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Ministrial order 65/08 of 12 April 1963 (J.O. n° 9 of 1 May 1963).

Reformed by Ministerial Order n° 09/11 of 10/02/2005

(J.O. n° 7 of 01/04/2005 and 06/02/2013).

STRATEGY PLAN 2030:

“TOGETHER FOR RESILIENT, CAPABLE AND PROSPEROUS YOUTH”



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ACRONYMS AND ABBREVIATIONS

ARTC	: Association Rwandaise des Travailleurs Chrétiens
CEFOTRAR	: Centre de Formation des Travailleurs Rwandais
CCOAIB	: Conseil de Concertation des Organisations d'Appui aux Initiatives de Base
CIJOC	: Coordination internationale des jeunes travailleurs chrétiens
EDC	: Education Development Center
FHI	: Family Health International
FMP	: Fédération des Mouvements Populaires
PSF	: Private Sector Fedelation
GGCRS	: Green Growth and Climate Resilience Strategies
GIZ	: Gesellschaft für Internationale Zusammenarbeit/ German Agency for International Cooperation
IREX	: International Research & Exchanges Board
JEC	: Jeunesse Etudiante Chrétienne
JOC	: Jeunesse Ouvrière Chrétienne
JOCF	: Jeunesse Ouvrière Chrétienne Féminine
MCC	: Millenium Challenge Corporation
MINECOFIN	: Ministry Of Finance And Economic Planning
MINIYOUTH	: Ministry of Youth and Arts

MoE	: Ministry of Environment
MTCR	: Mouvement des Travailleurs Chrétiens au Rwanda
NDC	:National Determined Contribution
NST2	: 2 nd National Strategies for Transformation
PNUD	: Programme des Nations Unies pour le Développement
RCCDN	: Rwanda Climate Change Development Network
RGB	: Rwanda Governance Board
SDGs	: Sustainable Development Goals
SWOT	: Strenght, Weakness, Opportunity and Threats
TVET	: Technical and vocational education and training
UN	: United Nations
UNDP	: United Nations Development Programme
USAID	: United States Agency for International Development

EXECUTIVE SUMMARY

1. INTRODUCTION

Marked by cumulative and interconnected crises (COVID 19 pandemic, security crisis, inflation, climate change, etc.), the entire world is currently going through a decisive turning point in history. What is the place and role of young people in the midst of these tumultuous times and transitional processes?

Enlightened by its original method: SEE-JUDGE-ACT, JOC RWANDA does not remain insensitive, nor passive in relation to these crises, and major globalized and localized changes which affect young people. More than ever, she is called to act to free young people from all situations which contradict and offend their dignity and their destiny as sons and daughters of God.

JOC RWANDA affirms its desire and commitment to fully assume its role of educating and empowering young people so that they overcome their vulnerability, increase their individual and collective capacities in order to live in dignity. Thus, in order to better organize the response of young people for their resilience and the strengthening of their action, the JOC RWANDA considered it essential to carry out a systematic strategic planning exercise which articulates the short term with the long term. The result of this process is this 2030 Strategy: “Together for resilient, capable and prosperous youth”. It is aligned with its vision: “a society that guarantees quality and accessible education to all young people, allowing them to have a fair and dignified job and to enjoy well-being in all areas of life.”

This strategy is the synthesis of multiple work sessions and grassroots consultations held during the 4th quarter of 2022.



This document first outlines a brief presentation of the JOC RWANDA. The second section consists of an analysis of the situation of poverty and vulnerability experienced by young members of JOC RWANDA. Thirdly, strengths and weaknesses are identified as well as the threats inherent in the current dynamic context. The fourth section is central in that it condenses the pillars, objectives and main actions of the 2030 strategy of JOC RWANDA. Finally, the 5th and sixth section illustrates the approach to its implementation.

“Together for resilient, capable and prosperous youth.” Good reading.

1.1 BACKGROUND AND CONTEXT

The JOC is an apostolic movement in the Catholic Church founded by Cardinal Joseph CARDIJN in Belgium in 1925 with a double mission:

- Make young workers act in favor of the liberation of what prevents them from living with dignity,
- Being witnesses to the presence of God and the project of Jesus Christ within the world of work.

The JOC is a movement for which young people are themselves responsible: “among themselves, by them, for them”. It is a movement of young people, girls and boys, workers, employees, student-workers, unemployed and in precarious jobs, workers in the informal sector.

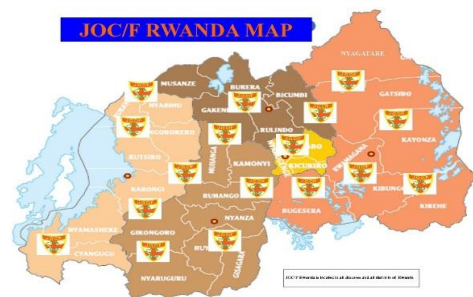
The JOC has existed in Rwanda since 1958. Upon its arrival in Rwanda, the JOC RWANDA brought together all categories of young people and adults: workers, students, apprentices and the unemployed too. It has enjoyed its legal personality since 1963.

During its establishment in Rwanda, JOC RWANDA was interested in out-of-school youth, especially those who left the countryside and wandered into the capital in search of well-being. She began by bringing them together and giving them technical and professional training so that they could find work and secure a social situation in the urban environment. Subsequently, the JOC will also work to develop productive activities in rural teams in order to contribute to the fight against the prevailing rural exodus.

Around 1978, the JOC gave birth to the Student Movement, JEC, as was the case in several countries where the JOC was established. In the same year of 1978, the JOC had a good number of adults. They founded their ARTC Movement, and then in 1999, the MTCR was born to promote the education they had received from the JOC outside the circle of young people.

PRESENCE IN RWANDA AND NUMBER OF MEMBERS

Currently the JOC RWANDA bring together 6053 members including 2709 girls and 3344 boys; grouped into 359 active base teams and 107 sections in every corner of the country in all Districts .



NUMBER OF MEMBERS OF THE JOC RWANDA in 2023

DIOCESE	SECTION	TEAM	BOYS	GIRLS	TOTAL
BUTARE	10	23	88	98	186
ZONE BYUMBA	7	18	121	175	296
CYANGUGU	6	7	38	60	98
GIKONGORO	7	11	94	123	217
ZONE GISENYI	6	11	83	66	149
KABGAYI	16	44	352	343	695
KIBUNGO	8	11	79	100	179
ZONE KIBUYE	5	10	103	101	204
KIGALI	25	190	2081	1405	3486
RUHengeri	8	16	127	71	198
ZONE UMUTARA	9	18	178	167	345
TOTAL	107	359	3344	2709	6053

1.2 METHODOLOGY

During the designing this strategic plan JOC Rwanda conducted a research through survey for beneficiaries and members to know exact the challenges that community has, from the challenges identified we find that we can group them in 6 pillars . A training for strategic plan and project was provided by the Ministry of Environment who guided us for well allignement with the National polices and programs of Rwanda until the final eraborated strategic plan .

1.3 APPROACH USED BY JOC RWANDA

The method of “Review of Life”

The Review of Life begins in the context of a small group meeting as a method of shared reflection and extends into everyday life as a means of encouraging action. It consists in seeking a clearer understanding of life situations and of considering the implications of faith. It involves decision on the right thing to do and review of action taken.

The Method has three approaches/steps TO SEE – TO JUDGE – TO ACT.

TO SEE

The first step in JOCF method is a close attention to the life of the young person, a clear, specific look at the actual concrete events experienced day to day by a young person. These events make up the situations in which they live and which characterize their lives.

In this stage we share, as young people, actual experiences which are specific, factual, recent and personal to us and to our companions or fellow workers. This stage in which we are open to the reality of life is rooted in the belief that the life of every young person has value and that God, through His Spirit is at work in their life. We help one another to explore the details and meaning of these events to gain a greater understanding.

