



YOUTH STRATEGIC PLAN (2023-2030)

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ABBREVIATIONS AND ACRONYMS

AfDB	:	African Development Bank
AFR	:	Access to Finance Rwanda
AU	:	African Union
AU-YVC	:	African Union Youth Volunteer Corps
BDF	:	Business Development Fund
BK	:	Bank of Kigali
CESB	:	Capacity Development and Employment Services Board
CEPJ	:	Commission Episcopale pour la Pastorale de la Jeunesse
CHOGM	:	Commonwealth Heads of Government Meeting
CRC	:	Citizen Report Card
CYRWA	:	Celebrating young Rwandan achievers Awards
DHS	:	Demographic and Health Survey
EAC	:	East African Community
EDPRS	:	Economic Development and Poverty Reduction Strategy
EICV	:	Enquête Intégrée des Conditions de Vie des Ménages
FBOs	:	Faith Based Organisations
GBV	:	Gender Based Violence
HAPPi	:	Healthy, Apt with positive Attitude, Patriotic, Productive
HLIs	:	Higher Learning Institutions
IBES	:	Integrated Business Enterprise Survey
ICT	:	Information and Communication Technologies
IEC	:	Information Education and Communication
ILO	:	International Labour Organisation
IPRCs	:	Integrated Polytechnic
KCB	:	Kenya Commercial Bank
KHI	:	Kigali Health Institute
LFS	:	Labour Force Survey
M4RH	:	Mobile for Reproductive Health
MIFOTRA	:	Ministry of Public Service and Labour
MIGEPROF	:	Ministry of Gender and Family Promotion
MINALOC	:	Ministry of Local Government
MINECOFIN	:	Ministry of Finance and Economic Planning
MINEDUC	:	Ministry of Education
MINICOM	:	Ministry of Trade and Industry
MINICT	:	Ministry of ICT
MINISANTE	:	Ministry of Health
MINISPOC	:	Ministry of Sports and Culture
MINIYOUTH	:	Ministry of Youth
MYCULTURE	:	Ministry of Youth and Culture
MYICT	:	Ministry of Youth and ICT
NCPD	:	National Council of People living with Disability
NEP	:	National Employment Program
NGO	:	Non-Governmental Organisation
NST	:	National Strategy for Transformation
NWC	:	National Women Council
NYC	:	National Youth council
PSDYES	:	Private Sector Development and Youth Employment Strategy
PSF	:	Private Sector Federation
PWD	:	People living with Disability

RCA	:	Rwanda Cooperative Agency
RDB	:	Rwanda Development Board
RGS	:	Rwanda Governance Score Card
RIB	:	Rwanda Investigation Bureau
RPHC4	:	Rwanda 4th Population and Housing Census 2012
RSSB	:	Rwanda Social Security Board
RYAF	:	Rwanda Youth in Agribusiness Forum
SRH	:	Sexual Reproductive Health
TVET	:	Technical and Vocational Education and Training
UNCTAD	:	United Nations Conference on Trade and Development
UNDP	:	United Nations Development Program
USAID/EDC	:	USAID Education Development Centre
WDA	:	Workforce Development Agency
YDI	:	Youth Development Index

EXECUTIVE SUMMARY

Caritas Rwanda in close collaboration with the Commission Episcopale pour la Pastorale de la Jeunesse (CEPJ), and with the financial support of Catholic Relief Service (CRS Rwanda), a seven-year (2023-2030) youth strategic plan that will guide youth development interventions was developed.

Rwandan youth are key constituents of human resource for social, economic and technological development and yet they face multitude of challenges that inhibit exploitation of their potentials; their ideas, aspirations, energy and vision which are essential for the continuing development of society. Therefore, the strategic plan was developed to guide and address the needs of the young people.

The strategic plan is an outcome of an extensive consultation and with inputs from partners and stakeholders. It was developed by carrying out a comprehensive research to inform Caritas Rwanda, CEPJ and partners on how to engage with youth to achieve their full capacity development and involvement into Rwanda's main economic development aspects, where possible, leveraging digitalization for quality services.

Gera Ku Ntego "GKN" project implemented (Caritas Cyangugu, Caritas Nyundo/Gisenyi, Caritas Butare and Caritas Byumba) and other existing youth strategies from different private and public policies were leveraged by gathering qualitative and quantitative. Additional data were gathered from key informants from Caritas, the Government officials, the National Youth Council (NYC), the Ministry of youth, the district officials, the Private Sector Federation, Banks and Microfinances Institutions (MFIs) etc).

The developed strategic plan proposes interventions that tackle the key challenges and risks the young people face. It recognises the heterogeneous nature of youth across the country and different challenges they face which are hinged on their ability to cope and offset these occurrences. It therefore addresses issues related to Youth and Pastoral Engagement, Economic Empowerment, Health and Wellbeing and Information & Communication Technology (ICT). It further focuses on management and coordination of youth interventions as well as networking and partnerships among all stakeholders.

The strategic plan provides the framework and practical guidelines for relevant stakeholders to improve the youth situation by fostering conditions and mechanisms to improve the well-being and livelihoods of youth in Rwanda.

The developed strategic plan will be implemented through the realization of the 7 following strategic goals:

- 1) Ensure effective mission for youth by evolving formation, strategies, dynamics and materials in order to grow in faith and help them live out God's plan for them;

- 2) Promote youth economic empowerment and engagement for full participation into economic transformation;
- 3) Improve participation of youth in education and skills development by promoting their access to quality education;
- 4) Mobilize Youth for positive behaviour and mindset change towards physical, reproductive and psychosocial health and wellbeing;
- 5) Ensure the promotion of culture, arts and sports in raising awareness of the economic value within the fraternity;
- 6) Encourage Youth to be innovative and creative, especially through the use of ICT;
- 7) Enable youth in enhancing optimal utilization of natural resources for sustainable development.

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

Given the amount of work, the current structure and partnership of the Caritas Rwanda Youth program and CEPJ will have to be realigned to adequate to carry out the required activities. This calls for institutional analysis to determine which arrangements and staffing would best fit the implementation of the strategic plan. In implementing this strategic plan, coordination mechanisms defining the role sharing and responsibilities of Caritas Rwanda Youth Program, CEPJ and diocesan Caritas will need to be clarified. The implementation will lead to progress towards greater synergy in terms of operational planning and annual evaluation. This synergy will strengthen the framework for collaboration.

The implementation of the Caritas Rwanda Youth program and CEPJ Strategic Plan is estimated to cost RWF 16,463,215,418. A clear and focused resource mobilisation system will be necessary to ensure the successful implementation of the plan.

I. GENERAL INTRODUCTION

1.1. About Caritas Rwanda and CEPJ

1.1.1. Caritas Rwanda

Caritas Rwanda is a non-profit organization established in 1960 by the Conference of Catholic Bishops of Rwanda with the mission of empowering and helping needy people, and promoting human dignity so that people can have active participation for the common good. It was officially recognized as a non-profit organization by the Prime Minister's Order ° 499/08 in 1962, and became a non-governmental organization according to the law no 06/2012 of 17/02/2012 governing the management and governance of faith-based institutions in Rwanda.

Caritas Rwanda works with all people without any kind of discrimination and urges for a world where the voiceless are heard, keeping into account the socio-economic life of the country, where each person is free to flourish and live in peace and dignity, environmental-sensitive sustainable and promotion of justice.

In 1959, in the Episcopal Conference held at Kabgayi Diocese, Caritas Rwanda was established and as of now has expanded interventions to other Dioceses.

Vision

The Vision of Caritas Rwanda is to achieve a society that provides human dignity and saves its members from social marginalization and injustices. Its inherent concern is to see the poorest social groups, individually or in social solidarity, be self-dependent to achieve their human dignity.

Mission

The Mission of Caritas Rwanda is to assist the most vulnerable people in the society, intervene in case of disasters and advocate for the needy in promoting integral human development.

Values and Principles

Human dignity; God created man in his own image, in the image of God he created him; male and female, he created them (Genesis 1: 27). Human persons are not objects; they are subjects that collaborate in the further work of creation.

The poor - or more precisely those who suffer from poverty - should not be objects of pity but subjects of their self-development.

Solidarity: This means "a firm and persevering determination to commit oneself to the common good; that is to say to the good of all and each individual because we are all responsible for all" (John Paul II, Encyclical *Rei Socialis Sollicitudo* No. 38.4 "Solidarity is sharing what we are, what we believe and what we have."

Service: Everyone must be placed at the service of "all" with their many shortcomings and complexes and "every individual, every human group, and the whole of humanity" (Paul VI, *Populorum Progressio*). The service includes sacrifice, humility, magnanimity, and also the quality and efficiency of resources and self-promotion (Paul VI, 1967).

Subsidiarity and partnership: Subsidiarity as self-determination implies the harmonious cooperation and unity of action, as it is to work together the common mission. It leads to awareness activities to ensure that the State fulfils its Constitutional duties. Caritas works within and beyond the Catholic family seeking justice for the world for the best.

Compassion: Facing the world poverty and suffering, our fundamental response is compassion rooted in love. Rooted in the Social teachings of the Church, Caritas made a preferential option for the poor and refuses to accept the suffering of brothers and sisters. Caritas is obliged to take action to relieve the suffering humanity.

Hope: Caritas social workers' hope is inspired by the Christian faith, strength, ingenuity of Caritas partners and the people they serve. Knowing that Christian hope is not passive, they believe that by working together, a world can and must be achieved for all to enjoy full life.

Equality: Caritas believes in the inherent dignity of every person and equality of women and men. Caritas works with all people regardless of race, sex, religion or politics.

Justice: Caritas believes that we can't donate something to a person should already have a right. Caritas works to transform the economic, social, political and cultural aspects opposed to a just society. Caritas listens to the voice of the voiceless people and allows them to speak for themselves.

Environmental protection: Caritas believes that the planet and its resources are entrusted to humanity and seeks to act in an environmentally responsible manner as true stewards of creation.

1.1.2. Commission Episcopale pour la Pastorale de la Jeunesse (CEPJ)

The C.E.P.J. is one of the commissions of the episcopal conference in Rwanda. It is headed by a bishop, President. He is assisted by a priest as Secretary General of the commission who is appointed by the Episcopal Conference of Rwanda. A permanent coordinator ensures the daily office work and the follow-up of the programs. The CEPJ is an independent commission, linked to the Family Commission. It is an integral part of the overall pastoral care of the Episcopal Conference of Rwanda.

The Head of Pastoral Animation of the CEPJ is a member of the Clergy (a priest) appointed by the Conference of Bishops. He organizes his pastoral action in

agreement with the Pastoral of the whole of the Dioceses, collaborating in the dynamics of the New Evangelization, at the level of the MACS.

At the level of each diocese there is a diocesan commission for youth ministry (CDPJ) which is set up by the Bishop. This commission has the chaplaincy as its permanent body, which ensures the implementation of the pastoral program at the diocesan level. This logic must branch out to the level of the parishes (CPPJ), even in Centrals and in Ecclesial Communities.

The Commission Episcopale pour la Pastorale de la Jeunesse (CEPJ) has a vision "To work for the glory of God and the salvation of the world". In view of the mandate entrusted to it to coordinate the pastoral activities of youth both at the level of the dioceses and in the movements of Catholic Action, the CEPJ has adopted a mission of: Gathering young people to become good Christians committed to the service of the Church and society".

Objectives of the CEPJ are the following:

- Create conditions for the commitment of young people in a pastoral of all as "Church Family of God in the basic ecclesial communities (CEBs)";
- Form couples for religious marriage with a concern for Family Human Formation which integrates faith and life;
- Informing and training through communication: YOUCAT "New Evangelization";
- Restore the values of the person to rebuild society, the cell of society, in order to achieve a true transformation according to the Project of God;
- Accompany young people in search for a positive vocation.

1.2. Youth in National Context

In Rwanda youth was defined as the population aged from 14 to 35 years before 2015. Since then, the new national youth policy revised youth age range to be 16 to 30 years. The priority of the Government of Rwanda for the youth is around job creation and self-employment. It also looks at geographical mobility of young people as one of key factors in determining access to employment.

The Rwandan total youth population in 2016/17 was 3,165,000 making up 26.6% of the total population. The largest age group in youth was 16-20 years, which comprises 10.2% of the total population. The age group 21-25 years comprises 8.4% of the total population and finally 26-30 years group represents 8.0% of the total population.

The results also showed that 3.1% of youth have attended technical or vocational school, with more females (3.3%) attending technical or vocational school than males (2.9%).

Computer Literacy rate among youth in Rwanda was 13.1%, and only 8% in rural areas feel confident about using a computer compared to 28.5% in urban.

The mobile ownership among youth in Rwanda is 47.9% in 2016/17, the proportion increased from 44.4% in 2013/14. In urban areas, about 71% of the youth population had mobile phones compared to 40.4% in rural areas.

The overall, proportion of youth who work was 77.2% and 16% were students. The median hours worked by the youth in Rwanda are 30 hours per week and the mean hours worked per week are 35 hours. It is apparent that 58.4% of young people work less than 35 hours per week and they might be considered underemployed. About 13.2% work at least 10 hours and 22.2 % work more than 51 hours per week.

Most young people (45%) are independent farmers as their main job, the next common categories of main usual jobs for youth is wage non farmer (28.1%), wage farm (16.3%) and independent non farmer (9.3%).

The main pattern shows a decrease in the number of males in wage farming, from 9.8% for 16-20 years old people to just 16.9% for 26-30 years old people.

The majority of youth in wage work are employed in the private sector (97.6%) and only a few (2%) work in the public sector.

Further, an important proportion of young people work in agriculture, forestry and fishing as their main job (62.2%). The second source of main jobs is in wholesale and retail trade, repair of motor vehicles and motorcycles (10.2%) for both male and female youth.

The predominance of young people in a population offers a "window of opportunities", which is a period when the number of dependents (young and old) decreases as a share of the total population, thereby increasing the economic opportunities for the working age population.

In Rwanda, youths occupy a high proportion of the Rwandan population. Youth in age between 16-30 years makes up to 26.6% of the total population of Rwanda while 75.8% of the population is aged below 35 years today, the Rwandan youth are more concerned by unemployment (20.6%), ignorance, poverty, illiteracy, limited opportunities among others (EICV5).

Yet, Rwanda recognizes that youths are one of the nation's greatest assets and has prioritised youth economic empowerment. Promoting youth skills development, employment and entrepreneurship are part of the development priorities in the National Strategy for Transformation (NST1) 2017-2024.

According to the figures from Labour Force Survey Trends, Rwanda's unemployment rate was 23.8% in November 2021 (equivalent to 1,135,637 people). According to statistics, 53.8% of the unemployed are between the ages of 16 and 44. Figures also show that youth (16-30 years old) unemployment was higher (29.8%) than adult (19.3%). Furthermore, statistics show that 33.0% of youth aged 16 to 30 are neither employed nor enrolled in education or training (NEET). Furthermore, statistics show that

56.8% of Rwanda's labor force is underutilized. Youth (60.9%) have a higher rate of underutilization than adults (53.6%). This means that the majority of working-age youth are not employed to their full potential but instead work in precarious jobs.

1.2.1. Youth coordination

Multiple programs developed to respond to the national endeavour for youth empowerment require a dedicated sectoral coordination institutional set up to guide and ensure harmonious youth development. The prime responsibility for the coordination of the youth sector is assigned to the ministry having youth under its responsibilities. the sectors of Youth and Culture were combined under the Ministry of Youth and Culture (MYCULTURE) with the mission “to create an enabling environment for youth socio economic empowerment and make Rwandan culture the foundation for national transformation.” The Ministry in charge of youth has the responsibility to develop the policy strategy and the regulatory framework for youth empowerment, monitor and evaluate programs implementation, develop institutional and human capacity, and mobilise the necessary resources for programs in the youth sector.

The National Youth Council is affiliated with the Ministry of Youth and has the mandate to implement various policies and programs. In addition to its executive secretariat, the NYC has executive committee organs from the national level up to the cell level. It is preferred that Caritas Rwanda, CEPJ and partners will closely collaborate with the Ministry of Youth and the National Youth Council during the implementation of this youth strategic plan 2023 - 2030.

Youth in the Catholic Church are well coordinated, with the C.E.P.J - Episcopal Commission for Youth at the national level, at the diocese and community levels. Scouts, the Xavier movement, girl guides, and other youth organizations and movements affiliated with the Catholic Church bring together the youth. Various programs are being implemented to bring all youth together. Through CEPJ and other partners this youth Strategic plan 2023-2030 will engage all youth organs and movements in various occasions such as the National Catholic Youth Forum.

