



CARITAS INTERNATIONALIS

Youth Report 2023



Photo Credit: Natalia Tsoukala, Caritas Hellas

Table of Contents

Do you have...

3 minutes? Read 'At a Glance' and skip right to the Recommendations.

10 minutes? Read Executive Summary, 'At a Glance', Analysis boxes at the end of each section, and Recommendations.

30 minutes? Read the full report!

02	Executive Summary
03	Caritas Youth 'At A Glance'
10	Report on Survey Findings
11	Introduction
17	Youth Demographics
20	Youth + Leadership
28	Youth Engagement
36	Caritas Internationalis: A Global Youth Program
39	Conclusion
40	Recommendations
41	For Young Caritas Staff and Volunteers
42	For Caritas Member Organizations
44	For Regional Secretariats
46	For Caritas Internationalis
48	Annex: Survey Questions



Executive Summary

This report is the fruit of two surveys that were circulated between November 2022 and January 2023: one for **Caritas Member Organizations** to share the extent to which they engage youth in their mission, and one for **Caritas Youth Personnel** (i.e. young Caritas staff and volunteers) to share the issues that are important to them and their hopes for a global Caritas youth movement.

NB: Caritas Internationalis (CI) defines 'youth' and 'young people' as people between the ages of 18-35.

The purpose of these surveys was to gather baseline data about the current state of youth engagement and participation across the Caritas Confederation and feedback about what global youth-related support will be most useful to Member Organizations and Caritas Youth alike.

In total, **110 National Member Organizations** (out of 162) and **3 Regional Secretariats** (out of 7) answered the Member Organizations Survey (representing **68%** of the confederation), and **425 young Caritas staff and volunteers** answered the Youth Personnel Survey. As such, the data in these surveys represent the realities and opinions of the majority of Caritas' membership – however, they cannot be considered exhaustive.

Broadly, the key findings of this report show that young people make up a considerably large and important demographic of Caritas' staff and volunteers around the world. Our Youth Personnel indicated that young people find Caritas relevant because it gives them the opportunity to do good and make positive contributions to society. Member Organizations indicated that they value young people particularly for their creativity, which helps them to develop new and improved ways of working and which, in turn, allows them to have a greater impact on the communities that they serve.

Despite this, the surveys revealed that very few young people occupy Caritas' high level leadership roles and decision-making spaces. For the most part, Caritas Organizations are not efficiently moving young people into these leadership positions. So despite the fact that our Organizations say that they value young people's potential to help them to work in new ways, young people are not currently in the spaces that are necessary to influence change in our organizations.

Interestingly, however, two thirds of our Youth Personnel respondents said that they are willing to take on higher level leadership responsibilities. Moreover, approximately half of them indicated that they already consider themselves to be Caritas leaders. The data reveals that this 'youth leadership' is happening primarily at the grassroots level of our organizations.

Caritas at all levels, however, has an enormous potential to harness the creativity and leadership of their young people who are eager to contribute to Caritas' decision-making spaces. This report includes practical recommendations about how to do this, so that young people not only execute but also shape the strategies and trajectories of Caritas' work. In this way we can constantly improve the way that we carry out our mission in an ever-changing world.

A key takeaway is that 'Youth Engagement and Empowerment' must be an intergenerational effort at all levels of Caritas. On the one hand, young personnel must be equipped to contribute high quality work to Caritas' mission. On the other hand, senior personnel have a responsibility to use Caritas' current leadership positions and decision-making spaces (of which they currently hold the lion's share) to make our confederation and organizations places where people of all ages can thrive and contribute together.

CI would like to extend our heartfelt thanks to everyone who took time to fill in these surveys. Your input is very much appreciated. We will use this information to develop evidence-based initiatives that meet the needs of our membership and the young people who work and volunteer for Caritas.

Any questions about this report (or corresponding surveys) may be directed to Rebecca Rathbone (Officer Promoting Youth Leadership, Caritas Internationalis) at rathbone@caritas.va.