We also examine the causes, distant and immediate, of what has happened. We note and try to understand the effects on themselves and on others.

This step keeps JOCF rooted in the real lives of young people today, because the starting point of JOCF is young people themselves. The current experiences, concerns, struggles and expectations of young people will always be our primary focus of attention.

TO JUDGE

In this second step we compare what is being done and what has happened to what should be done and what should have happened. We discuss the rights and wrongs relevant to the experiences we have exchanged in the first step. It is a time for sharing and recognizing our beliefs and convictions. We open the scriptures and try to establish a point of meeting between the Word of God (especially in the Gospel narratives) and our own experiences in order to discover how the teaching and example of Jesus inspires, guides and challenges us today.

This step gives JOCF a source of light and inspiration, of truth and strength. It enables us to give meaning to our experiences and purpose to our actions, helping us to evaluate our way of life, the situations around us and the changes that are needed. It is a means through which our awareness of who we are is molded and challenged. It is an opportunity to recognize and accept the presence and action of God in our lives and in that of our friends. It is a moment that links us to the witness of the first believers, prompts us to express our own word of faith and leads us to prayer and celebration. This step enables us to discover the Good News of Christ and to deepen it.

TO ACT

In this third step we discuss and decide upon definite actions that we could take either individually or together as a result of our See and Judge. We look for ways we can commit ourselves to the struggle to live with dignity in the light of the Gospel and to enable and encourage other young people to do the same. We search together to find ways of overcoming the difficulties that face us and of answering the questions that have arisen. We help one another to understand why we are taking action and how effective a sign it is of God's love.

This step gives JOCF a powerful means of training: action. It means JOCF group is more than a discussion group, a think tank or a gospel reflection group. The group does discuss, think and reflect on the Gospel but it also acts and in acting young people learn and develop their potential. Each action however small and seemingly insignificant is the seed of future understanding and commitment.

Review of action

To complete the action stage we review the action taken. We describe the actions we have taken and take note of what has been achieved what the difficulties were and what still needs to be done. We help one another to evaluate the purpose and effects of the

action taken. We encourage one another to persevere in adversity. We focus on the influence we are able to have on others. We try to see the signs of the Kingdom present in our actions and to recognize Jesus Christ alive today.

This completes the cycle of JOC method and can become the source of a further SEE. It is an opportunity for us to give true value to what has been attempted and achieved. It is a time for us to evaluate the personal transformations brought about through action, discover our abilities and realize that we have a real role to play in society. If action is not reviewed it will often lose its significance and its force as a point of growth. It is a way of building solidarity with others in the Movements.

This approach help us to know the reality and problem that young people are facing wich help us to conduct some projects.

1.3 INTERNATIONAL AND NATIONAL CONTEXT

Youth are a significant group in the world:

The number of youth between the ages of 15 and 24 is 1.2 billion, youth around the world constitute 16 percent of the global population, youth and children together , including all those of aged 24 years and younger , account for nearly 40 percent of the world's population.

Geographically speaking, the largest population of youth is concentrated in Asia and Pacific. Approximately 60 percent of youth live in Asia, 15 percent in Africa, 10 percent in America and Caribbean and the remaining 15 percent in developed countries and region.

Around 85 percent of the world's population of youth live in developing countries. Nealy half 45.9 percent live in low income countries, while another third 34.1 percent live in lower middle income countries. The remaining fifth 20 percent of youth live in upper middle and high income countries.

Approximately 238 million youth live in extreme poverty , that is they live on less than 1 dollar a day, 462 million youth survive on less than 2 dollars a day.

About 255 million young people live in 19 countries with the largest poverty gaps, 15 of those 19 countries are in sub-Saharan Africa. About 133 million youth in the world are illiterate.

YOUNG PEOPLE INSPIRED BY THE ENCYCLIC “LAUDATO SI”

One of the strategic axes of JOC RWANDA during this period 2023-2030 concerns environmental protection. Due to its Christian identity, the JOC RWANDA finds inspiration in the Encyclical “LAUDATO SI”.

JOC RWANDA responds to the exhortation of Pope Francis I to safeguard our common home through actions for sustainable and integral development.

The young members of the JOC are thus committed to confronting the dramatic consequences of environmental degradation. With this in mind, the action of JOC RWANDA will be specifically that of environmental education with a view to an ecological conversion of young people who will adopt new habits and lifestyles..

RELEVANCE TO SUSTAINABLE DEVELOPMENT GOALS

Today, there are 1.8 billion people aged 10 to 24, the largest generation of young people in history. Nearly 90% of them live in developing countries, where they represent a large part of the population. With young people making up the majority of the world's population, they are a major force for sustainable development and key agents of social change, economic growth, Climate change resilience and technological innovation.

Through this strategy, the 6,000 young members of JOC RWANDA join their efforts with youth around the world to contribute positively to the achievement of the sustainable development goals.



By reaffirming the value of responsibility and dignity of young people (“The worker is worth more than the gold of the world” that the JOC promotes, this 2030 strategy contributes to strengthening:

1. youth action to eradicate poverty (SDG1),
2. the fight against hunger (SDG2)
3. Good health and well-being of young people (SDG3)
4. Access to quality education (SDG 4)
5. Youth action for gender equality (SDG5)
6. access of young people to decent jobs (SDG 8)
7. innovation among young people (SDG 9)
8. youth climate action (SDG 7; 13)
9. action by young people for inclusive, just and peaceful societies (SDG 10, 16)
10. the partnership for sustainable development (SDG 17)

Link between JOC Rwanda and international context of youth :

JOC (Jeunesse Ouvriere Chretienne Rwanda) is aligned with international youth context because our daily work is together young people , help them analyse their problem and find themselves sustainable solution for auto-promotion. To solve the youth problem identified ,JOC Rwanda contribute in decent jobs creation, HIV protection , from informal to formal education of youth by providing technical skills which allow youth to create their own jobs. Accompaniment of capacity building in different domains by providing for youth different training.

So that they are not left behind, JOC RWANDA, through its projects and programs, strives to strengthen the skills of young people, particularly its members. Acquiring skills will allow them to be critical thinkers, leaders, change agents, innovators. These skills will enable them to sustainably overcome their vulnerable status, becoming a driving force to support development and contribute to peace and security. Hence the name of this JOC 2030 strategy: “Together for resilient, capable and prosperous.

AFRICAN UNION

Africa has the youngest population in the world with more than 400 million young people aged between the ages of 15 to 35 years. Such a youthful population calls for an increase of investment in economic and social development factors, in order to improve the development index of African nations.

The African Youth Charter protects young people from discrimination and ensures freedom of movement, speech, association, religion, ownership of property and other human rights, while committing to promoting youth participation throughout society.

The Youth Decade Plan of Action focuses on 5 key priority areas namely:

- Education and Skills Development
- Youth Employment and Entrepreneurship
- Governance, Peace and Security
- Youth Health and Sexual Reproductive Health Rights
- Agriculture, Climate Change and the Environment

The TVET Continental Strategy provides a comprehensive framework for the design and development of national policies and strategies to address the challenges of education and technical and vocational training to support economic development, creation of national wealth and contribute to poverty reduction through youth entrepreneurship, innovation and employment.

Agenda 2063: The Africa We Want.:

Agenda 2063 is the concrete manifestation of how the continent intends to achieve this vision within a 50 year period from 2013 to 2063. The Africa of the future was captured in a letter presented by the former Chairperson of the African Union Commission, Dr. Nkosazana Dlamini Zuma..