1.2.2. Youth policy framework

a) National Policy framework

- i. The provisions of the **Constitution** on youth are further articulated in the national overarching policies. The emphasis is particularly put on promoting youth economic empowerment and engagement to fully participate in the economic transformation of Rwanda into an upper-middle income country (UMIC) by 2035, and a high-income country (HIC) by 2050 (Rwanda R. o., 2015).
- ii. **EDPRS II** youth thematic area focused on ensuring that growth and rural development are underpinned by appropriate skills and productive employment,

especially for the growing cohort of youth. The main objective is the creation of at least 200,000 new jobs annually. Four priority interventions led the way:

- Develop Skills and Attitudes by reviewing and reforming national education curricula, establishing Sector Skills Councils, strengthening TVET, internships, promoting adult literacy and short course basic skills training, a tripartite funding system for on-the-job training, and a youth entrepreneurship mentoring programme.
 - Promote Technology with a focus on accelerating innovation by internet and mobile phone infrastructure and improving ICT skills.
 - Stimulate Entrepreneurship, Access to Finance and Business Development by increasing off-farm employment, productivity and new job creation driven by the private sector.
 - Improve the efficiency of labour markets by assisting job seekers match to match with job providers through Employment Service and Career Advisory Centres. (MINECOFIN, EDPRS II, 2012)
- iii. The **National Youth Policy of 2015**, has envisioned a Healthy, Apt with positive Attitude, Patriotic, Productive and Innovative youth generation, the "HAPPi Generation". To this end, the policy champions a holistic set of strategies to tackle youth unemployment and underemployment, limited skills, and low rate of access to finance and markets. (MYICT, 2015)
- iv. **Vision 2020** had promoted youth skills development, employment and entrepreneurship among its objectives. The "major emphasis on youth and women" was to be put on developing vocational and technical training in the fields of technology, engineering and management. Skills development, entrepreneurship, and micro-credit schemes were to be promoted to extend finance to self-employed young technicians. Particular focus was to be given to innovative, small-scale entrepreneurs (MINECOFIN, Rwanda Vision 2020 , 2012).
- v. **Vision 2050** takes into account the aspiration of Rwandans to leave our children a better world to live in. Among others, achieving high quality of life for all will mean ensuring that:
- Youth contributes as actors of sustainable development. In addition, reproductive health information and services will be increased to avoid unplanned pregnancies and sexually transmitted diseases with particular focus on the youth.
 - skills training and other investments in youth are increased
 - particular attention is paid to youth and gender-specific impacts of transformed workforce for higher productivity
 - creativity and innovation culture among youth, and supporting talented youth to realize their potentials are promoted
 - Further efforts towards increasing and closing the gap in access to finance for youth and women are made

- the quality of livelihoods is transformed and skills development and decent employment opportunities in both urban and rural areas with special attention to the needs of youth are promoted
 - youth and people
 - youth are being represented in decision organs, to be maintained and enhanced going forward (Rwanda, Rwanda Vision 2050, 2020)
- vi. **NST1:** Among the objectives reflecting youth empowerment and participation four were considered. They include:
- promoting youth entrepreneurship and access to finance,
 - preventing and fighting drug abuse and trafficking among youth,
 - ensuring digital literacy for all youth,
 - scaling up efforts to raise awareness on reproductive health and family planning to increase contraceptive prevalence with a particular focus on the youth (Rwanda, National Strategy for Transformation (NST1), 2017)

b) Regional & International Policy Framework

- i. In the framework of the SDGs, the **United Nations Youth Strategy 2030** aims to “scale up global, regional and national actions to meet young people's needs, realize their rights and tap their possibilities as agents of change.” (UN, 2018)
- ii. **African Union's** aspirations within the **Agenda 2063** is “An Africa whose development is people driven, especially relying on the potential offered by its women and youth.” This will be achieved through “Engaged and empowered Youth”. Among others, the agenda 2063 will be attained through the following strategies:
 - Youth empowerment and the provision of basic services including health, nutrition, education, shelter, water and sanitation.
 - The hand hoe will be banished and agriculture sector will be modern, profitable and attractive to the continent's youths.
 - There will be transformative leadership in all fields, youth included
 - A culture of peace and tolerance shall be nurtured in Africa's youth through peace education.
 - Africa's youth shall play an important role as drivers of change
 - The youth of Africa shall be socially, economically and politically empowered through the full implementation of the African Youth Charter.
 - The talent of the youth will be fully developed, rewarded and protected for the benefit of society.
 - All forms of systemic inequalities, exploitation, marginalization and discrimination of young people will be eliminated and youth issues mainstreamed in all development agendas
 - Youth unemployment will be eliminated, and Africa's youth guaranteed full access to education, training, skills and technology, health services, jobs and

- economic opportunities, recreational and cultural activities as well as financial means and all necessary resources to allow them to realize their full potential.
- The creativity, energy and innovation of Africa's youth shall be the driving force behind the continent's political, social, cultural and economic transformation.
 - Provide an enabling environment for young people to flourish and reach their full potential.
 - Empower youth by enhancing access to financial resources for investment
 - Act with a sense of urgency on climate change and the environment targeting youth
 - Support young people as drivers of Africa's renaissance to combat youth unemployment and underemployment. (AU, 2015)
- iii. The **EAC Youth Policy 2013** envisions "an integrated East African Community where its youth are empowered to fully participate and benefit in all facets of the region's development". To this end the EAC Youth Policy aims "to create an enabling environment for effective youth participation and empowerment". This is reflected back in the EAC Vision 2050 which pledges to ensure among others "Job creation to provide for current and future needs of the bulging youth population" (EAC Vision, p.45). In this regard, EAC is convinced that "Education is a necessary condition to equip the youth with the right skills to enter the workforce". (EAC, 2017)).
- iv. The **Commonwealth Secretariat Strategic Plan 2021/22-2024/5**, home to 1/3 of the global youth, puts forward engaging and empowering youth to meaningfully participate in political and development processes" and building on more than 40 years' experience in youth development. It stipulates the following:
- Youth more integrated and valued in political and development
 - National and pan Commonwealth frameworks advance social, political and economic empowerment of young people
 - Young people are empowered and supported to participate meaningfully and to take forward youth led initiatives. (Commonwealth, 2021)
- v. The **Francophonie Youth Strategy 2015-2022** is framed around:
- Promoting human values, employability and social & professional inclusion, and
 - Citizen Participation & access to rights for a sustainable development and cultural diversity. (OIF, 2015)

1.3. Catholic Church and Youth in Rwanda

According to the RPHC4, about 43% of 14 to 35-year olds are of Catholic faith, followed by Protestants (38%) and Adventists (12%). Today's globalized world is characterized by permanent and perpetual political, economic, social and technological changes. The latter strongly affect the future of the world and of the Church constituted by youth, in particular. Rwanda is not absent from the race. A

significant number of young Rwandans are in a one-dimensional world in which one takes seriously only what seems useful and especially what offers immediate practical and technical results.

In addition, a category of youth lives in great relational instability, economic, religious and moral that often leads to insecurity about their future: unemployment, poverty, unsustainable relations, divorces...

To escape from this fear, and not knowing what sense to give to their lives, a significant number of youths make use of alienating experiences: alcohol, drugs, body worship tending to sexual vagrancy, religious sects or movements that promise miraculous answers to the problems of life, etc.

On this point, the Roman Catholic Church in Rwanda has the immense duty to help all these categories of youth to find security and give meaning to their lives. It is called to secure these youth through an adapted and inclusive educational pastoral. Updating the educational project that fuses faith, life, and culture will go a long way towards seeing the Church not as an institution but as a familiar and intimate environment where youth meet the Lord.

The strategies to be developed consist in reinforcing and intensifying its presence in the educational and work environment of youth: primary and secondary schools, higher education institutions, associations, cooperatives and youth movements.

The Episcopal Commission for Education and Youth has the duty to help the Bishops of the CEPR to:

- Conduct studies on youth challenges and education in Rwanda,
- Propose the contribution of the Catholic Church in Rwanda on policies and durable solutions on education and youth;
- Collaborate with the government authorities to define a better educational policy and a better integration of young people in the active life of society;
- Define a pastoral to implement for the promotion of education and secularization of young people from different backgrounds: primary schools, secondary schools, universities and higher education institutions, associations and youth cooperatives;
- Collaborate with parents and educators for better education of young and old;
- Promote the teaching of the Catholic religion in primary and secondary schools,
- Make proposals, monitor and evaluate Catholic identity in Catholic schools;
- To carry out a pastoral animation in the schools of basic education and institutions of higher education,
- Encourage Catholic initiatives in universities and higher education institutions,
- Develop and organize pastoral animation in associations, cooperatives and youth movements and other environments and structures (formal or informal) that welcome young people,
- Initiate and / or support meetings and other pastoral youth events at the local, regional and international levels;
- Promote pastoral care that helps young people become the first apostles of young people.

A number of youth program initiatives have been implemented by both the government and non-profit organizations and contributed to the youth development. Caritas Rwanda in collaboration with CRS Rwanda, and other different stakeholders implements different youth programs that contribute to the increase of youth wealth and offer them new alternatives and opportunities towards their development. , The “Gera ku Ntego Project” (GKN) which is being implemented in the four diocesan Caritas of Cyangugu, Nyundo/Gisenyi, Butare and Byumba testifies to the existing partnership among these institutions

Despite the efforts made, there is still a long journey to go and such efforts are still far away to meet the youth's needs. More advocacy for different actors is needed to help mobilize enough resources for youth advancement. The GoR has introduced various policies, laws/regulations, and institutional frameworks, as well as programs that promote and support job creation, aim to equip youths and other community members with job-market skills, and support labor mobility and Caritas Rwanda in close collaboration with its partners, Caritas Diocesans and CRS Rwanda intends to make a significant contribution toward youth development in Rwanda.

For the next seven years (2023-2030), this strategic plan will guide the Catholic Church's actions and interventions in youth programming through Caritas Rwanda and CEPJ. Its implementation will be in collaboration with various stakeholders, including Caritas Diocesans and other stakeholders. It builds on the successes and lessons learned from previous programs of the Catholic Church, Caritas Rwanda, CRS Rwanda, and Caritas Diocesans. We intend to leverage current and near-term opportunities while implementing strategies to mitigate existing and potential threats to youth development.

II. DESCRIPTION OF APPROACH AND METHODOLOGY

2.1. Introduction

This section presents information on approaches and methods used. The focus is on design, target groups, data collection techniques and tools, data processing, and methods of data analysis.

This ensures Caritas Rwanda and CEPJ's strategy is focused, effective and complies with modern industry standards and developments. The development process also included a discussion around the ways that Caritas Rwanda and CEPJ strategic plan can be embedded into the Governance and operational framework of the organization, meaning strategies and day-to-day operations are all directed toward achieving set priorities.

This strategy is merely an output of consultation meetings with Caritas Rwanda staff, Caritas Diocesans, CRS Rwanda, CEPJ, personnel, and their beneficiaries. Thereafter, the consultant consolidated inputs and insights from the key informants, review of the existing documents, focus group discussions, Additional data were gathered from the Government officials, the National Youth Council (NYC), the Ministry of youth, the district officials, the Private Sector Federation, Banks and Microfinance Institutions (MFIs) etc).

2.2. Detailed Approach and Methodology

Consultants adopted a consultative and participative approach. This included meetings (both face-to-face and virtual interactions and desk review of relevant documents including, Annual Reports, Annual Work Plans, Budgets, Mission Reports). This strategy leveraged Gera Ku Ntego "GKN" project by gathering qualitative and quantitative data from where the program is being implemented (Caritas Cyangugu, Caritas Nyundo/Gisenyi, Caritas Butare and Caritas Byumba). The consultant leveraged as well the existing youth strategies from different private and public policies.

In order to meet the objectives of this assignment, the consultant developed a five - stages approach tailored for Caritas Rwanda and CEPJ. The five stages were the following:

Stage 1: A Preliminary Inception phase involved discussion with Caritas Rwanda and CEPJ Team. At this stage the scope of assignment was defined, related questions were refined, desk study was conducted and an inception report indicating the methodology to be used in the development of the strategic plan, the activity roadmap, and the list of key partners and stakeholders to consult, as well as the identification of key documents to share with the consultant was produced by the consultant and approved by the client.

Stage 2: This strategy is a result of a comprehensive desk review; extensive youth consultations and Interviews across the whole country that provided the resources and coherent approaches to inform how youth can best be engaged for sustainable development. Data collection included a Desk review of relevant documents and conducting informative research.

A comprehensive **Desk Review** of existing documentation (both Caritas Rwanda's, CRS Rwanda, Caritas Diocesans internal documents, governing documents and reports, and other relevant external documentations including policies, laws, program documents, government and stakeholders' reports, etc) was carried out. During the desk review, numerous documents were reviewed to capture the current priorities for sustainable development and youth engagement and empowerment in Rwanda and globally, including examples of setbacks and opportunities for youth.

The Key Informants Interviews (KIs) were held in Kigali, Kabgayi, Butare, Gikongoro, Cyangugu, Nyundo, Ruhengeri, Byumba and Kibungo Dioceses whereby 84 respondents from different backgrounds participated. In the lists of participants, there were Caritas, CEPJ, Catholic Relief Service Rwanda, Government officials, National Youth Council (NYC), Ministry of youth, district officials, young community leaders, journalists, local government leaders, , entrepreneurs, scouts, college and university students, youth representatives from the Civil Society Organizations (CSOs), Private Sector Federation, Banks and Microfinances Institutions (MFIs)...

The Focus Group Discussions (FGDs) were facilitated to gauge the youth's perspective and priorities around every element of the strategy, including the problem statement, vision, mission, and strategic framework. The discussions then moved into the strategic areas, theory of change and the strategy's alignment to the national, regional and international frameworks.

Stage 3: Preparation of the preliminary report, submission to Caritas Rwanda and CEPJ meetings were held to ensure the integration of technical comments into the strategic plan for finalization

Stage 4: Preliminary findings and recommendations were thoroughly discussed with Caritas Rwanda Youth Program and CEPJ. Workshops were held to present findings and validate results.

Stage 5: Preparation and submission of final report: After integration of the comments, a validation meeting was held to approve the final document.

III. SITUATION ANALYSIS

The situation analysis is a combination of results from:

- SWOT analysis diagram identifying strengths on which Caritas Rwanda and CEPJ will build Strategic Plan 2023/2030, the weaknesses that must be addressed to eliminate them, the available opportunities Caritas and the threats that have to be minimised or eliminated in order to aim for the effectiveness and
- A highlight of the key areas of intervention and the forecasted impact during the Caritas Rwanda and CEPJ Strategic Plan 2023/2030.

3.1. SWOT Analysis

	STRENGTHS	WEAKNESSES
	- Expansion of Caritas Rwanda and Commission Episcopale pour la Pastorale de la Jeunesse expanded to different levels of the Catholic church structure - Instruments of the social pastoral care of the Catholic Church in Rwanda with mission is to promote integral human development in the light of the Gospel and doctrine. - Close collaboration with diocesan Caritas and CEPJ at national level, at the level of the 9 diocese, at the level of parish, Centrale and Basic Ecclesial Communities (CEB). - It is on these CEBs that Caritas Rwanda bases all its actions, thus becoming a more structured and wonderfully branched organization. - They are among the non-profit organization aiming to promote youth empowerment - CEPJ youth organs cascading from National to grassroots level (Umuryango Remezo) - Youth to be mentored by church leaders	- Limited resources (funds) to support youth empowerment projects - No previous youth strategic planning - High poverty and extreme poverty levels among youth - Lack / low level of employable technical skills - Limited technology literacy (both ICT and technical) - Scattered youth empowerment programs - Limited disaggregated data to monitor youth empowerment progress - Limited knowledge among youth on sexual and reproductive health
INTERNAL	OPPORTUNITIES	THREATS
	- Youths are powerful change agents with enormous potential to bring about the positive changes in society - High youth labour force participation - High youth willingness to succeed	- Absence of networking between youth oriented NGOs - Large number of beneficiaries diluting invested efforts; - Multiplicity of uncoordinated partners in the sector.
EXTERNAL		

▪ High political will to mainstream youth for increased contribution to the national development agenda ▪ Population growth in a phase of "window of opportunity" ▪ Rapidly growing business sector; ▪ Highly conducive investment and entrepreneurship climate; ▪ Raising interest of financial institution in develop youth friendly financial ▪ Transformative and service industry rapidly growing; ▪ Technology supportive government; ▪ Sector policies setting the scenery for youth mainstreaming;	▪ Over reliance on subsistence agriculture for large majority of youth ▪ Hill terrain prone to floods and land slides ▪ Low skills and creativity
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3.2. Strategic plan priority areas of focus

During data collection (document review, Key Informant Interviews and Focus Group Discussions, key priority areas were identified. Caritas Rwanda Youth Program and CEPJ strategic plan filtered out the most relevant priorities that youth saw to be addressed and focused on seven (7) key priority areas as described below:

- 1) Pastoral and Pastoral Engagement
- 2) Economic empowerment
- 3) Education and Skills Development
- 4) Health and wellbeing
- 5) Culture
- 6) Information & Communication Technology (ICT)
- 7) Environment

3.2.1. Youth and Pastoral engagement

In the context of Catholic Church, Effective pastoral ministry with young people can lead to vibrant faith communities, but it first requires us to rethink what we mean by "young people. If young people are old enough to receive Jesus in the Eucharist, there should be ways they can be engaged in the life, mission, and ministry of the church. If young adults are to be encouraged to stay active in their parishes, they, too, should be welcomed and encouraged to share their gifts.

Effective pastoral ministry with young people lead to vibrant faith communities, according to church; Young people will be concerned in the church activities to be the actors in the church's life, mission, and pastoral. From CEPJ, CDPJ at the diocesan level, up the community level (Umuryango remezo) the channels towards carrying out pastoral engagement program.

