen grievance redress, feedback and monitoring mechanisms for youth by publicizing complaint channels, tracking and responding to cases in a time-bound manner, and periodically reporting back to youth councils and ward assemblies on actions taken.
- Municipalities should document and share local innovations in youth programming, such as integrated ESC models, municipal startup funds, or inclusive sports initiatives, with Provincial Youth Councils and NYC so that effective practices can be adapted and scaled in other locations.

4.2.5 Private-Sector Actors (Firms, FNCCI, CNI, CNIYEF, Sector Associations, etc.)

- Business associations such as FNCCI, CNI and CNIYEF should formally partner with NYC and relevant ministries to co-design and scale apprenticeship, internship and work-based learning schemes that are aligned with sector skill needs and local economic priorities.
- FNCCI, CNI and CNIYEF should support youth innovation challenges for climate adaptation and resilience solutions, linked to real procurement or pilot opportunities with municipalities and firms.
- Firms and sector associations should designate youth and skills focal points who engage regularly with ESCs, TVET providers and municipalities to identify vacancies, define competency requirements and offer structured placement opportunities for young jobseekers.
- Private-sector bodies should support curriculum updating and short-course design by providing practical input on emerging technologies, digital skills, green jobs and sector-specific competencies, and by hosting joint skills fairs and workplace exposure visits.
- Private-sector actors should prioritize climate-smart enterprise mentorship and market linkages for youth-led MSMEs, including guidance on sustainability standards and green business models.
- Financial institutions and startup platforms should introduce tailored finance windows for green and disaster-resilient youth enterprises.
- Financial institutions, business forums and startup platforms should improve access to early-stage finance for young entrepreneurs by simplifying loan procedures, expanding concessional windows, offering partial credit guarantees, and bundling finance with mentorship, compliance support and market linkages.
- Large firms and business associations should set voluntary youth employment and apprenticeship targets, with particular emphasis on young women, Dalit, Janajati, Madhesi, LGBTIQA+ youth and youth with disabilities, and should publish simple annual summaries of progress.
- Sector associations should promote decent work standards for youth, including safe workplaces, fair wages, social security enrolment and harassment-free environments, and should work with regulators and unions to address non-compliance.
- Private-sector actors should collaborate with municipalities to create local procurement pathways for youth-led firms and cooperatives, such as reserving a share of small municipal contracts or events for eligible youth enterprises, to stimulate demand-side job creation.
- Business bodies and young entrepreneur forums should actively support youth participation in policy dialogues on employment, entrepreneurship, digital

transformation and climate-resilient growth, ensuring that young founders have platforms to inform national and provincial strategies.

4.2.6 Development Partners and International Agencies

- Development partners should align their youth portfolios with the next national youth strategy and Youth Vision successor framework, using government-owned pillars and indicators as the central reference for program design and results reporting.
- International agencies should prioritize system-strengthening and institutional capacity building for NYC, provincial ministries and municipalities, such as data systems, M&E, digital platforms and staff training, rather than creating parallel delivery structures.
- Development partners should co-finance innovative pilots on demand-side job creation (e.g., wage subsidies, youth hiring incentives, placement services), portable social protection, universal work-based learning and inclusive sports systems, with a clear plan for government scale-up.
- Partners should embed GEDSI and climate resilience in all youth programs by setting minimum inclusion benchmarks, supporting targeted outreach for marginalized youth and climate-affected communities, and funding inclusive infrastructure and assistive technologies.
- Development partners should invest in robust, youth-disaggregated data and research on employment, migration, mental health, digital work and climate impacts, and share evidence in accessible formats that provincial and local governments can use for planning.
- International agencies should coordinate more closely among themselves and with government through joint workplans, pooled funding or complementary interventions, thereby reducing fragmentation and transaction costs for MoYS, NYC and sub-national counterparts.
- Development partners should systematically support meaningful youth participation in program cycles by financing youth advisory panels, participatory monitoring, youth-led evaluations and opportunities for young people to present evidence to policy makers.

4.2.7 Civil Society Organizations and Youth Networks (including Federal, Provincial and Local Level CSOs, Youth Networks and Coalitions)

- CSOs and youth networks should continue to use the national youth strategy as a central advocacy tool, explicitly linking their campaigns, program proposals and budget demands to government-owned pillars and indicators.
- Youth-serving CSOs should prioritize outreach to marginalized and hard-to-reach youth, including Dalit, Janajati, Madhesi, LGBTIQA+ youth, youth with disabilities and remote/rural youth, and support them to navigate documentation, applications and grievance processes.
- National networks such as AYON, NFYN and NGO Federation chapters should systematically monitor youth budget allocations and implementation at federal, provincial and local levels, and publish simple “youth scorecards” that track progress and highlight gaps.
- Youth organizations should play a structured role in strengthening accountability by facilitating community hearings, social audits and public dialogues where young people can present evidence and feedback on ESCs, TVET, PMEP, NHIP/SSF and sports services.
- CSOs and youth networks should support civic education and leadership development programs that help young people understand local planning processes, electoral

systems and public finance, and prepare them to contest for local, provincial and federal roles.

- Civil society actors should partner with municipalities and provincial structures to co-design and co-implement inclusive youth spaces, safe-sport initiatives, mental-health and SRH outreach, and climate-resilient livelihood pilots.
- Youth-led organizations should invest in their own institutional capacity, governance, financial management, safeguarding, GEDSI mainstreaming and evidence generation, so that they can engage as credible, long-term partners to government and development agencies.
- CSOs and networks should use digital tools creatively and safely to expand youth engagement, share information on opportunities, and crowd-in feedback, while actively addressing risks such as cyber-harassment and online GBV especially for young women and LGBTIQA+ youth.

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Annexes

Annex 1: Local levels in Nepal that have formed their Local Youth Council

1. Namobuddha Municipality - Kavrepalanchok
2. Budhanilakantha Municipality - Kathmandu
3. Byas Municipality - Tanahu
4. Suryodaya Municipality - Ilam
5. Shivsataxi Municipality, Jhapa
6. Shaillyshikhar Municipality, Darchula
7. Bhadrapur Municipality, Jhapa
8. Pokhara Metropolitan City, Kaski
9. Bhagawatimai Rural Municipality, Dailekh - 2080/11/02
10. Dungeshwar Rural Municipality, Dailekh - 2081/03/02
11. Dhulikhel Municipality, Kavrepalanchok
12. Patan Municipality, Baitadi
13. Pachaljharana Rural Municipality, Kalikot - 2081/03/27
14. Tulsipur Sub-Metropolitan City, Dang
15. Mechinagar Municipality, Jhapa
16. Dasharathchand Municipality, Baitadi
17. Besishahar Municipality, Lamjung
18. Sainamaina Municipality, Rupandehi
19. Khandadevi Rural Municipality, Ramechhap
20. Sandakpur Rural Municipality, Ilam
21. Madi Rural Municipality, Kaski
22. Machhapuchchhre Rural Municipality, Kaski
23. Rajpur Rural Municipality, Dang
24. Jeetpur Simara Sub-Metropolitan City, Bara
25. Bhimdatta Municipality, Kanchanpur
26. Mahakali Municipality, Darchula
27. Shiva Raj Municipality, Kapilvastu
28. Gauriganga Municipality, Kailali
29. Kumakh Rural Municipality, Salyan - 2081/06/15
30. Shiva Raj Municipality, Kapilvastu
31. Manthali Municipality, Ramechhap
32. Erawati Rural Municipality, Pyuthan
33. Buddhabhumi Municipality, Kapilvastu - 2081/07/24
34. Mohanyal Rural Municipality, Kailali - 2081/12/10
35. Kohalpur Municipality, Banke - 2082/05/18

Annex 2: Participants consulted/interacted for the strategic review of Youth Vision 2025