This agenda mentions Rwanda the areas where the progress is slow such as: To reduce unemployment rate, Increasing real GDP per capita, reducing number of new HIV infections and increasing the contribution of tourism to GDP. Rwanda was ranked 68% for transformed economy and job creation.

Climate Change :

Africa is highly vulnerable to the impacts of climate change, with rising temperatures changing rainfall patterns and extreme weather events affecting various regions, impacting ecosystems and livelihoods, increasing water scarcity and contributing to desertification. It can lead to reduced crop yields, threatening the livelihoods of many who depend on agriculture.

Adaptation strategies are crucial for building resilience in the agricultural sector. Climate change disrupts ecosystems, leading to biodiversity loss and threatening the sustainability of natural resources. Coastal areas are at particular risk due to sea level rise, affecting fisheries and coastal communities.

Hunger and malnutrition :

Africa is facing a food crisis of unprecedented proportions. Millions are expected to be at risk of worsening hunger in the near future due to conflicts, climate variability and extremes, economic slowdowns and downturns and the after effects of COVID-19 pandemic.

RELEVANCE TO RWANDA'S 2050 VISION

Rwanda's VISION 2050 enshrines the participation of young people in the sustainable development process in these terms:

“All youth, women, men and older people will contribute as actors of sustainable development, ensuring that no one is left behind to benefit from development.”

The actions of JOC RWANDA aimed at education and capacity building of young people will contribute to the first pillar of Rwanda's Vision 2050, namely: human development. As such, this JOC RWANDA strategy contributes to 2 specific priorities of this pillar. It is about universal access to high quality education and a transformed workforce for better productivity for the eradication of poverty.

Finally, this strategy will contribute to many other priorities of vision 2050 by strengthening the action of young Rwandans for the climate, energy transition sustainable agriculture and innovation.

NATIONAL DETERMINED CONTRIBUTION (NDC)

Rwanda's Nationally Determined Contribution serve as a blueprint for advancing targeted and measurable climate action in key sectors and serve to guide coordinated responses for both government agencies as well as international organizations, NGOs, civil society, and community-based organizations, To Achieving the targets Rwanda will contribute to the activities of adaptation and mitigation .

In Agriculture sector JOC Rwanda contribute to Develop climate resilient crops and promote climate resilient livestock and in Land and forestry sector Rwanda Development of Agroforestry and sustainable agriculture, expand crops and livestock insurance and Promote afforestation / reforestation of designated areas.

National Strategy for Transformation two (NST2) for Rwanda

NST2, the five-year strategy seeks to transform Rwanda into a prosperous, inclusive and resilient nation based on five key priorities: **creating decent and productive jobs, boosting exports, improving education quality, reducing stunting and malnutrition, and enhancing public service delivery.**

NST2 was created to achieve the following goals :

1. **Jobs for All:** Over the next five years, NST2 will create 1.25 million productive and decent jobs, focusing on opportunities for youth and women. This ambitious plan will provide 250,000 new jobs annually, empowering Rwandans to build a better future for themselves and their families.
2. **Intensifying the Fight Against Malnutrition:** NST2 will intensify efforts to combat malnutrition, aiming to halve stunting rates from 33% to 15%. Through a coordinated approach involving better nutrition, health services, and early childhood development, Rwanda will ensure that every child grows up strong and healthy, ready to contribute to the nation's future.
3. **Modernized Agriculture:** Rwanda's agriculture sector will achieve over 6% annual growth under NST2, becoming more market-oriented and sustainable. Productivity will increase by more than 50%, driven by an 85% expansion in irrigated land (from 71,000 ha to 131,000 ha), increased access to fertilizers and seeds, improved animal breeds, and a boost in domestic production of animal feeds. These efforts will ensure food security, create jobs, and support rural development.

2.JOC RWANDA STATUS, ARCHIEVEMENT AND CHALLENGES

2.1 OUR PROGRAMMES:

Since its arrival in Rwanda in 1958, the JOC has undertaken various educational, support and socio-economic supervision projects and activities for young people. These activities have had a significant impact on Rwandan working youth, earning it social credibility and national renown as a structure dedicated to the promotion of young people. Among the large-scale actions, we can cite for example the organization of workers in the city of Kigali crowned by the creation of the AGAKINJIRO CENTER with the support of the ILO in the 1980s, the construction of professional training schools in the city of Kigali called “Secondary School Saint Joseph the Worker - ESSJT” and JOC MUHONDO TVET.

2.1.1 EDUCATION :with the aim of contributing to national education, the JOC in collaboration with the JOCF created a secondary school in 2000 called "Ecole Secondaire St Joseph le Travailleur (ESSJT)" commonly called "Ecole Secondaire JOC".

2.1.2 VOCATIONAL TRAINING

The JOC provides Vocatioanl training lasting between 6 and 12 months in different fields/sectors: In the last 5 years strategic plan JOC trained 1248 youth and 80% of them have job.

Its various centers provide the following training:

- JOC KIGALI TVET:

- Training in automobile Repair and maintenance,
- Tailoring,
- Training in hairdressing and aesthetics.

- JOC MUHONDO TVET:

- Tailoring training
- Training in hairdressing & aesthetics,

- Training in welding and electricity.

2.1.3 SUPPORT FOR YOUNG PEOPLE

In pursuit of its objectives, the JOC organizes short-term training and awareness raising on various themes depending on the needs of the Church and/or the country.

JOC Rwanda assists young workers from the city of Kigali recognized as “Karani Ngufu “loaders and unloaders” in various cooperatives, as well as the teams of carpenters from Gakiriro in the “COMEJOGA” cooperative.

The JOC also supervises young people in rural areas who develop their teams in the field of agriculture and livestock farming which can be resilient to climate change. In this regard, the JOC raises awareness among young people about the creation and membership of cooperatives as a self-promotion strategy.

2.1.4 GENDER AND SOCIO-ECONOMIC DEVELOPMENT

In the context of gender and development, JOC together with the JOCF wanted to first focus on the education of girls and boys through its training centers and its school. Young girls are urged to continue vocational training to the same benefit as boys. Many girls are now learning trades traditionally reserved for boys (Welding, ,mechanics).

2.1.5 ENVIRONMENT PROTECTION

JOC Rwanda has trained 35 trainers country wide who were trained on climate change and Gender , the objective was that they will help others in their agriculture and livestock cooperatives and grassroots team on information of climate change resilience, mitigation and adaptation in order to include in their daily activities the issues of climate change and gender and put them in consideration, 35 people received the stoves which use less firewood who help others to know well the usefull of using economic firewood stove. 20 young people of Rwamagana District were trained on forming kitchen garden wich help them to have resilient agriculture on climate change, by using irrigation from plastic bottles wich help them to have circular economy.



2.16 PARTNERSHIPS

JOC RWANDA has received financial support from various donors to fulfill its mission. These include FHI/IMPACT-Rwanda, CHF/CHAMP, GIZ, USAID/IREX MCC Threshold Program RWANDA, UNDP, RGB, EDC-AKAZI KANOZE, Embassy of Japan in Rwanda, Embassy of Belgium in Rwanda.

The financial and technical capacities of JOC RWANDA have developed over the years since its arrival in Rwanda in 1958 until today. They allow it to regularly finance some of the activities intended for its young beneficiaries, in particular training.



Photo : Headquarters of JOC in Kigali

These capacities include, among other things, real estate assets which allow it a margin of self-financing as well as equipment and competent personnel in the management of projects and programs.

2.1.7 NETWORKING

JOC RWANDA is a member of several networks of organizations both nationally and internationally. At the national level, it is a member of: PSF (Private Sector Federation), FMP (Federation of Popular Movements), CEFOTRAR (Rwandan Workers Training Center), CCOAIB, Rwanda NGOs Forum and RCCDN (Rwanda Climate Change Development Network).