LEGEND

Data from the Member Organizations Survey* are indicated using teal charts

Data from the Youth Personnel Survey** are indicated using purple charts

*Representing 110/162 national members and 3/7 regional members

**Representing 425 young Caritas staff and volunteers

PART 1

Caritas Youth At A Glance

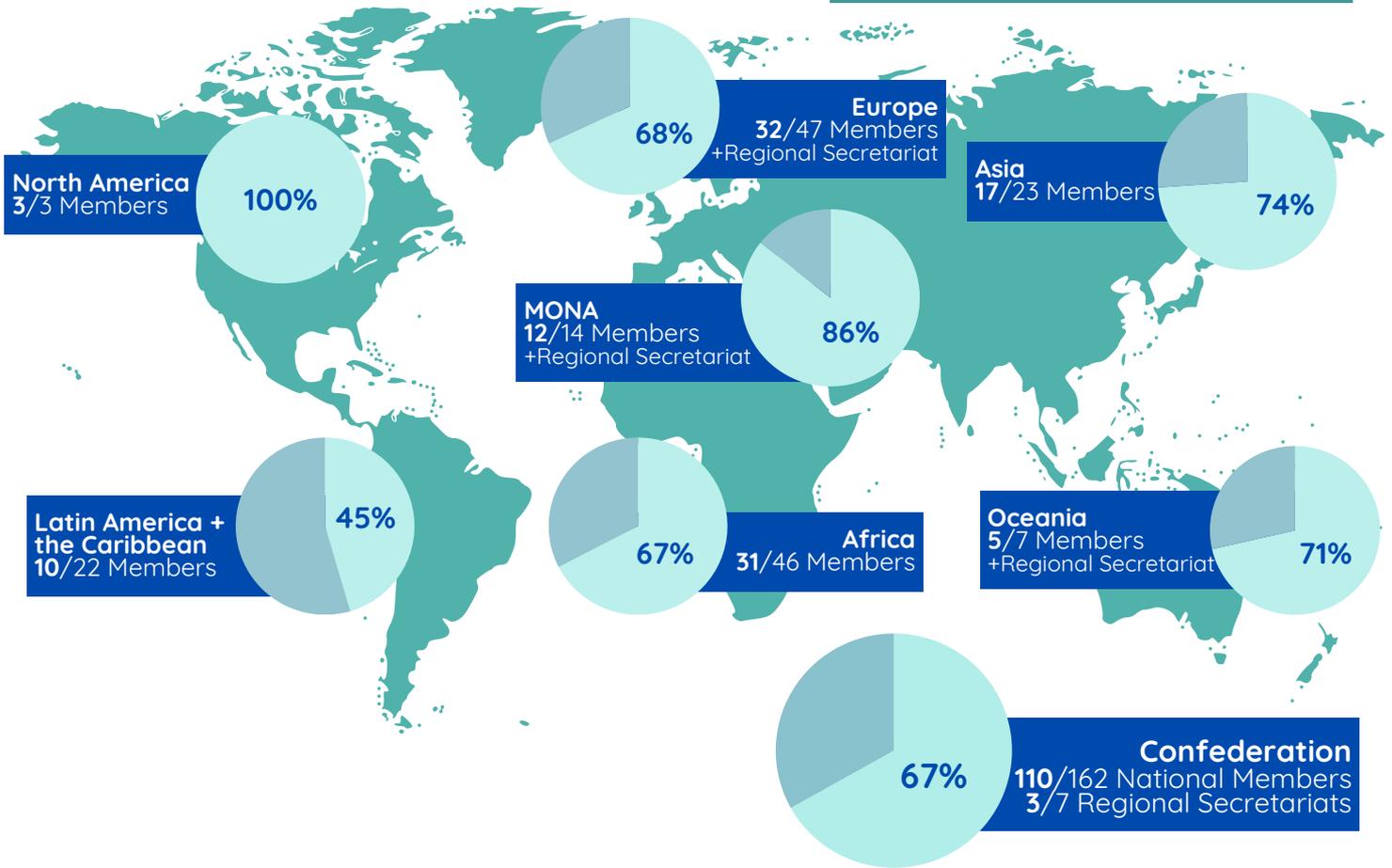


Photo Credit: Mareta Lavea Leitupo, Caritas Aotearoa New Zealand

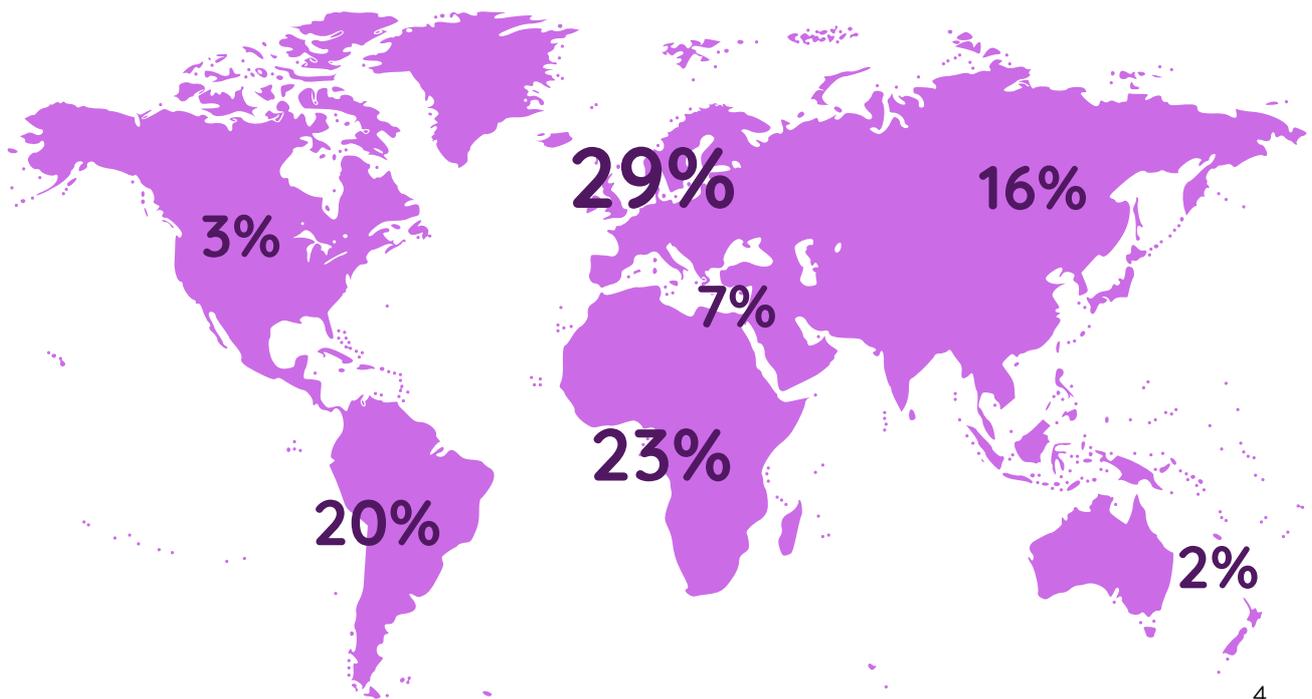
SURVEY RESPONSE RATES



Member Organizations Survey



Youth Personnel Survey

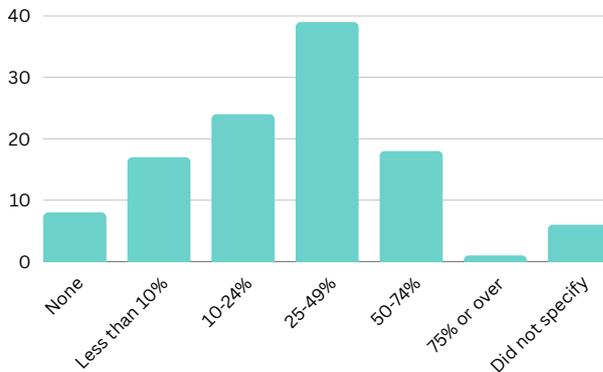


YOUTH DEMOGRAPHICS

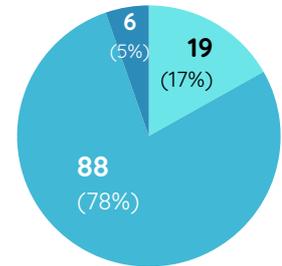


young staff

Total Member Organizations' percentage ranges of Staff aged 35 or younger

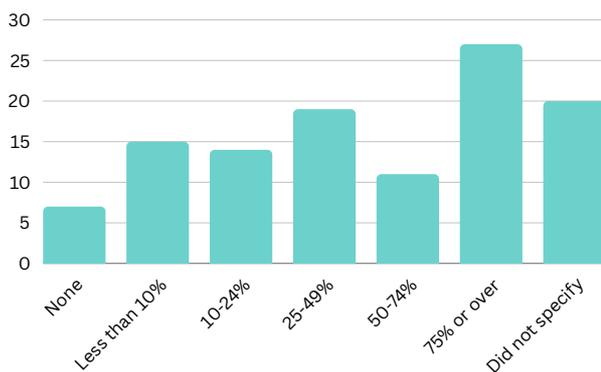


Total Member Organizations' Intergenerational Balance of Staff

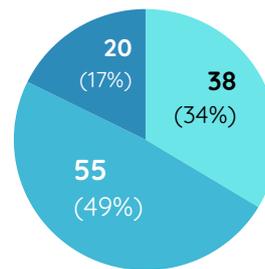


- Majority Youth
- Minority Youth
- Did Not Specify

Member Organizations' percentage ranges of Volunteers aged 35 or younger



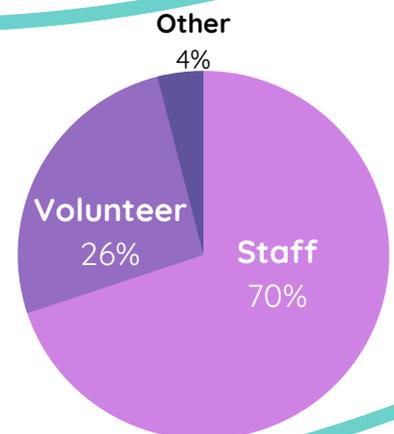
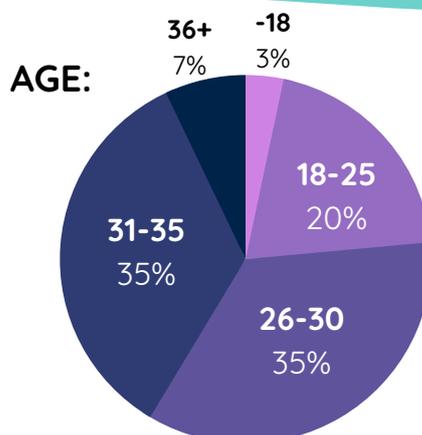
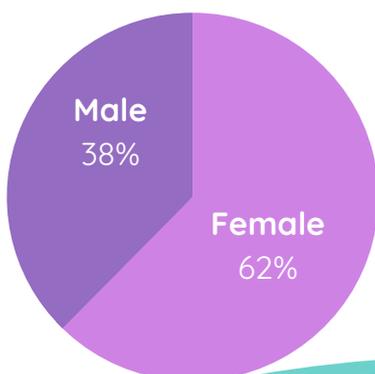
Total Member Organizations' Intergenerational Balance of Volunteers



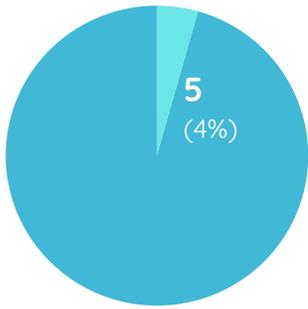
- Majority Youth
- Minority Youth
- Did Not Specify

young volunteers

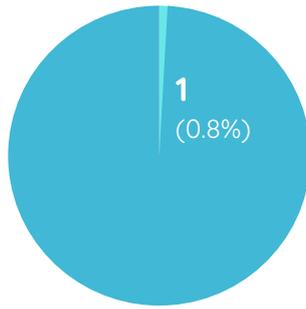
Youth Personnel Survey Respondent Demographics



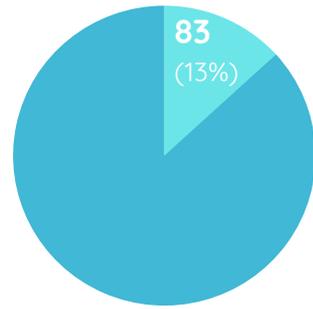
YOUTH + LEADERSHIP



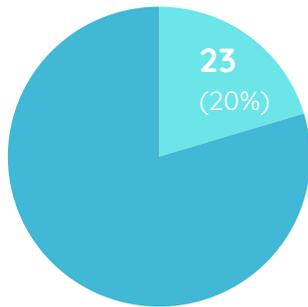
Amount of **Executive Directors** aged 35 or under



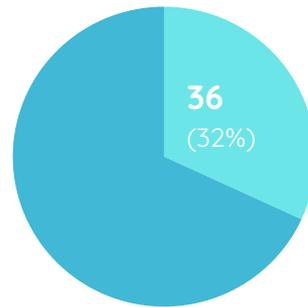
Amount of **Presidents** aged 35 or under



Amount of **Senior Managers** aged 35 or under

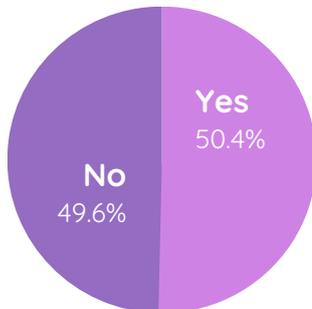


Amount of organizations that have at least one **Youth Delegate Position on their Governance Board**



Amount of organizations that have at least one **Board Member aged 35 or under on their Governance Board**

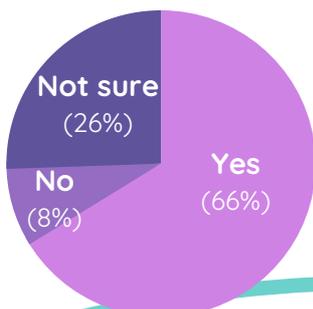
“ Would you **describe yourself as a leader** within Caritas?



At what point and in what capacity are you usually involved in a Caritas initiative?

- 1) I participate in initiatives that other people have created (with no leadership role)
- 2) I build and lead the initiatives that I am involved in
- 3) I am a leader in initiatives that other people create

“ Would you be interested in **taking on a management role** before you turn 36 years old?



What obstacles exist between you and a management position in your organization?

- 1) I feel that I do not have enough experience
- 2) I feel that I lack the skills that I need
- 3) I feel that my application would not be considered equally to other candidates because of my age

YOUTH ENGAGEMENT



Member Organizations

TOP 3

What added value do youth bring to your organization?

1) Creativity

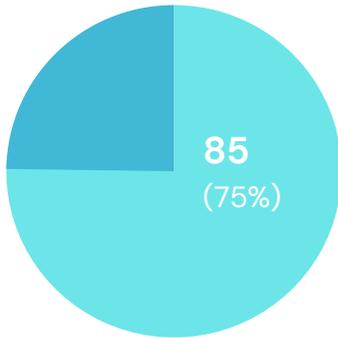
2) Energy

3) Helping us to develop new and improved ways of working

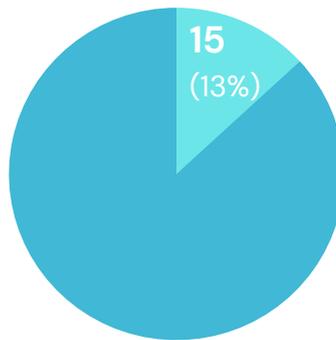


Caritas Lebanon Youth distribute aid packages following the Beirut Explosion in 2020

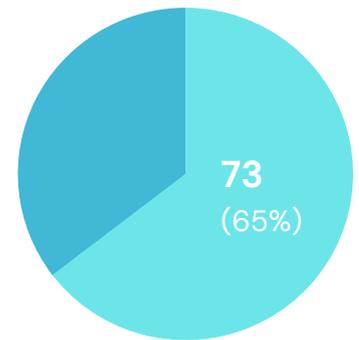
Credit: Caritas Lebanon Youth



Amount of organizations that include 'youth' as a topic in their Strategic Planning



Amount of organizations that have a youth engagement policy/guidebook/toolkit



Amount of organizations that have at least one staff person that supports youth activity

TOP 3

What challenges do you face in engaging youth in the mission of your organization?

1) Youth are too busy to be involved in Caritas' work

2) We do not face challenges engaging youth in our work

3) We struggle to effectively communicate our mission to young people

TOP 3

What methods do you use to engage youth in your organization?

1) Volunteer Opportunities

2) Internships

3) Leadership Training Programs

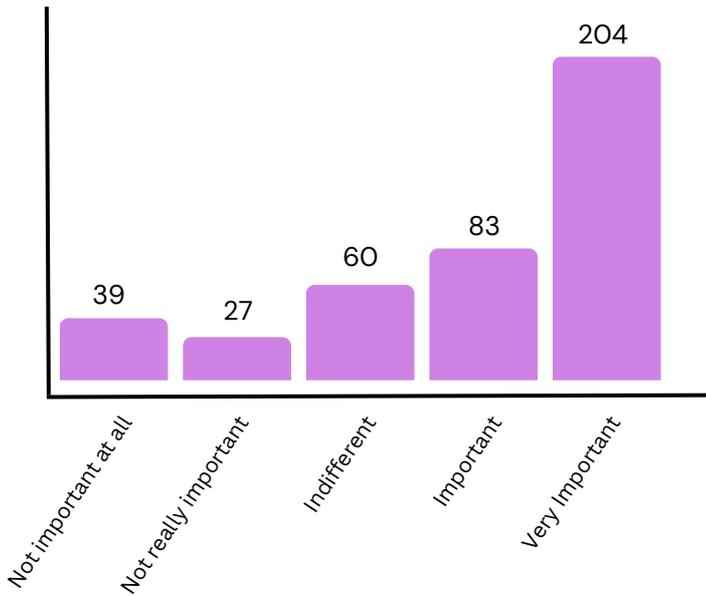
YOUTH ENGAGEMENT



Youth Personnel

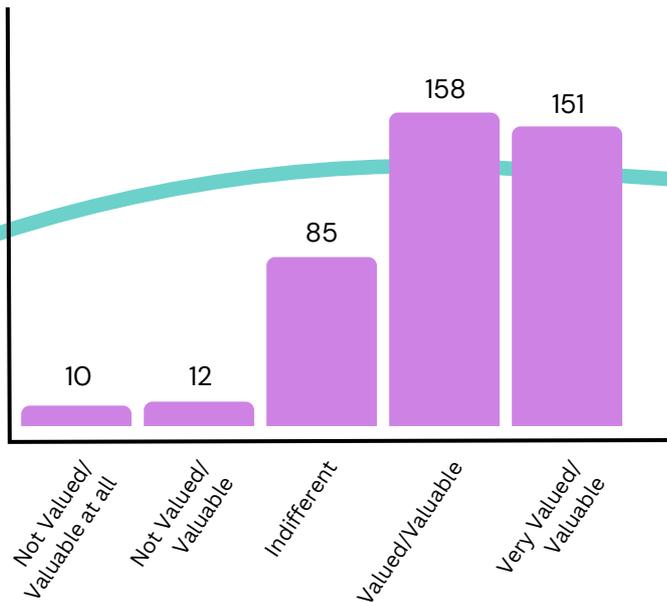


“ How important is **Caritas' connection with the Church** to you?



- What attracts you most about working/volunteering for Caritas?**
- 1) The chance to help others
 - 2) Learning new skills
 - 3) Engaging with my community in a positive way

“ As a young person, to what degree do you feel that **you are valued and that you add value** to your Caritas Organization?



Caritas Kazakhstan celebrates the Autumn Festival with children and their mothers at the Day Care Center for children with Down Syndrome in Almaty
Credit: Fr. Guido Trazzani, Caritas Kazakhstan

GLOBAL CARITAS YOUTH PROGRAM FEEDBACK



TOP 3

In what ways would Caritas Internationalis' youth programming be most helpful to support you to better engage youth?

- 1) Connecting our youth with other Caritas youth across the Confederation
- 2) Providing and promoting Professional Development Trainings for youth
- 3) Providing and promoting Leadership Trainings for youth

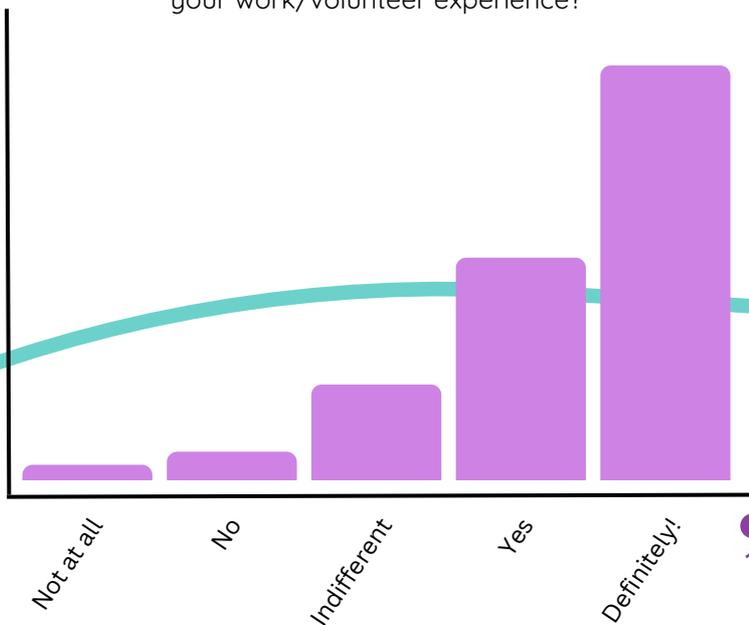
TOP 3

What types of resources and programs could Caritas Internationalis develop that would be most helpful to you?