Youth guidance has always been the Church's special prerogative in social life, and it has been practiced very effectively over the years; this priority pillar will strengthen the Catholic Church's youth-related initiatives, in collaboration with CEPJ, its channel, and other youth ministry umbrellas. Youth ministry must be the community's response to the needs of young people, as well as the sharing of youth's thoughtful experiences with the larger community."

Moreover, to address the complex reality of youth issues, youth ministry must be comprehensive and involve in the multiple dimensions as:

- Youth Ministry is **TO** youth when the Christian community exercises its pastoral role in meeting young people's needs.
- Youth ministry is **WITH** youth because young people share with adults a common responsibility to carry out the Church's mission.
- Youth ministry is **BY** youth when young people exercise their own ministry to others, particularly to their peers.
- Youth ministry is **FOR** youth in that adult youth ministers attempt to interpret the needs of youth and act as advocates in articulating youth's legitimate concerns to the wider community".

The Challenge of a youth ministry is this: How can we create a **SAFE PLACE** where young people can **HEAR** others tell their (life) stories, until they find the **COURAGE** to tell their own story and, in this context, **DISCOVER** God's salvation story?

In reality most of the youth movements work with two different types of people: the first category is that of youth who are baptized, but not evangelized or re-evangelized;

The second category has those who are neither baptized nor evangelized. All of them need to be helped to have a personal encounter with the Living Christ and they need to be sustained, deepened, and put into mission. In other words, the four dimensions of a youth ministry are, to help a person to have a personal God-experience, to undergo Formation to become a Disciple and an Apostle, to grow as a part of a Community, and to be sent on Mission to produce fruits.

As there are many young people affected by various kinds of poverty and who remain outside the range of the Church's activity, in pastoral activity the Church has to reach a great number of them through programs for Christian families, catechesis, Catholic educational institutions, a variety of diverse groups formed under the concept of Catholic Action Movements (like Young Christian Workers, Scouts, Xaveri, Italia Solidare, Guides ; Legio Mariae, ...) ; and community life in parishes.

Also, Young Christians have to be trained to have a mature missionary consciousness, and become apostles to their contemporaries. There is need for pastoral outreach to

young people wherever they are found: in schools, universities, the workplace, the countryside, with appropriate adaptation to their particular inclinations.

At the parish and diocesan level, it would be helpful also to develop a pastoral outreach that takes account of the changing world of young people. Such an effort should seek to engage them in dialogue, take advantage of favorable occasions for meetings on a larger scale, encourage local initiatives and make the most of programs already in place at the interdiocesan and international levels.

3.2.2. Youth economic empowerment

a) Youth Income and Poverty

Rwanda's economy has continued to register stable and progressive improvements in the recent years. The GDP Growth Rate in Rwanda averaged 7.69% between 2000 and 2019. The GDP per capita stood at US\$ 849 USD in 2019, US\$ 791 USD in 2018, US\$ 754 in 2017 and US\$ 735 in 2016. (NST1, p.24).

Rwanda's economic performance is supported by strong growth in the service and industry sectors, particularly manufacturing. As a result, though still high, poverty and extreme poverty rates have reduced significantly from 56.7% in 2005/06 (EICV 2) to 38.2% 2016/17 (EICV5). The rate of extreme poverty followed the same trend shrinking from 35.8% in 2005/06 (EICV2) to 16% in 2016/17 (EICV5).

Poverty is one of the adverse factors to youth development. Despite encouraging economic performances, poverty (29.5%) and extreme poverty (11.3%) among youth are still high (EICV 5 Youth Thematic Report, p. 27).

b) Youth employment

High rates of poverty among youth are a result of unemployment and/or lack of decent employment. In August 2020 the Labour Force Survey (LFS) reported that the youth labour force participation was 58.4%, which was for the first time higher than the national rate (58.2 %). Youth unemployment was also higher for youth (20.6%) than for adults (12.0%). (LFS Trends August 2020 Q3, p.20).

The rate of labour underutilisation is significantly higher among population in low age group than the adult population. In August 2020, it was 61.5% among youth in age group 16-24 while it was 54.3% for those in age group 25-44 and 53.4% for that in age group 45 and above. (LFS Q3 2020, p.28). This means that most working youth are not employed to their full potential but in precarious jobs.

Increasing the rate of youth employment and decent employment is one of the solutions to reduce poverty among youth. The country intends to "support and

empower youth and women to create businesses through entrepreneurship and access to finance." (NST1). The target is to create 1,500,000 decent and productive jobs (214,000 annually), part of which will go to youth.

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

The creation of these jobs will focus on priority subsectors identified by NST1 as having a high potential for growth and employment. These include "Agroprocessing, Construction, Light manufacturing, Meat and Dairy, Leather, Textiles and Garments, Horticulture, Tourism, Knowledge based services, Value addition and processing of Mining products, Creative Arts, Aviation, Logistics, and Transportation" (NST1, p.3). The Caritas Rwanda and CEPJ strategic plan 2023/2030 defines strategies on how to mainstream youth in these sectors for the next five years.

c) Youth Access to Finance

Access to finance is one of the key determinants of effective youth economic empowerment, as a critical input into entrepreneurship and job creation. The FinScope 2020 indicated 18% of youth within the age group of 16-17 years are financially excluded. Financial exclusion raise up sharply to 32% for youth in the age group of 18-30 years, well beyond the national average of 26% (FinScope 2020, p.51). The FinScope (p. 50) reports also that though about 53% and 69% of youth aged 16-24 years and 25-30 years respectively maintain financial reserves (savings); 49% of youth in the age group of 16-24 years' experience financial shock, a rate that increases to 62% for youth in the age bracket of 25-30 years. About 28% of youth aged 16-24 years and 32% of youth aged 25-30 years' experience credit stress. (FinScope, 2016).

d) Youth Business and Entrepreneurship

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

Promoting youth self-employment and job creation has been one of the major objectives of youth empowerment programs. However, there are no official statistics for youth entrepreneurship as no regular survey is conducted in this angle. The IBES

does not produce youth desegregated data, for example in terms of ownership of business, whether in formal or informal sector. The EICV5 provides some indications on the level of youth self-employment. Most young people (45%) are independent farmers as their main job, the next common categories of usual jobs for youth is wage non farmer (28.1%), wage farm (16.3%) and independent non farmer (9.3%). This indicates that self-employment among youth is 54.3%, though most of them are smallholder farmers. (EICV5 Youth Thematic Report, p.19)

The Government of Rwanda has undertaken to establish and expand industries working with the private sector to promote locally produced materials (NST1. P.5) under the “Made in Rwanda” (MiR) policy. The “Private Sector Development and Youth Employment (PSDYE) Sector Working Group” is one of the key actors in the implementation of the MiR policy.

This shows clearly that youth are expected to play a key role in the realisation of the MiR objectives in different economic sectors. Promoting youth entrepreneurship and self-employment should focus on seizing this momentum. This is the same thing for the “Visit Rwanda” program another business promotion initiative in the Tourism and Hospitality Sector.

3.2.3. Youth Education and Skills Development

There is no doubt that the importance of Education and Skills Development in the lives of our youth today. It serves many purposes such as attainment of knowledge, the opportunity to reach goals and the learning of norms in our society. It also provides other latent functions such as child care and a safe place to be when parents are working. School also allows for other functions to occur such as patriotism, innovation, competition and establishing peer friendships. Education and Skills Development is a necessity in any society and at its core helps establish and teach the norms and laws of a society. But we are imperfect people and in any imperfection, there is conflict. Programmes to equip young people with the skills for the world of work must provide technical and vocational education and training (TVET), combining classroom education with workplace training, and technical training with communication, problem solving and entrepreneurship awareness. Otherwise, young people will find it difficult to find a job, to stay in employment, to move on in the workplace, and, more broadly, to succeed in lifelong learning. TVET programmes frequently provide training for a specific job, yet employment opportunities and the fast changing technology require adaptability and permanent skills development.

Hence, increasing employability requires consideration of both short- and long-term perspectives, enabling young people to seize immediate employment opportunities while also equipping them with the ability to continue learning and be able to adjust to changes in the workplace and career opportunities. There is an urgent need to

transform TVET so that more young people and adults have opportunities to develop the skills they need for work and life.

This transformation calls for putting TVET in a lifelong learning perspective and supporting deeper linkages between different policy areas such as youth policies, rural development, industrial development, poverty reduction, etc. At the same time, it emphasizes the need for broad partnerships which involves national stakeholders. The past twenty years have been marked by the emergence of new and innovative forms of collaboration between public and private actors in the area of education. For instance, the private sector has both a key role to play, and a great interest, in providing youth with the relevant knowledge, skills and attitudes they need, for example through work-based learning including apprenticeships, training and internships.

3.2.4. Youth Health and Wellbeing

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

The issue of adolescent fertility is important on both health and social grounds. Children born to very young mothers are at increased risk of sickness and death. Teenage mothers are likely to experience adverse pregnancy outcomes and are more constrained in their ability to pursue educational opportunities than young women who delay childbearing. DHS 2020 (p.14) indicates that overall, 5% of women age 15-19 have begun childbearing, 4% have had a live birth, and 1% were pregnant at the time of the DHS interview. The proportion of teenagers who have begun childbearing rises rapidly with age, from less than 1% at age 15 to 15% at age 19. Teenagers with no education and those in the lowest wealth quintile tend to start childbearing earlier than other teenagers.

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

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

of households in Rwanda in 2016-17 own their dwellings (76.5%), while (17%) live in rented dwellings.

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

a) Drug abuse

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

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

This research showed that parental status and students' status had an influence on drug use. Being a student was linked with low rates of substance experimentation, while dropping out of school and never going to school were associated with a high prevalence rate of substance use (Kanyoni, Gishoma, & Ndahindwa, 2015).

The study found that the 30-days and 12 months prevalence rate for alcohol was, by far, the most widely. Prevention programs have been established, particularly the National Rehabilitation Centre of Iwawa accommodating young male.

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

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

Scholars suggest that oppressive environment and lack of skills in parenting, particularly communication, are closely associated with youth drug abuse (Ngamije and Yadufashije, 2016).

Therefore, policy makers must focus on both prevention and intervention strategies to reduce children's exposure to alcohol and other drugs, youth involvement drugs abuse or peer involved in anti-social activities. To prevent and reduce drugs use and abuse among adolescents for a healthy generation, it is obligatory to address risk factors at all levels, preferably at the same time.

b) Youth Sports development and Recreation

Almost 75% are the youth, Females are 51.4% against 48.6% males ((RPHC4), 2019; Youth Sports Development Platform enables youths to use sports as a means of developing themselves by getting involved them in regular purposeful activity and teaching them leadership and life skills. The purpose of Youth Sports Development is to promote sports in all over our country. It is a platform to provide the opportunity to participate the Youth to develop the skill of sport event in which he is interested and thus become competent to win prize in Organized Tournament. The Government of Rwanda recognises sporting as an important means of developing human potentials among youth not only as tool for mobilization strategy and a tool to a healthy and physically fit mind and body, but a source of income too. 2017 Sports and culture strategic plan (SSP) recognized the investment made by the Government as well as highlighted the insufficient of the sports facilities.

The National Youth Policy promotes "strengthening collaborative mechanisms with relevant stakeholders to build the capacity of experts to nurture upcoming talents." The main objective is among others (i) to identify and develop talents of the youth; (ii) Promote a culture of competitions. The National Youth Policy has resolved to undertake the responsibilities of establishing Youth friendly sports facilities and services to detect, develop, nature and promote talent at early stages of growth. (National Youth Policy 2015, p.26-31). Youth and Information & Communication Technology (ICT)

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

The use of public internet facilities was only 5.6% in 2016/2017. In addition, about 75.7% of youth had never used internet at all in 2016/2017, while 18.7% were not aware of

the internet services. Youth in Kigali City were most likely to use Internet facilities compared to youth in other provinces. The public internet use was high in Urban areas (12.2%) compared to Rural areas (3.5%).

3.2.5. Youth and Information & Communication Technology (ICT)

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

IV. STRATEGIC PLANNING FRAMEWORK

Both Caritas Rwanda and CEPJ are under aegis of The Episcopal Conference of Rwanda, a Permanent Institution erected by the Apostolic See that brings together the Catholic Bishops of Rwanda.

Caritas Rwanda's mission is to promote integral human development in the light of the Gospel and doctrine.

In view of the mandate entrusted to it to coordinate the pastoral activities of youth both at the level of the dioceses and in the movements of Catholic Action, the CEPJ has given itself the mission of: "Bringing young people together to become good Christians committed to the service of the Church and of society".

The implementation of Strategic Plan 2023/2030 for Caritas Rwanda Youth Program and CEPJ will be guided by the above-mentioned missions.

4.1. Strategic Goals and Objectives

The aim of this Strategy is to provide a framework for Caritas Rwanda Youth Program and CEPJ, implementers and stakeholders of this strategy to enhance the quality of life of the youth and champion sustainable development.

To achieve the above goal, this strategy selected the following seven core goals:

1. Ensure effective mission for youth by evolving formation, strategies, dynamics and materials in order to grow in faith and help them live out God's plan for them;
2. Promote youth economic empowerment and engagement for fully participation into economic transformation;
3. Improve participation of youth into education and skills development by promoting their access to quality education and support attainment of skills for both in-school and out-of-school youth
4. Mobilize Youth for positive behaviour and mind-set change towards physical, reproductive and psychosocial health and wellbeing;
5. Ensure the promotion of culture, arts and sports in raising awareness on the economic value within the fraternity;
6. Encourage Youth to be innovative and creative especially through the use of ICT;
7. Enable youth in enhancing optimal utilization of natural resources for sustainable development.

4.1.1. Ensure effective mission for youth by evolving formation, strategies, dynamics and materials in order to grow in faith and help them live out God's plan for them

Objective 1.1: To empower young people to live as disciples of Jesus Christ in our world today

Activities 1.1.

- a) Focus on spiritual growth and attend to youth in a comprehensive way
- b) Help young people do what disciples do and get good at it
- c) Touch the youth hearts and make it personal
- d) Provide multiple contact points
- e) Empower youth to make a difference
- f) Keep church leadership aware that youth are a vital part of the church and require adequate resources, support, and attention.

Objective 1.2: To draw young people to responsible participation in the life, mission, and work of faith community

Activities 1.2.

- a) Conduct youth group meetings with a theme or specific learning objective.
- b) Stay abreast of community developments, issues, and events that affect young people
- c) Offer programs on teen issues (i.e. peer pressure, wellness issues, sexuality)
- d) Plug into parish, diocesan, regional, or national retreats, conferences, and events.
- e) Give youth opportunities to share life experiences; talk about teen issues.
- f) Arrange for opportunities for youth to serve through organizations
- g) Conduct trainings related to youth development, and youth culture.
- g) Host fun events and/or take trips together
- h) Hold youth meetings and allow young men/women sharing their personal experiences.
- i) Celebrate World Youth Day

Objective 1.3: To foster the total personal and spiritual growth of each young person

Activities 1.3.

- a) Reach out to young people who are active in their faith.
- b) Train/empower young people to reach out to their peers with God's Word.
- c) Meet the youth where they are, especially in regards to technology (i.e. social networks and cell phones
- d) Create and enhance group bible studies.
- e) Create and empower a youth leadership team that helps to plan and execute youth events and activities.

- f) Integrate prayer at all meetings and functions. Create opportunities to catechize via social media (i.e. saint or topic of the day)
- g) Involve youth in Sunday liturgy with specific roles.

4.1.2. Promote youth economic empowerment and engagement for fully participation into economic transformation

Youth Economic Empowerment and Employment component aims at empowering the youth to harness their potential for improved standard of living through wealth creation. A conducive environment for stakeholders to engage in youth livelihood programmes will be achieved through the following objectives:

Objective 2.1: To strengthen the capacity of youth for gainful employment

Activities 2.1.

- a) Provide support for enterprise development by training and equipping youth with basic logistics to enable them start viable enterprises focusing on market oriented skills training, apprenticeship, project planning and management.
- b) Establish sheltered workshops for youth to provide space for skills development and entrepreneurial promotion.
- c) Create Opportunities for self-employment to encourage and support enterprise and employment programmes for young people that provide financial and technical counterpart for Cooperative schemes involving them in production and marketing of goods.
- d) Support Employment opportunities for specific groups of young people within funds designated to promote youth employment by designating resources for supporting the efforts of the youth.

Objective 2.2: To strengthen entrepreneurship skills of youth with the view of making them job creators

Activities 2.2.

- a) Train youth workers in entrepreneurship by entailing supporting skills training for youth workers in entrepreneurship. The emphasis will be put on entrepreneurship competences, business idea generation, marketing, human resource management, customer care, financial management and resource mobilisation. These trained youth workers will then deliver training and support to the youth themselves.
- b) Provide support supervision by developing tools and conducting periodic technical support supervision to enhance better business management.
- c) Conduct awareness on the need to promote youth entrepreneurship as a career path of choice
- d) Lobby and advocate for resources for youth entrepreneurial development
- e) Build capacity of staff to train youth in entrepreneurship

- f) Select and train youth in business entrepreneurship skills to enable them strengthen their enterprises
- g) Provide technical support and supervision to youth enterprises
- h) Advocate and promote youth entrepreneurship and self-employment
- i) Support youth small businesses growth
- j) Advocate for improved market access to youth products
- k) Advocate and mobilise male and female youth to venture in micro industries
- l) Advocate for a recovery/resilience program for male and female youth entrepreneurs facing economic stress and shocks

Objective 2.3: To promote provision of financial support to Increase Enterprise Development and Access to Finance for youth enterprise

Activities 2.3.