At the international level the JOC is a member of: CIJOC, REJEFAC .

CHALLENGES :

POVERTY AND INCREASED VULNERABILITY OF YOUTH IN THE AFTERMATH OF COVID 19.

The JOC's SEE-JUDGE-ACT methodology requires regular analysis of the context, to identify the major problems that young people face. What challenges do we see in this post COVID 19 period?

In the aftermath of the global COVID19 crisis, followed by the security crisis in Ukraine and the economic crisis of generalized inflation, young people around the world, and in particular young members of JOC RWANDA, are faced with multiple problems. These intertwined problems have only accentuated their situation of poverty, precariousness and vulnerability. Through the consultations carried out as part of the preparation of this 2030 strategy, these problems are grouped around two axes: economic and psychosocial.

ECONOMIC PROBLEMS

The crucial problem that young members of JOC RWANDA face is that of poverty due to unemployment. The idleness or unemployment of young people is caused by various factors:

- Insufficient professional skills
- Low professionalization
- Undeveloped and unexploited talent
- Low entrepreneurial skills
- Low level of savings
- Low access to finance/credit/insufficient capital
- Inability to join advanced cooperatives

- Low solidarity among young people
- Attitudes of contempt towards certain professions and low valuation of work
- Easy win attitude
- Low self-confidence
- Risk aversion
- Weak support for their socio-economic initiatives
- Insufficient opportunities for young people
- Lack of space to undertake

The low level of professional skills observed among the majority of young members of the JOC is largely explained by the poverty of their families. It is this poverty that causes school dropout or hinders the pursuit of better quality professional technical studies.

PSYCHOSOCIAL PROBLEMS

The psychosocial problems as identified during the consultation sessions are for the most part consequences of poverty due to unemployment. They are also intertwined and are experienced and felt at the individual level, but also at the family and community level.

- Melancholy, despair and withdrawal into oneself,
- Lack of objective and ideal of life.
- Social delinquent behaviors: Violence, banditry, prostitution, drug use
- Accentuation of conflicts in families

ADVERSE EFFECTS OF COVID 19 ON YOUNG PEOPLE

The testimonies indicate that the COVID 19 pandemic has left profound effects on young people who are currently struggling to get back on their feet; “The young people are on the ground, and are having difficulty getting back up.” The combination of the global COVID19 crises and generalized inflation has accentuated their vulnerability in various forms:

- Accentuation of unemployment and poverty:
- Certain initiatives or projects generating income for young people have been tested. COVID19 has had a negative impact on the performance of youth income-generating activities
- Abandonment of income-generating projects
- Job loss

- Spending/consumption of capital and savings for survival and basic needs
- Difficulty reconstituting savings and capital
- Discouragement following the experiences of bankruptcy of their colleagues' income-generating projects, putting their entrepreneurial spirit to the test
- School dropout
- Living without planning, in daily survival.
- Psychosocial distress:
- Disengagement and disinterest in the associative movement following quarantines and closure of churches. Abandonment of prayer, withdrawal into oneself.
- Depression and despair marked “Nta myaka ijana” (“We don’t live 100 years”),
- Accentuation of the phenomenon of juvenile delinquency
- Increase in prostitution among young people as survival mechanisms following increased poverty
- Increase in cases of unwanted pregnancies
- Increase in cases of gender-based violence
- Accentuation of the phenomenon of early marriage, particularly in rural areas
- Intensification of domestic conflicts

In short, the “SEE” dimension of the JOC methodology makes us see that because of accentuated poverty, young people currently live in precariousness which robs them of a life of dignity. They are vulnerable to various life risks, and are going through a situation of psychosocial distress which calls for vigorous action by JOC RWANDA; for a “Resilient, capable and prosperous youth”.

2.2 KEY ACHIEVEMENTS BASED ON THE CURRENT STRATEGIC PLAN

VOCATIONAL TRAINING : In the last 5 years for previous strategic plan , 1248 beneficiaries were trained in JOC Muhondo VTC and JOC Kigali VTC in Hairdressing, Tailoring, Automobile repair and maintenance .

Training on modern agriculture and modern livestock : In partnership with FMP in the last five years :

- 500 beneficiaries were trained on modern agriculture
- 250 domestic animals (sheep, pig and goats) were given to them
- 30 beneficiaries were trained on cooperatives management and elaboration of small project

- 35 Trainers of Murunda, Muramba, on Climate change, mitigation and adaptation and Gender inclusion in cooperatives .
- 7 Beneficiaries deaf in Bugesera District

2.3 SWOT ANALYSIS OF JOC RWANDA

Contributing to improving the living conditions of young people requires a range of capabilities. Through the analysis below, JOC RWANDA identifies its strengths-weaknesses, opportunities and threats found in the context. (SWOT). Then it formulates for each aspect the 2030 strategies to increase its capacities to contribute to improving the situation of vulnerable young people in Rwanda and its members in particular.

STRENGTH	JOC RWANDA FORCE CONSOLIDATION STRATEGIES
- Young members of the JOC throughout the territory - Motivation of young people - Good leadership - Structured organization from the grassroots to the national level (section teams, dioceses, national) - Experience and reputation in the field of socio-economic supervision of young workers since the 1960s - Legal status since the 1960s - Headquarters buildings - Self-financing capacity which covers internal operations - Technical and Vocational training centers (TVET MUHONDO, JOC KIGALI, etc.) - Affiliation to national and international networks of organizations	- Regular supervision of members - Capacity building of committee members at all levels - Extension and strengthening of collaboration Advocacy

WEKNESS	STRATEGIES FOR REDUCING WEAKNESSES OF JOC RWANDA
- Weak internal and external communication - Weak skills of some leaders in leadership and advocacy - Insufficient financial means Some structures do not have a permanent office or headquarters	- Establishment and implementation of mechanisms and tools to strengthen communication and networking using ICT - Intensification of training for leaders of JOC RWANDA structures - Advocacy Creation and implementation of income-generating activities
OPPORTUNITIES	OPPORTUNITIES EXPLOITATION STRATEGIES
- Good safety conditions - Freedom of civil society - Good governance - Existence of policies and programs that support young people - National programs for professional education and promotion of youth entrepreneurship.	- Training of young people in professions, - Training and support for young entrepreneurship and creativity and innovation - Creation of Youth Support Funds - Strengthen collaborations and partnerships for the promotion of youth employment - Advocacy in favor of young people
THREAT	MITIGATION STRATEGIES
- Youth mobility - Low engagement of young people - High number of young unemployed	- Strengthen youth awareness activities - Advocacy in favor of young people - Improve young people's access to career training - Improve young people's access to capital - Advisory support and permanent supervision of young people for the change of attitudes and behaviors favorable to their integration into sustainable development processes

2.4 STAKEHOLDERS' ANALYSIS

Category	Name of stakeholders	Area of intervention	Domain of collaboration	Level of Impact (High, Medium and low)
Government of Rwanda	Ministry of Youth and Arts	Coordination of youth Youth Employment Mainstreaming in Agriculture sector program(Agriyouth) TVET youth challenge program	Support youth entrepreneurs (small and medium enterprises); cooperative development; support youth to get markets for their products and Capacity building	High
	Ministry of Gender and Family Promotion	Ensure secure family environment; Empower women and girls; Eliminate gender-based violence	Building conducive environment for women empowerment, elimination of GBV (Policies, laws)	Medium
	Ministry of Finance and Economic Planning	Promotion and coordination of non-financial	Promotion of savings and credit	High
	Rwanda Environmental	Coordinate, supervise and regulate environmental management	Promote youth's resilience to and increasing knowledge and practice on climatic change	High