- 1) Professional Development Trainings
- 2) Opportunities to participate in global groups (e.g. committees, etc.)
- 3) Opportunities for exchanges with other Caritas Youth

“

Do you feel that being part of a **global Caritas Youth network** would empower you and enhance your work/volunteer experience?



”



Caritas Bulgaria volunteers provide school supplies to children from vulnerable groups at the start of the school year

Credit: Maria Chepishева, Caritas Bulgaria

PART 2

Report on Survey Findings

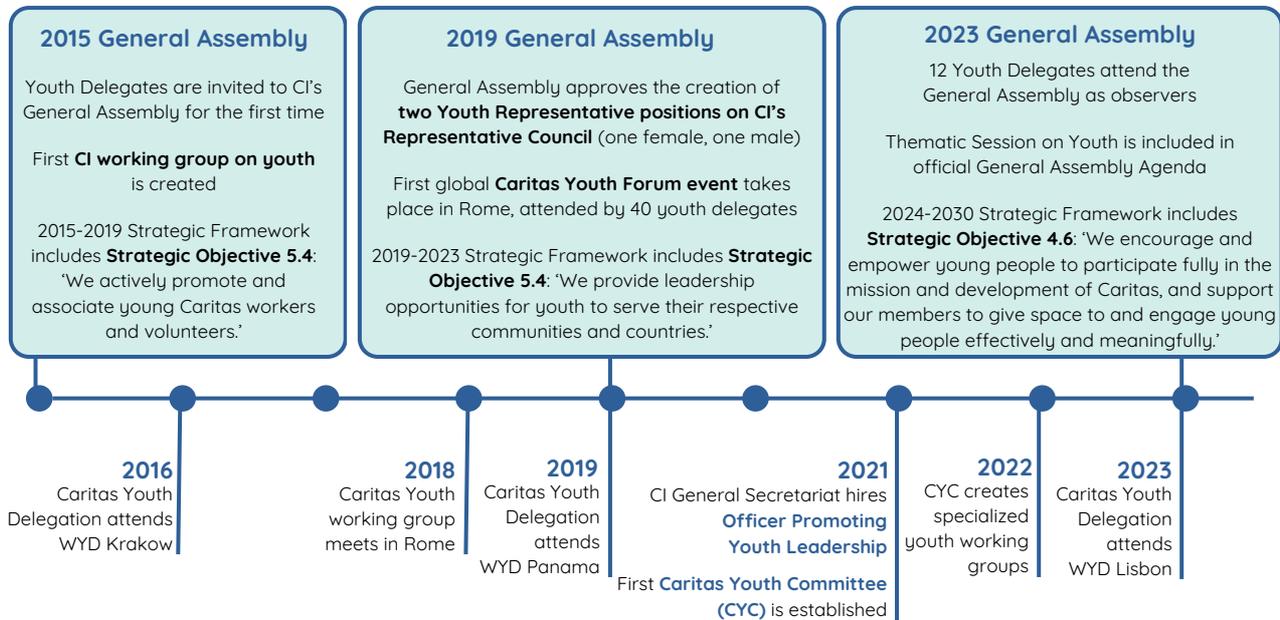


Photo Credit: Mareta Lavea Leitupo, Caritas Aotearoa New Zealand

INTRODUCTION



Background: Youth Engagement at Caritas Internationalis (CI)



For as long as Caritas has existed to serve the most vulnerable, uphold human dignity and care for creation, there have been dedicated young people bringing this mission to life in all corners of the world. Young people have always been essential actors in Caritas' core mission - doing the 'heavy lifting' of Caritas' physical work, using new communication methods to extend Caritas' arms to new people and places, and so much more. Only recently, however, have Caritas Internationalis (CI) and many of our Member Organizations (MOs) begun to strategically examine this important demographic in its own right, as a way to both help young people reach their full potential in Caritas, and to help Caritas reach its full potential in the communities that it serves.

Intentional support for young Caritas staff and volunteers at a global level began in earnest in 2015 at Caritas Internationalis' 20th General Assembly. For the first time, Member Organizations were encouraged to send young observers to this important meeting. The approximately 10 youth delegates in attendance requested (and were granted) permission to start CI's first global working group on youth engagement. In addition, the **2015-2019 Strategic Framework** (approved by this General Assembly) included the following Strategic Objective on youth: **'We actively promote and associate young Caritas workers and volunteers' (SO 5.4).**

In the four-year mandate between 2015 and 2019, the newly-formed youth working group gathered data about issues significant to young Caritas staff and volunteers and what types of global support from CI would be most useful to young people. They also laid the framework for the first global network of young Caritas staff and volunteers, called the 'Caritas Youth Forum'.



International Youth Delegates in Rome at Caritas Internationalis' 21st General Assembly, May 2019

Caritas Internationalis' 21st General Assembly in May 2019 saw even more headway made for strengthening youth engagement and empowerment on a global level. In the months leading up to the General Assembly, the CI General Secretariat gave extra resources and support to the youth working group, which was then able to implement two significant initiatives:

- 1 **A Motion** that was submitted to the 21st General Assembly with the support of 8 Member Organizations¹; to propose the creation of two Youth Representative positions with full voting rights on CI's Representative Council, one for a young female and one for a young male.
- 2 **A Caritas Youth Forum event** before the General Assembly, which gathered approximately 40 Caritas Youth from around the world to share experiences, participate in a professional development workshop on leadership, and contribute to the General Assembly by creating a document called 'Strategic Orientations Recommendations for Youth Engagement' that gave concrete suggestions to MOs about how to effectively engage young people in their work. CI then invited these 40 youth delegates to participate in the General Assembly itself.

The results of these initiatives were very positive: the Motion was approved by the General Assembly (117 in favour, 9 against, 6 abstentions), and the 'Strategic Orientations Recommendations' document became a practical resource to help MOs strategically include youth in their missions.

The **2019-2023 Strategic Framework** (approved by the 21st General Assembly) reinforced CI's commitment to supporting young people in **Strategic Objective 5.4 'We provide leadership opportunities for youth to serve their respective communities and countries'**, and **Strategic Outcome 5.4 'Young people are involved and contribute to operational and programmatic decisions'**.

The Caritas Youth working group held an election in June 2019 to select the two Youth Representatives for the Representative Council (RepCo) - Erin Shuler (Catholic Relief Services) and Peter Mahfouz (Caritas Lebanon) - who immediately began their responsibilities as full members of this important governance body. The purpose of these positions is to represent the opinions and interests of Caritas Youth across the confederation in all of the RepCo's meetings, discussions and votes.



2019-2023 CI RepCo Youth Representatives, Erin Shuler (CRS) and Peter Mahfouz (Caritas Lebanon), with former CI President Cardinal Luis Antonio Tagle

In May 2021, CI invested in a staff position (**'Officer Promoting Youth Leadership'**) at its General Secretariat in Vatican City to provide institutional support for youth leadership, engagement and empowerment on a global scale. With this resource, CI was able to create and support the confederation's first international youth committee.

¹ Caritas Brasileira, Caritas Asia, CRS, Caritas Cyprus, Caritas Egypt, Caritas Kenya, Caritas Lebanon, and Caritas Mongolia

The **Caritas Youth Committee (CYC)** met for the first time in November 2021. According to its Terms of Reference, the CYC is composed of the two RepCo Youth Representatives (as co-chairs), two young representatives per region (one female and one male, to ensure balance among regions and between women and men), a Regional Coordinator, and CI's Officer Promoting Youth Leadership.

The purpose of the committee is to develop and monitor a global strategy and action plan for youth engagement and empowerment. When we speak of 'engagement and empowerment', it is important to qualify that we mean more than just youth 'representation', but also youth 'participation'. Our goal is to have young people participate fully and authentically in Caritas' mission, as staff and as volunteers, as leaders and as non-leaders.

The two pillars of the global Caritas Youth strategy are

1 Youth Engagement and Empowerment
Initiatives that promote and empower Caritas Youth to participate fully and effectively in Caritas' mission

2 Member Organization Support
Initiatives that help Member Organizations to make space for and support young people to participate authentically and meaningfully in their missions.

A youth delegation of 12 young Caritas staff attended Caritas Internationalis' 22nd General Assembly in May 2023, and organized a Thematic Session on youth engagement and empowerment for all GA participants. Caritas Internationalis consulted the Caritas Youth Committee to develop the confederation's Strategic Objective regarding youth for the **2024-2030 Strategic Framework** that was approved at this General Assembly: **'We encourage and empower young people to participate fully in the mission and development of Caritas, and support our members to give space to and engage young people effectively and meaningfully.'** (SO 4.6)

Today, Caritas Internationalis is committed to creating youth-focused initiatives that benefit both young Caritas staff/volunteers and all of the confederation's Member Organizations. We recognize and promote youth engagement and empowerment as a cross-cutting strategy that can (and does!) enhance each Strategic Orientation of Caritas' mission: to develop our identity at the heart of the Church, to respond to emergencies, to promote integral human development and care for creation, to increase the effectiveness of our confederation, and to build global solidarity.

To conclude, it is very clear that Caritas' biggest steps forward for youth empowerment and engagement on a global level over the past decade have occurred when young people were:



International Youth Delegates in Rome at Caritas Internationalis' 22nd General Assembly, May 2023

- 1 Invited to participate and speak for themselves in important decision-making spaces**
- 2 Given adequate support and resources (i.e. financial and human resources) to self-organize**
- 3 Brought together to exchange ideas and build common projects**
- 4 Given the space and freedom to design and implement youth-related initiatives**

Caritas Youth Surveys 2022/2023

With the above-mentioned structures in place, it is now an essential step to gather baseline data about the current state of youth demographics and engagement across the confederation. This important information will give CI an evidence-based understanding of exactly where global support for youth programming could add value to the work of young people, MOs and regions.

For this purpose, the Caritas Youth Committee designed two youth surveys²:

- 1 A Member Organizations Survey**, for national Member Organizations and Regional Secretariats to provide data about to what degree they engage young people in their mission, and how a global youth program could help them to better engage youth. Data from this survey will help to shape our initiatives for the **'Member Organization Support'** pillar of the Caritas Youth strategy.
- 2 A Youth Personnel Survey**, for young Caritas staff and volunteers to share how and why they work/volunteer with Caritas, and how a global youth program could enhance their experience. Data from this survey will help to focus our initiatives for the **'Youth Engagement and Empowerment'** pillar of the Caritas Youth strategy.

The CYC designed the questions for these surveys by agreeing on what common data would be relevant to understand youth engagement in their home regions, and to create initiatives that are as useful and effective as possible for Caritas Youth, MOs, and regions.

The surveys were offered in English, French, and Spanish so that respondents could fully express themselves in their language of choice. Respondents accessed the surveys via Google Forms because of its user-friendly interface and accessibility (especially to Youth Personnel, many of whom are not registered on Baobab).



Credit: Catholic Charities USA

The CI Administration sent the first call to participate in these surveys in November 2022. An invitation to fill in the Member Organizations Survey was extended to the Executive Directors of all national MOs and Regional Secretariats (or a designated person of their choice). Directors were also encouraged to circulate the Youth Personnel Survey among their young staff and volunteers. The Caritas Youth Committee and the confederation's regional youth focal points circulated the Youth Personnel Survey among their respective contacts.

This report presents the results of both of these surveys, and the survey data form the basis of this report's analyses and recommended actions.

² The two surveys' questions are included in Appendix at the end of this document.

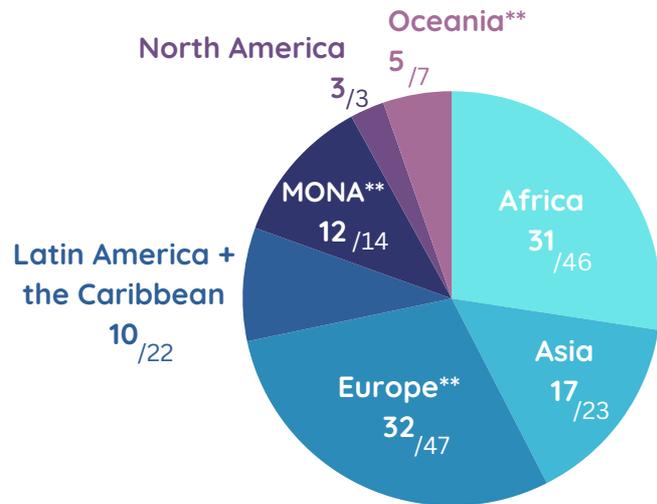
Member Organizations Survey

110 National Member Organizations (out of CI's 162 members) and **3 Regional Secretariats** (out of 7) filled in the Member Organizations Survey, representing **68% of the confederation**. It should be noted, therefore, that while the data in this report represents most Caritas MOs, it cannot be considered an exhaustive picture of the entire confederation.

It should also be noted that, in total, **132 individual survey responses were submitted**, however this number includes some MOs who submitted multiple responses, and 6 diocesan organizations who submitted responses.