A: Participants consulted through KIs

KI #	Name of Participant	Gender	Organization / Institution	Position / Designation	Category (Govt / Dev Partner / Private / Youth Network / Expert, etc.)
Federal Level					
1	Surendra Basnet	M	National Youth Council (NYC)	Executive Vice Chair	Government / Youth Apex Body
2	Dr. Hari Prasad Lamsal	M	Ministry of Youth and Sports (MoYS)	Secretary	Government Focal Ministry
3	Danduraj Ghimire	M	Ministry of Labour, Employment and Social Security (MoLESS)	Joint Secretary, Internal Employment Management Division	Government (Line Ministry)
4	Shiva Kumar Sapkota	M	Ministry of Education, Science and Technology (MoEST)	Joint Secretary / Spokesperson, Planning and Monitoring Division	Government (Line Ministry)
5	Shankar Adhikari	M		Under Secretary, Planning and Monitoring Division	
6	Dr. Ram Krishna Shrestha	M	Ministry of Agriculture and Livestock Development (MoALD)	Joint Secretary	Government (Line Ministry)
7	Bhupendra Thapa	M	Ministry of Industry, Commerce and Supplies (MoICS)	Joint Secretary, Planning and M&E Division	Government (Line Ministry)
8	Jitendra Basnet	M		Joint Secretary and Spokesperson, Industrial and Investment Promotion Division	
9	Pradip Paudel	M	Ministry of Health and Population (MoHP)	Hon'ble Minister	Government (Line Ministry)
10	Dr. Jay Bahadur Tandon	M	National Planning Commission (NPC)	Hon'ble Member, Youth Portfolio	Government / Policy & Planning Body
11	Jarina Khoju	F	Council for Technical Education and Vocational Training (CTEVT)	Deputy Director	Government TVET Body
12	Binita Karki	F	United Nations Development Programme (UNDP)	Youth Specialist	Development Partner

13	Sally Duncan	F	Foreign, Commonwealth and Development Office (FCDO)	Social Development Advisor	Development Partner / Bilateral Agency
14	Ghanashyam Ojha	M	Confederation of Nepalese Industries (CNI)	Director General	Private Sector Umbrella
15	Gokarna Awasthi	M	Federation of Nepalese Chambers of Commerce and Industry (FNCCI)	Director General	Private Sector Umbrella
16	Santosh Pariyar	M	Youth Leader	Rastriya Swatantra Party, Hon'ble MP and Chief Whip	Political Party/Youth Wing
17	Kamal Subedi	M	Youth Leader	Youth Activist and RSP leader,	Political Party/Youth Wing
18	Srijana Adhikari	F	Youth Leader	Nepali Congress, Former Assistant General Secretary of NSU	Political Party/Youth Wing
19	Shashi Sharma Majgaiya	M	National Federation of Youth NGOs Nepal (NFYN)	Central President	Youth NGO Network
20	Nayaran Giri	M	Social Welfare Council	Member and Youth Specialist	Youth Activist
21	Sujata Baral	F	Association of Youth Organizations Nepal (AYON)	President	Youth NGO Network
22	JB Bishwokarma	M	Kantipur and Various Media	Youth Journalist and Activists	Media / Activists
23	Ramesh Dulal	M	Kantipur	Youth journalists	Media

Provincial Level

24	Ashok Nath Giri	M	Province Planning Commissions, Karnali	Hon'ble Member, Youth Portfolio	Provincial Government / Planning Body
25	Jaydev Mahara	M	Ministry of Social Development, Sudurpaschim Province	Senior Officer, Education / Youth Division	Provincial Focal Ministry
26	Tulashi Uprety	F		Officer, Education / Youth Division	
27	Dan Bahadur Sunar	M		Officer Legal Division	
28	Prakash Adhikari	M	Ministry of Youth and Sports, Bagmati Province	Head of Planning Division	Provincial Focal Ministry
29	Ramesh Ghimire	M		Office Chief	Provincial Youth Agency

30	Santosh Chaulagain	M	Provincial Youth Council, Bagmati Province	Former Vice Chair	Provincial Youth Agency
31	Gajendra Sawad	M	Provincial Youth Council, Sudurpaschhim Province	Vice Chair	Provincial Youth Agency
32	Saroj Khanal	M	Provincial Youth Council, Lumbini Province	Executive Member	Provincial Youth Agency
33	Rabi Century	M	National Youth Council	Former Member	Youth Activist
Local Level					
34	Hari Chandra Sapkota	M	Hetauda Sub-Metropolitan City, Makwanpur, Bagmati	Head, Youth and Education Section	Local Government
35	Ramesh Bidari	M		Officer, Youth and Education Section	
36	Chanda Khadka	F		Head, Environment Section	
37	Jagannath Sapkota	M		Head, Economic Development Section	
38	Dr. Bhim Timalsina	M		Head, Social Development Section	
39	Laxman Mainali	M		Head, Administration and Legal Section	
40	Asmita Bidari	F		Head, Account Section	
41	Keshav Khatri	M	Dhangadhi Sub-Metropolitan City, Kailali, Sudurpaschhim	Officer, Youth and Sports Section	Local Government
42	Ghumman Badayak	M		Head, Youth and Sports Section	
43	Bhagawati Chaudhary	F	Kailari Rural Municipality, Kailali, Sudurpaschhim	Vice-Chairperson	Local Government
44	Ram Krishna Khand	M	Tilottama Municipality, Rupandehi, Lumbini	Mayor	Local Government
45	Gangaram Acharya	M		Head, Education and Youth Section	
46	Rama Acharya	F		Officer, Education and Youth Section	
47	Umesh Kumar Poudel	M	Lekbesi Municipality, Surkhet, Karnali	Mayor	Local Government
48	Kamala Chudali	F	Butwal Sub-Metropolitan City,	Officers, Youth and Sports	Local Government

49	Amrita Panthi	F	Rupandehi, Lumbini	Development Section	
50	Kopila Gywali	F		Officer, Education Section	
51	Tikaram Panthi	M			
52	Madhusudan Belbase	M			
53	Laxmi Khanal	F			

B: Participants Consulted through FGDs

FGD 1: Board Members of Association of Youth Organizations Nepal (AYON)

S.N.	Name of Participant	Gender	Position / Role (e.g. Board Member, Youth Rep.)
1	Sujata Baral	F	President
2	Gautam Shrestha	M	Senior Vice Chair
3	Ritesh Adhikari	M	Secretary
4	Pratap Adhikari	M	Executive Director
5	Shaligram Timalsina	M	Admin and Finance Manager

FGD 2: Provincial FGD - Diverse Youth (Bagmati Province)

S.N.	Name of Participant	Gender	Organization / Group	Category (Youth with disabilities / Dalit / Indigenous / LGTBIQA+ / Women / other marginalized youth)
1	Kiran Thapa	TG	Province Youth Council Member and Representative of Friends Hetauda/BDS	LGTBIQA+ (Activist)
2	Binod Dhakal	M	Friends Hetauda	Youth Activist
3	Princy Lama	TG		Indigenous / LGTBIQA+ (Activist)
4	Rohit Thapa	O		LGTBIQA+ (Activist)
5	Ramesh Ghimire	M	Province Youth Council Member	Youth Activist
6	Sabina Lama	F	Province Youth Council Member	Indigenous / LGTBIQA+ (Activist)
7	Sunil Prasad Dulal	M	Province Youth Council Member	Youth Activist
8	Aarati Paudel	F	Province Youth Council Member	Women, Youth Activist
9	Prakash Khatiwada	M	Province Youth Council Member	Youth Activist
10	Asmi Adhikari	F	Province Youth Council Member	Women, Youth Activist

FGD 3: Provincial FGD - Diverse Youth (Sudurpaschhim Province)

SN	Name of Participant	Gender	Organization / Group	Category (Youth with disabilities / Dalit / Indigenous / LGBTIQA+ / Women / other marginalized youth)
1	Laxmi Datt Joshi	M	Province Youth Council Member	Indigenous (Youth Activist)
2	Dambar Raj Bhattarai	M	Akhil (Revolutionary)	Youth Activist, Political Youth Wing
3	Bam Bahadur BK	M	BYAM	Dalit (Youth Activist)
4	Lal Bahadur Mahara	M	FAYA Nepal	Youth Activist
5	Kabita Kunwar	F	Province Youth Council Member	Women, Youth Activist
6	Rohit Bogati	M	ANNFSU	Youth Activist, Political Youth Wing
7	Pawan Sunar	M	Akhil (Revolutionary)	Dalit Activist, (Political Youth Wing)
8	Hira Singh Dhami	M	Province Youth Council Member	Youth Activist
9	Trilokya Nath Pandey	M	Sudurpaschhim Province Karate Federation	Sportsperson, Youth
10	Hari Joshi	M	Dhangadhi TCI, Journalist	Youth Activist