	Management Authority			
	National youth Council	Build capacity and ensure the participation of youth in the development of the country in general, and the development of youth in particular through advocacy and social mobilization on issues affecting youth.	youth's participation in decision-making and leadership; Advocacy for issues affecting youth	High
	Ministry of Education(M INEDUC)	Develop guideline for education of youth	Promote quality education related to current market	High
	Rwanda TVET Board (RTB)	Develop curriculum for technical training Advocacy and social mobilization issues affecting youth in education	Short course training in technical skills Providing certificats for graduated youth	High
	Rwanda Green Fund (FONERWA)	Advocacy on Climate change issues Conducting research on climate change	Capacity building on climate change, mitigation and adaptation Action for climate change mitigation and adaptation	High
	Rwanda	Cooperatives management,	Training on cooperatives	High

	Cooperatives Agency	law and policies	management, certification of cooperatives	
UN agencies	UNDP	Leadership and political participation; economic empowerment;;ending violence against women; peace and security; humanitarian aid; and, governance	Economic empowerment; ending violence against women; leadership and political participation,	High
Umbrella NGOs	Profemme Twese Hamwe	Contribution to the eradication of all forms of discrimination against women; promotion of socio-economic , political and legal status of women	Eradication of all forms of discrimination and the promotion of socio-economic political inclusion of women	Low
	Private Sector Federation	Promotion and representation of interests of youth to perform and be competitive in national,	Youth entrepreneurship and business partnerships; linking youth to possible markets	High

		regional and international markets		
National NGOs	Centre de Formation des Travailleurs au Rwanda (CEFOTRA R)	To provide technical training for youth in different trades, to help them improve their socio-economic conditions	Youth empowered in technical skills	Low
	Catholic Church	Spiritual accompagnement and psychological support	Capacity building on spiritual accompagnement Support on changing negative youth behaviour	High
	CRS	Environment protection	Capacity building	Medium
	Imbuto Foundation	Economic empowerment by supporting family initiatives (poverty alleviation and improving the standard of living of vulnerable families particularly widows and child-headed	Girls empowerment, prevention of gender-based violence; reproductive and sexual health for young girls	Medium

		households); celebrating young Rwandan achievers (Rwanda Speak and Youth Forum series), health projects: <i>Isange</i> One stop Center for gender-based violence; reproductive and sexual health for adolescents (through reer educators)		
	Fedelation des Mouvement Populaires (FMP)	Technical training for youth Training on modern agriculture and livestock	Provide start up kits Provide domestic animal for youth trained in agriculture Participate in youth cooperatives formation and empowerment	Medium
	Rwanda Climate Change Development Network	Address issues of Climate change , Advocacy for issues of Climate change .	Capacity building on climate change, mitigation and adaptation.	High

	(RCCDN)			
	DUHAMI-ADRI	Technical training for youth Mentership for youth	Provide financial support for technical training and start up kits	Low
	Association Modeste et Innocent (AMI)	Address issues of youth behaviour	Provide psychological support	Medium
International NGOs	USAID	Ensuring equitable access to Education.	Promote youth Education	High
	Care Rwanda	Economic security and youth's empowerment through VLAs, governance, advocacy and civil society strengthening, psychological support to orphans and vulnerable children,	youth's empowerment and economic security	High
	World Vision	Health (HIV prevention, tuberculosis, orphans and vulnerable children	Peace building; Savings and loans	Medium

		care), education, peacebuilding, reconciliation		
	World Relief	HIV/AIDS and health education, child development, maternal and child health, microenterprise and saving schemes	Micro-enterprise and savings schemes, maternal and child health Umbrella of	Medium
	Troicare	Contributes to Sustainable Development Goals (SDGs) in Rwanda.	Youth's empowerment, resiliency and SDGs	High
	World Resources Institute	Advocacy on Climate change issues Conducting research on climate change	Capacity building on climate change, mitigation and adaptation Action for climate change mitigation and adaptation	High

3.STRATEGIC FRAMEWORK

3.1 VISION AND MISSION

VISION :

JOC Rwanda operates for the construction of a society which guarantees the quality and accessible education for all youth and allows having a tangible work and has the social welfare in all domains of their life.

MISSION

The mission of JOC Rwanda is "to gather young workers, help them analyzing their problems and look for how to overcome them together with appropriate and sustainable solutions for an auto promotion under the light of Gospel".

3.2 STRATEGIC DIRECTION

.THE 2030 STRATEGY: ACTION FOR RESILIENT-CAPABLE-PROSPEROUS YOUTH

This part focuses on the JUDGE-ACT dimension of the JOC methodology. It is about considering what we can do to improve the situation of young people in situations of "poverty, precariousness, vulnerability, Climate change negative effects and psychosocial distress" in reference to our values.

By this methodological detour, after a look at the context and the conditions of young people, and after having taken a look at the capacities of the JOC RWANDA, we project ourselves towards 2030 towards what must be done to bring a response from the jocists in a united and coherent manner.

3.3 NDC AND GGCRS INTEGRATION

Alignement of NDC and GGCRS :To ensure a balance between climate change adaptation, mitigation and green growth in the activities of JOC Rwanda, we initiate to align this strategic plan with NDC and GGCRS in the following Sectors :

In Agriculture sector :JOC Rwanda contribute to Develop climate resilient crops and promote climate resilient livestock : JOC Rwanda will continue to train stakeholders on forming modern kitchen garden and its irrigation, make compost manure by using

waste from plants , distribution of livestock animals according to the appropriate region , training them on modern agriculture and livestock and choosing the seeds appropriate to their region.

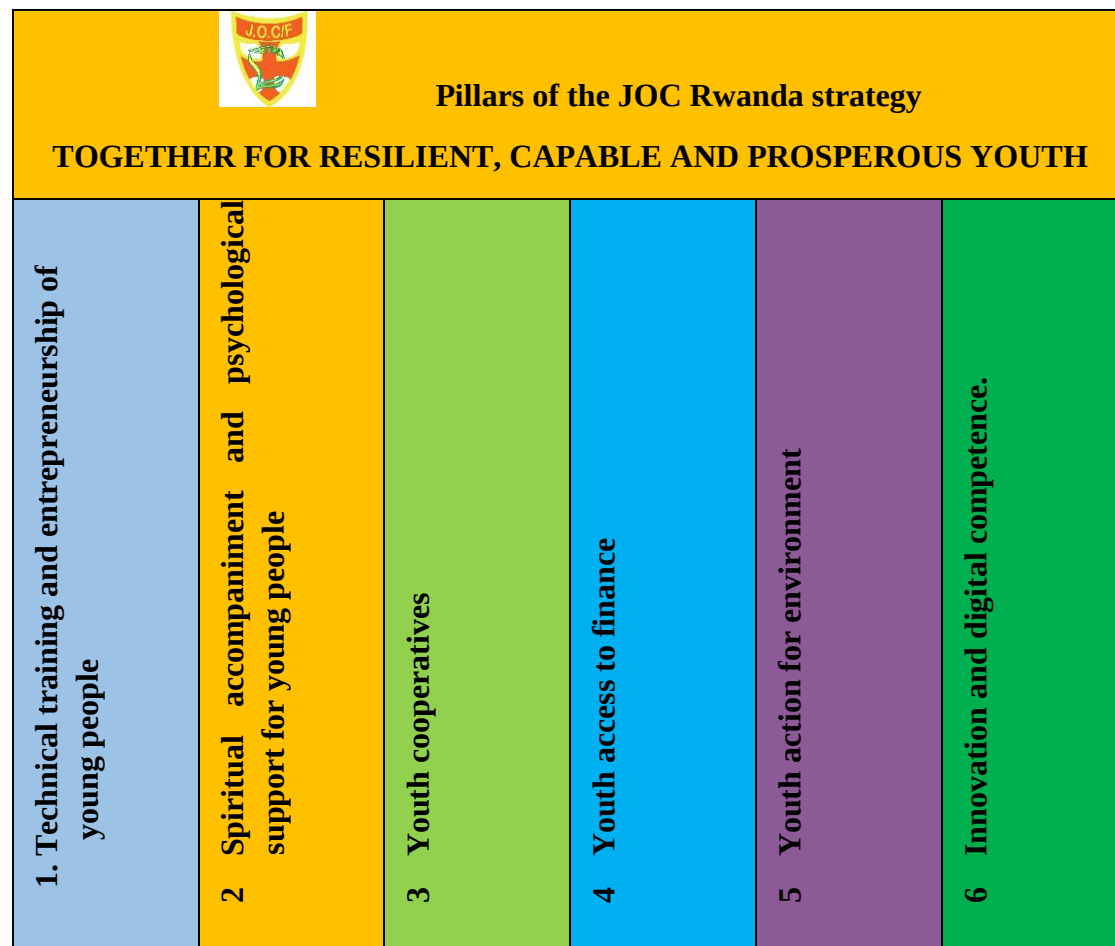
Land and forestry sector: Rwanda Develops Agroforestry and sustainable agriculture and Promote afforestation / reforestation of designated areas , JOC Rwanda also will train the stakeholders to make plant nursery and distribute them to community for planting in their land.