- a) Promote integrated business skills training sessions
- b) Enhance program sustainability through partnerships and local institutional capacity building
- c) Promote financial and micro-credit organisations to specifically target the youth
- d) Establish loan schemes for youth to provide financial support to youth enterprises
- e) Improved financial literacy among youth Follow up of access to finance programs
- f) Cooperate with micro finance institutions, depending on the location, accessibility and/or other available facilities
- g) Provide micro-credit financial services to individual youth and youth group
- h) Carry out Monitoring of financed youth projects

Objective 2.4: To promote youth effective participation in gainful agriculture

Most of Rwanda youth live in rural areas and engage in subsistence agriculture where they earn their livelihood. However, the majority lack requisite skills, competencies and agriculture related infrastructure to effectively participate in agri-business. In order to promote increased and meaningful participation of youth in the agricultural sector, the following shall be pursued:

Activities 2.4.

- a) Mobilize and sensitize youth to actively engage in existing viable agricultural opportunities along the value chain.
- b) Support access to improved agricultural inputs (accessibility and utilisation of agriculture appropriate tools and inputs for improved productivity).
- c) Support agricultural extension services by provision of agricultural extension services to young farmers for increased agricultural output, financial services and availability of market to youth for agricultural projects.
- d) Support for the establishment of youth farmers' associations/cooperatives.
- e) Mobilise and sensitise youth to engage in Agriculture as a viable source of income
- f) Provide financial support for youth agricultural projects

4.1.3. Improve participation of youth into education and skills development by promoting their access to quality education and support attainment of skills for both in-school and out-of-school youth

Rwandan youth face so many barriers in their journey to success and many times, the root cause is lack of capital and skills needed in the labour market. Many youth from vulnerable backgrounds are also not able to complete their education.

Technical Vocational Education and Training (TVET) is seen as a main engine to support employment promotion for youth especially through development of Small and Medium Sized Enterprises (SMEs).

Caritas Rwanda and CPPJ advocate for increased accessibility to quality and relevant education (both formal and informal). They seek to advocate for skills development through improved vocational training, internship and apprenticeship schemes. A number of objectives and strategies will be pursued for better enhancement of youth empowerment through education and skilling as outlined below.

Objective 3.1: To promote vocational training, internship and apprenticeship among the youth

Activities 3.1.

- a) Conduct Periodic surveys to improve understanding of factors that influence equal access to quality education to inform training and educational programmes.
- b) Conduct Periodic surveys to establish the capacity of government, private sector and non-governmental organisations to implement a systematic internship and apprenticeship scheme.
- c) To design lobbying and advocacy mechanisms to promote vocational training and establishment of internship and apprenticeship programmes.
- d) To Design and implement an apprenticeship and internship scheme in close collaboration with the private and public sectors.
- e) Identify organisations with capacity to provide quality internship and apprenticeship services.
- f) Put in place guidelines for effective implementation of the scheme and technical support provided by relevant organisations.
- g) Increase access to Vocational training by promoting them through career guidance and matching the vocational training with the market demand.
- h) Upgrade the existing training institutions so that they produce the requisite labour force to match the labour market demands.

Objective 3.2: To support establishment or strengthening of Youth Skills Centres

Activities 3.2.

- a) Mobilise resources from both government and other development partners to establish/ renovate Youth Skills Training Centres across the country;
- b) Equip the centres with necessary modern equipment to facilitate training of youth in market-oriented skills.
- c) Re-skill trainers to enable them keep abreast with the ever-changing labour market demands
- d) Conducting training needs skills assessment and carry out regular demand driven training at the youth skills centres
- e) To ensure the provision of quality education at all phases of the education system that prepares young people for critical skills and the correct career path;
- f) To improve the quality of education by adequately training teachers thereby improving throughput;
- g) To create an enabling environment for learners and students, especially young women and youth with disabilities, to flourish and complete their studies;
- h) To support provision of free and compulsory education from primary to tertiary levels (bachelor degree or diploma);
- i) To support provision of disabled youth with quality education
- j) To provide out of school youth with second chance opportunity by enrolling them into TVET Schools for a meaningful integration and participation in mainstream economy.

4.1.4. Mobilize Youth for positive behaviour and mind-set change towards physical, reproductive and psychosocial health and wellbeing

Objective 4.1: To provide youth friendly services to enhance their good health

Activities 4.1.

- a) Advocate for the establishment of youth friendly corners at health facilities and community centres
- b) Raise awareness about HIV/AIDS and STIs Diseases, Malaria and Other Parasitic Diseases, Maternal, Child and Community Health, Mental Health, Non-Communicable Diseases, Tuberculosis and Other Respiratory Diseases prevention, care and treatment
- c) Advocate for teaching of sexual and reproductive health in schools and communities
- d) Establish/strengthen youth friendly corners at health facilities or community centres to sensitise about sexual and reproductive health and rights, incurable diseases, STIs/HIV prevention, care and treatment of the youth.
- e) Carry out awareness campaigns using youth community discussions at grass root level to promote positive cultural and faith-based practices.
- f) Provide youth with life skills training to reduce risky sexual behaviours.

Objective 4.2. To promote implementation of the drug control policy and support the reintegration of drug abusers into the families and communities

Activities 4.2.

- a) Sensitise youth and the entire community on matters related to drug abuse
- b) Advocate and promote psychosocial and treatment services to youth victims of drug abuse
- c) Trace and reintegrate reformed drug abusers/victims into society
- d) Develop and operationalise a functional referral system of drug management
- e) Set up drug abuse rehabilitation centres
- f) Counselling and prevention of drug abuse and delinquency among Male and female youth
- g) Sensitise youth community on the dangers of drug abuse and substance abuse
- h) Provide counselling and treatment services to youth victims drug abuse and substance abuse
- i) Identify, trace and treat Victims of drug abuse and reintegrate them into community

Objective 4.3: To promote protection of youth from all forms of violence

Activities 4.3.

- a) Design appropriate capacity building interventions for youth workers against all forms of violence
- b) Conduct sensitisation to communities on how to protect the youth from sexual and gender-based violence
- c) Advocate for effective enforcement of appropriate legal actions on perpetrators of sexual and gender-based violence against the youth
- d) Provide psychosocial support to youth victims of violence and sexual abuse
- e) Promote gender equality and fight GBV among male and female youth

4.1.5. To ensure the promotion of culture, arts and sports in raising awareness on the economic value within the fraternity

Cultural norms, values and practices play an essential role in promoting sustainable social and economic development of the youth. However, there has been a decline in positive traditional practices that promote proper socialisation and engagement of youth in productive activities. Likewise, female youth are affected by many of the challenges heightened by gender biases and discrimination faced in educational, cultural and political contexts.

Strategies that foster positive cultural practices and mind-sets can empower the youth to discover and achieve their full potential. This includes participation in creative industries such as performing and visual arts, audio, visual and interactive media, art and crafts, design and creative services, cultural tourism and heritage.

Objective 5.1: To promote community support to enhance positive cultural practices in society

Activities 5.1.

- a) Conduct assessment on the current best cultural practices in youth programming and implementation.
- b) Develop adapted cultural practices, assess their impact on development and disseminate them to all practitioners in youth work.
- c) Create awareness among youth, church and community leaders on the need for promoting positive cultural practices.
- d) Promote dialogue between youth, religious, cultural and social groups
- e) Support youth to participate in decision-making positions in cultural and religious institutions.
- f) Orient youth, cultural practitioners, religious leaders and cultural institutions on youth sensitive cultural/religious concepts.

Objective 5.2: To promote Youth artistic and cultural expressions, for utilisation of talents for socio-economic development

Activities 5.2.

- a) Identify available cultural and creative industries and cultural infrastructure to encourage participation of youth in the sector.
- b) Organised theatres and competition to identify and promote youth talents in different institutions.
- c) Promote the use of Kinyarwanda among the young to strengthen national unity.
- d) Support youth to focus on cultural activities and national days/activities that promote positive cultural practices
- e) Carry out capacity building for actors to design and implement creative industries.
- f) Promote participation of youth in creative industries (performing arts, painting, music, dance, and drama).

Objective 5.3. To support Sports, recreation and leisure activities amongst the youth

Activities 5.3.

- a) Create awareness about the role of sports development at all levels
- b) Establish talent identification schemes
- c) Provide equipment for sport and recreational activities
- d) Train community trainers and coaches of different sports disciplines
- e) Promote establishment of sports clubs and academies
- f) To promote youth participation in sport, and arts and culture industries
- g) To raise awareness about the economic value chain in the sporting and arts and culture industries and support youth to take advantage of these opportunities;
- h) To lobby for the mainstreaming of sporting, arts and culture participation of disabled youth, young women and youth in rural areas
- i) To organise schools into hubs of sport, arts and culture

4.1.6. Encourage Youth to be innovative and creative especially through the use of ICT

Given the advent of modernization, Information, Communication and Technology (ICT) plays an important role in youth development. The program will help to provide a conducive environment for youth to utilize ICT for socioeconomic development.

Objective 6.1: To enhance competences of the youth for utilization of ICT for development

Activities 6.1.

- a) Seek for the provision of ICT services to increase youth access to services.
- b) Train youth workers in ICT as trainers to enable them support the youth in the utilization of ICT for development.
- c) Enhance Youth Empowerment in Technology by providing digital literacy training for youth
- d) Provide equipped ICT physical and time space in youth centres or alternative host to facilitate access to ICT services.

Objective 6.2. Promote awareness and utilisation of information, communication and technology among the youth

Activities 6.2.

- a) Support youth with ICT skills to enhance learning and full utilization of ICT for development
- b) Provide guidelines for responsible use of ICT
- c) Support community-based ICT hubs to enhance ICT learning and utilization
- d) Facilitate youth access and use of ICT, communication and networking

Objective 6.3: Create youth career paths through ICT skills development

Activities 6.3.

- a) Stimulate youth into ICT entrepreneurship, competitiveness, investments and innovation
- b) Promote export of ICT products and services.

4.1.7. To enhance optimal utilization of natural resources for sustainable development

Young people can play an active role in protecting and improving the environment. They can change their lifestyle and how it affects the environment. They can make their homes, schools and youth organizations more environmentally friendly by

adopting environmentally friendly practices, recycling of different materials as well as preserving resources such as water and electricity. Engaging youth in environmental protection not only creates direct impact on changing youth behaviours and attitudes, but possibly influence their parents, relatives and families.

Activities 7.1.

- a) Support dissemination of information materials on environmental issues.
- b) Sensitise the communities and the youth in particular on the woes of environmental degradation.
- c) Support use of multi-media as a tool for wide spread dissemination of environmental issues.
- d) Encourage and support youth to embrace environmentally friendly technologies and invest in green business.
- e) Make easily accessible appropriate environmental technologies to the youth and will be
- f) Provided technical support to youth to effectively manage green enterprises.
- g) Support environmental entrepreneurship, especially agro-forestry
- h) Make the youth aware of the fact that any business venturing into the ecology is by far economically profitable as well.

Table 1: Strategic Plan Logical framework

STRATEGIC AREA/GOAL/OBJECTIVES	RESULTS	INDICATORS	MEANS OF VERIFICATION	TIMELINE
I. YOUTH AND PASTORAL ENGAGEMENT				
Goal #1: Ensure effective mission for youth by evolving formation, strategies, dynamics and materials in order to grow in faith and help them live out God's plan for them				
Objective 1.1: Empower young people to live as disciples of Jesus Christ in our world today	Output: Inviting and preparing young people to serve in liturgical activities Outcome: Young people participate actively in pastoral engagement Impact: Effective and comprehensive pastoral ministry with young people calls	Number of young people engaged in living as disciples of Jesus Christ	Progress report	2023-2030
Objective 1.2: Draw young people to responsible participation in the life, mission, and work of the Catholic faith community	Output: Celebration of generosity and contributions of Young People in the Community Outcome: Celebration of generosity and contributions of Young People in the Community Impact: Effective and comprehensive connection to the wider community and universal church	Rate of participation of youth the life, mission, and work of the Catholic faith community	Progress report	2023-2030
Objective 1.3: Foster the total personal and spiritual	Output: Creation of a safe environment within the Church for children and youth	Rate of personal and spiritual growth of each young person	Progress report	2023-2030

STRATEGIC AREA/GOAL/OBJECTIVES	RESULTS	INDICATORS	MEANS OF VERIFICATION	TIMELINE
growth of each young person	Outcome: Creation of a safe environment within the Church for children and youth Impact: Effective and comprehensive pastoral engagement of young people calls			
II. YOUTH ECONOMIC EMPOWERMENT				
Goal # 2: Enable Youth to utilize their full potential and tap onto existing opportunities for gainful employment, productivity and economic transformation				
Objective 2.1: To strengthen the capacity of youth for gainful employment	Output: Youth get trained, acquire knowledge and skills and are ready to be employed and productive Outcome : Increased knowledge and skills of youth workers Impact: Improved economic empowerment in employment of youth	Number of youth benefitting from vocational skills training	Progress report List of participants	2023-2030
Objective 2.2: To strengthen entrepreneurship skills of youth with the view of making them job creators	Output : Youth get trained, acquire knowledge and skills and are ready to create and manage effectively their businesses Outcome: Increased knowledge and skills of youth workers in entrepreneurship and Better changes in business management Impact: Improved economic empowerment in job creation	Number of training institutions that provide complete package	Progress report List of participants Certificates of completion	2023-2030

STRATEGIC AREA/GOAL/OBJECTIVES	RESULTS	INDICATORS	MEANS OF VERIFICATION	TIMELINE
Objective 2.3: To promote provision of financial support for youth enterprise programmes	Output: Youth enterprises and projects are financially supported through loans or grants Outcome: Increased productivity of youth enterprises and projects Impact: Improved economic empowerment through access to finance	Number of enterprises/ projects financially supported Amount of loans given	Progress report List of participants Certificates of completion	2023-2030
Objective 2.4: To promote youth effective participation in gainful agriculture	Output: Youth male and female are equipped with requisite skills, competencies and agriculture related infrastructure to effectively participate in agri-business Outcome: Increased and meaningful participation of youth in the agricultural sector Impact: Improved economic empowerment through gainful agriculture	Number of trained young agribusiness entrepreneurs Number of agribusiness enterprises/projects owned/run by young men/women	Progress report List of participants Certificates of completion	2023-2030
III. YOUTH EDUCATION AND SKILLS DEVELOPMENT				
Goal #3: Improve participation of youth into education and skills development by promoting their access to quality education and support attainment of skills for both in-school and out-of-school youth				
Objective 3.1: To promote vocational training, internship and apprenticeship among the youth	Output: Periodic surveys will be conducted to improve understanding of factors that influence equal access to quality education to inform training and educational programmes	Baseline survey on established Vocational training and Market survey undertaken	Baseline and Market surveys reports	2023-2030

STRATEGIC AREA/GOAL/OBJECTIVES	RESULTS	INDICATORS	MEANS OF VERIFICATION	TIMELINE
	Outcome: Capacity of government, private sector and non-governmental organisations to implement a systematic internship and apprenticeship is established Impact: Improved understanding of factors that influence equal access to quality education to inform training and educational programmes	Number of people equipped with skills through apprenticeship & internship Type & Number of institutions that have integrated TVET into their programmes	Progress report	
Objective 3.2.To support establishment or strengthening of Youth Skills Centres	Output: Resources are mobilised from both government and other development partners to establish/ renovate Youth Skills Training Centres Outcome: Youth centres will be equipped with necessary modern equipment to facilitate training of youth in market oriented skills Impact: Tailor made vocational skills enabling youth to engage in gainful activities	Number of youth centres equipped and are operational	Progress report	2023-2030
		Number of organisations provided with technical support and supervision	List of participants	
		Number of youth trained in market oriented skills	Certificates of completion	
IV. YOUTH HEALTH AND WELLBEING				
Goal #4: Mobilize Youth for positive behaviour and mind-set change towards physical, reproductive and psychosocial health and wellbeing				

STRATEGIC AREA/GOAL/OBJECTIVES	RESULTS	INDICATORS	MEANS OF VERIFICATION	TIMELINE
Objective 4.1: To provide youth friendly services to enhance their good health	Output: Youth male and female are sensitised about sexual and reproductive health , HIV/AIDS and STIs Diseases, Malaria and Other Parasitic Diseases, Maternal, Child and Community Health, Mental Health, Non Communicable Diseases, Tuberculosis and Other Respiratory Diseases prevention, care and treatment	Number of sensitisation sessions conducted	Progress report	2023-2030
	Outcome: Increased and meaningful awareness and sensitisation about Clinical and Public Health Services	Number of participants in sensitisation sessions	List of participants	
	Impact: Improved Youth health and wellbeing through youth friendly services to enhance their good health	Behaviour change against disease prevention, care and treatment	Certificates of completion	
Objective 4.2. To promote implementation of the drug control policy and support the reintegration of drug abusers into the families and communities	Output: Victims of drug abuse are identified, traced, treated and reintegrated into community while those in need of further management are referred for specialised handling	Number of drug abusers identified, traced, treated and reintegrated	Progress report	2023-2030
	Outcome: Improved identification, trace, treatment and reintegration into community		List of participants	
	Impact: Improved Youth health and wellbeing through drug control and		Certificates of completion	