In this report, quantitative demographic data is gathered only from the responses of the 113 national and regional members, and qualitative data (e.g. strategies used to engage youth, challenges and methods to engage youth, etc.) also takes into account the responses of the diocesan groups and additional member responses.³ The rationale is that gathering quantitative demographic data from only the 113 national and regional members gives us a more accurate picture of youth demographics among Caritas' pool of 162 members (which does not directly include diocesan Caritas Organizations, who are rather members of their respective national Member Organizations). However, with respect to qualitative data about how youth participate in Caritas and what types of support would be helpful, it is beneficial to receive feedback from as many Caritas groups as possible.

It is important to acknowledge that some MOs indicated that they faced challenges in filling in this survey. For example, some national Member organizations indicated that they do not engage youth directly, but rather coordinate and support groups and organizations (for example, Diocesan Caritas organizations) who do directly engage young people. Others were not able to provide data about youth, because they do not collect information about age among their staff and volunteers. Therefore, while this data accurately represents the state of youth engagement in 113 of CI's organizations, it does not accurately represent the state of youth engagement across all of the levels of Caritas around the world. In order to gain this fuller picture of youth engagement at a diocesan level, CI would need to conduct an additional survey that targets Caritas groups and organizations at more localized levels than our pool of 162 national members and regions.



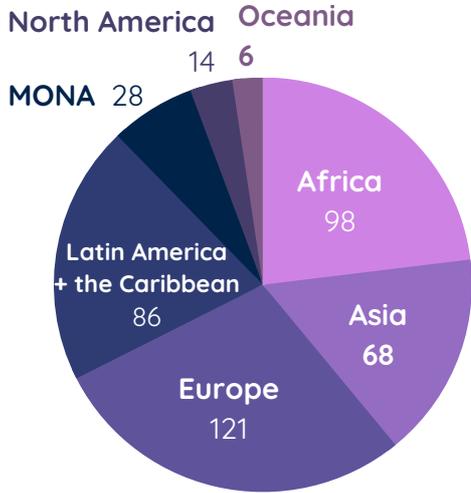
Member Organization Survey Responses by Region

**Response received from Regional Secretariat

³ Throughout this report and in the Member Organization Survey text included as an appendix, data only gathered from the 113 national and regional members is marked with an asterisk (*).

Youth Personnel Survey

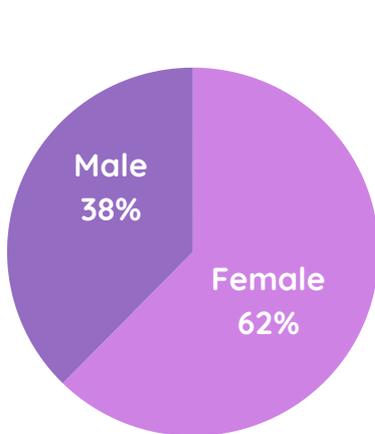
In total, **425 young Caritas staff and volunteers** filled in the Youth Personnel Survey. The breakdown of survey respondents are as follows:



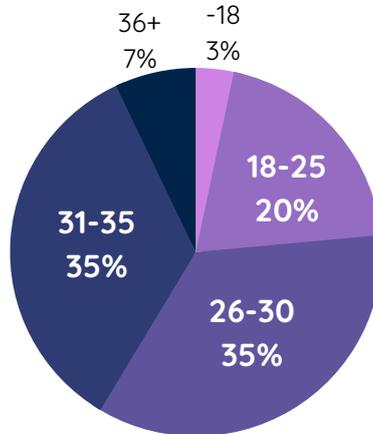
Youth Personnel Survey Responses by Region



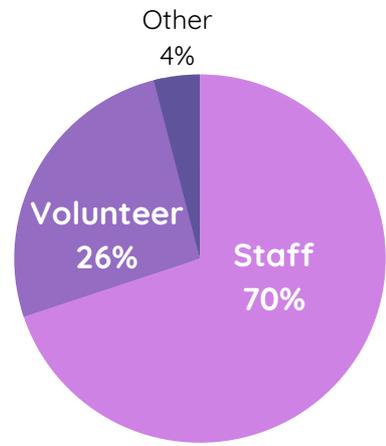
Credit: Caritas Bolivia



Female/Male



Age



Staff/Volunteer

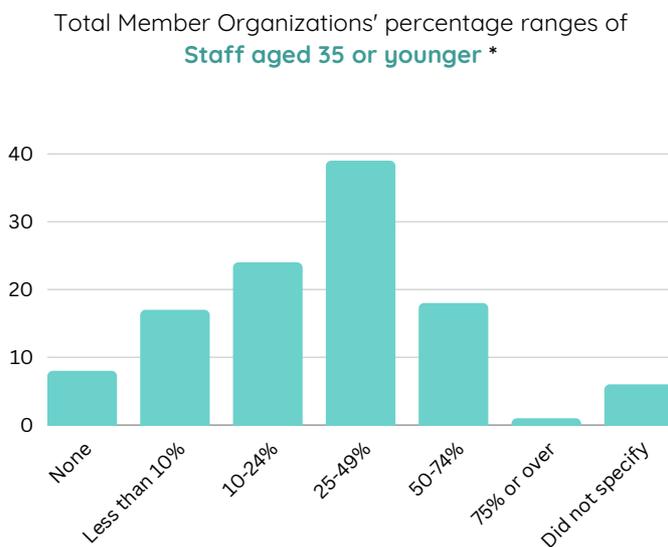
It is interesting to note that **70%** of survey respondents were staff as opposed to volunteers. As the report will show, however, more youth are involved in Caritas around the world as volunteers than as staff. This indicates a need to improve our communication strategies with young volunteers, so that information about CI's youth initiatives is circulated not only to young staff but to young volunteers as well.

YOUTH DEMOGRAPHICS

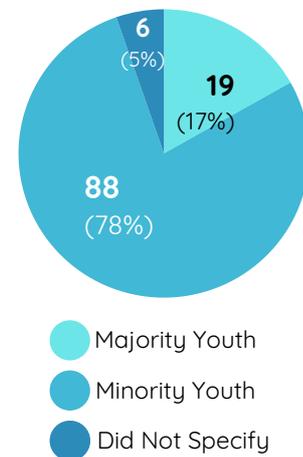
The Member Organizations Survey provided valuable information about roughly how many young people work and volunteer for national and Regional Caritas organizations around the world. Questions about demographics were posed in two parts:

1. How many **total staff/volunteers** do you have in your organization?
2. Approximately **what percentage** of your staff/volunteers are aged 35 or younger? (with multiple choice options that presented ranges, e.g. 'less than 10%', 10-24%, etc.)

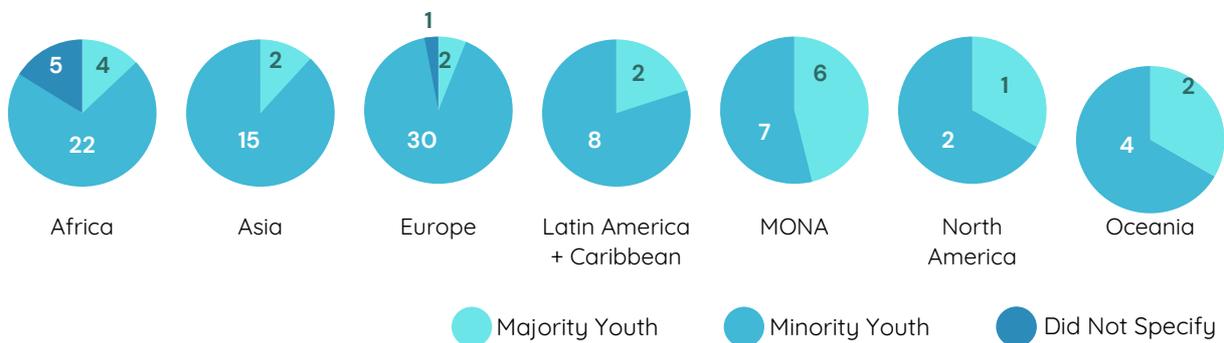
Staff Positions



Total Member Organizations' **Intergenerational Balance of Staff** *



Member Organizations' **Intergenerational Balance of Staff by Region** *

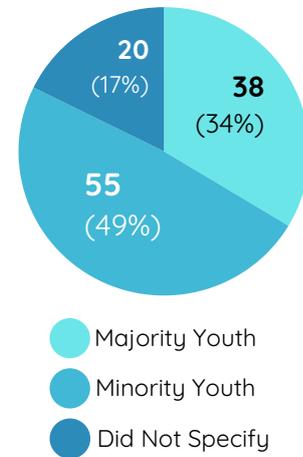


From this data, we can conclude that the most common type of intergenerational balance in Caritas' workforces is that in which **25-49% of staff are young** (i.e. **34%** (or **39/113**) of responding organizations identified this as their intergenerational balance). Looking at all of these responses from all organizations together, **78% indicated that they have a workforce where young people are a minority**, while **17% have a workforce where young people are the majority**.

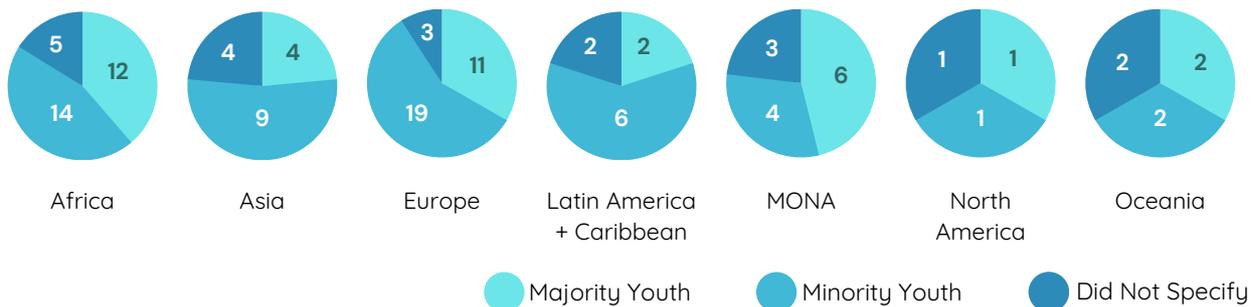
Volunteer Positions



Total Member Organizations' **Intergenerational Balance of Volunteers** *



Member Organizations' **Intergenerational Balance of Volunteers by Region** *



These data show that the most common type of intergenerational balance in Caritas' volunteer forces is that in which **75% or more of their volunteers are young** (i.e. **24%** (or **27/113**) of responding organizations identified this as their intergenerational balance). Despite this, when we look at the entire pool of data from all responding organizations together, **49% indicated that they have a volunteer force where young people are the minority**, while only **34% have a volunteer force where young people are the majority**.



Young Caritas Ukraine volunteers prepare food kits for people affected by the war in Ukraine

Credit: Ivanna Velychko, Caritas Ukraine

It is interesting to note that 20 organizations did not specify a generational balance for volunteers. This was most commonly because these organizations stated that they either do not gather age data about their volunteers, or that they do not engage volunteers directly (but rather coordinate the work of diocesan organizations/groups that engage volunteers, and therefore do not have access to this data).

ANALYSIS

Youth Demographics

Some Member Organizations acknowledged in their responses that youth (especially young volunteers) are more engaged in their mission on a diocesan/local level than on a national and/or regional level. Many Youth Personnel respondents also indicated that they were affiliated with a local/diocesan Caritas. We can conclude, therefore, that a significant amount of youth participation in Caritas occurs at the local level (e.g. diocesan, parish, etc.) - more so than at national and/or regional levels.

More young people across national and regional members are engaged as volunteers than as staff.

In national and regional member organizations, it is more common for young people to be the minority in staff and volunteer forces than the majority.

When organizations do not collect information about the ages of their staff and volunteers, it makes it challenging for organizations and, by extension, CI to track data (and therefore progress) regarding youth engagement and participation.



The Caritas Oceania Youth Alliance (COYA) at the Australian Parliament, to meet with politicians and advocate for action on climate change, youth unemployment and self determination

Credit: Aurora Sice, Caritas Oceania

YOUTH + LEADERSHIP



2023-2027 CI RepCo Youth Representatives, Clara Sanchez Canas (Caritas Spain) and Jeremy Laurie (Development & Peace - Caritas Canada)

This section analyzes the current state of youth participation in Caritas' leadership both in a conventional sense (i.e. in governance and management positions), and in other spaces where youth can and should be considered Caritas leaders. We surveyed members to determine to what extent youth currently occupy leadership roles in their organizations, and to what extent they are creating an environment where young people can actually occupy and thrive in these roles. We asked Youth Personnel about whether and how they see themselves as leaders, their interest in leadership roles, and how Caritas can best support them to be leaders.

For the purpose of this report, we can broadly define 'leadership' as active and authentic participation in decision-making spaces, where one influences the shape and trajectory of Caritas' mission, strategies, and activities.