3.4 OTHER CROSS CUTTING ISSUES

GENDER INTEGRATION:JOC RWANDA will continue to integrate the gender equality dimension into all its activities mainly in two aspects: parity of participation and representations, integration of the gender component in training.

STRATEGIC PILLARS, OBJECTIVES AND MAIN ACTIONS

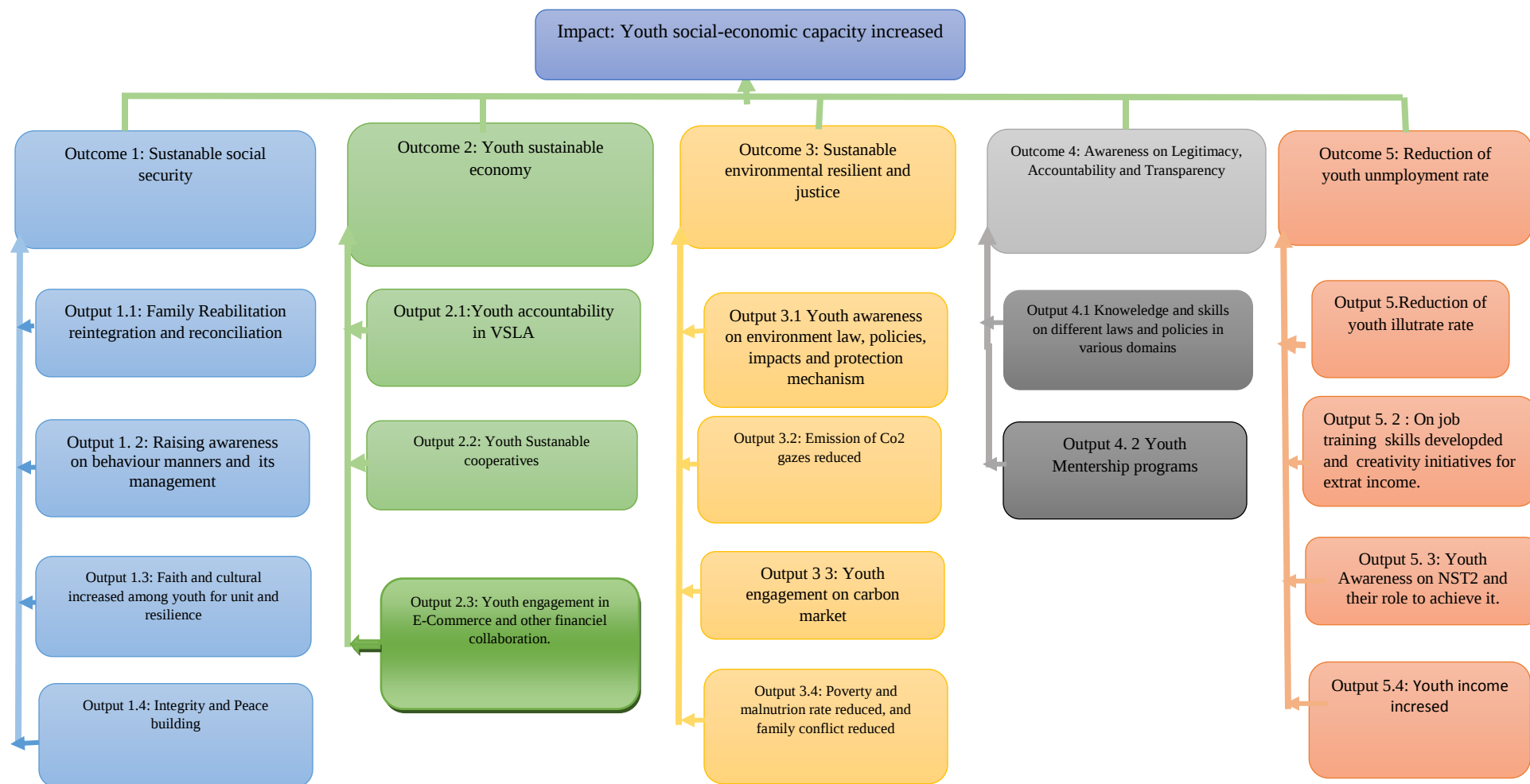
This 2030 strategy articles the action of JOC RWANDA into 6 complementary pillars.



Source : JOC RWANDA, 2023

4. RESULTS CHAIN AND MONITORING&EVALUATION FRAMEWORK

4.1 DIGRAM OF RESULTS CHAIN



4.2 MONITORING AND EVALUATION

No	OUTCOME	INDICATOR	BASELINE	UNIT OF MEASURE	ANNUAL TARGET				
					Year 2025	Year 2026	Year 2027	Year 2028	Year 2029
1	Sustainable social security	1.1.Number of session and retraits	2	Number of session and retraits	20	20	20	20	20
		1.2.Number of training	0	Number of training	20	20	20	20	20
		1.3.Number of Trainers of trainees	0	Number TOT	11	22	25	27	35
2	Youth sustainable economy	2.1 Number of VSLA	120	Number of VSLA	80	80	80	80	100
		2.2 Number of certified cooperatives	5	Number of cooperatives	2	2	2	2	2
		2.3 Number of online platform created	0	Number of Platform			1	1	1
3	Sustainable environmental resilient and justice	3.1 Number of youth trained	35	Number of training	359	359	359	359	359
		3.2 Number planted trees	5,000	Number of trees	10,000	10,000	10,000	10,000	10,000
		3.3 Number of model kitchen gardens generated	3	Number of model kitchen garden	5	8	13	20	20
4	Awareness	4.1 Number of policies	0	Number of policies	2	2	2	2	1

	on Legitimacy, Accountability and Transparency	disseminated							
		4.2 Number of mentors trained	0	Number of mentors	50	60	80	100	120
5	Reduction of youth unemployment rate	5.1 Number of vulnerable youth get vocational training skills	1250	Number of youth	20	20	20	20	20
		5.2 Number of youth received school fees refundable only for TVET	0	Number of youth	30	40	50	60	100
		5.3 Number of Training Centers built	2	Number of Centers					1
		5.4 % of youth got jobs	1200	% of youth got jobs	60%	70%	80%	90%	95%