STRATEGIC AREA/GOAL/OBJECTIVES	RESULTS	INDICATORS	MEANS OF VERIFICATION	TIMELINE
	reintegration of drug abusers into the families and communities			
Objective 4.3: To promote protection of youth from all forms of violence	Output: Youth are sensitised on how to protect themselves from sexual and gender based violence, psychosocial support to youth victims of violence and sexual abuse	Number of sessions of awareness	Progress report	2023-2030
	Outcome: Youth are aware of any form of violence and how to fight it	Number of participants in sessions of awareness	List of participants	
	Impact: The community is free of any form of violence	% of diminution/Eradication of any form of violence	Certificates of completion	
V. YOUTH AND CULTURE				
Goal #5: Ensure the promotion of culture, arts and sports in raising awareness on the economic value within the fraternity				
Objective 5.1: To promote community support to enhance positive cultural practices in society	Output: Materials on locally adapted cultural practices and their impact on development will be developed and disseminated to all practitioners in youth work	Number of research on cultural practices undertaken to inform youth programming	Progress report	2023-2030
	Outcome: Assessment on the current best cultural practices will be conducted and replicated in youth programming and implementation	Proportion of youth who freely express their views in meetings & other decision making	List of participants	

STRATEGIC AREA/GOAL/OBJECTIVES	RESULTS	INDICATORS	MEANS OF VERIFICATION	TIMELINE
	Impact: Cultural norms, values and practices play an essential role in promoting sustainable social and economic development of the youth	Number of youth and cultural leaders oriented on youth programming	Certificates of completion	
Objective 5.2. To promote Youth artistic and cultural expressions, for utilisation of talents for socio-economic development	Output: Cultural and creative industries will be identified and cultural infrastructure strengthened to encourage participation of youth in the sector	Number of youth and institutions participating in popular theatres	Progress report	2023-2030
	Outcome: Theatres will be organised and conducted to identify and promote youth talents in different institutions	Number of institutions that promote positive cultural practices		
	Impact: Improved artistic and cultural talent identification and promotion	Number of youth engaged in artistic and cultural activities		
Objective 5.3. To support Sports, recreation and leisure activities amongst the youth	Output: Planned and programmed physical activities geared to enhancement of good health	Number of Sports, recreation and leisure activities amongst the youth held	Progress report	2023-2030
	Outcome: Reduction of social ills such as drug abuse, juvenile delinquency and other deviant behaviours	Number of people sensitised on the role of sports in national development		
	Impact: Psychological, cognitive and physical development of youth in the whole society	Number of institutions provided with sports and recreational services		

STRATEGIC AREA/GOAL/OBJECTIVES	RESULTS	INDICATORS	MEANS OF VERIFICATION	TIMELINE
VI. YOUTH AND INFORMATION & COMMUNICATION TECHNOLOGY (ICT)				
Goal #6: Encourage Youth to be innovative and creative especially through the use of ICT				
Objective 6.1: To enhance competences of the youth for utilization of ICT for development	Output: Youth have access to training and use of ICT, communication and networking Outcome: Community equipped with ICT hubs to enhance ICT learning and utilization Impact: Effective participation of youth in the use of ICT by youth for the development process	Number of TOTs provided with ICT skills	Progress report	2023-2030
Objective 6.2. Promote awareness and utilisation of information, communication and technology among the youth	Output: ICT services provided by government, cultural and religious institutions, private sector, civil society, and non-governmental organizations to increase youth access to services Outcome: The youth training in ICT enabling them in the utilization of ICT for development Impact: Improved and productive use of ICT by youth for the development process	Number of schools and community based ICT hubs established	Progress report	2023-2030
Objective 6.3: Create youth career paths	Output: Youth are stimulated into ICT entrepreneurship, competitiveness, investments and innovation	Number of ICT enterprises	Progress report	2023-2030

STRATEGIC AREA/GOAL/OBJECTIVES	RESULTS	INDICATORS	MEANS OF VERIFICATION	TIMELINE
through ICT skills development	Outcome: Increase of the number of local business and export related to ICT products and services Impact: Celebration of generosity and contributions of Young People in the Community	Number of products and services delivered		
VII. YOUTH AND ENVIRONMENT				
Goal #7: Enable youth in enhancing optimal utilization of natural resources for sustainable development.				
Objective 7.1: To enhance optimal utilization of natural resources for sustainable development	Output: Environmental education and training is integrated into educational and training programmes Outcome: Youth are sensitised on environmental issues and promote the usage of environmentally sound technologies Impact: Increased rate of participation of youth in protection & preservation of environment	Number of youth sensitised and using environmentally friendly technologies.	Progress report	2023-2030
		Proportion of youth who participate in environmental programmes		
		Number of youth and other community members sensitised on environmental issues		

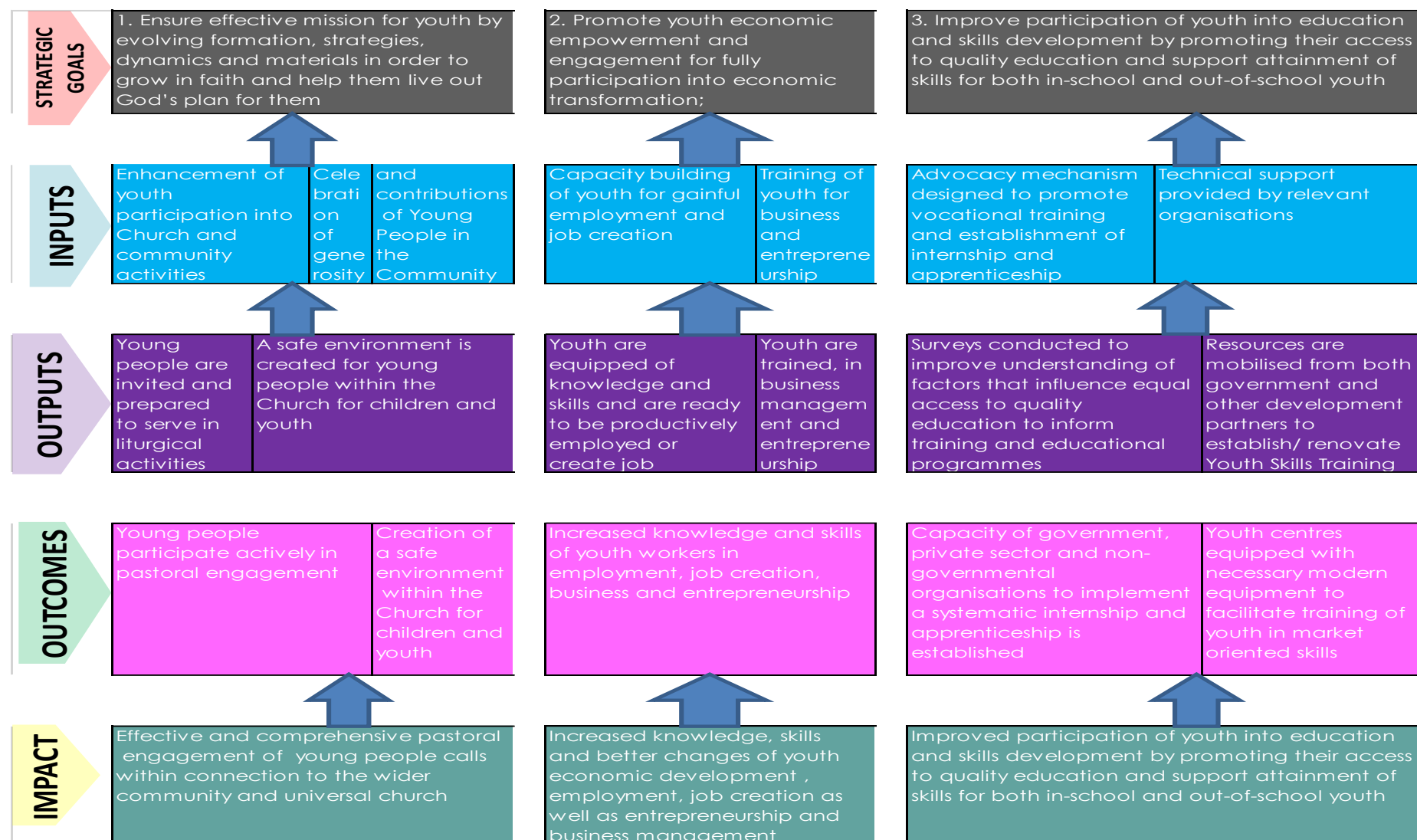
Source: DONA Consult Ltd, 2022

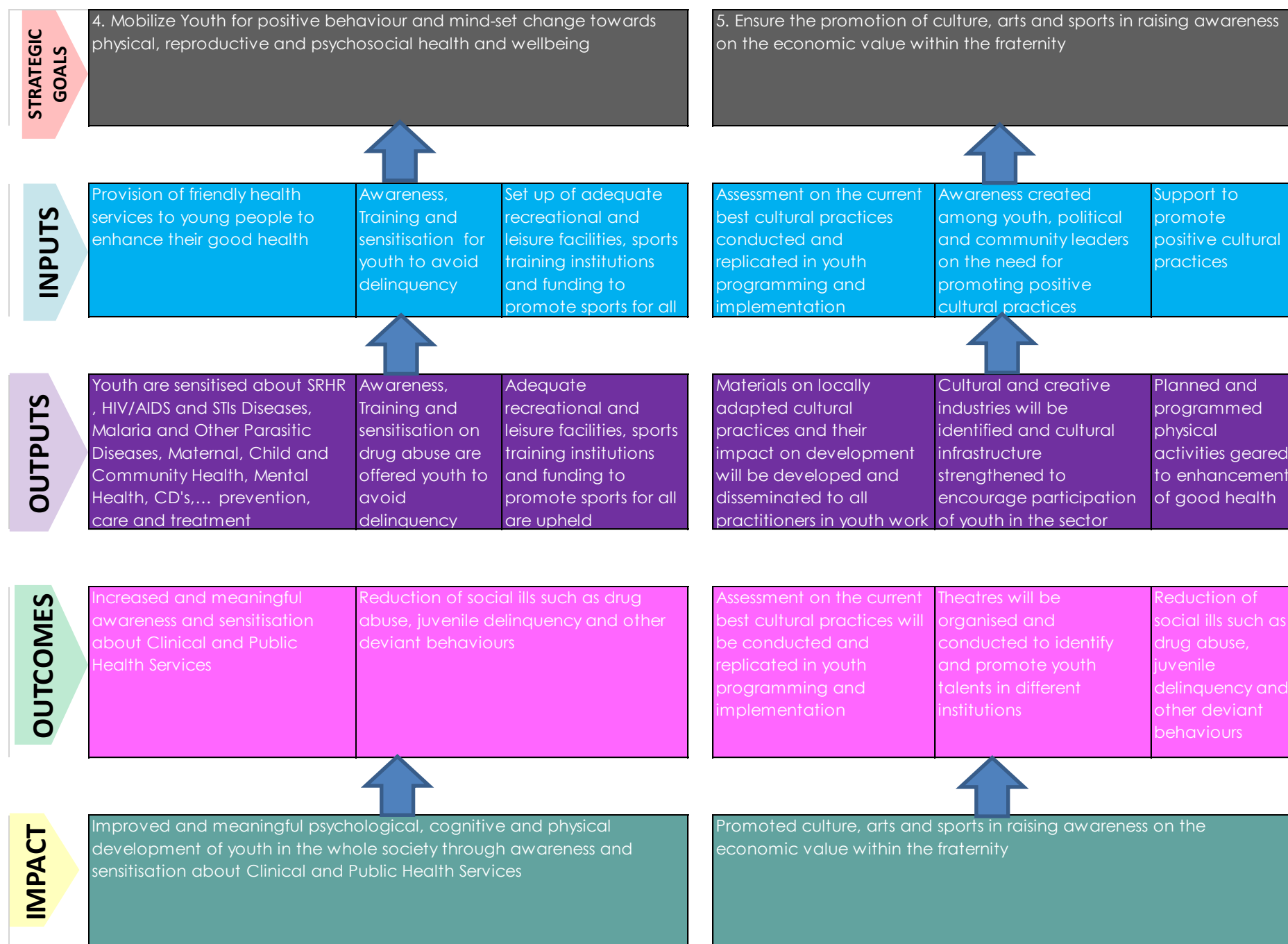
4.2. Strategic Plan Theory of Change

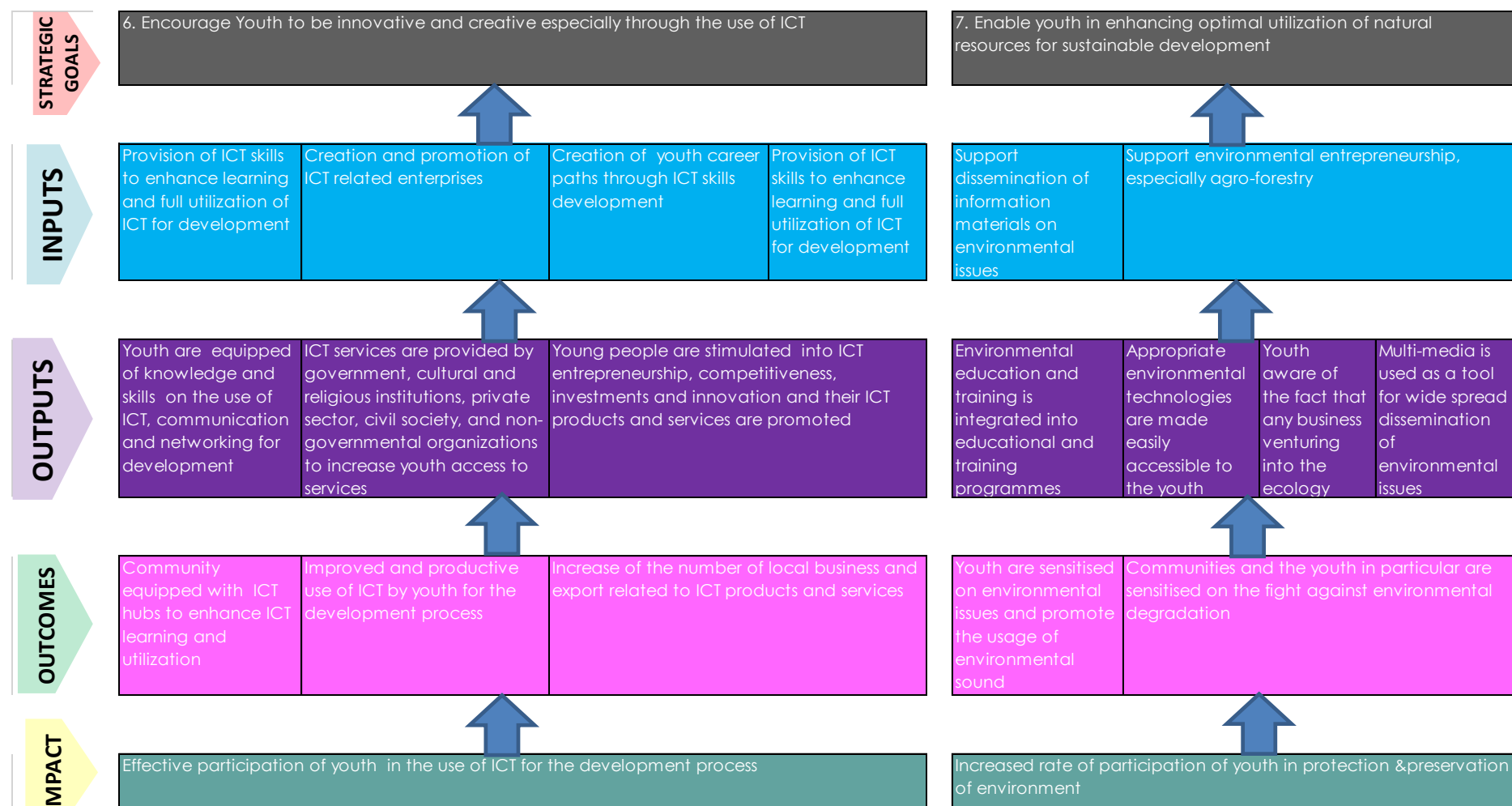
This strategy's theory of change gives a comprehensive illustration of how youth will be enhanced to become the driving force in the sustainable development through Caritas Rwanda and partners Youth Program.

Using the desired impact as a main basis, this theory of change works backward to identify the intended outcomes and interventions that Caritas Rwanda, CEPJ, and other partners should implement in youth development program.