C: Participants Consulted through Interactions

1. Interaction with Confederation of Nepalese Industries (CNI) Team and CNI Young Entrepreneurs Forum (CNIYEF)

SN	Name	Gender	Organization	Position
1	Manish Shrestha	M	Head of Innovations/Founding Partner, Kazi Studios Pvt. Ltd.	CNIYEF President
2	Sujeet Regmi	M	Startup Co-Chair; Co-founder, Sajilo Sewa	CNIYEF Member
3	Shiny Khetan	F	Networks & Communications Chair; MD, Tuna Agro Pvt. Ltd.	CNIYEF Member
4	Yash Agrawal	M	Finance Chair; RMC Group	CNIYEF Member
5	Chirag Sarawagi	M	CEO, Sarawagi Group	CNIYEF Member
6	Karvika Thapa	F	CEO, Kimbu Tech	CNIYEF Member
7	Umang Jain	M	Director, Everest Med Pvt. Ltd.	CNIYEF Member
8	Jitendra Bahety	M	Director, NMBMF	CNIYEF Member
9	Sheela Bogati	F	Deputy Director, Making in Nepal	CNI Staff
10	Rajiv Majgaiyan	M	Sr. Director, Revenue, Start-Up Coordination	CNI Staff

11	Ravi Kumar Prajapati	M	Director, Research	CNI Staff
12	Laxmi Pokharel	F	Officer, Start-Up and CNIYEF	CNI+CNIYEF Staff
13	Himal Poudel	M	Director, Membership Expansion Committee	CNI Staff
14	Sushmita Pun	F	Officer, Skills Vertical	CNI Staff
15	Madhukar Dahal	M	Director, International Affairs	CNI Staff
16	Merina Tandukar	F	Sr. HR and Admin Officer	CNI Staff
17	Hari Samari	M	Deputy Director, Finance	CNI Staff

2. Federal Level Interaction Program amongst NYC and Its Youth Networks

SN	Name	Gender	Organization	Position
1	Surendra Basnet	M	National Youth Council	Executive Vice Chairperson
2	Gehnath Gautam	M	National Youth Council	Administrative Chief
3	Shova Bastakoti	F	National Youth Council	Board Member
4	Tika Kumari Kandel	F	National Youth Council	Board Member
5	Lalita Shah	F	National Youth Council	Board Member
6	Alija Dhakal	F	National Youth Council	Board Member
7	Adhiraj Regmi	M	National Youth Council	Board Member
8	Bimala Malla	F	National Youth Council	Board Member
9	Bikash Adhikari	M	National Youth Council	Board Member
10	Arnav Chaudhary	M	National Youth Council	Board Member
11	Binod Kumar Shahi	M	National Youth Council	Board Member
12	Asmita Pathak	F	NYC - Health Professional Youth Network	Member
13	Aayush Shrestha	M	NYC - President, 3 Tier Youth Club Network	Member
14	Tarapati Kharel	M	National Youth Council	Under Secretary
15	Shova Bhandari	F	NYC - Home-Based Women Workers' Network	Board Member
16	Karna Kunwar	M	National Youth Council	Under Secretary
17	Mira Kafle	F	National Youth Council	Computer Operator
18	Ramila Mainali	F	National Youth Council	Account Officer
19	Bhagawati Regmi	F	National Youth Council	Accountant
20	Chanda Kumari Thapa	F	National Youth Council	Under Secretary

21	Rani Kumari Mallik	F	National Youth Council	Technical Assistant
22	Lilanath Dahal	M	National Youth Council	Under Secretary
23	Bal Kumar Shrestha	M	National Youth Council	Branch Officer
24	Man Bahadur Karki	M	National Youth Council	Branch Officer
25	Ramu Gyawali	M	National Youth Council	Branch Officer
26	Ramesh Bhattarai	M	National Youth Council	Branch Officer
27	Kalpana Khanal	F	National Youth Council	Branch Officer
28	Khulnath Gautam	M	National Youth Council	Branch Officer
29	Hem Kumar Paudel	M	National Youth Council	Computer Operator
30	Urmila Karki	F	National Youth Council	5th Level Officer (non-gazetted)
31	Ramesh Dulal	M	Radio Kantipur	Sub-Editor
32	Aadarsha Dahal	M	NYEN (Youth Network)	Secretary
33	Sushil Parajuli	M	NYEN (Youth Network)	President
34	Raj Karki	M	NYC - Traditional Skills Youth Network	President
35	Anup Subedi	M	NYC - Tourism Youth Network	President
36	Ram Prasad Awasthi	M	NYC - Art Network	President
37	Narayan Giri	M	NYC – Youth Network	President
38	Rajendra Adhikari	M	Bhagawatimai Rural Youth Council	Former Vice President
39	Kumar Khadka	M	British Council	Consultant
40	Rajesh Mainali	M	National Youth Council	Computer Operator
41	Apsara Koirala	F	National Youth Council	Computer Operator
42	Sarita Karki	F	National Youth Council	Office Helper
43	Prem Kumari Karki	F	National Youth Council	Office Helper
44	Laxmi Rai	F	National Youth Council	Office Helper
45	Manaswi Ghimire	F	National Youth Council	Participant
46	Nawaraj Niraula	M	National Youth Council	Under Secretary
47	Naresh Maharjan	M	National Youth Council	Driver
48	Gokul Bhujel	M	National Youth Council	Driver
49	Chandrawati Koirala	F	National Youth Council	5th Level Officer (non-gazetted)
50	Trishna Lama	F	National Youth Council	Office Helper

51	Ramesh Prasad Joshi	M	National Youth Council	Technical Assistant
52	Narayan KC	M	National Youth Council	Branch Officer
53	Abinash Karki	M	National Youth Council	Computer Operator
54	Drona Raj Niraula	M	Ministry of Federal Affairs and General Administration (MoFAGA)	Branch Officer
55	Sunita Chaudhary	F	National Youth Council	Board Member
56	Joharabi Chaudhary	F	National Youth Council	Board Member
57	Manjali Chaudhary	F	National Youth Council	Board Member
58	Sarbadal Shahi	M	Ministry of Youth and Sports (MoYS)	Branch Officer
59	Om Kumari Pokharel	F	Ministry of Youth and Sports (MoYS)	Under Secretary
60	Pitambar Banjade	M	Ministry of Youth and Sports (MoYS)	Accountant
61	Sanju Shakya	F	Ministry of Youth and Sports (MoYS)	Computer Operator

3. Panel Discussion titled, “Towards Youth Vision 2035: Opportunities, Challenges, and the Way Forward”

SN	Name	Gender	Organization	Position/Role
1	Gita Kumari Poudel	F	National Planning Commission	Hon'ble Member (Policy and Planning Expert)
2	Surendra Basnet	M	National Youth Council	Executive Vice Chairperson (Youth Expert and Head of Nepal's Apex Youth Body)
3	Rustom Mody	M	British Council	Country Director (Welcome Remarks)
4	Sujata Baral	F	Association of Youth Organizations Nepal (AYON)	President (Youth Expert)
5	Aabhusan Jyoti Kansakar	M	Nepalese Young Entrepreneurs' Forum (NYEF)	First Vice President (Youth Entrepreneur/Private Sector)
6	Purnima Karki	F	Facilitator/Panel Moderator	Journalist/Youth Activist

Annex 3: Youth Population (18-35 years) as per the National Youth Policy 2082 BS.

Provincial Population and Youth Population Projection (2025 AD) by NSO

Province	Sex	Total Population	Youth Population (18–35)	% of Youth Population
Koshi	Male	2,387,208	643,850	26.97%
	Female	2,617,095	808,189	30.88%
Madhesh	Male	3,241,404	853,490	26.33%
	Female	3,274,059	1,008,635	30.81%
Bagmati	Male	3,115,333	988,037	31.72%
	Female	3,201,840	1,054,846	32.94%
Gandaki	Male	1,118,421	291,293	26.05%
	Female	1,309,562	402,184	30.71%
Lumbini	Male	2,461,449	689,486	28.01%
	Female	2,789,859	929,383	33.31%
Karnali	Male	823,653	238,588	28.97%
	Female	898,932	298,406	33.20%
Sudurpashchim	Male	1,236,143	328,050	26.54%
	Female	1,436,883	468,131	32.58%
Total	Total	29,911,841	9,002,568	30.10%

Source: National Statistics Office (NSO), Government of Nepal, dated 2082/05/03.

Annex 4: Data collection tools/instruments (Questionnaire/Checklist)

A. KII Guide/Questions

1. Federal Level Stakeholders

a. Federal Government Stakeholders

Stakeholders:

- National Youth Council (NYC)
- Ministry of Youth and Sports (MoYS)
- National Planning Commission (NPC)
- Ministry of Labour, Employment and Social Security (MoLESS)
- Ministry of Forests and Environment (MoFE)
- Ministry of Education, Science and Technology (MoEST)

Guiding/Specific Questions:

National Youth Council (NYC)

- How has NYC coordinated the implementation of Youth Vision 2025 across federal, provincial, and local levels?
- What are the most significant achievements and persistent challenges in achieving the strategy's five pillars?
- How does NYC ensure inclusivity for marginalized and vulnerable youth, young adolescent boys and girls (e.g., Dalits, LGBTIQ+), women) in programs?
- What systemic barriers hinder effective collaboration with other ministries or development partners?