It is equally important to define what is meant by 'youth leadership'. At the most surface level, we clearly mean people between the ages of 18-35 who occupy leadership positions as defined above. On a deeper level, however, it is important to clarify that 'promoting youth leadership' means to empower people to be leaders while they are still young, and not to simply prepare youth to be leaders after they turn 36 (although we must acknowledge that this will inevitably happen as well).

To authentically empower young people to be leaders in our confederation means that we must give young people space to apply their youthful talents, gifts, and identity to leadership roles. Moreover, we must allow ourselves as organizations to be led by young people. For example, we should not expect a 31-year-old manager to act as if they are 51 years old. To do so unjustly asks the young manager to suppress this important part of their identity, and sends the message that this more 'senior' style of management is superior to or more professional than a more youthful style.

It is also important for us to not assume that the only way to promote 'youth leadership' is to herd young people into conventional leadership positions (e.g. directors, managers, etc.). In order to promote 'youth leadership' it is **equally important** to invite young people to authentically participate in important decision-making spaces. This could mean, for example, to create youth representative positions on our governance boards, to always extend a special invitation to young people to attend important meetings (e.g. assemblies), and to foster a consciousness about the ages of members of our working groups/committees and invite young to participate in these spaces as well. In fact, the more important the decision-making space, the more important it is for young people to have a voice there since, as we have already seen, they represent a sizeable demographic of Caritas

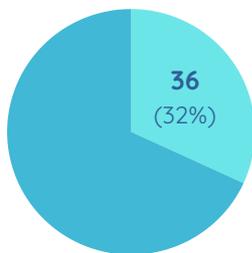
staff and volunteers and are crucial to the success of Caritas' mission. One benefit of fostering 'youth leadership' within these decision-making spaces is that we can begin working on it immediately and it will begin to show results immediately (compared with, for example, providing leadership trainings for youth to take on management positions, which will naturally take longer to show results).

When we talk about '**youth leadership**', therefore, we are talking about **young people occupying leadership roles and participating in decision-making spaces who are not only given the freedom to apply their youthful gifts of creativity, boldness, and energy (and more!) alongside their professional competencies, but are actively encouraged to live their youthful identity authentically in these roles and spaces.**

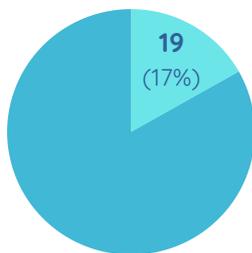
An important question that we all (no matter how old we are) have to ask is this: Am I ready and are we ready to accept this young style of leadership in our personal careers, in our work units, in our organizations and in our confederation?

Governance

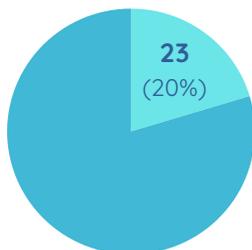
Governance bodies (e.g. Assemblies, regional conferences, national conferences, boards and councils, etc.) are significant spaces where leadership is exercised within Caritas organizations, and are often where the most important strategic decisions are made. Data from our Member Organizations Survey show the following statistics about current youth participation in these spaces:



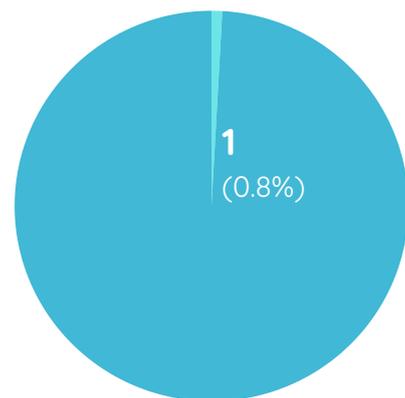
Amount of organizations that have **at least one Board Member aged 35 or under on their Governance Board** *



Amount of organizations that have **more than one Board Member aged 35 or under on their Governance Board** *



Amount of organizations that have at least one **Youth Delegate Position reserved on their Governance Board** *

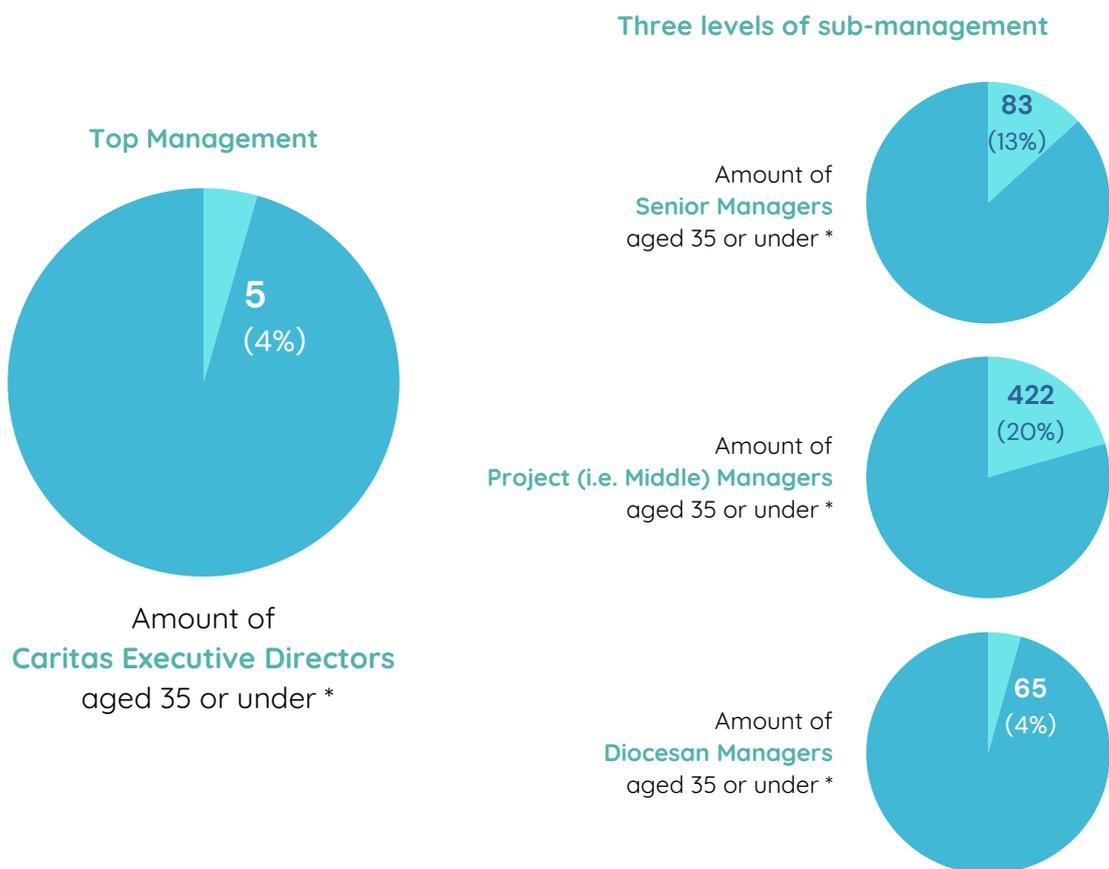


Amount of **Caritas Presidents** aged 35 or under *

From this data, we can conclude that young people are not currently well-represented at the governance level of leadership within our Caritas Member Organizations. Qualitative responses from some MOs suggest that a possible explanation for this could be the way that board members are appointed and who is recruited for these positions (e.g. if a board consists of only Bishops, then it is impossible for young people to participate in this space).

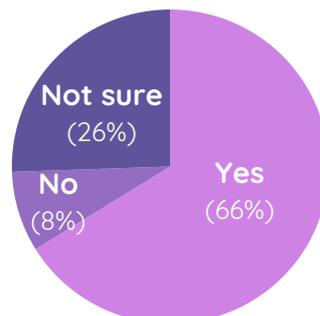
Management

Management positions are a second conventional decision-making space within Caritas, especially on an operational level (e.g. implementing action plans, carrying out activities in the office and in the field, etc.). Data from our Member Organizations Survey show the following statistics about youth participation in these spaces:



These data show that, again, young people are not currently well-represented in this second conventional leadership space.

However, when asked if they would be interested in taking on a management role in Caritas before they turn 36 years old, our Youth Personnel respondents answered as follows:



We can conclude, therefore, that this small amount of youth in management positions cannot be contributed entirely to a lack of interest from young people. Rather, **66%** of our Youth Personnel respondents indicated that they are interested in taking on this type of position. It is prudent, then, to examine what the space looks like between the management positions in our Caritas Organizations and the young people who are interested in occupying them.

We asked both Member Organizations and Youth Personnel about what **pathways** exist for young people to transition into leadership positions in their organization, and compared their answers:

Does your organization use any of the following strategies to move youth from the positions through which they enter the organization into leadership positions?	
Item	Responses
1) Professional Development Trainings and Opportunities	59
2) Internship Programs	48
3) We do not actively use any strategies to move youth into leadership positions	46
4) Staff Appraisals	44
5) Career Pathways	29
6) Mentorship Programs	24

What pathways exist between you and a management position in your organization?	
Item	Responses
1) Professional Development Trainings and Opportunities	174
2) I do not know if any pathways to management positions exist in my organization	147
3) Leadership Training Programs	132
4) Opportunities to further my education	129
5) Mentorship programs with senior staff	102
6) Internships	72

These data show that Professional Development training is the most common type of pathway that national and regional Caritas organizations use to move young people into leadership positions.

It is significant to acknowledge, however, that the third most common answer among MO respondents was that **they do not currently use any strategies to move youth into leadership positions**. Similarly, the second most common answer among Youth Personnel respondents is that **they do not know if any pathways exist** to help them to move into a management position in their organizations. This lack of pathways, therefore, is a **barrier** between young people and leadership positions. We can also see this as an opportunity: if we simply open up pathways to leadership positions and make them well-known, we will likely see an increase in young leaders at higher levels in our organizations.



Josephine Zarah attends a business development workshop organized by Caritas Sierra Leone and Catholic Relief Services

Credit: Josephine Zarah, Caritas Sierra Leone

When asked explicitly about the **barriers** that exist between them and a management position in their organization, Youth Personnel respondents indicated the following:

Item	Responses
1) I feel that I do not have enough experience to hold a management position	225
2) I feel that I lack the skills that I need to hold a management position	124
3) I feel that my application for a management position would not be considered equally to those of other candidates because of my age	112
4) I feel that I am not qualified to hold a management position	107
5) I have personal commitments that prevent me from dedicating enough time in my professional life to a management position	79
6) I am not interested in the responsibility of a management position at this stage in my life	70
7) I feel that I would not be taken seriously as a young manager, either by other managers or by staff	65

These data show that, generally speaking, the most common barriers that Youth Personnel see between themselves and a management position are **internal** (i.e. lack of confidence in their own experience, skills, qualifications, etc.) as opposed to **external** (i.e. lack of management job opportunities, they applied for a management position and were not accepted, etc.).

It would be strategic, therefore, for Caritas to address these internal barriers by providing opportunities for young people to gain leadership experience and by developing young peoples' skill sets so that they gain enough confidence to put their names forward for management (or any other leadership) positions. Since there is evidence that Professional Development trainings are already in widespread use across the confederation, MOs can consider simply streamlining these trainings to include managerial (or other high-level leadership) training specifically targeted at young people.



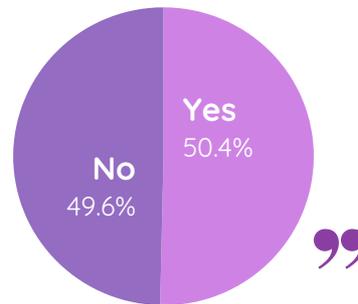
Youth Members attend Development & Peace - Caritas Canada's Orientation Assembly in Halifax, Nova Scotia
 Credit: Aloysius Wong, Development & Peace - Caritas Canada

It is equally important, however, for Caritas to still reflect on and address any **external** barriers that exist in each of our organizations (even if at this stage they are not the primary ones that exclude youth from management positions). For example, some Youth Personnel did indicate that the culture in their organization is such that management positions are reserved exclusively for senior personnel and/or clergy. If we invest in building the leadership capacities of young people and there is nowhere in Caritas for them to apply these skills, they will take their skills elsewhere. It is essential, therefore, that alongside building the leadership capacities of young people, we work on developing a culture in our organizations where young people can viablely be considered for leadership positions.

Youth Leadership

Having seen the very small representation that young people currently have in these two conventional leadership spaces, it is important for us to look to non-conventional spaces where youth exercise leadership. Because, when asked if they considered themselves as leaders within Caritas, almost exactly half of our Youth Personnel respondents responded 'yes'.

“ Would you **describe yourself as a leader** within Caritas? ”



It is clear, therefore, that many young people do participate in the mission of Caritas as leaders. So where are they?

It is interesting to note that most Youth Personnel respondents identified themselves as working 'in the field', and so it is at this grassroots level that we see the most young Caritas leaders. Many Youth Personnel respondents indicated, for example, that they lead small teams of other staff or volunteers in local projects, or community development projects for beneficiaries. Encouraging more young people to take on leadership responsibilities at this local level could help to boost their confidence in their leadership skills and qualifications, and organizations should recognize this experience as 'expertise' that could qualify them for a higher-level management or governance leadership position.