Table 2: Strategic plan theory of change diagram







Source: DONA Consult Ltd, 2022

4.3. Alignment with overarching development policies and strategies

The CARITAS RWANDA Strategic Plan 2023-2030 is aligned with different overarching policies and strategies, which define the framework within which youth empowerment and participation in the economic and social development programs as well as the governance of the country takes place.

This policy framework includes provisions of the Vision 2020 and the draft Vision 2050, the National Strategy for Transformation (NST1), the 7 Years Government Program (7YGP) 2017-2024, National Youth Policy 2015, the National Employment strategies and programs, sector program and strategies, etc. all aimed at uplifting the livelihoods of the Rwandan population in general and the youth in particular.

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

Table 3: Alignment with overarching national and international policies

POLICIES / STRATEGIES	YOUTH PROVISIONS
Post-synodal apostolic exhortation Christus Vivit of the Holy Father Francis to young people and to the entire people of God	"Dear young people, my joyful hope is to see you keep running the race before you, outstripping all those who are slow or fearful. Keep running, "attracted by the face of Christ, whom we love so much, whom we adore in the Holy Eucharist and acknowledge in the flesh of our suffering brothers and sisters. May the Holy Spirit urge you on as you run this race. The Church needs your momentum, your intuitions, and your faith. We need them! And when you arrive where we have not yet reached, have the patience to wait for us"
United Nations Youth Strategy 2030 (SDGs)	The United Nations Youth Strategy 2030 aims to "scale up global, regional and national actions to meet young people's needs, realize their rights and tap their possibilities as agents of change."
African Agenda 2063	• "An Africa whose development is people driven, especially relying on the potential offered by its women and youth." • "Engaged and empowered Youth".

POLICIES / STRATEGIES	YOUTH PROVISIONS
EAC Vision 2050 and EAC Youth Strategic Plan	EAC Vision 2050 which pledges to ensure among others "Job creation initiatives to provide for current and future needs of the bulging youth population"
Commonwealth Strategic Plan 2017/18-2020/21	The Commonwealth puts forward "engaging and empowering youth to meaningfully participate in political and development processes."
Francophonie Youth Strategy 2015-2022	The Francophonie Youth Strategy 2015-2022 is framed around two axes: - Promoting human values, employability and social & professional inclusion - Citizen participation & access to rights for a sustainable development and cultural diversity.
Rwanda Vision 2050	EAC and Rwanda Vision 2050 have both in their objectives to promote creativity and innovation culture among youth; and supporting talented youth with attractive projects that can generate productive jobs for others.
NST 1	Support and empower youth to create businesses through entrepreneurship and access to finance,
	Prevent and fight drug abuse and trafficking among all sections of the population especially youth,
	Ensure digital literacy for all youth
	Scale up efforts to raise awareness on reproductive health and family planning to increase contraceptive prevalence from 48% (2013/14) to 60% in 2024 with a particular focus on the youth

Source: DONA Consult Ltd, 2022

V. IMPLEMENTATION, FINANCING AND M&E FRAMEWORKS

5.1. Implementation framework

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

Given the amount of work, the current structure and partnership of Caritas Rwanda Youth program and CEPJ will have to be realigned to adequately carry out the required activities. This calls for institutional analysis to determine which arrangements and staffing would best fit the implementation of the strategic plan.

In Rwanda, there are nine catholic dioceses; Each diocese has a diocesan Caritas led by a Director and a CDPJ led by a youth Chaplain. Caritas Rwanda will develop a framework for collaboration with Caritas Diocesan to implement a youth program.

In implementing this strategic plan, coordination mechanisms defining the role sharing and responsibilities of Caritas Rwanda Youth Program, CEPJ and diocesan Caritas will be clarified. The implementation will lead to progress towards greater synergy in terms of operational planning and annual evaluation. This synergy will strengthen the framework for collaboration.

Over the course of the seven years of this strategic plan, it will be necessary to:

- Define the intuitive approach between Caritas Rwanda Youth Program, CEPJ, and diocesan Caritas, and the framework for raising funds and grant application. Improve collaboration in project management, beneficiaries selection, recruitment process, staff management and tasks assignment;
- Find ways to mobilize partners in a way that empowers diocesan Caritas in a spirit of complementarity;
- Involve diocesan Caritas more in budget management for projects carried out in dioceses;
- Organize training on human and financial resource management, planning, project development,
- Collaborate in Monitoring and evaluation, project success reporting, and post-project management.

5.2. Financing the strategic plan

The effective and efficient implementation of the Caritas Rwanda Youth program and CEPJ Strategic Plan will partially depend on a remarkable costing and financial framework. This framework charts out funding sources, costed interventions and maps out clear conditions for successful implementation of this plan.

The implementation of the Caritas Rwanda Youth program and CEPJ Strategic Plan is estimated to cost RWF 16,463,215,418 as detailed in the following table. A clear and focused resources mobilisation system will be necessary to ensure the successful implementation of the plan.

The budget and financial funding for this Strategic Plan will be obtained through collaboration and partnership with CRS Rwanda, a resource mobilization framework with implementing partners, and in other ways by the government through the various Ministries, departments, and agencies from within their budget ceilings to implement the core program areas that fall within their mandates, as well as other donors including Development partners, other Civil Society Organizations, and privatization. All of this will contribute to the plan's financial, human, and material resources for effective implementation.

Table 4: Estimated costing of the plan per core priority areas per year

STRATEGIC AREA/GOAL/OBJE CTIVES	ACTIVITIES	ANNUAL BUDGET IN RWF							TOTAL
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	
I. YOUTH AND PASTORAL ENGAGEMENT									
Goal #1: Enhance youth to grow in faith, to discern what their unique mission is, and to help them live out God's plan for them									
Objective 1.1: To empower young people to live as disciples of Jesus Christ in our world today	a) Focus on spiritual growth and attend to youth in a comprehensive way	1,900,000	2,109,000	2,340,990	2,598,499	2,884,334	3,201,610	3,553,788	18,588,221
	b) Help young people do what disciples do and get good at it	2,800,000	3,108,000	3,449,880	3,829,367	4,250,597	4,718,163	5,237,161	27,393,168
	c) Touch the youth hearts and make it personal	1,100,000	1,221,000	1,355,310	1,504,394	1,669,877	1,853,564	2,057,456	10,761,602
	d) Provide multiple contact points	1,400,000	1,554,000	1,724,940	1,914,683	2,125,299	2,359,081	2,618,580	13,696,584
	e) Empower youth to make a difference	2,600,000	2,886,000	3,203,460	3,555,841	3,946,983	4,381,151	4,863,078	25,436,513
	f) Keep church leadership aware that youth are a vital part of the church and require adequate resources, support, and attention.	1,450,000	1,609,500	1,786,545	1,983,065	2,201,202	2,443,334	2,712,101	14,185,747
Objective 1.2: To draw young people to responsible participation in the life, mission, and work of the	a) Conduct youth group meetings with a theme or specific learning objective.	3,000,000	3,330,000	3,696,300	4,102,893	4,554,211	5,055,174	5,611,244	29,349,822
	b) Stay abreast of community developments, issues, and events that affect young people	1,000,000	1,110,000	1,232,100	1,367,631	1,518,070	1,685,058	1,870,415	9,783,274

STRATEGIC AREA/GOAL/OBJECTIVES	ACTIVITIES	ANNUAL BUDGET IN RWF							TOTAL
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	
Catholic faith community	c) Offer programs on teen issues (i.e. peer pressure, wellness issues, sexuality)	1,000,000	1,110,000	1,232,100	1,367,631	1,518,070	1,685,058	1,870,415	9,783,274
	d) Plug into parish, diocesan, regional, or national retreats, conferences, and events.	1,000,000	1,110,000	1,232,100	1,367,631	1,518,070	1,685,058	1,870,415	9,783,274
	e) Give youth opportunities to share life experiences; talk about teen issues.	1,300,000	1,443,000	1,601,730	1,777,920	1,973,492	2,190,576	2,431,539	12,718,256
	f) Arrange for opportunities for youth to serve through organizations	2,200,000	2,442,000	2,710,620	3,008,788	3,339,755	3,707,128	4,114,912	21,523,203
	g) Conduct trainings related to youth development, and youth culture.	10,000,000	11,100,000	12,321,000	13,676,310	15,180,704	16,850,582	18,704,146	97,832,741
	g) Host fun events and/or take trips together	2,300,000	2,553,000	2,833,830	3,145,551	3,491,562	3,875,634	4,301,953	22,501,530
	h) Hold youth meetings and allow young men/women sharing their personal experiences.	12,000,000	13,320,000	14,785,200	16,411,572	18,216,845	20,220,698	22,444,975	117,399,289
	i) Celebrate World Youth Day	7,000,000	7,770,000	8,624,700	9,573,417	10,626,493	11,795,407	13,092,902	68,482,919
Objective 1.3: To foster the total personal and	a) Reach out to young people who are active in their faith.	2,000,000	2,220,000	2,464,200	2,735,262	3,036,141	3,370,116	3,740,829	19,566,548

STRATEGIC AREA/GOAL/OBJECTIVES	ACTIVITIES	ANNUAL BUDGET IN RWF							TOTAL
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	
spiritual growth of each young person	b) Train/empower young people to reach out to their peers with God's Word.	2,000,000	2,220,000	2,464,200	2,735,262	3,036,141	3,370,116	3,740,829	19,566,548
	c) Meet the youth where they are, especially in regards to technology (i.e. social networks and cell phones	3,000,000	3,330,000	3,696,300	4,102,893	4,554,211	5,055,174	5,611,244	29,349,822
	d) Create and enhance group bible studies.	2,500,000	2,775,000	3,080,250	3,419,078	3,795,176	4,212,645	4,676,036	24,458,185
	e) Create and empower a youth leadership team that helps to plan and execute youth events and activities.	1,800,000	1,998,000	2,217,780	2,461,736	2,732,527	3,033,105	3,366,746	17,609,893
	f) Integrate prayer at all meetings and functions. Create opportunities to catechize via social media (i.e. saint or topic of the day)	1,000,000	1,110,000	1,232,100	1,367,631	1,518,070	1,685,058	1,870,415	9,783,274
	g) Involve youth in Sunday liturgy with specific roles	1,000,000	1,110,000	1,232,100	1,367,631	1,518,070	1,685,058	1,870,415	9,783,274
SUB TOTAL I		65,350,000	72,538,500	80,517,735	89,374,686	99,205,901	110,118,550	122,231,591	639,336,964
II. YOUTH ECONOMIC EMPOWERMENT									
Goal # 2: Enable Youth to utilize their full potential and tap onto existing opportunities for gainful employment, productivity and economic transformation									
Objective 2.1: To strengthen the capacity of youth	a) Provide support for enterprise development by training and equipping youth with basic logistics to	12,000,000	13,320,000	14,785,200	16,411,572	18,216,845	20,220,698	22,444,975	117,399,289

STRATEGIC AREA/GOAL/OBJECTIVES	ACTIVITIES	ANNUAL BUDGET IN RWF							TOTAL
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	
for gainful employment	enable them start viable enterprises focusing on market oriented skills training, apprenticeship, project planning and management.								
	b) Establish sheltered workshops for youth to provide space for skills development and entrepreneurial promotion.	16,000,000	17,760,000	19,713,600	21,882,096	24,289,127	26,960,930	29,926,633	156,532,386
	c) Create Opportunities for self-employment to encourage and support enterprise and employment programmes for young people that provide financial and technical counterpart for Cooperative schemes involving them in production and marketing of goods.	14,000,000	15,540,000	17,249,400	19,146,834	21,252,986	23,590,814	26,185,804	136,965,838
	d) Support Employment opportunities for specific groups of young people within funds designated to promote youth employment by designating resources for supporting the efforts of the youth.	18,000,000	19,980,000	22,177,800	24,617,358	27,325,267	30,331,047	33,667,462	176,098,934

STRATEGIC AREA/GOAL/OBJECTIVES	ACTIVITIES	ANNUAL BUDGET IN RWF							TOTAL
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	
Objective 2.2: To strengthen entrepreneurship skills of youth with the view of making them job creators	a) Train youth workers in entrepreneurship by entailing supporting skills training for youth workers in entrepreneurship. The emphasis will be put on entrepreneurship competences, business idea generation, marketing, human resource management, customer care, financial management and resource mobilisation. These trained youth workers will then deliver training and support to the youth themselves.	19,000,000	21,090,000	23,409,900	25,984,989	28,843,338	32,016,105	35,537,876	185,882,208
	b) Provide support supervision by developing tools and conducting periodic technical support supervision to enhance better business management.	19,000,000	21,090,000	23,409,900	25,984,989	28,843,338	32,016,105	35,537,876	185,882,208
	c) Conduct awareness on the need to promote youth entrepreneurship as a career path of choice	13,000,000	14,430,000	16,017,300	17,779,203	19,734,915	21,905,756	24,315,389	127,182,564
	d) Lobby and advocate for resources for youth	9,000,000	9,990,000	11,088,900	12,308,679	13,662,634	15,165,523	16,833,731	88,049,467

STRATEGIC AREA/GOAL/OBJECTIVES	ACTIVITIES	ANNUAL BUDGET IN RWF							TOTAL
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	
	entrepreneurial development								
	e) Build capacity of staff to train youth in entrepreneurship	11,000,000	12,210,000	13,553,100	15,043,941	16,698,775	18,535,640	20,574,560	107,616,015
	f) Select and train youth in business entrepreneurship skills to enable them strengthen their enterprises	17,000,000	18,870,000	20,945,700	23,249,727	25,807,197	28,645,989	31,797,047	166,315,660
	g) Provide technical support and supervision to youth enterprises	13,000,000	14,430,000	16,017,300	17,779,203	19,734,915	21,905,756	24,315,389	127,182,564
	h) Advocate and promote youth entrepreneurship and self-employment	9,000,000	9,990,000	11,088,900	12,308,679	13,662,634	15,165,523	16,833,731	88,049,467
	i) Support youth small businesses growth	32,000,000	35,520,000	39,427,200	43,764,192	48,578,253	53,921,861	59,853,266	313,064,772
	j) Advocate for improved market access to youth products	7,000,000	7,770,000	8,624,700	9,573,417	10,626,493	11,795,407	13,092,902	68,482,919
	k) Advocate and mobilise male and female youth to venture in micro industries	4,000,000	4,440,000	4,928,400	5,470,524	6,072,282	6,740,233	7,481,658	39,133,096
	l) Advocate for a recovery/resilience program for male and female youth entrepreneurs facing economic stress and shocks	3,000,000	3,330,000	3,696,300	4,102,893	4,554,211	5,055,174	5,611,244	29,349,822

STRATEGIC AREA/GOAL/OBJECTIVES	ACTIVITIES	ANNUAL BUDGET IN RWF							TOTAL
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	
Objective 2.3: To promote provision of financial support for youth enterprise programmes	a) Cooperate with micro finance institutions, depending on the location, accessibility and/or other available facilities	4,500,000	4,995,000	5,544,450	6,154,340	6,831,317	7,582,762	8,416,865	44,024,734
	b) Provide micro-credit financial services to individual youth and youth groups	45,000,000	49,950,000	55,444,500	61,543,395	68,313,168	75,827,617	84,168,655	440,247,335
Objective 2.4: To Increase Enterprise Development and Access to Finance for Youth	a) Promote integrated business skills training sessions	9,000,000	9,990,000	11,088,900	12,308,679	13,662,634	15,165,523	16,833,731	88,049,467
	b) Enhance program sustainability through partnerships and local institutional capacity building	12,600,000	13,986,000	15,524,460	17,232,151	19,127,687	21,231,733	23,567,223	123,269,254
	c) Promote financial and micro-credit organisations to specifically target the youth	9,800,000	10,878,000	12,074,580	13,402,784	14,877,090	16,513,570	18,330,063	95,876,086
	d) Establish loan schemes for youth to provide financial support to youth enterprises	10,100,000	11,211,000	12,444,210	13,813,073	15,332,511	17,019,087	18,891,187	98,811,069
	e) Advocate for improved financial literacy among youth	6,900,000	7,659,000	8,501,490	9,436,654	10,474,686	11,626,901	12,905,860	67,504,591
	f) Advocate and close follow up of access to finance programs	18,300,000	20,313,000	22,547,430	25,027,647	27,780,689	30,836,564	34,228,586	179,033,916

STRATEGIC AREA/GOAL/OBJECTIVES	ACTIVITIES	ANNUAL BUDGET IN RWF							TOTAL
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	
	g) Carry out Monitoring of financed youth projects	9,900,000	10,989,000	12,197,790	13,539,547	15,028,897	16,682,076	18,517,104	96,854,414
Objective 2.5: To promote youth effective participation in gainful agriculture	a) Mobilize and sensitize youth to actively engage in existing viable agricultural opportunities along the value chain.	7,850,000	8,713,500	9,671,985	10,735,903	11,916,853	13,227,707	14,682,754	76,798,702
	b) Support access to improved agricultural inputs (accessibility and utilisation of agriculture appropriate tools and inputs for improved productivity).	29,470,000	32,711,700	36,309,987	40,304,086	44,737,535	49,658,664	55,121,117	288,313,088
	c) Support agricultural extension services by provision of agricultural extension services to young farmers for increased agricultural output, financial services and availability of market to youth for agricultural projects.	18,790,000	20,856,900	23,151,159	25,697,786	28,524,543	31,662,243	35,145,089	183,827,721
	d) Support for the establishment of youth farmers' associations/cooperatives.	6,700,000	7,437,000	8,255,070	9,163,128	10,171,072	11,289,890	12,531,777	65,547,937
	e) Mobilise and sensitise youth to engage in Agriculture as a viable source of income	8,100,000	8,991,000	9,980,010	11,077,811	12,296,370	13,648,971	15,150,358	79,244,520