5 . IMPLEMENTATION OF THE STRATEGY

IMPLIMENTATION PLAN

Pillar, objectives and main actions		PERIOD (YEAR)					Responsible
PILLAR 1: TECHNICAL AND ENTREPRENEURIAL TRAINING FOR YOUTH		2025	2026	2027	2028	2029	
Objective	Main actions						
Strategic objective 1: Train young people in professions and entrepreneurship	1.1 Create a Fund to grant credit for access to professional education for members of JOC RWANDA.						JOC Rwanda
	1.2 Grant young members refundable credits for trade training						Members and pertainers
	1.3 Build new youth career training centers						JOC Rwanda
	1.4. Bring together young winning members and beneficiaries into a trade cooperative						Members and Beneficiaries

	1.5 Supporting young winners						JOC Rwanda
	1.6 Grant the winners technical start-up kits in the form of refundable credit						JOC Rwanda
	1.7 Organize regular training in entrepreneurship for young members						JOC Rwanda
PILLAR 2: SPIRITUAL SUPPORT AND PSYCHOSOCIAL SUPPORT FOR YOUNG PEOPLE							
Strategic objective 2: Strengthen spiritual accompaniment and psychosocial support for young people	2.1 Organize regular spiritual sessions and retreats						JOC Rwanda& Catholic church
	2.2 Train young people in stress management and psychological trauma						JOC Rwanda&AMI
	2.3 Train young people in conflict management and transformation techniques						JOC Rwanda&MIGEPROF
	2.4 Operationalize life-sharing groups within teams based on the Life Review method						JOC Rwanda

	2.5 Supporting young people in social and mental difficulties						JOC Rwanda, Imbutu Fondation and World Relief
	2.6 Collaborate with organizations and institutions specializing in the field of mental health.						JOC Rwanda
Pillar 3: YOUTH COOPERATIVES							
Strategic objective 3: Promote trade cooperatives bringing together young people.	Main actions						
	3.1 Develop and disseminate JOC training modules on collective entrepreneurship-COOPERATIVE						JOC Rwanda&MINEDUC
	3.2 Mobilize young members of JOC RWANDA on collective entrepreneurship-COOPERATIVE						JOC RWANDA&FMP
	3.3 Train young members of JOC RWANDA on the creation, operation and management of cooperatives						JOC RWANDA &MINIYOUTH
	3.4 Train young members of JOC RWANDA on setting up and managing income-						JOC Rwanda&CARE

	generating projects						
	3.5 Support young members of JOC RWANDA in the creation and management of trade cooperatives.						JOC Rwanda& RCA
	3.6 Conduct action research on cooperatives and the socio-economic promotion of young people.						JOC Rwanda&UNDP
Pillar 3: YOUTH'S ACCESS TO FINANCE							
Objective strategic 4: Improve young people's access to financing for their income-generating projects	Main actions						
	4.1 Training of young team members in the Village Savings and Credit Association approach - WITH						JOC Rwanda&CARE
	4.2 Create or strengthen savings-credit groups within JOC RWANDA teams						JOC Rwanda&CARE
	4.3 Train young members of JOC RWANDA on setting up and managing income-generating projects						JOC Rwanda&
	4.4 Ensure monitoring and support of the activities of savings-credit groups within						JOC Rwanda,CARE and World Vision

	the JOC RWANDA teams						
	4.5 Facilitate collaboration between JOC RWANDA structures and financial institutions						JOC Rwanda&Ministry of Finance
	4.6 Create and operationalize an internal guarantee fund for income-generating activities of young members of JOC RWANDA						JOC Rwanda, Tröcaire and UNDP
PILLAR 5: YOUTH ACTION FOR THE ENVIRONMENT							
Strategic objective 5: Strengthen the action of young people in favor of the environment and for sustainable development	5.1 Develop thematic training manuals on: • Environmental education and climate change • Sustainable Agriculture • The circular economy						JOC Rwanda, RCCDN, REMA
	5.2 Train young members of JOC RWANDA on the themes of environmental education and climate change, sustainable agriculture and circular						JOC Rwanda, World Resources Institute

	economy						
	5.3 Identify, design and implement local youth initiatives in environmental protection, sustainable agriculture and the circular economy.						JOC Rwanda, FONERWA and CRS
	5.4 Conduct action research on environmental protection, sustainable agriculture and the circular economy.						JOC Rwanda, World Resources Institute,
PILLAR 6: INNOVATION AND DIGITAL SKILLS							
Strategic objective 6: Train young people in digital skills and innovation	Main actions						
	6.1 Identify young talents						JOC Rwanda
	6.2 Facilitate the development and promotion of young talents						JOC Rwanda, Imbuto Fondation, Ministry of Youth and Arts
	6.3 Train young people in creativity and innovation						JOC Rwanda
	6.4 Promote youth innovation initiatives						JOC Rwanda, Catholic Church,

	6.5 Design and implement initiatives and projects aimed at reducing the digital divide among young people						JOC Rwanda, USAID,
	6.6 Integrate creativity-innovation and digital skills modules into the technical training of young people						JOC Rwanda, RTB

APPROPRIATION OF THE 2030 STRATEGY

The success of this JOC RWANDA strategy will rely on the degree of ownership, commitment and participation of members at all levels. To consolidate this appropriation, the strategy document must be synthesized and translated into Kinyarwanda, then distributed to all teams to serve as a reference in their action plans.

KEY ROLES

From the core team to the national level specific roles and responsibilities are assigned. The core teams (7-15 members) are places of mobilization and solidarity commitment of members. The section which brings together several basic teams (parish/district) is the key structure for implementing the strategy. This is because it is at this level that the training of trainers-supporters will be carried out. The diocesan level will ensure the coordination of the sections as well as the organization of activities for the exchange of experiences and learning.

The national team will coordinate the implementation of the strategy, resource mobilization, communication, monitoring and evaluation, partnership development and representation.

KEY STEPS

The implementation of this strategy takes place through successive complementary stages which are: the development of the strategy, the examination and adoption of the strategy by the General Assembly, annual programming, monitoring and evaluation.

ANNUAL PROGRAMMING

For greater coherence and systematic action, after the adoption of the strategy by the General Assembly, the annual action plans of the various structures of JOC RWANDA will be inspired by the main actions of the 6 strategic pillars. A planning framework and reporting framework will be developed in Kinyarwanda and distributed to the committees of the various structures.

RESOURCE MOBILIZATION

The materialization of this strategy will require funds from two sources: internal and external. To raise the necessary funds, JOC RWANDA plans the following activities:

- Implement a National Resource Mobilization Team, composed of members of the Permanent Secretariat of the JOC RWANDA, focal points of the pillars of the strategy (2 focal points per pillar), one or more technical advisors
- Actively participate in national events and networks related to pillar themes
- Identify and contact potential financial partners and present to them the 2030 strategy of JOC RWANDA
- Negotiate specific support following the alignment between the strategic pillars of JOC RWANDA and the areas of intervention of partners
- Design concept notes and projects in relation to the pillar of the 2030 strategy of JOC RWANDA
- Conclude financing agreements for specific projects within the framework of the 2030 strategy of JOC RWANDA
- Organize fundraising events
- Revalorize the payment of members' contributions
- Celebrate the 65th Anniversary of JOC RWANDA under the theme: “Resilient, capable and prosperous youth”
- Multiply and diversify income-generating projects with a view to increasing the self-financing capacities of JOC RWANDA.

COMMUNICATION

On the one hand, communication must be strengthened internally between members and between the various hierarchical structures of JOC RWANDA. On the other hand, it will be further intensified with various ecclesiastical and governmental organizations and institutions.

The theme ("Together for resilient, capable and prosperous youth"), the objectives, pillars, and activities of the strategy will constitute the central object of communication, whether internal or external.