Ministry of Youth and Sports (MoYS)

- How has Youth Vision 2025 aligned with MoYS's and Nepal's broader national policies (e.g., SDGs, National Youth Policy 2015)?
- How is GEDSI embedded in Youth Vision 2025, and what tangible measures has MoYS implemented to reach and empower marginalized and under-represented youth, including adolescent boys and girls from disadvantaged communities, Dalits, Madhesis, Muslims, Indigenous peoples, LGBTIQ+ individuals, etc.?
- What mechanisms are in place to monitor and evaluate the impact of youth programs?
- How are resources allocated to address emerging priorities like climate change and youth migration?

General Questions:

Policy Alignment and Relevance

- How does the Youth Vision 2025 align with national policies and directives within your ministry/agency?
- How relevant is the Youth Vision 2025 in addressing emerging national and global challenges affecting youth, such as climate change, digital transformation, migration, or mental health?
- How effectively are GEDSI principles woven into Youth Vision 2025, and how do these commitments correspond with Nepal's inclusion policies and practices?
- What have been the major policy or legislative changes since 2015 that impact youth development strategies?

Implementation and Coordination

- What mechanisms or structures exist for inter-ministerial coordination on youth-related programs?
- How effectively have these coordination efforts been functioning (e.g., frequency of meetings, shared planning)?

Program Effectiveness and Outcomes

- Which programs under Youth Vision 2025 have been most successful in achieving their stated goals? Why?
- What metrics or indicators do you use to assess program success or impact?

Challenges and Gaps

- What have been the biggest barriers to implementing Youth Vision 2025 (e.g., resource constraints, policy gaps, overlaps in mandates)?
- In which areas do you see the largest unmet needs or emerging challenges for youth?

Future Directions

- Looking beyond 2025, what policy or programmatic shifts do you recommend to enhance youth development?
- How might your ministry/agency strengthen its collaboration with other government bodies and external stakeholders?

b. International Development Partners***Stakeholders:***

- UNDP,
- EU,
- US Embassy,

Guiding Questions:**Role & Contribution**

- How has your organization supported Youth Vision 2025, and what gaps have you observed?
- How do you coordinate with government bodies (NYC, MoYS, etc.) and other development partners?

Assessment of Implementation

- From your perspective, what aspects of Youth Vision 2025 implementation have been most/least effective?
- Can you share any best practices or lessons learned from your organization's experience?

Impact & Sustainability

- Have there been any notable shifts in youth empowerment, employment, or skills development attributable to your programs?
- Which strategies do you find most effective to ensure program sustainability (e.g., capacity building, local ownership)?

Challenges & Gaps

- What have been key obstacles in aligning donor priorities with government-led youth strategies?
- How can these be better addressed moving forward?

Looking Ahead

- How do you foresee your organization's role evolving in a new youth strategy beyond 2025?
- Are there any emerging areas (e.g., climate resilience, digital skills, entrepreneurship) where you believe support is particularly needed?

c. Private Sector Actors***Stakeholders:***

- Confederation of Nepalese Industries (CNI)
- Federation of Nepalese Chambers of Commerce and Industry (FNCCI)

Guiding Questions:

Private Sector Involvement

- How has the private sector contributed to Youth Vision 2025 goals, particularly in employment, entrepreneurship, and skill development?
- What incentives or frameworks encourage private sector collaboration in youth programs?

Workforce & Skill Gaps

- What skill sets are most lacking among youth entering the job market?
- How can government and industry work together to close these gaps?

Challenges to Collaboration

- Have you faced any regulatory or policy hurdles in engaging with youth programs (e.g., internships, apprenticeships)?
- How do you think these challenges can be minimized?

Best Practices & Opportunities

- Could you highlight any successful private sector-led initiatives that promote youth employment or entrepreneurship?
- What new areas (e.g., ICT, green economy) hold the greatest promise for youth employment in Nepal?

Recommendations

- Beyond 2025, what shifts in policy or partnership models would better integrate the private sector into national youth strategies?
- How can young entrepreneurs be better supported in accessing finance, mentorship, and market opportunities?

d. Youth Leaders from Major Political Parties/Youth Wings

Stakeholders:

- Communist Party of Nepal (Maoist Centre)/CPN (Maoist Centre)
- Nepali Congress
- Nepal Communist Party (UML)

Guiding Questions:

Youth Political Engagement

- What role have youth wings played in advancing or influencing Youth Vision 2025 programs and policies?
- How effective is the representation of youth perspectives within party structures and decision-making processes?

Barriers to Participation

- What challenges do young leaders face in rising to influential roles (e.g., lack of mentorship, resources, or political space)?
- How could these barriers be alleviated?

Policy and Strategy Perspectives

- Which aspects of Youth Vision 2025 do you believe have been most beneficial for young people?
- Are there areas not covered by the strategy that warrant immediate attention (e.g., climate change, digital rights)?

Mobilization and Impact

- How do political youth wings mobilize young people around national or local development agendas?
- Can you share any successes or failures in mobilizing youth support for policy reforms?

Way Forward

- How should youth wings collaborate with government bodies and civil society to shape a post-2025 agenda?
- What systemic or cultural changes are necessary to sustain meaningful youth participation in politics?

e. Local Governments**Stakeholders:**

- Municipality and Rural Municipality
- Mayors/Chairs, Deputy Mayors/Vice Chairs, Chief Administrative Officers, Municipal Youth Focal Points

Guiding Questions:**Local Governance & Youth**

- How has your municipality/rural municipality integrated Youth Vision 2025 into local/development plans, policies and budget?
- What specific programs or interventions have been implemented in line with the strategy's five pillars?
- How are the voices and needs of marginalized or under-represented youth, such as Dalits, Madheshis, Indigenous nationalities, youth with disabilities, and LGBTIQA+ young people, reflected in the design, budgeting, and implementation of these Youth Vision 2025 related activities?
- Have you received any guidance or support from the federal or provincial governments to implement Youth Vision 2025?
- Are there specific local-level successes or innovations that could inform national policy?

Capacity & Resources

- What kind of financial and technical resources are allocated to youth development at the local level?
- Are there dedicated personnel or mechanisms within your office to support youth-focused programs?

Participation and Inclusion

- How are young people, including those from marginalized groups (e.g., Dalits, youth with disabilities, LGBTIQA+, indigenous communities), engaged in local planning and decision-making processes?
- Can you share any examples of inclusive youth initiatives led or supported by your municipality?

Coordination and Partnerships

- How do you coordinate with provincial or federal entities, civil society, or the private sector in implementing youth programs?
- Are there effective partnerships with youth-led organizations in your municipality?

Challenges & Gaps

- In implementing youth-focused projects, what recurring barriers do municipalities face (e.g., limited funds, insufficient technical expertise)?
- How can these be tackled in future strategic frameworks?

Recommendations

- What changes in policy, capacity, or resources would help strengthen local youth development efforts?
- How should future youth strategies address local-level realities more effectively?

2. CSOs

a. NGO Federation Nepal

Stakeholders:

- Senior Leadership (President/Executive Director)
- Program Head/Thematic Leads, Youth Focal Points

Role and Contribution

- How has the NGO Federation engaged with Youth Vision 2025 implementation at the national or sub-national levels?
- What type of programs or advocacy efforts related to youth development have your member organizations carried out?

Coordination and Collaboration

- How effective has coordination been between civil society and government actors (e.g., NYC, MoYS, local governments) on youth development?
- What challenges do CSOs face in aligning their work with national youth priorities?

Inclusivity and Representation

- How does the NGO Federation ensure that the voices of diverse and marginalized youth are reflected in your work?
- Are there mechanisms in place to support youth-led or youth-focused member organizations?

Impact and Monitoring

- What changes or impacts have you observed as a result of civil society's contribution to youth development?
- Are there monitoring or reporting mechanisms that track CSO engagement with Youth Vision 2025?

Barriers and Gaps

- What are the main constraints civil society organizations face in implementing or scaling youth initiatives?
- Where do you see gaps in the current youth strategy from a civil society perspective?

Forward Looking

- What role do you envision for civil society in shaping and delivering a post-2025 youth strategy?
- What policy or partnership models would better enable CSOs to contribute meaningfully to youth development?

b. Youth-Led CSOs (such as National Federation of Youth NGOs Nepal (NFYN) / Association of Youth Organizations Nepal (AYON)

Stakeholders:

- Senior Leadership (President/Executive Director)
- Executive Committee Members, Provincial Coordinators, Program Managers

Organizational Role

- What has been the role of your organization in supporting the implementation of Youth Vision 2025?
- Can you share any major initiatives or campaigns that have directly contributed to the strategy's objectives?