STRATEGIC AREA/GOAL/OBJECTIVES	ACTIVITIES	ANNUAL BUDGET IN RWF							TOTAL
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	
	f) Provide financial support for youth agricultural projects	31,500,000	34,965,000	38,811,150	43,080,377	47,819,218	53,079,332	58,918,058	308,173,135
SUB TOTAL II		444,510,000	493,406,100	547,680,771	607,925,656	674,797,478	749,025,201	831,417,973	4,348,763,178
III. YOUTH EDUCATION AND SKILLS DEVELOPMENT									
Goal #3: Improve participation of youth into education and skills development by promoting their access to quality education and support attainment of skills for both in-school and out-of-school youth									
Objective 3.1: To promote vocational training, internship and apprenticeship among the youth	a) Conduct Periodic surveys to improve understanding of factors that influence equal access to quality education to inform training and educational programmes.	11,000,000	12,210,000	13,553,100	15,043,941	16,698,775	18,535,640	20,574,560	107,616,015
	b) Conduct Periodic surveys to establish the capacity of government, private sector and non-governmental organisations to implement a systematic internship and apprenticeship scheme.	19,000,000	21,090,000	23,409,900	25,984,989	28,843,338	32,016,105	35,537,876	185,882,208
	c) To design lobbying and advocacy mechanisms to promote vocational training and establishment of internship and apprenticeship programmes.	15,300,000	16,983,000	18,851,130	20,924,754	23,226,477	25,781,390	28,617,343	149,684,094

STRATEGIC AREA/GOAL/OBJECTIVES	ACTIVITIES	ANNUAL BUDGET IN RWF							TOTAL
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	
	d) To Design and implement an apprenticeship and internship scheme in close collaboration with the private and public sectors.	14,900,000	16,539,000	18,358,290	20,377,702	22,619,249	25,107,367	27,869,177	145,770,784
	e) Identify organisations with capacity to provide quality internship and apprenticeship services.	13,500,000	14,985,000	16,633,350	18,463,019	20,493,951	22,748,285	25,250,596	132,074,201
	f) Put in place guidelines for effective implementation of the scheme and technical support provided by relevant organisations.	16,700,000	18,537,000	20,576,070	22,839,438	25,351,776	28,140,471	31,235,923	163,380,678
	g) Increase access to Vocational training by promoting them through career guidance and matching the vocational training with the market demand.	17,400,000	19,314,000	21,438,540	23,796,779	26,414,425	29,320,012	32,545,213	170,228,970
	h) Upgrade the existing training institutions so that they produce the requisite labour force to match the labour market demands.	11,800,000	13,098,000	14,538,780	16,138,046	17,913,231	19,883,686	22,070,892	115,442,635
Objective 3.2.To support establishment or	a) Mobilise resources from both government and other development partners to	13,100,000	14,541,000	16,140,510	17,915,966	19,886,722	22,074,262	24,502,431	128,160,891

STRATEGIC AREA/GOAL/OBJECTIVES	ACTIVITIES	ANNUAL BUDGET IN RWF							TOTAL
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	
strengthening of Youth Skills Centres	establish/ renovate Youth Skills Training Centres across the country;								
	b) Equip the centres with necessary modern equipment to facilitate training of youth in market oriented skills.	37,800,000	41,958,000	46,573,380	51,696,452	57,383,061	63,695,198	70,701,670	369,807,762
	c) Re-skill trainers to enable them keep abreast with the ever changing labour market demands	15,500,000	17,205,000	19,097,550	21,198,281	23,530,091	26,118,401	28,991,426	151,640,749
	d) Conducting training needs skills assessment and carry out regular demand driven training at the youth skills centres	16,100,000	17,871,000	19,836,810	22,018,859	24,440,934	27,129,436	30,113,674	157,510,713
	e) To ensure the provision of quality education at all phases of the education system that prepares young people for critical skills and the correct career path;	12,900,000	14,319,000	15,894,090	17,642,440	19,583,108	21,737,250	24,128,348	126,204,236
	f) To improve the quality of education by adequately training teachers thereby improving throughput;	14,900,000	16,539,000	18,358,290	20,377,702	22,619,249	25,107,367	27,869,177	145,770,784

STRATEGIC AREA/GOAL/OBJECTIVES	ACTIVITIES	ANNUAL BUDGET IN RWF							TOTAL
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	
	g) To create an enabling environment for learners and students, especially young women and youth with disabilities, to flourish and complete their studies;	13,700,000	15,207,000	16,879,770	18,736,545	20,797,565	23,085,297	25,624,679	134,030,855
	h) To support provision of free and compulsory education from primary to tertiary levels (bachelor degree or diploma);	15,500,000	17,205,000	19,097,550	21,198,281	23,530,091	26,118,401	28,991,426	151,640,749
	i) To support provision of disabled youth with quality education	15,500,000	17,205,000	19,097,550	21,198,281	23,530,091	26,118,401	28,991,426	151,640,749
	j) To provide out of school youth with second chance opportunity by enrolling them into TVET Schools for a meaningful integration and participation in mainstream economy.	18,000,000	19,980,000	22,177,800	24,617,358	27,325,267	30,331,047	33,667,462	176,098,934
SUB TOTAL III		292,600,000	324,786,000	360,512,460	400,168,831	444,187,402	493,048,016	547,283,298	2,862,586,007
IV. YOUTH HEALTH AND WELLBEING									
Goal #4: Mobilize Youth for positive behaviour and mind-set change towards physical, reproductive and psychosocial health and wellbeing									
Objective 4.1: To provide youth friendly services to	a) Advocate for the establishment of youth friendly corners at health	2,100,000	2,331,000	2,587,410	2,872,025	3,187,948	3,538,622	3,927,871	20,544,876

STRATEGIC AREA/GOAL/OBJECTIVES	ACTIVITIES	ANNUAL BUDGET IN RWF							TOTAL
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	
enhance their good health	facilities and community centres								
	b) Raise awareness about HIV/AIDS and STIs Diseases, Malaria and Other Parasitic Diseases, Maternal, Child and Community Health, Mental Health, Non Communicable Diseases, Tuberculosis and Other Respiratory Diseases prevention, care and treatment	5,400,000	5,994,000	6,653,340	7,385,207	8,197,580	9,099,314	10,100,239	52,829,680
	c) Advocate for teaching of sexual and reproductive health in schools and communities	6,700,000	7,437,000	8,255,070	9,163,128	10,171,072	11,289,890	12,531,777	65,547,937
	d) Establish/strengthen youth friendly corners at health facilities or community centres to sensitise about sexual and reproductive health and rights, incurable diseases, STIs/HIV prevention, care and treatment of the youth.	19,900,000	22,089,000	24,518,790	27,215,857	30,209,601	33,532,657	37,221,250	194,687,155
	e) Carry out awareness campaigns using youth community discussions at grass root level to promote	16,450,000	18,259,500	20,268,045	22,497,530	24,972,258	27,719,207	30,768,319	160,934,859

STRATEGIC AREA/GOAL/OBJECTIVES	ACTIVITIES	ANNUAL BUDGET IN RWF							TOTAL
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	
	positive cultural and faith based practices.								
	f) Provide youth with life skills training to reduce risky sexual behaviours.	17,470,000	19,391,700	21,524,787	23,892,514	26,520,690	29,437,966	32,676,142	170,913,799
Objective 4.2. To promote implementation of the drug control policy and support the reintegration of drug abusers into the families and communities	a) Sensitise youth and the entire community on matters related to drug abuse	11,000,000	12,210,000	13,553,100	15,043,941	16,698,775	18,535,640	20,574,560	107,616,015
	b) Advocate and promote psychosocial and treatment services to youth victims of drug abuse	22,300,000	24,753,000	27,475,830	30,498,171	33,852,970	37,576,797	41,710,245	218,167,013
	c) Trace and reintegrate reformed drug abusers/victims into society	18,700,000	20,757,000	23,040,270	25,574,700	28,387,917	31,510,588	34,976,752	182,947,226
	d) Develop and operationalise a functional referral system of drug management	17,900,000	19,869,000	22,054,590	24,480,595	27,173,460	30,162,541	33,480,420	175,120,607
	e) Set up drug abuse rehabilitation centres	45,000,000	49,950,000	55,444,500	61,543,395	68,313,168	75,827,617	84,168,655	440,247,335
	f) Counselling and prevention of drug abuse and delinquency among Male and female youth	11,000,000	12,210,000	13,553,100	15,043,941	16,698,775	18,535,640	20,574,560	107,616,015
	g) Sensitise youth community on the dangers of drug abuse and substance abuse	8,500,000	9,435,000	10,472,850	11,624,864	12,903,598	14,322,994	15,898,524	83,157,830

STRATEGIC AREA/GOAL/OBJECTIVES	ACTIVITIES	ANNUAL BUDGET IN RWF							TOTAL
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	
	h) Provide counselling and treatment services to youth victims drug abuse and substance abuse	31,000,000	34,410,000	38,195,100	42,396,561	47,060,183	52,236,803	57,982,851	303,281,498
	i) Identify, trace and treat Victims of drug abuse and reintegrate them into community	16,000,000	17,760,000	19,713,600	21,882,096	24,289,127	26,960,930	29,926,633	156,532,386
Objective 4.3: To promote protection of youth from all forms of violence	a) Design appropriate capacity building interventions for youth workers against all forms of violence	9,500,000	10,545,000	11,704,950	12,992,495	14,421,669	16,008,052	17,768,938	92,941,104
	b) Conduct sensitisation to communities on how to protect the youth from sexual and gender based violence	6,800,000	7,548,000	8,378,280	9,299,891	10,322,879	11,458,395	12,718,819	66,526,264
	c) Advocate for effective enforcement of appropriate legal actions on perpetrators of sexual and gender based violence against the youth	10,300,000	11,433,000	12,690,630	14,086,599	15,636,125	17,356,099	19,265,270	100,767,723
	d) Provide psychosocial support to youth victims of violence and sexual abuse	12,120,000	13,453,200	14,933,052	16,575,688	18,399,013	20,422,905	22,669,424	118,573,282
	e) Promote gender equality and fight GBV among male and female youth	9,250,000	10,267,500	11,396,925	12,650,587	14,042,151	15,586,788	17,301,335	90,495,286

STRATEGIC AREA/GOAL/OBJECTIVES	ACTIVITIES	ANNUAL BUDGET IN RWF							TOTAL
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	
Objective 4.4. To support Sports, recreation and leisure activities amongst the youth	a) Create awareness about the role of sports development at all levels	9,870,000	10,955,700	12,160,827	13,498,518	14,983,355	16,631,524	18,460,992	96,560,916
	b) Establish talent identification schemes	9,876,000	10,962,360	12,168,220	13,506,724	14,992,463	16,641,634	18,472,214	96,619,615
	c) Provide equipment for sport and recreational activities	9,000,000	9,990,000	11,088,900	12,308,679	13,662,634	15,165,523	16,833,731	88,049,467
	d) Train community trainers and coaches of different sports disciplines	12,000,000	13,320,000	14,785,200	16,411,572	18,216,845	20,220,698	22,444,975	117,399,289
	e) Promote establishment of sports clubs and academies	11,000,000	12,210,000	13,553,100	15,043,941	16,698,775	18,535,640	20,574,560	107,616,015
SUB TOTAL IV		349,136,000	387,540,960	430,170,466	477,489,217	530,013,031	588,314,464	653,029,055	3,415,693,192
V. YOUTH AND CULTURE									
Goal #5: Ensure the promotion of culture, arts and sports in raising awareness on the economic value within the fraternity									
Objective 5.1: To promote community support to enhance positive cultural practices in society	a) Conduct assessment on the current best cultural practices in youth programming and implementation.	15,700,000	17,427,000	19,343,970	21,471,807	23,833,705	26,455,413	29,365,508	153,597,404
	b) Develop adapted cultural practices, assess their impact on development and disseminate them to all practitioners in youth work.	16,600,000	18,426,000	20,452,860	22,702,675	25,199,969	27,971,965	31,048,882	162,402,350

STRATEGIC AREA/GOAL/OBJECTIVES	ACTIVITIES	ANNUAL BUDGET IN RWF							TOTAL
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	
	c) Create awareness among youth, church and community leaders on the need for promoting positive cultural practices.	17,400,000	19,314,000	21,438,540	23,796,779	26,414,425	29,320,012	32,545,213	170,228,970
	d) Promote dialogue between youth, religious, cultural and social groups	15,400,000	17,094,000	18,974,340	21,061,517	23,378,284	25,949,896	28,804,384	150,662,421
	e) Support youth to participate in decision-making positions in cultural and religious institutions.	15,500,000	17,205,000	19,097,550	21,198,281	23,530,091	26,118,401	28,991,426	151,640,749
	f) Orient youth, cultural practitioners, religious leaders and cultural institutions on youth sensitive cultural/religious concepts.	16,100,000	17,871,000	19,836,810	22,018,859	24,440,934	27,129,436	30,113,674	157,510,713
Objective 5.2. To promote Youth artistic and cultural expressions, for utilisation of talents for socio-economic development	a) Identify available cultural and creative industries and cultural infrastructure to encourage participation of youth in the sector.	14,700,000	16,317,000	18,111,870	20,104,176	22,315,635	24,770,355	27,495,094	143,814,130
	b) Organised theatres and competition to identify and promote youth talents in different institutions.	19,100,000	21,201,000	23,533,110	26,121,752	28,995,145	32,184,611	35,724,918	186,860,536
	c) Promote the use of Kinyarwanda among the young to strengthen national unity.	14,500,000	16,095,000	17,865,450	19,830,650	22,012,021	24,433,343	27,121,011	141,857,475

STRATEGIC AREA/GOAL/OBJECTIVES	ACTIVITIES	ANNUAL BUDGET IN RWF							TOTAL
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	
	d) Support youth to focus on cultural activities and national days/activities that promote positive cultural practices	16,000,000	17,760,000	19,713,600	21,882,096	24,289,127	26,960,930	29,926,633	156,532,386
	e) Carry out capacity building for actors to design and implement creative industries.	17,350,000	19,258,500	21,376,935	23,728,398	26,338,522	29,235,759	32,451,692	169,739,806
	f) Promote participation of youth in creative industries (performing arts, painting, music, dance, and drama).	18,650,000	20,701,500	22,978,665	25,506,318	28,312,013	31,426,335	34,883,231	182,458,062
Objective 5.3. To support Sports, recreation and leisure activities amongst the youth	a) Create awareness about the role of sports development at all levels	9,870,000	10,955,700	12,160,827	13,498,518	14,983,355	16,631,524	18,460,992	96,560,916
	b) Establish talent identification schemes	9,876,000	10,962,360	12,168,220	13,506,724	14,992,463	16,641,634	18,472,214	96,619,615
	c) Provide equipment for sport and recreational activities	9,000,000	9,990,000	11,088,900	12,308,679	13,662,634	15,165,523	16,833,731	88,049,467
	d) Train community trainers and coaches of different sports disciplines	12,000,000	13,320,000	14,785,200	16,411,572	18,216,845	20,220,698	22,444,975	117,399,289
	e) Promote establishment of sports clubs and academies	11,000,000	12,210,000	13,553,100	15,043,941	16,698,775	18,535,640	20,574,560	107,616,015
SUB TOTAL V		248,746,000	276,108,060	306,479,947	340,192,741	377,613,942	419,151,476	465,258,138	2,433,550,304

STRATEGIC AREA/GOAL/OBJE CTIVES	ACTIVITIES	ANNUAL BUDGET IN RWF							TOTAL
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	
VI. YOUTH AND INFORMATION & COMMUNICATION TECHNOLOGY (ICT)									
Goal #6: Encourage Youth to be innovative and creative especially through the use of ICT									
Objective 6.1: To enhance competences of the youth for utilization of ICT for development	a) Seek for the provision of ICT services to increase youth access to services.	5,500,000	6,105,000	6,776,550	7,521,971	8,349,387	9,267,820	10,287,280	53,808,008
	b) Train youth workers in ICT as trainers to enable them support the youth in the utilization of ICT for development.	15,000,000	16,650,000	18,481,500	20,514,465	22,771,056	25,275,872	28,056,218	146,749,112
	c) Enhance Youth Empowerment in Technology by providing digital literacy training for youth	16,500,000	18,315,000	20,329,650	22,565,912	25,048,162	27,803,460	30,861,840	161,424,023
	d) Provide equipped ICT physical and time space in youth centres or alternative host to facilitate access to ICT services.	49,000,000	54,390,000	60,372,900	67,013,919	74,385,450	82,567,850	91,650,313	479,380,432
Objective 6.2. Promote awareness and utilisation of information, communication and technology among the youth	a) Support youth with ICT skills to enhance learning and full utilization of ICT for development	22,000,000	24,420,000	27,106,200	30,087,882	33,397,549	37,071,279	41,149,120	215,232,031
	b) Provide guidelines for responsible use of ICT	7,800,000	8,658,000	9,610,380	10,667,522	11,840,949	13,143,454	14,589,234	76,309,538
	c) Support community based ICT hubs to enhance ICT learning and utilization	6,300,000	6,993,000	7,762,230	8,616,075	9,563,844	10,615,866	11,783,612	61,634,627