Even at this grassroots level, there is still room for MOs to improve how they empower youth to take on leadership roles. When asked, '**At what point and in what capacity are you usually involved in Caritas?**', Youth Personnel respondents answered as follows:

Item	Responses
1) I participate in initiatives that other people have created, but do not have a leadership role	232
2) I build and lead the initiatives that I am involved in	161
3) I am a leader in initiatives that other people have created	157
4) I am only included at the end of an initiative as a token	28

The most common single answer to this question is that Youth Personnel participate in initiatives that others have created with no leadership role (232 in total). In this group of respondents there could be young people who are sincerely not interested in being leaders, however we must acknowledge that there could also be people who are interested in taking on a leadership role but do not have the opportunity or confidence to do so.

It is encouraging, however, that when we look at all of these data together we see a larger number of young people who do explicitly identify themselves as leaders (318 in total, either in initiatives created by themselves or by others).

In order to help our Caritas organizations empower young people who have the drive and desire to become leaders, we asked our Youth Personnel what **types of resources and support would help them to take on a leadership role**. The most common answers were:

(Check all that you can work on in your organization)

- Professional Development Trainings, with modules that focus on topics such as leadership, project management, organizational management, financial planning and budgets, project development, mediation, safeguarding, legal affairs, etc.
- Coaching and Mentorships, especially with senior staff and current managers
- Exposure experiences (e.g. internships, field visits, etc.) and exchange experiences for practical hands-on learning
- Opportunities to exchange with other young leaders working in the same sector
- More open communication between current managers and staff/volunteers
- Opportunities and support for continuing education (e.g. time off or professional development hours to take a course/diploma program, financial support for continuing education, etc.)
- Developing a career pathway that allows one to gain experience in all levels of the organization
- More transparent recruitment and promotion processes
- Financial compensation for work done for Caritas. This is particularly relevant for young Caritas personnel who have young families to support.
- A supportive environment in our organizations that nurtures the growth of all staff/volunteers
- Delegating more responsibilities to young people in their current roles (even if they are not explicitly leadership roles), in order to gain practical experience in various topics
- Creating more junior leadership/management positions
- Making the pathways to leadership positions that exist in the organization very clear (e.g. as part of the on-boarding process for new staff, and through clear communications to existing staff)

These practical suggestions - that come directly from Caritas Youth Personnel - can help our organizations to transform barriers between young people and leadership positions into **pathways**.

To summarize, young people do play a significant leadership role in Caritas' mission, especially 'in the field' and 'at the grassroots level'. It is important for us to consider these contributions as 'leadership' in its full sense, and to understand it as 'experience' and 'expertise' when considering candidates for conventional leadership roles (e.g. managers, board members, etc.) even at national, regional and global levels. It is important to note that there are currently significant barriers between young people and higher-level decision-making spaces in Caritas' organization, but also many opportunities to turn these barriers into pathways. Since many young people have expressed a desire to participate in Caritas' leadership, CI and its MOs have a responsibility to provide equal opportunities for them to access these spaces at all levels.

ANALYSIS

Youth + Leadership

Caritas at all levels must reflect on what ‘youth leadership’ means in their own contexts. We should consider promoting ‘youth leadership’ not as only herding young people into conventional leadership positions, but also – and equally significant – as inviting young people to authentically participate in important decision-making spaces.

Initiatives that develop young peoples’ leadership capacities will present results on a long-term timeline (e.g. with targeted Professional Development training, in a few years we may see more young people applying for and occupying management roles).

Inviting young people into important decision-making spaces can happen immediately. We must ask ourselves – are our decision-making spaces truly synodal? If not, how can we make them so?

Young people are not currently well-represented in Caritas’ conventional, high-level leadership positions (i.e. management and governance positions).

A significant amount of Member Organizations indicated that they do not use any strategies to intentionally move the young people in their organizations into leadership positions. Many young personnel confirmed this by indicating that they are not aware if their Caritas organization has any pathways to help them to move into leadership positions.

Young people do occupy important leadership roles at the grassroots level.

Young Caritas staff and volunteers are generally very interested in taking on management roles before they turn 36 years old, but largely feel that they lack sufficient experience, skills, and qualifications for these roles.

To increase youth participation in conventional leadership positions, it would be strategic for MOs to streamline relevant leadership modules into the youth-focused Professional Development trainings that are already in widespread use across the confederation. In this way they can increase young people’s capacities so that they gain enough confidence in themselves to apply for managerial and governance leadership positions.

It is important for MOs to reflect on the extent to which their organizational culture would accept young people into leadership positions.

It would be beneficial to reflect how we define ‘experience’ and ‘expertise’, and to consider young people leading projects ‘in the field’ as valuable and relevant experience and expertise that can qualify them to take on higher-level leadership responsibilities.

YOUTH ENGAGEMENT



Young Caritas staff and volunteers in Fuhais prepare assistance for the Gaza Strip

Credit: Caritas Jordan

This section explores what youth engagement and empowerment looks like across national and regional Caritas organizations. The data presented here will show the types of Caritas programs that youth participate in, the opportunities that our organizations currently offer to young people, the level of support that our organizations give to youth programming, to what extent youth engagement and empowerment is incorporated into Caritas' strategic planning, the methods that MOs use to engage youth, and the challenges that MOs face to integrate youth into their mission.

Why Caritas? Why Young People?

A useful starting point to talk about youth engagement at Caritas is to discover why young people, out of all of the organizations that they could choose from, select Caritas as the organization with which they want to work or volunteer. Conversely, why do MOs want to involve young people in their mission?

When we asked Youth Personnel **'What most attracts you to working/volunteering for Caritas?'** the top answers were:

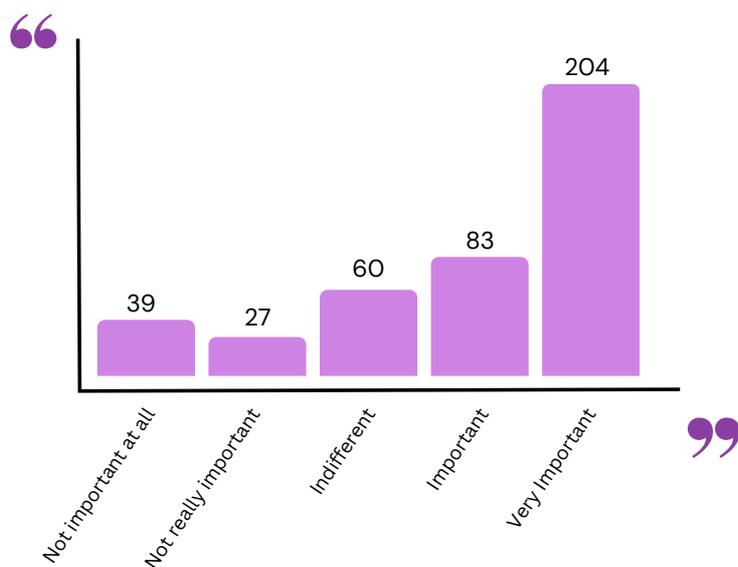
Item	Responses
1) The chance to help others	394
2) Learning new skills	267
3) Engaging with my community in a positive way	254
4) The connection to my faith	202
5) Caring for creation	111

These data show that young people are mostly attracted to Caritas by the fact that our organizations give them the opportunity to have a positive impact on their communities and the wider world, and help them to grow personally and professionally. This proves that Caritas' mission resonates with young people. Therefore, for Caritas to attract and retain young people (and to compete with other organizations for their attention and time), we must continuously provide them with interesting and impactful opportunities to serve their communities and for personal and professional growth.



Credit: Catholic Relief Services

We also asked specifically **how important Caritas' connection to the Church is to them**. It is



interesting to note that, even though the connection to their faith was only the 4th most common reason that our Youth Personnel respondents choose to engage with Caritas, the vast majority of respondents indicated that Caritas' connection with the Church is 'very important' to them. This shows two things: first, Caritas' connection to the Church is not what initially attracts most young people into Caritas' mission and will not in itself guarantee that youth will keep coming to Caritas. In recruitment initiatives, therefore, it would be more effective for Caritas to

focus on how they can provide young people with an opportunity to have a positive impact on those around them and to develop personally and professionally. Second, those who are involved in Caritas do have a strong connection to their faith and to the Church, and so incorporating Spiritual Formation into our Capacity Strengthening initiatives will be an effective strategy to retain the interest of Caritas Youth.

From the other perspective, we asked MOs what value young people bring to Caritas' work and mission. In other words, why bother to engage young people at all? Their top answers were as follows:

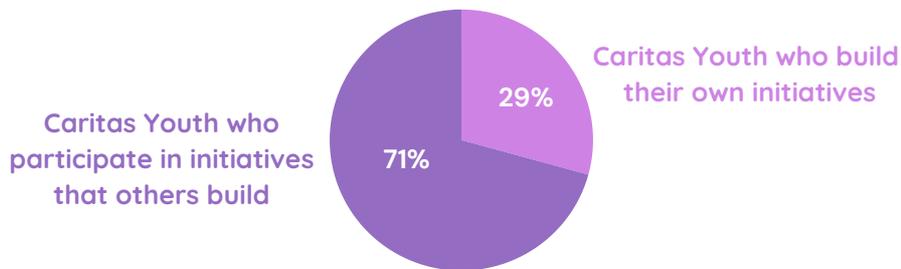
Item	Responses
1) Creativity	100
2) Energy	79
3) Helping us to develop new and improved ways of working	68
4) Sustainability and longevity of the organization	67
5) Creating an intergenerational atmosphere	57
6) Helping us to better understand relevant issues in society	53
7) Bringing voices from the grassroots	32

This shows that Member Organizations value youth mostly for the **creativity** and **innovativeness** that they bring to their mission. MOs recognize that young people play a crucial role in helping them to see their mission in new ways, and to develop innovative strategies and programs. For this reason, Caritas at all levels should recognize the enormous potential in our young people, to help to lead our organizations into the future so that Caritas stays relevant in a constantly changing world.

One **concrete example of how young people's creativity and innovativeness had a tremendously positive effect on Caritas' mission** is the crucial role that they played in helping our members to respond to the Covid-19 Pandemic. In 2022, Caritas contributed to the UN Office of the High Commissioner for Human Rights (OHCHR) report 'Human Rights implications of the

coronavirus disease pandemic on young people’. Caritas Youth provided testimonies about how they saw the pandemic affect young people, and how young people contributed to pandemic responses. Six of the eight Member Organizations who provided data for this report indicated that young people played an indispensable role in promoting public health and vaccination campaigns widely in their communities. This was largely because of their ability to use social media and digital communication to reach people in lockdown situations. When MOs allowed themselves to be led by the innovativeness of young Caritas staff and volunteers, they were able to adapt quickly and effectively to this unprecedented situation.

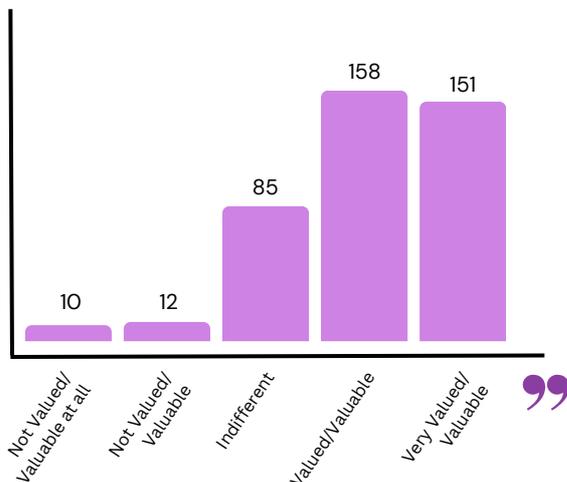
Despite the fact that MOs say that they value the creativity, energy, and innovativeness of youth, the leadership data presented previously shows that young people are largely not occupying the decision-making spaces where they could use these gifts to actually influence change. Moreover, young people across the confederation indicated that they mostly participate in initiatives that other people build for them rather than being given the freedom to create their own initiatives. If we revisit the previously-presented data about at what point and in what capacity Youth Personnel usually participate in a Caritas initiative, we see that **389 Youth Personnel (71% of respondents)** indicated that they participate in programs that other people have built (either in a leadership or non-leadership role) and only **161** indicated that they both lead and build the initiatives in which they are involved.