Youth Engagement

- How are youth voices integrated into your advocacy, planning, and implementation processes?
- How do you engage with marginalized youth groups (e.g., youth with disabilities, LGBTIQA+, ethnic minorities, rural youth)?

Coordination and Influence

- How would you assess the collaboration between your organization and government entities such as NYC, MoYS, or local governments?
- Have youth concerns or recommendations raised by your networks influenced national or provincial policies?

Challenges and Learnings

- What challenges have youth-led organizations faced in engaging with Youth Vision 2025 processes?
- What lessons or best practices have emerged from your work in mobilizing youth and building capacity?

Program Impact

- What impact have your member organizations had on youth empowerment, employment, civic engagement, or entrepreneurship?
- Are there monitoring or feedback systems in place to evaluate program effectiveness?

Vision for the Future

- What are the key priorities youth organizations want to see in the post-2025 youth strategy?
- How can youth-led organizations be better supported in terms of funding, capacity building, and recognition?

3. Province-Level Stakeholders**c. Province Government Stakeholders****Stakeholders:**

- Office of the Chief Minister and Council of Ministers (OCMCMs)
- Province Planning Commission
- Ministry of Social Development/Youth & Sports
- Other relevant provincial ministries

Guiding Questions**Provincial Policy & Planning**

- To what extent has Youth Vision 2025 guided provincial policy planning for youth development?
- How are provincial youth related policies and programs ensuring the inclusion and meaningful participation of marginalized or under-represented youth, such as Dalits, Madheshis, Indigenous nationalities, youth with disabilities, and LGBTIQA+ youth, and what mechanisms are in place to track equitable resource allocation and impact?
- What are the main provincial-level priorities that align with or differ from national youth strategies?

Coordination & Resource Allocation

- How do provincial governments coordinate with local and federal structures in implementing youth programs?
- Are budgets and resource allocations sufficient to meet the province's youth development targets?

Program Effectiveness

- Which provincial programs or initiatives have yielded notable impact?
- Have any areas faced consistent underperformance or limited coverage?

Challenges & Lessons Learned

- What challenges have arisen in adapting national strategies to provincial contexts (e.g., geographical, socio-cultural diversity)?
- What lessons from your province's experience could be replicated or scaled up?

Future Outlook

- How do you envision the province's role in shaping the next national youth strategy?
- What emerging issues (e.g., climate resilience, migration) need stronger focus at the provincial level?

B. FGD Checklist/Questions

1. Federal-Level FGD (1 Session)

Participants:

- British Council Partner CSOs, LGBTIQA+ organizations, and other relevant civil society actors.

Checklist/Discussion Points/Questions

Awareness & Engagement

- What do participants know about Youth Vision 2025 and its key pillars?
- How have CSOs collaborated with the government or other stakeholders to implement youth-focused programs?

Inclusivity & Representation

- Do marginalized communities (e.g., LGBTIQA+, women, Dalits, youth with disabilities) feel adequately represented in program design and decisions?
- How can Youth Vision 2025 better address intersectional challenges (e.g., caste, gender, disability)?

Program Implementation & Impact

- Which youth-related interventions have participants seen or been involved in? Were these successful?
- What measurable changes (positive or negative) have participants noticed in their communities?

Barriers & Challenges

- What systemic barriers hinder the full participation of marginalized youth (e.g., stigma, discrimination)?
- How can existing programs be improved to address these barriers?

Recommendations

- Looking forward, what should be the top priorities for the next phase of youth strategies?
- How can CSOs and government enhance collaboration for more inclusive, sustainable outcomes?

2. Province-Level FGDs (3 Sessions)

Participants:

- Representatives from the Provincial Youth Council
- Marginalized communities: youth with disabilities, Dalits, indigenous groups, LGBTIQA+, women, and other underrepresented groups.

Checklist / Discussion Points

Local Context and Experiences

- What are the unique issues affecting youth in this province (employment, education, migration, social inclusion)?
- How have provincial policies or programs addressed these challenges?

Participation and Leadership

- In what ways are young people (especially from marginalized backgrounds) engaged in community or provincial decision-making?
- What success stories or initiatives have emerged?

Impact of Youth Vision 2025

- Which pillars (education, employment, health, leadership, sports) have seen notable progress?
- Where has the strategy fallen short in meeting youth needs?

Social and Cultural Barriers

- What social norms or practices limit youth participation in development, governance, or other spheres?
- How can cultural attitudes be shifted to empower marginalized youth?

Priorities for the Future

- What immediate interventions are needed to address pressing issues (e.g., climate impact, skill gaps, technology access)?
- How can provincial governments and local communities collaborate more effectively?

Recommendations for Strengthening Policy and Programs

- What policy changes or resource allocations would participants like to see at the provincial level?
- How can youth themselves take a more proactive role in shaping programs and strategies?

Annex 5: Success stories/case studies

Story 1: Ravina Kumal: A Ray of Hope for Her Family

Ravina Kumal, a 17-year-old from Bidur Municipality, Ward No. 4 in Nuwakot, has been carrying a heavier load of responsibility than most people her age. Her life story shows that every hardship can be turned into an opportunity. Even at a young age, she has had to balance the pressures of keeping her studies on track while also helping to run her household. In the midst of these circumstances, she has built herself into a self-reliant young woman. Through her hard work, commitment, and refusal to give up, she has transformed from an ordinary village girl into a capable beautician, while also becoming a source of hope for her family. Ravina lives with her elderly parents. Her two older sisters are married, and her brothers live separately. Since her father's marriage took place six years ago, the responsibility of the household has largely fallen on Ravina. Because the family's economic situation is extremely fragile, she often finds herself overwhelmed with worry about how to manage daily expenses. "Sometimes, it was difficult even to arrange food at home," she recalls. "*There were times when I felt like I should go abroad for work, but I could not leave because of my studies and my love for my family.*" Despite these pressures, Ravina has remained a strong student. She is currently studying in Grade 12 in the Education stream at Tribhuvan Trishuli Secondary School, Trishuli. In Grade 11, she had to take a loan from a local group in her village to continue her education. She has consistently performed well, frequently ranking among the top ten in her school and scoring strong marks in her stream. Considering her hardship, the school has provided a scholarship for a few months, but it has not been enough to fully cover her education costs and household expenses.

To make it possible to study and work at the same time, Ravina made a difficult decision. Instead of attending a school closer to home in Battar, she chose a school in Trishuli, slightly farther away, so she could manage work during the day. "*I chose the school in Trishuli because I believed I could carry both study and work together,*" she says. Alongside her studies, Ravina has always had a deep interest in sports. She especially loves Taekwondo. Through a local football club in Piple Tar, she took part in ward and municipal-level competitions. The medals she has won over time are still carefully displayed in her room. "*Playing sports used to give me a different kind of happiness,*" she says. "*But now I feel that there are bigger priorities in life than only sports.*" Even from childhood, Ravina was known as sociable and hardworking, someone who participated actively in community activities and gatherings. Because of the family's difficult condition, Ravina had to keep looking for ways to earn. At one point, she thought about washing dishes or working in catering. But her heart did not accept that as her path. "*I felt that if I learned a skill, I could change my life,*" she says. It was at this moment that a new opportunity appeared. A Level 1 Beautician training organized by the Bagmati Province Youth Council became the turning point in her life. "*I wanted to take Montessori training,*" Ravina shares, "*but this Beautician training became my destiny.*" Twenty participants joined the training, but not everyone was able to continue applying the skill afterward. Ravina, however, fully committed herself to the opportunity and moved forward with determination.