STRATEGIC AREA/GOAL/OBJECTIVES	ACTIVITIES	ANNUAL BUDGET IN RWF							TOTAL
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	
	d) Facilitate youth access and use of ICT, communication and networking	6,200,000	6,882,000	7,639,020	8,479,312	9,412,037	10,447,361	11,596,570	60,656,300
Objective 6.3: Create youth career paths through ICT skills development	a) Stimulate youth into ICT entrepreneurship, competitiveness, investments and innovation	11,000,000	12,210,000	13,553,100	15,043,941	16,698,775	18,535,640	20,574,560	107,616,015
	b) Promote export of ICT products and services	23,000,000	25,530,000	28,338,300	31,455,513	34,915,619	38,756,338	43,019,535	225,015,305
SUB TOTAL VI		162,300,000	180,153,000	199,969,830	221,966,511	246,382,828	273,484,939	303,568,282	1,587,825,389
VII. YOUTH AND ENVIRONMENT									
Goal #7: Enable youth in enhancing optimal utilization of natural resources for sustainable development.									
Objective 7.1: To enhance optimal utilization of natural resources for sustainable development	a) Support dissemination of information materials on environmental issues.	15,900,000	17,649,000	19,590,390	21,745,333	24,137,320	26,792,425	29,739,591	155,554,058
	b) Sensitise the communities and the youth in particular on the woes of environmental degradation.	17,700,000	19,647,000	21,808,170	24,207,069	26,869,846	29,825,529	33,106,338	173,163,952
	c) Support use of multi-media as a tool for wide spread dissemination of environmental issues.	19,500,000	21,645,000	24,025,950	26,668,805	29,602,373	32,858,634	36,473,084	190,773,845
	d) Encourage and support youth to embrace environmentally friendly	14,800,000	16,428,000	18,235,080	20,240,939	22,467,442	24,938,861	27,682,135	144,792,457

STRATEGIC AREA/GOAL/OBJECTIVES	ACTIVITIES	ANNUAL BUDGET IN RWF							TOTAL
		YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	
	technologies and invest in green business.								
	e) Make easily accessible appropriate environmental technologies to the youth and will be	18,600,000	20,646,000	22,917,060	25,437,937	28,236,110	31,342,082	34,789,711	181,968,899
	f) Provided technical support to youth to effectively manage green enterprises.	6,800,000	7,548,000	8,378,280	9,299,891	10,322,879	11,458,395	12,718,819	66,526,264
	g) Support environmental entrepreneurship, especially agro-forestry	12,350,000	13,708,500	15,216,435	16,890,243	18,748,170	20,810,468	23,099,620	120,823,435
	h) Make the youth aware of the fact that any business venturing into the ecology is by far economically profitable as well.	14,500,000	16,095,000	17,865,450	19,830,650	22,012,021	24,433,343	27,121,011	141,857,475
SUB TOTAL VII		120,150,000	133,366,500	148,036,815	164,320,865	182,396,160	202,459,737	224,730,308	1,175,460,385
GRAND TOTAL		1,682,792,000	1,867,899,120	2,073,368,023	2,301,438,506	2,554,596,741	2,835,602,383	3,147,518,645	16,463,215,418

Source: DONA Consult Ltd, 2022

5.3. Resources Requirements and Mobilization

Caritas Rwanda, CEPJ and partners will develop an aggressive resources mobilisation strategy to raise the required resources to finance the strategic plan. One route to resources mobilisation is through Catholic church potential partner CRS, and other will be to build a partnership with different stakeholders non-profit/ non-governmental institutions implementing programs related to youth listed in the Annex 1, and public institutions (Government agencies, the National Youth Council , the Ministry of youth, the district ...) , private the Private entities (Private Sector Federation, Banks and Microfinances Institutions...). Caritas Rwanda Youth program, CEPJ and implementing partners will be advocating and mobilising youth, to define activities that already part of and for which the costs can be absorbed in their programs.

Different development partners are also operating in the same sectors as some areas of the activities in the Caritas Rwanda Youth program Strategic Plan and could supplement resources for joint actions. CRS have so far been working with the Caritas Rwanda. More partners are likely to have interest in the actions in this strategic plan. All these need to be approached and interested in supporting the youth empowerment activities. Resource mobilization is synonymous with partnership formation, and Caritas Rwanda will need to strengthen and form new partnerships in this regard. Building a synergy in youth programming composed of Caritas Rwanda, CRS Rwanda, and Caritas Diocesans, as well as other relevant stakeholders, is one of the actions that will be taken in this regard; to approach donors as one voice.

Table 5: List of potential stakeholders for the implementation of the strategic plan

ORGANISATION	PRIORITIES	FUNDED ACTIVITIES IN RWANDA
Agence Française de Développement AFD	• Agriculture • Local Authorities • Water and Sanitation • Environment • Education • Health • Capacity building • Business and Finance • Infrastructure and Energy	Education, Agriculture
Agency for Cooperation and Research in Development ACORD	ACORD works on the ground in 17 African countries, working with communities on livelihood and food sovereignty, HIV&AIDS, peace building and women's rights. We also do related campaign and advocacy work at the Pan-African and global levels aimed at enhancing the achievement of ACORD's humanitarian objectives.	soil erosion, land rights, HIV and AIDS, gender or conflict
American Jewish World Services	• Slum and Urban Development. • Sustainable Agriculture, Biodiversity, and Food Security; • Economic Opportunities; and • Land and Resource Rights;	Peace building and HIV prevention
AusAID	• Saving lives • Promoting opportunities for all • Sustainable economic development • Effective governance • Humanitarian and disaster response	• Sexual and Reproductive health • Agriculture and food security
Belgium Technical Cooperation (BTC)	Primary health care, education & training, agriculture & food security, basic infrastructure, good governance. Equal rights for women and men, care for the environment, social economy, the fight against AIDS, children's rights	• Education • Agriculture & Rural Development • Health care • Water & Sanitation • Governance

Big Lottery Fund	Improved primary education for the most disadvantaged girls and boys Improved health for the most disadvantaged people Improved access to and use of natural resources to benefit the most disadvantaged people Improved ability for the most disadvantaged people to exercise their human rights Improved livelihoods for the most disadvantaged people by enabling communities in need, both rural and urban, to reduce poverty in a sustainable way.	Rehabilitation Construction of houses, schools Provision of clean water
Bill & Melinda Gates Foundation	• Agricultural Development • Family Planning • Financial Services for the Poor • HIV • Malaria • Polio • Vaccine Delivery	• HIV/AIDS • Water, Hygiene and Sanitation • Family Health: • Nutrition
Canadian International Development Agency (CIDA)	◦Increasing food security ◦Securing the future of children and youth ◦Stimulating sustainable economic growth	• Education • Water and Sanitation • Gender equality and governance • Food security • Maternal and Child Health
Catholic Agency for Overseas Development (CAFOD)	The main themes covered by CAFOD include climate change, communications, conflict and peace, corporate social responsibility, debt of the poor countries, education, emergency/disaster, faming and food, gender, globalization, health, HIV/AIDS, human rights, land and housing, mining, refuges and migration, trade and work.	
Catholic Relief Service (CRS)	Agriculture and food security, health and nutrition, economic strengthening and peacebuilding.	
Christian Aid	• Climate change • Conflict resolution • Health • Rights and justice • Trade	Christian Aid's programme in Rwanda was started to address the needs of the country in the immediate aftermath of the genocide, providing support for people trying to rebuild their lives, without homes, families and

		livelihoods; and giving help to those who'd contracted HIV, often as a result of rape.
Comic Relief	• Trade • HIV and AIDS • Conflict • Street and Working Children and Young People • People living in urban slums • Women and girls	• Women and Youth empowerment • Education • Agriculture • Human rights
Danish International Development Agency (DANIDA)	• Human rights & democracy • Green growth • Social progress • Stability & protection	Education
DFID	• Education • Health • Economic growth and private sector • Governance and conflict • Climate and Environment • Water and Sanitation	• Education • Gender • Health • Governance and security • Wealth creation • Poverty and Vulnerability
EU	• From economic to political union • Mobility, growth, stability and a single currency • Human rights and equality • Transparent and democratic institutions	Education, health and water
Family Health International (FHI)	• Health • Education • Nutrition • Environment • Economic development • Civil society • Gender equality • Youth • Research • Technology	• Health • Education • Economic Development • Gender Equality

Finland Ministry of Foreign Affairs (MoFA)	• A democracy and accountable society that promotes human rights • An inclusive green economy that promotes employment • Sustainable management of natural resources and protection of the environment • Human development	• Training programme of Humanitarian Aid • Peace building and conflict prevention • Support to Vulnerable children
Ford Foundation	• Strengthen democratic values • Reduce poverty and injustice • Promote international cooperation • Advance human achievement	Youth Sexuality, Reproductive Health, HIV/AIDS and Rights
GIZ - formerly The German Technical Cooperation (GTC) (including GTZ and DED)	• Health • Legal affairs • Public finance • Communications • Organisational development • Education and training	• Primary Health Care and Combating HIV/AIDS
Global Fund	• Health	• HIV • Tuberculosis • Malaria
Guernsey Overseas Aid	Education, Water and Sanitation, Agriculture, Healthcare	
Italian Development Cooperation Programme	• Reduction of poverty • HIV/AIDS, TB, Malaria • Food security	http://www.kampala.cooperazione.esteri.it/utlkampala/EN/Iniziativa/Paese.asp?id=83
Japanese International Cooperation Agency (JICA)	• Addressing the global agenda • Reducing poverty through equitable growth • Improving governance • Achieving human security	• economic infrastructure • promotion of value added agriculture • water and sanitation • human resource development - Education
Netherlands MoFA	water, food security, security and the legal order, and sexual and reproductive health and rights (SRHR, with fighting HIV/AIDS as a major component).	
Norwegian Agency for Development (NORAD)	• Climate Change and the Environment • Energy • Macroeconomics and public administration • Global health • Education and research	

	• Democracy and Good Governance	
Pontifical Mission Society (Oeuvres Pontificales Missionnaires)	- Propagation of the faith - Missionary childhood - Saint peter the apostle - Missionary union - Support to the universal church	
PSI	Making markets work for the poor Measuring impact Speed, efficiency, and outcomes over process Decentralization and empowerment Long-term commitment to the people we serve	Child Survival, HIV, Malaria, Reproductive Health
Spanish Agency for International Development Cooperation	• Food security • Vocational training and employment • Good governance and institution building • Public health and the fight against malaria • Gender issues	Rwanda is not a priority country
Swedish International Development Agency (SIDA)	• Poverty-focused economic development • Environment and climate • Democracy, equality and human rights	• Democracy and human rights • Economic development • Natural resources • Research and Universities

The David & Lucile Packard Foundation	• Expand access to quality family planning and reproductive health services for young people, • Empower women and girls to increase their ability to make informed family planning and reproductive health decisions, including selective efforts that improve educational attainment for vulnerable girls with the goal of delaying early marriage, and • Mobilize policies, resources, and political will to advance and protect family planning and reproductive health and rights within the region.	Reproductive and Sexual Health
The Open Society Foundation	• Economic Justice • Education • Gender & Women's Rights • HIV/AIDS • Human Rights & Democracy Building • Indigenous Rights • Law • Media & ICTs • Language rights • LGBTI Special Initiative • Lusophone	• Education • Sexual and Reproductive Health/ HIV/AIDS
The Western Union Foundation	• Basic resources • Access to technology • Infrastructure • Economic development • Community centers	Providing a safe and secure home, access to healthcare, education

UNAIDS	• Sexual transmission of HIV reduced by half, including among young people, men who have sex with men and transmission in the context of sex work • Vertical transmission of HIV eliminated, and AIDS-related maternal mortality reduced by half • All new HIV infections prevented among people who use drugs • Universal access to antiretroviral therapy for people living with HIV who are eligible for treatment • TB deaths among people living with HIV reduced by half • People living with HIV and households affected by HIV are addressed in all national social protection strategies and have access to essential care and support • Countries with punitive laws and practices around HIV transmission, sex work, drug use or homosexuality that block effective responses reduced by half • HIV-related restrictions on entry, stay and residence eliminated in half of the countries that have such restrictions • HIV-specific needs of women and girls are addressed in at least half of all national HIV responses • Zero tolerance for gender-based violence	• Education HIV/AIDS
UNDP	• Poverty Reduction • Democratic Governance • Crisis Prevention & Recovery • Environment & Energy • HIV /AIDS • Women's Empowerment • Capacity Development	Poverty Reduction Democratic Governance Environment & Energy

UNFPA	• Sexual and reproductive health • Population and development • Gender equality • HIV and AIDS • Reproductive health commodity security • Adolescents and youth • Humanitarian emergencies	• Evidenced Based Policy Making • Gender Equality • Prevention of HIV • Effective Health System • Education • Production and Income
UNICEF	• Child survival & development • Basic education & gender equality • Children & HIV/AIDS • Child protection • Policy advocacy & partnership	• Child survival • Education • Child Protection • HIV and AIDS • Early childhood development
USAID	• Agriculture and Food Security • Democracy, Human Rights and Governance • Economic Growth and Trade • Education • Environment and Global Climate Change • Gender Equality and Women's Empowerment • Global Health • Science, Technology and Innovation • Water and Sanitation • Working in Crises and Conflict	Agriculture and Food Security Democracy, Human Rights, and Governance Economic Growth and Trade Education Global Health Water Working in Crisis and Conflict
WHO	• Promoting development • Fostering health security • Strengthening health systems • Harnessing research, information and evidence • Enhancing partnerships • Improving performance	• AIDS, Tuberculosis & Malaria • Health Systems Programme • Technical Support Programme
World Bank	In middle income countries • Clean energy • Trade integration • Environmental protection • International financial stability • The fight against infectious diseases	HIV/AIDS, Education, Food security, Water and Sanitation, Strengthening of Family Health Services

Source: DONA Consult, 2022

5.4. Monitoring and evaluation

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

A monitoring and evaluation plan will be developed separately to complement the strategic plan. Monitoring, follow-up and control systems will include progress reports, review meetings and workshops, etc.

Caritas Rwanda Youth program and CEPJ will have to carry out researches and surveys, where no other data exist, to determine the impact of various activities. Data will be analysed and results disseminated. The plan will also be monitored through reports from the various stakeholders.

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

The Monitoring and Evaluation Framework is a key element of any strategic plan. The aim of this M&E is to ensure rational management of resources and that the expected results are achieved and have an impact on the specific and comprehensive objectives of Caritas Rwanda Youth program and CEPJ.

The process of monitoring and evaluating the strategic plan is designed to ensure that activities are properly implemented and that the intended results are achieved.

The submission of quarterly, semi-annual and annual reports will ensure regular monitoring and review of progress in implementing the 2023-2030 Strategic Plan.

The annual operational plans refer to the strategic plan and will provide more details on the results and activities to be achieved each year. They also provide an opportunity to specify and, if necessary, modify and update the elements of this plan. Caritas Rwanda's annual reports provide information on the progress of the strategic plan.

In the forth year of this strategic plan, a mid-term evaluation will be conducted. The organization of this evaluation will be determined by Caritas Rwanda's management.

VI. GENERAL CONCLUSION

Caritas Rwanda, CEPJ and partners will have to implement the 2023-2030 strategic plan by pursuing the line set by the strategic objectives identified and the expected results. At the beginning of each year, an annual roadmap will be developed for priority activities and its implementation will be assessed at the end of the period.

The 7 years Strategic Plan (2023-2030) will serve as a reference document for future interventions to improve the living conditions of youth.

The plan was developed using a participatory planning approach by Consult team of consultants and reviewed and approved by Caritas Rwanda Youth program and CEPJ representatives and partners, giving it a long-term vision that partners could support each according to its intervention.

Results-based planning has been observed and the strategic plan clearly defines strategic activities and generally outlines operational activities that will contribute to the development of detailed annual operational plans.

Caritas Rwanda Youth program and CEPJ activities will have an impact in fulfilling the national youth policy framework to the issue of economic empowerment, health and wellbeing, Information, Communication and Technology as well as pastoral and civic engagement.

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Caritas Rwanda	Commission Episcopale pour la
KN 16 Ave 30	Pastorale de la Jeunesse (CEPJ)
Nyarugenge/ Kigali City/ Rwanda	Muhanga / Southern Province/Rwanda
PO Box 124 Kigali	PO Box 15 Muhanga
Telephone: (+250) 544295	Telephone: (+250) 78846445/788859612
E-mail: info@caritasrwanda.org	E-mail: ccepj@yahoo.fr
Web site: www.caritasrwanda.org	Web site: www.urubyiruko.net