New information technologies and social networks will be used to intensify the communication of the JOC RWANDA

6. COSTING OF THE STRATEGIC PLAN (2023-2030)

INDICATIVE BUDGET OF JOC RWANDA (2025-2029) SUMMARY in Rwfs							
STRATEGIC OBJECTIVES	PERIODE					TOTAL	Observations
	2025	2026	2027	2028	2029		
Strategic objective 1: Train young people in professions and entrepreneurship							
1.1 Create a Fund to grant credit for access to professional education for members of JOC RWANDA.	55,000,000	50,000,000	60,000,000	60,000,000	150,000,000	375,000,000	Each member /30000 rwfs
1.2 Grant young members refundable credits for trade training							See 1.1
1.3 Build new youth career training centers	0	0	250,000,000	250,000,000	750,000,000	1,250,000,000	2 new training centers
1.4. Bring together young winning members into a trade	6,000,000	6,000,000	10,500,000	12,000,000	45,000,000	79,500,000	One section/one cooperative

cooperative							
1.5 Supporting young winners	0	0	15,000,000	15,000,000	10,000,000	40,000,000	
1.6 Grant the winners technical start-up kits in the form of refundable credit	0	0	120,000,000	120,000,000	300,000,000	540,000,000	Each member /30000 Rwfs
1.7 Organize regular training in entrepreneurship for young members	17,000,000	10,000,000	23,750,000	10,000,000	40,000,000	100,750,000	3 members for comittee of sections trained as trainer each year
TOTAT Strategic Objective 1	78,000,000	66,000,000	254,250,000	467,000,000	1,295,000,000	2,160,250,000	
Strategic objective 2: Strengthen spiritual accompaniment and psychosocial support for young people							
2.1 Organize regular spiritual sessions and retreats	9,000,000	9,000,000	12,500,000	10,000,000	20,000,000	60,500,000	Each section/one retaeat for year

2.2 Train young people in stress management and psychological trauma	14,000,000	13,000,000	13,750,000	20,000,000	40,000,000	100,750,000	3 members of committee for section trained as trainer each year
2.3 Train young people in conflict management and transformation techniques	0	14,000,000	13,750,000	20,000,000	40,000,000	87,750,000	3 members of committee for section trained as trainer each year
2.4 Operationalize life-sharing groups within teams based on the Life Review method	15,000,000	15,000,000	25,000,000	20,000,000	40,000,000	115,000,000	One visit/ one team
2.5 Supporting young people in difficulty	0	10,000,000	10,000,000	5,000,000	15,000,000	40,000,000	100 youth trained per year
2.6 Collaborate with organizations and institutions specializing in the field of mental health.	3,000,000	3,000,000	3,000,000	3,000,000	6,000,000	18,000,000	
TOTAUX OS 2	41,000,000	64,000,000	78,000,000	78,000,000	161,000,000	422,000,000	

Strategic objective 3: Promote trade cooperatives bringing together young people.							
3.1 Develop and disseminate JOC training modules on collective entrepreneurship-COOPERATIVE	2,000,000	3,000,000	1,500,000	1,500,000	3,000,000	11,000,000	Modules/5000 copies
3.2 Mobilize young members of JOC RWANDA on collective entrepreneurship-COOPERATIVE	12,000,000	12,000,00	16,000,000	20,000,000	32,000,000	92,000,000	1 meeting for team per year
3.3 Train young members of JOC RWANDA on the creation, operation and management of cooperatives	17,000,000	10,000,000	13,750,000	20,000,000	40,000,000	100,750,000	3 members of comittee for section trained as trainer each year
3.4 Train young members of JOC RWANDA on setting up and managing income-generating	17,000,000	10,000,000	13,750,000	20,000,000	40,000,000	100,750,000	3 members of comittee for section trained as trainer each year

projects							
3.5 Support young members of JOC RWANDA in the creation and management of trade cooperatives.	0	0	6,250,000	5,000,000	15,000,000	26,250,000	One section/one coopérative
3.6 Conduct action research on cooperatives and the socio-economic promotion of young people.	10,000,000	0	0	0	12,000,000	22,000,000	2 researchs
TOTAUX OS 3	58,000,000	35,000,000	51,250,000	66,500,000	142,000,000	352,750,000	
Objective strategic 4: Improve young people's access to financing for their income-generating projects							
4.1 Training of young team members in the Village Savings and Credit Association approach - WITH	17,000,000	10,000,000	13,750,000	20,000,000	40,000,000	100,750,000	3 members of comittee for section trained as trainer each year

4.2 Create or strengthen savings-credit groups within JOC RWANDA teams	12,000,000	12,000,000	16,000,000	20,000,000	48,000,000	108,000,000	2 visit/ one team per year
4.3 Train young members of JOC RWANDA on setting up and managing income-generating projects	17,000,000	10,000,000	13,750,000	20,000,000	40,000,000	100,750,000	3 members of comittee for section trained as trainer each year
4.4 Ensure monitoring and support of the activities of savings-credit groups within the JOC RWANDA teams	0	0	0	20,000,000	48,000,000	68,000,000	2 visit/ one team per year
4.5 Facilitate collaboration between JOC RWANDA structures and financial institutions	1,000,000	2,000,000	2,500,000	2,000,000	6,000,000	13,500,000	Meeting /workshop
4.6 Create and operationalize an internal guarantee fund for income-generating activities of young members of JOC	75,000,000	100,000,000	100,000,000	100,000,000	250,000,000	625,000,000	Each member/50000 Rwfs

RWANDA							
TOTAUX OS 4	122,000,000	134,000,000	146,000,000	182,000.000	432,000,000	1,016,000,000	
Strategic objective 5: Strengthen the action of young people in favor of the environment and for sustainable development							
5.1 Develop thematic training manuals on: • Environmental education and climate change • Sustainable Agriculture • The circular economy	3,000,000	2,000,000	1,000,000	2,000,000	3,000,000	11,000,000	Modules/5000 copies
5.2 Train young members of JOC RWANDA on the themes of environmental education and climate change, sustainable agriculture and circular	17,000,000	10,000,000	13,750,000	20,000,000	40,000,000	100,750,000	3 members of comittee for section trained as trainer each year

economy							
5.3 Identify, design and implement local youth initiatives in environmental protection, sustainable agriculture and the circular economy.	17,000,000	10,000,000	13,750,000	20,000,000	45,000,000	105,750,000	One section/ environmental action /year
5.4 Conduct action research on environmental protection, sustainable agriculture and the circular economy.	10,000,000	0	0	0	12,000,000	22,000,000	2 researchs
TOTAUX OS 5	47,000,000	22,000,000	28,500,000	42,000,000	100,000,000	239,500,000	
Strategic objective 6: Train young people in digital skills and innovation							
6.1 Identify young talents	6,500,000	10,000,000	12,750,000	12,000,000	33,000,000	74,250,000	Diocese competition/year
6.2 Facilitate the development and promotion of young							

talents							
6.3 Train young people in creativity and innovation	17,000,000	10,000,000	13,750,000	20,000,000	40,000,000	100,750,000	3 members of comittee for section trained as trainer each year
6.4 Promote youth innovation initiatives	17,000,000	10,000,000	13,750,000	20,000,000	45,000,000	105,750,000	One section/ 1 Initiative /year
6.5 Design and implement initiatives and projects aimed at reducing the digital divide among young people	0	0	30,000,000	30,000,000	30,000,000	90,000,000	
6.6 Integrate creativity-innovation and digital skills modules into the technical training of young people	0	0	20,000,000	20,000,000	20,000,000	60,000,000	
TOTAUX 6	40,500,000	30,000,000	90,250,000	102,000,000	168,000,000	430,750,000	

7. FONCTIONNEMENT	75,000,000	70,000,000	125,000,000	150,000,000	400,000,000	565,000,000	
GRAND TOTAL	461,500,000	421,000,000	773,250,000	1,087,500,000	2,698,000,000	5,441,250,000	

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