After completing the training, Ravina began working at Tara Beauty Parlour in Battar Bazaar. There, she was able to learn even more about beauty-related work and build practical experience across different services. She also found the environment supportive and encouraging. Ravina says the good behaviour and cooperation of the parlour's operator, whom she calls Tara Didi, helped her feel welcome and made it easier to learn. *"Tara Didi taught me many things,"* she says. *"With her support, I completed Level 1 and now I am learning Level 2."*



Ravina's gratitude toward Tara Didi is also deeply personal: Tara Didi paid Ravina's Grade 12 school fee in one lump sum, which Ravina is now slowly repaying from her salary. For Ravina, this support was not only financial, it was a lifeline that helped her continue her education. Since she started working at the parlour, the financial pressure on her family has eased. With her earnings, she has been able to pay school fees, cover household expenses, and repay debts and grocery loans taken during earlier difficult periods. *"My income has brought some relief at home,"* she says happily. *"Earlier, we were crushed under loans and unpaid dues, now that burden is gradually reducing."* Her parents are also relieved and proud that she is earning while continuing her studies. The encouragement she received during follow-up monitoring visits from Youth Council representatives further motivated her to stay active and committed. While Ravina continues to study in the Education stream, she also carries an interest in preparing for the Teacher Service Commission. Many people have advised her to pursue that goal, but she worries about how to manage time between work and study. Still, her determination remains firm. She believes skills are extremely important and wants to keep

strengthening her capacity in the beauty profession as well. Looking ahead, Ravina dreams of opening her own beauty parlour. She is interested in taking Level 2 and Level 3 trainings and believes that with time and opportunity she will be able to establish her own business. *"After Level 2 and Level 3 training, if time and luck support me, I will open my own beauty parlour,"* she says. She knows that starting a business may require an investment of around NPR 300,000 to 400,000. Even if she cannot immediately open her own parlour, she wants to build herself as a capable person who can teach others and create opportunities through skills.

Ravina also believes that youth who are economically weak, like herself, should be specifically included in such training opportunities. *"The biggest thing for life is skill,"* she says. *"It's not only by going abroad. In Nepal too, if you have courage and work hard, you can do many things."* She stresses that government and non-government institutions need to pay more attention to how youth searching for opportunities can be guided, what fields they can be connected to, and how timely, skill-based training can be provided. Ravina's story teaches that no matter how difficult life becomes, hard work, skills, and self-confidence can help a person cross every barrier. At 17, she has balanced household responsibility, study, and work, becoming self-reliant at an age when many are still dependent on others. Her achievement at such a young age inspires many. Her journey is still long, but her strong determination and commitment suggest that she will one day reach even greater heights. With patience and consistent effort, she shows that even with limited resources and opportunities, dreams can be achieved, step by step, through skill, work, and hope.

Story 2: From Setbacks to Self-Belief: Ayush Gole's Journey from Uncertainty to Cafe Manager

Ayush Gole, a 21-year-old from Godawari Municipality in Lalitpur, had a simple childhood. Growing up in a family of four, he had the support of his father, mother, and older brother. His brother was building his future abroad in Dubai, while his parents remained busy with farming work in Godawari. Ayush studied Business in Grade 12, but despite taking the exam repeatedly, he could not pass. That failure left him discouraged for a while. His days began to pass at home, sleeping, eating, and letting time go by. At times he visited the small canteen run by his father and observed the work there, but he did not feel any real motivation or direction in his own life. With no clear path ahead, Ayush felt a kind of emptiness. He worked for a month as a kitchen helper at the Sansain Boutique Hotel in Lazimpat, but his mind still did not settle there. He felt that something bigger remained to be done in his life. It was around this time that his father learned about a training opportunity offered by the Bagmati Province Youth Council. Ayush himself had not imagined that this training would bring a new morning into his life. In Baisakh 2081 (2024/25), Ayush joined a training jointly organized by the Youth Council and CTEVT. Through this training, he learned cooking and bakery skills for one month.

Among the 20 participants, he fully committed himself to the learning process. He remembers that period with joy: *"I don't even realize how the time passed."* His father's friend served as the trainer for cooking, which made it even easier for him to learn. The trainer taught in a simple and engaging way, and this filled Ayush with confidence. The skills he gained planted a new thought in his mind, now he must do something meaningful in life.

After the training, Ayush started work at his uncle's cafe in Baneshwor, "Labheta Cafe." For him, this cafe became the doorway to a new opportunity. In the beginning, he worked as a barista and in the kitchen. He had already learned barista-related skills through CTEVT, and now he finally had the "golden chance" to apply those skills in real life. His hard work and dedication won people's trust, and within five months, he became the cafe's manager. Today, his monthly salary is NPR 24,000. In a short time, this achievement has strengthened his confidence. *"Earlier I used to work as a barista for NPR 14,000; now I'm a manager,"* he shares happily.

Leading a team of eight staff members, Ayush has established himself as a responsible and capable manager. He trains staff, helps solve their problems, and focuses on the cafe's day-to-day management. The cafe is running well, and he believes his contribution is helping it grow further. Seeing his hard work, his family also praises him. When his parents say, *"Our son is doing good work,"* he feels proud of himself.

Ayush sends 50% of his earnings home and uses the rest for his own expenses and savings. He holds a big dream: to start his own business. Although many of his friends are preparing to go abroad, Ayush is not tempted by foreign opportunities. *"I have to do something here in Nepal,"* he says with determination. The confidence behind this decision came from the training. The training did not only give him skills, it



also gave him awareness that in life, one must keep learning something, step by step. *"If the Youth Council had not provided the training, maybe I would still be sleeping at home,"* he says with a laugh.

The training has helped Ayush in many ways at work. He feels that if he could receive Level 2 training, his skills would become even more refined. *"In the beginning, work felt a little difficult, but once learning became clear, work became easier,"* he explains. While working at the cafe, he has also learned the importance of customer relations, management, and teamwork among colleagues. Every day brings new experiences and new learning, and with each step, his confidence continues to grow.



Ayush's life is now busy. Earlier, when he passed time at home, he used to feel that life might always remain like that. But now his routine has changed. His days pass at the cafe, working, coordinating with staff, and talking with customers. This busyness has also made him feel more energetic. Even if he cannot give much time to friends, he has no regrets. *"When you are busy with work, you understand the value of life,"* he says. Sometimes Ayush thinks deeply about his life and future. He wants to build management experience in the cafe's new branches planned in Butwal and Pokhara as well. At the same time, he also has the desire to complete his studies. *"I will pass Grade 12, and then I will start my own business,"* he says, sharing his future plan. His confidence and hard work make it feel possible that one day he can reach the height he once only imagined. Ayush's story gives a clear message to every young person: learning a skill is one of life's greatest assets. *"There is nothing to fear in learning something new,"* he says. *"No matter what the situation is, you should not stop trying. Even if you fail, you still learn."* This understanding can inspire many. The training gave him not only skills, but also self-confidence and a dream. If he had not found this opportunity, perhaps he too would have

been standing in line to go abroad. But today, he is building his future in Nepal. This is the story of a young man from a small place, whose effort, dedication, and hunger to learn created real success. The Bagmati Province Youth Council's training became the turning point in his life. It gave him not only skills, but also a perspective on how to succeed in life. Today he is working as a cafe manager, but his journey does not end here. His dream is to establish his own business in Nepal and make his family proud, always.

From Ayush's success, every young person can draw inspiration that with courage to learn, hard work, and self-belief, success is possible even in the most challenging circumstances. His story is not just one story, it is the story of youth who are not afraid to chase their dreams.

Story 3: From Homemaker to Certified Beautician: Anju Thapa's Journey to Self-Reliance

Anju Thapa, a 26-year-old from Chautara Sangachokgadhi Municipality, Ward No. 5, grew up in an ordinary village setting and spent a simple childhood. She was married at a young age, when she was only 17. At that time, she was studying in Grade 11. After marriage, new household responsibilities and her role as a daughter-in-law made her studies difficult, but she did not give up. She continued her education and completed Grade 12. This became her first personal victory, and it helped her build confidence in her own abilities. There are five members in Anju's family, Anju, her husband, their seven-year-old son, and her parents-in-law. Her husband works as a dozer operator and had previously spent 19 years working in Qatar before returning home. The family also has another house and land in a nearby village, where her parents-in-law manage farming. After marriage, Anju's daily life followed a typical routine: preparing her son for school, cooking, and spending the remaining time resting at home.

Deep down, however, she felt the desire to do something more, to build an identity beyond household work. Yet she had not found the right path to turn that desire into reality. In the middle of this, she came across an announcement on Facebook about a Level 1 Beautician training in Chautara, supported by the Bagmati Province Youth Council and United Education. That message became the turning point in her life. Anju had long been interested in becoming a beautician, so she did not want to let the opportunity slip away. She filled out the form and was selected to participate. The training began in Baisakh 2081 (2024/25) and lasted for 45 days (390 hours). Along with Anju, 20 participants attended. Trainers from Kathmandu taught the course in a simple, practical, and engaging way. Anju fully used the opportunity and made a firm decision: this would not be "just a skill," but the foundation for her future. Through the training, she learned make-up, hair styling, skin care, and other beauty-related techniques. For her, the training became a life-changing opportunity. After completing the training, Anju spent about 15 days at home. She then decided she must put her new skills into practice. Soon after, she enrolled in a Level 2 Beautician training at a nearby beauty salon. For this Level 2 training, she invested NPR 40,000-45,000 herself. The advanced training strengthened her professional knowledge and skills and further increased her confidence.