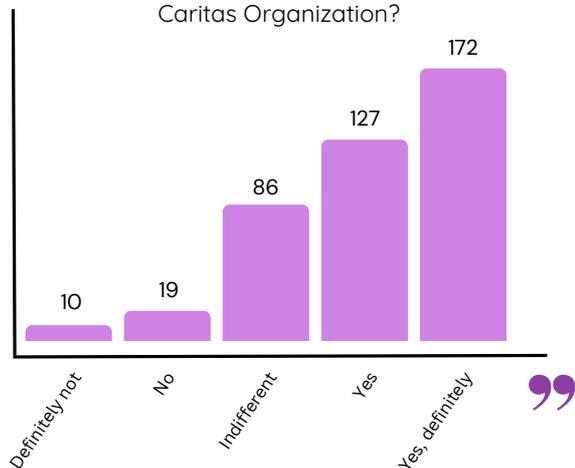
Since our surveys show both that young people have an interest in taking on more leadership responsibilities, and MOs value the creative and innovativeness of youth – we have an opportunity here to merge these realities by increasing the space that we give to young people to create and lead new initiatives in our organizations.

It is encouraging to see that, for the most part, MOs have created an environment in which their young staff/volunteers feel that they are valued and that they can share their ideas:

“ As a young person, to what degree do you feel that **you are valued and that you add value** to your Caritas Organization?



“ Do you feel that **you are given the chance to share your ideas and that your ideas are taken into consideration** by your Caritas Organization?



Since young people indicate that they already feel valued and that they can share their ideas, it will be strategic for MOs to use this positive environment to give young people more opportunities to develop and lead new programs that will open Caritas to innovative ways of working.



NASSA Caritas Philippines conducts psychosocial support activities for children affected by Typhoon Tembin

Credit: NASSA Caritas Philippines

All of these data together show that young people and Caritas are mutually relevant and beneficial to each other. Young people view Caritas as an organization that can help them to have a positive impact on their communities and to grow professionally and personally. Conversely, MOs view young people as essential actors who play a crucial role in helping them to carry out their mission, especially by helping them to innovate and keep in step with the world’s most pressing issues.

Types of Youth Engagement

In order to understand exactly where and how young people currently contribute to Caritas, we asked both Youth Personnel and Member Organizations **what types of activities that young people do in their work/volunteering with Caritas:**

Please indicate the areas of youth-focused programming that your organization has.	
Item	Responses
1) Community Outreach/ Development	92
2) School/Education Programs	83
3) Emergency Response	59
4) Leadership Training Programs	54
5) Advocacy	50
6) Entrepreneurship Trainings + Support	47
7) Ecological Justice Initiatives	47
8) Social Enterprise	45
9) Peacebuilding	41

Describe the youth-related activities that you are involved in with Caritas.	
Item	Responses
1) Community Outreach/ Development	320
2) Emergency Response	146
3) School/Education Programs	133
4) Peacebuilding	106
5) Leadership Training Programs	103
6) Advocacy	97
7) Entrepreneurship Trainings + Support	66
8) Social Enterprise	54
9) Ecological Justice Initiatives	36

This evidence confirms what we have already seen in the leadership section of this report: that the vast majority of youth activity in our MOs takes place at the grassroots level – working in and with local communities, and providing Caritas services to beneficiaries. It should be no surprise, then, that by extension it is at this level that we mostly see youth exercising leadership responsibilities.

When asked specifically **what methods they use to engage youth**, MOs answered as follows:

Item	Responses
1) Volunteer Opportunities	101
2) Internships	59
3) Leadership Training Programs	51
4) Youth-targeted Gatherings (meetings, summer camps/schools, youth fora, etc)	51
5) Social Media Campaigns	45
6) Engaging students in schools	44
7) We do targeted recruiting of people under the age of 35	25
8) Participating in Job Fairs	7

Again, this evidence provides more insight into an indicator that has already been presented in this report: that more young people are involved in Caritas as volunteers than as staff. The data here show that this is largely because Caritas Member Organizations are mostly offering unpaid positions (i.e. volunteer positions and internships) to young people at this time.

While acknowledging the absolutely crucial role that volunteers play in the mission of Caritas, it is also important for us to reflect on whether we have a healthy balance between offering young people paid positions versus volunteer positions. It is important to acknowledge that in addition to their desire to help their communities and develop personally/professionally, young people also have financial needs. It is not reasonable, therefore, for MOs to expect that young people have an unlimited amount of free time to give to Caritas. Eventually, young people will have to give most of their time and skills to an employer that compensates them financially. In fact, some MOs indicated that a common reason that young people leave their organizations is because they go to other organizations that can offer them a paid position. This could be for any number of common reasons (e.g. young people may have young families to support or student debt to pay, or may be trying to purchase their first home, etc.)

It would be prudent for MOs, therefore, to reflect on whether it is feasible for them to diversify the types of positions that they offer to young people – especially to those who are keen to take on leadership positions and contribute their skills and institutional knowledge to the sustainability of the organization (remember, the fourth most common ‘value’ of youth as indicated by MO respondents) in the long-term.

It is also interesting to note that these data show that there are many youth-focused Leadership Training programs happening across the confederation, yet this has not translated into a significant youth presence in governance or managerial leadership positions. It is reasonable to deduce that, because we see most young leaders at the grassroots level, this leadership training may focus more on grassroot-level leadership skills rather than the leadership skills required for governance or management positions. If we want to see more young people in governance and managerial positions, it would be strategic to incorporate managerial and/or governance modules into the leadership training that is already in widespread use across the confederation.

To summarize, it is clear that young people are currently engaged in Caritas mostly as volunteers (as opposed to staff) and at the grassroots level (as opposed to in national or regional offices). If Caritas organizations at all levels wish to pursue youth engagement as a strategy to achieve long-term sustainability, it is important to strategically and sustainably recruit and retain young people and support them to take on more significant leadership responsibilities.

Support for Youth Engagement

It is clear that young people play a key role in carrying out Caritas’ mission, and so it is important to examine how and to what extent MOs are currently supporting programs that engage and empower youth within their broader missions.

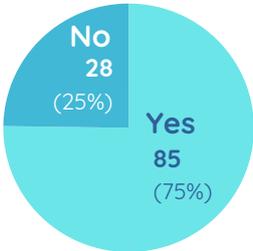
A helpful starting point (especially when considering what type of support CI can lend to our members’ youth programming) is to examine the **challenges that MOs face when trying to engage young people**. When asked about these challenges, MOs responded as follows:

Item	Responses
1) Youth are too busy to be involved in Caritas’ work	39
2) We do not face challenges engaging youth in our work	39
3) We struggle to effectively communicate our mission to young people	32
4) Youth do not respond to the opportunities that we advertise	30
5) Youth do not find Caritas’ Catholic identity relatable	29
6) We do not know where to find youth who are willing to get involved	14
7) Youth are not interested in the work that Caritas does	14

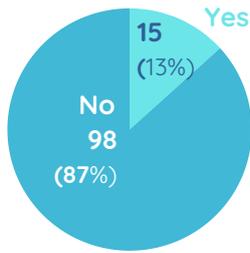
In order to overcome these challenges, it is essential that MOs proactively engage and empower their young staff and volunteers. Three extremely effective ways for MOs to institutionally support youth engagement and empowerment are to:

- 1 Include youth as a topic in organizational strategic planning**
- 2 Develop a youth engagement roadmap (e.g. a policy, guidebook, or toolkit)**
- 3 Invest in resources that provide consistent support to developing and supporting youth programming.**

When asked **whether they include youth engagement and empowerment as a topic in their strategic planning** (e.g. strategic frameworks, statutes, workplans, etc.), an encouraging **75%** of MOs answered that they do*.



Putting one’s commitment to engage and empower youth into writing, and including this commitment in the most important strategic documents of our organizations, is a very meaningful and effective strategy to ensure that youth engagement remains a cross cutting priority and receives the support that it needs to develop. It is also often a starting point for justifying investments in youth engagement.

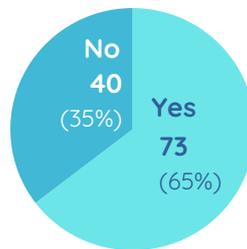


Amount of organizations that **have a youth engagement policy/guidebook/toolkit** *

Going a step further, another strategic way for organizations to support youth engagement and empowerment is to create a youth-specific roadmap to outline clearly the value of youth in one's own mission and what methods MOs will use to engage youth in their local contexts. The **amount of MOs who indicated that they have already developed and use such a roadmap** is quite small.

Only **13%** of our total MO respondents indicated that they have a roadmap that guides how they will specifically engage young people. Developing such a youth roadmap, however, is in itself a useful reflection exercise for each MO, to define what value youth bring to their organization, challenges that exist to engage youth, and what methods will work best to engage youth in their mission.

When asked whether they have invested in any human resource support for youth engagement, **65%** of MO respondents indicated that they have staff personnel that support and coordinate youth programs.



Amount of organizations that **have at least one staff person that supports youth activity** *

Of the 73 MOs that indicated that they do have human resource support for youth engagement, **66%** indicated that they have 1-2 youth engagement personnel, while **34%** indicated that they have a youth engagement team of three or more people. Having a designated person or team to support youth programming is a very effective way to develop and maintain youth programming that stays relevant and effective, and to ensure that youth programming remains fixed in strategic plans and budgets.

When we cross-examine these three indicators, we see that **100%** of the MOs that have a youth roadmap also include youth in their strategic planning, and **67%** of MOs that have youth engagement personnel include youth in their strategic planning. This shows the importance of this crucial first step of concretizing institutional support for youth engagement in our strategic plans, since it clearly sets up MOs to develop even more youth-related resources and support later on. Moreover, **93%** of MOs that have a youth roadmap also have paid personnel to support youth engagement. These comparisons show that the MOs that most proactively engage youth are those who explicitly name youth engagement as a priority in their strategic planning, who set clear plans and goals about how to best engage youth, and who invest in resources that adequately support youth to participate in their mission.



Young Caritas Spain volunteers complete the Camino de Santiago, to mark Caritas' global Together We campaign

Credit: Cáritas Española

ANALYSIS

Youth Engagement

Caritas Organizations clearly value youth as essential actors that help them to carry out their missions, and youth personnel confirm that they feel valued by and that they add value to Caritas.

Young people find Caritas attractive and relevant because it gives them an outlet to make a positive impact on their communities, and to grow professionally and personally.

MOs value young people in particular for their creativity and innovativeness.

Both MOs and Youth Personnel confirm that youth are most active in Caritas' mission at the grassroots level, in particular in carrying out community development initiatives in the field. It is also at this level that we see most youth exercising leadership roles.

More young people are engaged in Caritas as volunteers than as staff, and this is largely because MOs indicated that volunteer and internship positions are the most common method that they use to engage youth.

Despite the fact that MOs value youth for their creativity and innovativeness, most Youth Personnel indicated that they mostly participate in programs that other people have built. There is an opportunity, therefore, for MOs to give young people more space to build and lead new programs for them.

Many MOs indicate that they engage youth through leadership training programs, however this has not translated into a significant presence of youth in managerial and/or governance leadership spaces (in fact, youth presence in these spaces is extremely low). If MOs would like to see more young leaders in these spaces, they should incorporate managerial/governance modules into the leadership programs that they already offer.

75% of MO respondents include youth engagement as a topic in their strategic planning, **13%** have developed a roadmap to outline in detail how they engage youth, and **65%** have at least one staff position to support youth engagement. These three strategies are effective ways to engage youth in the mission of Caritas, and monitoring them provides good indicators to see the degree to which MOs are sufficiently supporting youth engagement.

When MOs put their commitment to engaging youth into writing, it helps to ensure that youth engagement remains a cross cutting priority and receives the support it needs in order to be truly beneficial to Caritas' mission.



Malialosa Tapueluelu represents Caritas Oceania at the UN Oceans Conference Credit: Caritas Tonga

CARITAS INTERNATIONALIS: A GLOBAL YOUTH PROGRAM



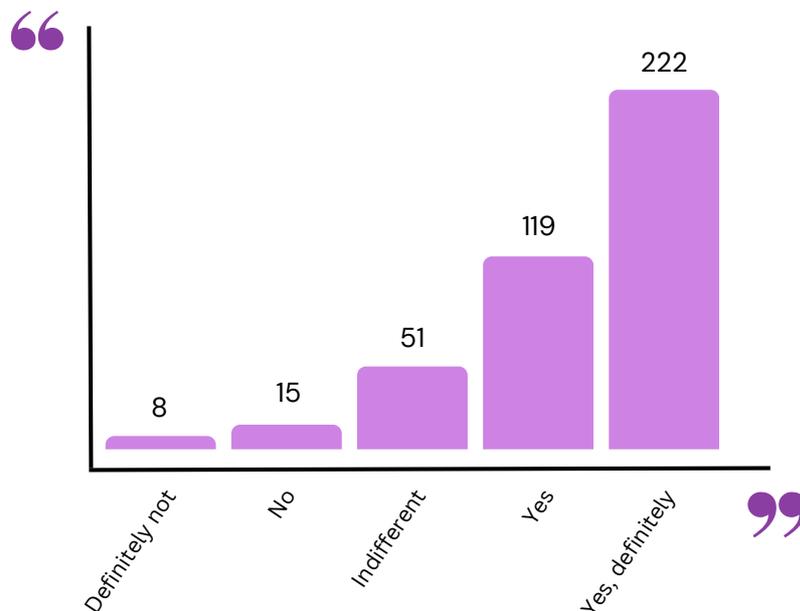
As stated at the beginning of this report, Caritas Internationalis has been developing its own support for youth engagement in earnest since 2015. The most important goal of CI's youth programming is, and has always been, that it supports and is a useful resource for Caritas Youth around the world and for all Caritas Member Organizations. Therefore, we asked Youth Personnel and MOs what elements of a global Caritas Youth program would be most helpful to them.