After completing Level 2, Anju has now established herself as a capable beautician. At present, she is also facilitating Level 1 training herself, an achievement she considers a major milestone. Among the 20 participants in her earlier training, only a few, including Anju, continued in this profession. Seeing her own future in this field, she is committed to continuous learning and growth. The first time she earned NPR 15,000 from her work, she felt an overwhelming sense of happiness. She says, "Even if my husband earns in lakhs, the joy of earning with my own effort is different." That first income made her realize that money earned through hard work carries a special value. While her husband's foreign earnings supported the family's comfort, this new income gave Anju the deeper satisfaction of self-reliance.

After Anju and her husband built their home in Chautara, they have been living there for five years. Her husband has fully supported her in taking training and moving forward in this profession, though the decision to become a beautician was entirely her own. Now, the combined income of Anju and her husband have made running the household much easier. Her husband earns around NPR 40,000-50,000 per month. Anju's earnings contribute to household expenses and her son's education, and her husband is now able to plan and save more confidently for the future.

Anju dreams of becoming even stronger and, in the future, opening her own beauty parlour. She says, "My dream is to open my own beauty parlour and a training center with my own investment." She adds, "I don't just want to be financially independent myself, I also want to support other women like me to become capable."

Recognizing the role the Bagmati Province Youth Council played in showing her the path to empowerment, Anju has expressed special gratitude. She believes such trainings play an important role in helping young people become self-employed and self-reliant. She encourages youth, saying: "Let's learn skills and become self-reliant. Without skills, nothing works in today's time."



From her own experience, she has learned that it is not enough to learn a skill, what matters equally is putting it into practice. She also suggests that after Level 1 training, youth should be supported further through Level 2 and additional trainings to become more capable. Anju's story clearly shows how life can change when the right opportunity arrives at the right time. Opportunities do not always come knocking repeatedly, but when they do, we must embrace them and combine them with hard work and learning. The training she received, the investment she made afterward, and the journey she has continued, all reflect her courage, determination, and strong belief in

herself. If Anju had remained limited only to household responsibilities as a homemaker, this transformation would not have been possible. Today, she carries the experience of a meaningful journey, from an ordinary homemaker to a capable beautician.

Even now, many women in society want to do something in their lives but feel unsure about where and how to begin. From Anju's success story, we can take inspiration that, no matter how difficult the circumstances, one must dare to dream, work hard to make those dreams real, and keep moving forward step by step.

Story 4: Staying in Nepal, Building a Future: Rajkumar Kumal's Journey from Unemployment to Skilled Plumber

Rajkumar Kumal, a 27-year-old from Bidur Municipality, Ward No. 6 in Nuwakot, had spent many days worrying about how to run his household. The pain of unemployment was always with him, and it made his life feel narrow and uncertain. His family's main occupation was agriculture, but the yield from two to four Ropanis of land was not enough to sustain the household. With his father not by his side and his two brothers and three sisters living separately, a heavy burden of responsibility fell on Rajkumar. Married at the age of 21, he also carried the future of his mother, his wife Ani, and their two daughters aged seven and three on his shoulders. For a long time, he lived in society with the label of an unemployed young man, still searching for opportunities, and taking up small jobs here and there just to earn something. It had already been a decade since he left his studies after taking the Grade 12 exam. To get by, Rajkumar worked with his contractor brothers in house construction, carrying sand, laying bricks, fitting formwork, and making concrete slabs and other masonry-related work. The income was modest. Somehow it helped him meet basic needs, but it was never enough. No matter how hard he worked, what came into his hands was not sufficient even to fulfil the family's essential requirements.

Because of this, his mother would sometimes tell him, *“Don’t sit idle, go abroad.”* But Rajkumar was never drawn to the idea of going overseas to earn. He had seen his brother spend years abroad and still not make the kind of progress people expect. That is why he never believed that *“only by going abroad can you earn,”* or that *“to earn you must go abroad.”* He would ask himself, *“Why go abroad?”* and think instead, *“If you have the willpower, you can do something right here.”*

At that time, he received information in his village that the Bagmati Province Youth Council was providing plumbing training. The moment he heard about it, he felt a surge of excitement. He already knew that some young men in the village were earning well by doing plumbing work. In fact, he had even accompanied plumbers earlier as a helper. *“There is money in this,”* he thought to himself. Hearing that the Council would provide training, a ray of hope rose in his mind. When he shared the news with his wife and mother, both encouraged him: *“A skill like this must be learned.”* Their small encouragement and the advice of his brothers helped him see a clear pathway, toward becoming a skilled plumber.

In Baisakh 2081 (2024/25), Rajkumar joined the 390-hour (Level-1) plumbing training conducted in his own ward, Bidur-6. Under the guidance of trainer Bishal Thapa, Rajkumar and 19 other young participants got the opportunity to learn a new skill. The training was demanding, pipe fitting, leak repair, and installing water systems are technical matters, and Rajkumar learned them effectively. During the training, representatives of the Youth Council also carried out monitoring. For Rajkumar, it was a chance to learn something completely new. He absorbed every subject taught in the training with full attention. During the training period itself, he made a firm decision: he would establish himself in society as a competent plumber using this skill. Not everyone who participated continued working afterward, but in Rajkumar's mind, there was already a clear plan to embrace the profession and pursue it consistently.



Even after the training ended, taking his plan forward was not automatically easy. After finishing the training in Asar 2081 (2024/25), he spent some time working with his brothers again, doing plumbing work alongside them, as well as continuing some of the old masonry work. But the things he had learned in the training kept pushing him again and again to move forward in his own new profession. He began taking on small plumbing jobs. The work he handled gradually increased his confidence. Slowly, he stepped out from under the shadow of his brothers and started taking work on his own. *“Now I can do it alone,”* he told himself. His commitment to work was also supported by the people of the village. Those who had earlier known him only as a helper began to see a new change in him after the training.

Today, Rajkumar’s life is very different from before. In a single stint, he can take up plumbing work in as many as five houses, through which he can earn NPR 60,000 to 80,000 in 15 to 20 days. With an income of around NPR 50,000 a month, he no longer needs to depend on others. For him, this money is not only income, it is also respect for his skill. Earlier, he had to work under others and support them; now he no longer needs another person’s “support” to move forward. Within his own country, in his own village, the skill he learned and applied has brought him satisfaction, visible in his little daughter’s smile and his mother’s contented face. That is why he can now confidently say within his family, *“Now I don’t need to go abroad.”* When problems arise, he is now able to help his mother immediately, something that was not possible before.

Rajkumar is no longer only “Rajkumar of the house”; he has become “Rajkumar of the village.” Everyone can see the change that has come into his personal and professional life. Yet he does not want to stop here. He carries bigger dreams of making his future even better. His plan is to sharpen his skills further and achieve higher competence in this field. He is now thinking of taking Level 2 and Level 3 trainings as well. *“If the Council brings trainings like this, I could learn more and move even further ahead,”* he says. Even if he does not get additional training, his determination remains firm: he will continue to grow in this profession and enjoy his work. “Keep working and keep moving ahead, progress will come,” he says, sharing his mindset.

Rajkumar is grateful to the Youth Council for providing him the opportunity for training. *“This training taught me many things. I got a good opportunity,”* he says. His message to other youth is simple and clear: *“Take training, learn skills, and do something right here.”* Rajkumar’s life is a blend of struggle, hard work, and success. In a small village in Nuwakot, he is not only connecting pipes, he is building the foundation for his own and his family’s brighter future. In this way, he has become a living example that the income many seek abroad can also be earned at home, in one’s own village and community.

Story 5: Sunita's Journey: From Unfulfilled Days to a New Purpose through Montessori

Sunita Shrestha, a 30-year-old woman from Puchar Bazaar in Dhading, had completed her education up to graduation, yet her days were passing mostly within household routines. She was known as the mother of one son and one daughter, and as the wife of a husband engaged in the teaching profession. Many times, Sunita would quietly wonder how she could build an identity of her own. But when she searched for an answer to how to shape her own future, she could not find a clear path, leaving her with a sense of incompleteness inside. Even after completing graduation, she had not been able to experience what it truly felt like to be established in society. She tried running a small shop, but it did not bring her the satisfaction she was looking for. Then COVID-19 forced the shop to shut down, and after that, her daily life felt increasingly empty and directionless. In the middle of this, one day a woman from her village told Sunita about a "golden opportunity." With the support of the Bagmati Province Youth Council, Navratan Institute Pvt. Ltd. was going to run a Montessori training. Sunita decided she would participate as well. *"This training will run for 30 days, from Jestha to Asar 2081, and 20 participants will get this opportunity,"* she was told. As soon as Sunita heard this information, a wave of excitement rose in her heart. She had always loved spending time with children, and her mind began to feel hopeful.



She said to herself, *"This is for me, I can do this."* Her husband also supported her enthusiasm. Because the home environment valued education, everyone respected and encouraged her decision. Just as she had planned, the training began. On the very first day of class, Sunita felt eager to learn something new. The training ran all seven days of the week and felt lively and engaging. It connected theoretical knowledge with practical application. She learned how to teach children in a fun and child-friendly environment, how to awaken children's interest, and how to make learning effective through rhymes, art, and other creative activities. Representatives of the Province Youth Council visited the training for monitoring three to four times. Seeing the importance given to the training, Sunita realized how meaningful this opportunity was. Every moment of the training felt special to her. The things she learned continued to strengthen her confidence. Among the 20 participants learning together, she also developed deep friendships.

After completing the training, from Bhadau itself Sunita received an opportunity to work in a local pre-school, facilitating a Montessori class. This moment, when her dream began to turn into reality, felt unforgettable to her. In the school, she began using rhymes, art, and the skills of teaching children through joyful methods. The children's laughter and the progress she could see in their learning kept her heart colorful every day. Being busy at school from 10 a.m. to 4 p.m. removed the worry of empty time from her life. From her earnings, she began supporting household expenses, her children's future, and even her small personal wishes. Other friends who trained with her, Santosh Gurung, Soni Gurung, Kamala Tamang, and Sunita Gurung, are also working in the same school as Montessori facilitators. Together, they are laughing, learning, and moving forward while building their dreams.

Sunita's husband, who himself was in the teaching profession, felt proud of her success. At home, her work was respected and valued. Friends encouraged her, saying, *"Sunita, you did very well by taking*

Montessori training." Those words touched her deeply. Sometimes she would think: if she had missed this opportunity, her life might have remained empty like before.

In the past, some people used to comment that she had completed graduation but still did not work. But now, through her hard work, she has answered all those questions without needing to argue. Working with children has become so joyful for Sunita that her daily life feels bright and colorful. The pure laughter of children, their excitement in learning, and their affection keep her heart fresh.

At this stage, Sunita feels strongly: "*I have learned so much, now I should be able to teach others too.*" For this reason, she has planned to take a Montessori Trainer Training (Training of Trainers). She wants to help hundreds of people like herself become self-employed by teaching them Montessori skills. Because she believes this training can open doors for many others, she is eager to take more advanced training as well. She has expressed her gratitude to the Bagmati Province Youth Council and Navratan Institute for bringing her to where she is today.

Sunita's "golden journey" story surely inspires women who want to make a fresh start in life. From her life, it becomes clear that age, situation, or time cannot stop a person from learning and doing something new. What is needed is the inner desire to learn and move forward. Through her hard work, dedication, and the knowledge gained from training, Sunita has found a new direction and is steadily progressing. When Sunita sings rhymes with children at school, holds their hands and dances with them, she feels: "*This is the most beautiful moment of my life.*" She wishes to continue walking on this golden path, helping shape the future of children and building strong foundations for tomorrow. In this, she has found her deep happiness and satisfaction.

Story 6: Dhana Bahadur Mahata: Turning Disability into a Badge of Pride

Dhana Bahadur Mahata (also known in journalism as Bikash Singh Mahata) is a powerful example of what courage and self-belief can achieve. Born and raised in a remote rural community of Belauri, Kanchanpur, he grew up in a context where education, health services, and economic opportunities were limited. Yet, from a very early age, he learned to face life's struggles with determination, not surrender.

Dhana Bahadur came from a simple farming family. His parents, Lal Bahadur Mahata and Jwaladevi Mahata, worked hard to sustain the household, but the family's income was never stable. Matters became even harder when the government seized their land during a period of crisis, pushing the family into deep financial hardship. To survive, family members had to migrate to India for work, while Dhana Bahadur grew up with heavy responsibilities at home and constant economic pressure. Despite these challenges, he remained strongly connected to education. But like many children in rural Nepal, continuing school was not easy, walking long distances, managing study materials, and dealing with society's negative assumptions about poverty and limitations became part of his everyday life. Still, he kept going, quietly shaping a belief inside him: *"My struggles will not define my limits, my effort will."*



In 2058 BS, Dhana Bahadur's life took a sudden and painful turn. As a young boy, he had gone out near the canal area to buy fishing hooks, and while playing nearby, he suffered a severe accident that badly injured his left hand. The wound became serious, and due to the family's weak financial situation, timely and advanced treatment was difficult. Eventually, the situation became life-threatening, and he was taken to Delhi, India for surgery. Doctors warned that the infection had spread dangerously, and the only option to save his life was amputation. Finally, Dhana Bahadur's left hand was amputated.

For a child, losing a hand is not just physical pain, it is emotional shock, fear, and a deep uncertainty about the future. Dhana Bahadur went through that difficult phase, trying to understand what his life would look like now. The hospital days were heavy, filled with questions that had no immediate answers. Yet even there, something in him refused to collapse. Instead of letting disability become the end of his journey, he decided it would become the beginning of a new chapter.

After returning from treatment, Dhana Bahadur re-joined school and continued his studies with renewed strength. He resumed education at Kalika Primary School and later studied from Grade 6 to 12 at Rauleshwor Secondary School. He successfully passed his SLC in 2067 BS, proving to himself and everyone around him that disability could not stop a determined mind. Later, in 2073 BS, he joined Sudurpaschim University, choosing Journalism and Rural Development at the Bachelor's level. This choice reflected his deeper purpose: not only to build his own future, but also to become a voice for those who are often ignored and unheard.

Even with his disability, Dhana Bahadur never gave up his love for sports. Instead of seeing his limitation as a weakness, he transformed it into strength. He actively participated in multiple sports such as football, cricket, athletics, cycling, and karate, but football remained his strongest passion. He represented Kanchanpur District in football and achieved several major milestones, including: (i) *Captain of the champion team in the Kanchanpur District League Football Tournament (2069 BS)*, (ii) *Multiple-time runner-up in district league competitions*, (iii) *Selected to represent Sudurpaschim University in national*

university-level sports competitions, (iv) Winner in national amputee football competitions, and recognized as an excellent goalkeeper, and (v) Selection for international participation, including competitions in Bangladesh.

His journey in sports is not simply about medals; it is about rewriting society's assumptions. Dhana Bahadur proved that disability does not mean inability. His success sent a strong message to youth across Nepal: you do not need a perfect body to build an extraordinary future, you need courage, discipline, and belief.

Alongside sports, Dhana Bahadur built another powerful identity, as a journalist. With deep interest in writing and public issues, he began contributing to journalism as a way to raise voices and promote justice. He played a role in establishing Sudur Darpan Daily and prioritized sports journalism, writing news and stories that highlighted both achievements and challenges in the field.



But his writing was not limited to sports. Through journalism, he also highlighted the issues faced by persons with disabilities, the barriers in society, and the gaps in opportunities for marginalized communities. In many ways, journalism became his second ground of struggle, where he fought not with physical strength, but with pen, clarity, and truth.

Today, Dhana Bahadur is actively engaged in professional and social leadership roles. He is a member of the Federation of Nepali Journalists (Kanchanpur Branch), and also contributes as a media coordinator in the Kanchanpur District Football Association. He has been involved in campaigns for disability rights and continues to advocate for inclusive opportunities, especially in sports and public life. Even after achieving so much, Dhana Bahadur does not see his journey as complete. His next goal is clear: to represent Nepal at the international level with pride, and to keep pushing boundaries in sports and social work. At the same time, he strongly believes that persons with disabilities deserve more institutional support. Currently, he often manages sports expenses on his own, including travel and tournament costs, something that limits many talented athletes like him. He believes that if government and supporting agencies invest more seriously, athletes with disabilities can bring even greater honor to Nepal.

Dhana Bahadur Mahata's story is not just about success, it is about rising again and again, even when life tries to break you. He lost a hand, faced poverty, and experienced deep hardships. But instead of shrinking, he expanded his identity, becoming a student, athlete, journalist, and social contributor. He is proof that struggle is not the end of the road, it is the first step toward success.

**Sources of success stories*

- Story 1-5 – Provincial Youth Council, Bagmati Province, Hetauda, Makwanpur,
- Story 6 – Provincial Youth Council, Sudurpaschim Province, Dhangadhi, Kailali,