Caritas Nepal organizes a school enrollment campaign with students of Shiva Secondary School in Kalegaun

Credit: Dipendra Lamsal, Caritas Nepal

When asked **whether or not a global Caritas Youth network would enhance their work/volunteer experience with Caritas**, our Youth Personnel respondents answered as follows:



Most MO respondents echoed this enthusiasm and appreciation for a global Caritas Youth program. These data show, therefore, that CI's global support for youth engagement and empowerment is a worthwhile investment that will be helpful both to Caritas Youth and to our member organizations.

In order to give CI direction about what elements to include in a global Caritas Youth strategy and program, we asked both MOs and Youth Personnel what types of resources and programs would be most helpful to them:

Item	Responses
1) Connecting our youth with other youth across the confederation	80
2) Providing and promoting Professional Development training for youth	65
3) Providing and promoting Leadership training for youth	61
4) Providing new and interesting opportunities for youth in my country	52
5) Helping us to communicate more effectively with youth people	44
6) Helping to increase the visibility of young people's work in Caritas	30
7) Providing and promoting Spiritual Formation training for youth	28

Item	Responses
1) Professional Development Trainings	318
2) Opportunities to participate in global groups (e.g. committees, working groups, boards, etc.)	247
3) Opportunities for exchanges with other Caritas Youth	242
4) Leadership Trainings	241
5) Spiritual Formation Trainings	120

It is interesting to see that, albeit in differing orders of preference, the top four responses for MOs and Youth Personnel are very similar. It will be most strategic and helpful, therefore, for CI to focus on developing **Professional Development trainings, interesting opportunities for youth to be involved in global groups, exchanges between Caritas Youth, and Leadership trainings** in our global youth programming.



A team of young people participate in Caritas Honduras' Leadership School

Credit: Banco de Fotografías Cáritas Honduras

These data also reinforce the importance of maintaining the two pillars of CI's youth strategy, as indicated at the beginning of this report: **Youth Engagement and Empowerment** and **Member Organization Support**. In all of CI's youth initiatives, it will be important to always consider the needs of both Caritas Youth and Caritas Member Organizations if we are to truly build resources and support that are holistically useful to everyone.

ANALYSIS

CI: A Global Youth Program

Both Youth Personnel and Member Organizations indicate that a global Caritas Youth program would be a very helpful and appreciated resource for them.

Both Youth Personnel and Member Organizations indicated that the following four elements would be most helpful in a global CI youth program:

- Professional Development Trainings
- Interesting opportunities to participate in global groups and initiatives
- Exchanges between Caritas Youth around the world
- Leadership Trainings

Caritas' strategic and operational youth planning should, therefore, incorporate these four elements as much as possible.



Credit: Caritas Île Maurice

CONCLUSION



In many ways, young people and Caritas need each other. Caritas Organizations need young people to help them to see their work in new ways, to keep in-step with an ever-changing world, and to be reminded of what is possible. Young people have a hunger to build a world and a version of themselves that is constantly better, and Caritas provides them with a relevant outlet to achieve this.

Conducting these two surveys has been an essential step for Caritas Internationalis to set the trajectory of its global youth strategy moving forward. With the valuable data provided by Youth Personnel and Member Organizations, CI will develop evidence-based youth programming, resources and support that are relevant and useful to young people and to the whole confederation.

The data contained in the surveys prove that young people are extremely important and influential actors within Caritas' mission. In many ways, they are largely the 'hands and feet' of Caritas, providing services to the vulnerable, influencing change through advocacy, and helping MOs to work in innovative ways and adapt to new challenges. Many young people also play an important leadership role in our organizations, especially at the grassroots level, which is essential for Caritas to provide high quality services in the field. Young people's creativity, innovativeness, and drive for self-improvement and for a better world are valuable resources that Caritas benefits from every day, helping to make it one of the foremost aid and development agencies in the world.

Many Member Organizations acknowledge the importance of youth engagement and empowerment to their work, and already institutionalize their support for it by including it as a topic in their strategic planning and investing in resources that actively support it. While there is still much important work to be done to improve youth participation in Caritas' key decision-making spaces and high-level leadership roles, it is encouraging that most MOs express a clear desire to develop and improve the ways that they engage young people in their work and in their leadership.



All hands in, at World Youth Day Lisbon!

At the beginning of this report, we stated that Caritas Internationalis' biggest strides towards high-quality youth engagement and empowerment occurred when young people were:

1. Invited to participate and speak for themselves in important decision-making spaces
2. Given adequate support and resources (i.e. financial and human resources) to self-organize
3. Brought together to exchange ideas and build common projects
4. Given the space and freedom to design and implement youth-related initiatives

This survey exercise has revealed that the people who have control over whether or not to create these four conditions are, for the most part, more senior personnel. An important conclusion, therefore, is that the work of promoting youth engagement and empowerment in Caritas cannot rest solely on the shoulders of young people. Rather, **we all share the responsibility to make Caritas an intergenerational space in which people of all ages can contribute to and shape our organizations and our confederation authentically and to their fullest ability.**

PART 3

Recommendations



**FOR YOUNG
CARITAS STAFF
AND VOLUNTEERS**



RECOMMENDATIONS

I can
do this!

by this
date...

Attend important meetings of your Caritas Organization (e.g. assemblies, Annual General Meetings, strategic planning meetings). If you are unsure whether you can attend, just ask!

Include your experiences with Caritas on your resume and, if applicable, ask for your role to be given an official title (even volunteer roles!).

Don't be shy to propose ideas for new projects and initiatives to your Caritas organization, and to take a leadership role in their implementation.

Work with other groups ecumenically, to expand your network and impact.

Make a plan for your career goals (e.g. a 5-year, or 10-year plan) and include how Caritas fits into this plan.

Ask your Caritas organization what professional development and/or spiritual formation opportunities they offer, that can help you to reach your goals.

Stay connected with Caritas at all levels – parish, diocesan, national, regional and global. Sign up for newsletters, and regularly check their news.

Inquire about and offer to join Caritas committees/working groups/task forces that are extracurricular to your regular work and/or volunteering.

Follow different Caritas accounts from around the world on social media, and share your own engagement with Caritas on social media! Don't forget to tag @CaritasYouth in your posts so that we can share your work!

Be an advocate for youth engagement and empowerment in your Caritas Organization! For example, encourage your Caritas organization to provide more diverse opportunities for young people, and to increase youth representation in decision-making spaces.

If your Caritas doesn't already have a youth committee or working group, offer to start one!



We can do this! by this date...

- _____ Include youth engagement and empowerment as a topic in your strategic planning, and set clear goals and a MEAL plan to track your progress. Map best practices, experiences and challenges.
- _____ Invite young people to attend and, most importantly, to actively participate in the key decision-making spaces of your organization (e.g. governance boards, working committees, assemblies, hiring committees, etc.).
- _____ Invest in resources and create a working structure that provides institutional, regular and reliable support to develop youth engagement and empowerment within your organization (e.g. a paid staff position, resources to support a youth committee/working group, etc.).
- _____ Create a youth engagement policy/guidebook/toolkit that outlines clearly the value of youth to your organization, and how your organization engages (or plans on engaging) young people. Refer to this document as you set goals for youth engagement, and update it regularly. It is very important to include young people in this process or, better, to let them lead it.
- _____ Be an advocate for youth! Maintain an environment in your organization where young people are seen as equals and their input is valued. Promote systems that make youth engagement the responsibility of everyone, not just of young people.
- _____ Create pathways for the young people in your organization to move into leadership roles at all levels (e.g. directors, managers, team leaders, project leads, etc.). This could include offering leadership training, adapting current Professional Development opportunities to cover skills needed to take on management roles, mentoring young staff/volunteers interested in taking on leadership roles, and accompanying young staff to develop career paths. For more ideas, see page 26 of this report.
- _____ Invite young people to propose and build new initiatives for your organization. Provide them with the support and resources that they need to lead these activities themselves, from the start-up phase to the MEAL phase.

**FOR CARITAS
MEMBER
ORGANIZATIONS**



RECOMMENDATIONS

2/2

We can do this! by this date...

Provide interesting and relevant capacity strengthening opportunities (focused on professional development and spiritual formation) for your young staff and volunteers, that empower them to take on more responsibility and to contribute to your organization's work.

Incorporate youth-focused elements into your communications strategies. For example, join social media (if you haven't already), increase the visibility of the work of young people on your website/newsletter/social media, allow young people to directly contribute to your communications, and ensure that your communications reach young staff and young volunteers.

Always ask for and keep track of the ages of the staff, volunteers, governance structures, committees, etc. in your organization. Where you see that there are few (or no) young people, consider a targeted recruitment of youth to create a more intergenerational balance.

Consider whether your organization has a healthy and sustainable balance of providing paid vs non-paid opportunities to young people. Assess whether your organization's hiring processes give an advantage to older people, rather than giving equal opportunities to young people (e.g. requesting a minimum number of years' work experience on job postings that only senior personnel can have).

Give all young people involved in your organization an official role/title (even volunteers) so that they can accurately label their experience with Caritas on their resumes.

Communicate to all young staff and volunteers in your organization the opportunities for exchanges and cooperation that come from more localized Caritas groups, Regional Secretariats and Caritas Internationalis. Encourage them to participate in these opportunities.



World Youth Day Lisbon

Photo Credit: Mareta Lavea Leitupo, Caritas Aotearoa New Zealand



RECOMMENDATIONS

1/2

We can do this! by this date...

- _____ Include youth engagement and empowerment as a topic in your strategic planning, and set clear goals and a MEAL plan to track your progress. Map best practices, experiences and challenges.
- _____ Invite young people to attend and, most importantly, to actively participate in the key decision-making spaces of your region (e.g. governance boards, regional assemblies, working committees, hiring committees, etc.).
- _____ Invest in resources and create a working structure that provides institutional, regular and reliable support to develop youth engagement and empowerment within your region (e.g. a paid staff position, resources to support a youth committee/working group, etc.).
- _____ Create a formal regional youth network, to connect young staff and volunteers from national/local Caritas groups with each other. Support these regional networks to provide opportunities for youth to exchange and collaborate with each other, and to contribute to the overall work of the region.
- _____ Create a youth engagement policy/guidebook/toolkit that outlines clearly the value of youth in your region, and how you engage (or plan on engaging) young people on a regional level. Refer to this document as you set goals for youth engagement, and update it regularly. It is very important to include young people in this process or, better, to let them lead it.
- _____ Be an advocate for youth! Maintain an environment in your regional network where young people are seen as equals and their input is valued. Promote systems that make youth engagement the responsibility of everyone, not just of young people.
- _____ Create pathways for young people to take on leadership roles on a regional level (e.g. directors, managers, team leaders, project leads, chairs, etc.). This could include offering leadership training, adapting current Professional Development opportunities to cover skills needed to take on a management role, mentoring young staff/volunteers interested in taking on leadership roles, and accompanying young people to develop career paths. For more ideas see page 26 of this report.



RECOMMENDATIONS

2/2

We can do this! by this date...

_____ Invite young people to propose and build new initiatives for your region. Provide them with the support and resources that they need to lead these activities themselves, from the start-up phase to the MEAL phase.

_____ Provide interesting and relevant capacity strengthening opportunities (focused on professional development and spiritual formation) for youth across your region, that empower them to contribute to the mission of Caritas. This could include making existing resources from national/local members widely available and accessible to everyone in your region.

_____ Provide training and support for Member Organizations to increase their capacities to engage and empower young people in their work.

_____ Incorporate youth-focused elements into your communications strategies. For example, join social media (if you haven't already), increase the visibility of the work of young people on your website/newsletter/social media, allow young people to directly contribute to your communications, and ensure that your communications reach young staff and young volunteers.

_____ Always ask for and keep track of the ages of the staff, volunteers, governance structures, committees, meeting participants, etc. in your region. Where you see that there are few (or no) young people, consider a targeted recruitment of youth to create a more intergenerational balance.

_____ Communicate with all national member organizations the opportunities for regional and international (i.e. from Caritas Internationalis) youth exchanges and cooperation. Ask them to encourage their young people participate in these opportunities.



Young Caritas Volunteers in Kiribati plant mangroves to strengthen the shoreline and mitigate the risk of rising sea levels

Credit: Tereti Kaiea, CEPAC



- | We can do this! | by this date... | |
|--------------------------|-----------------|--|
| <input type="checkbox"/> | _____ | Include youth engagement and empowerment as a topic in each Strategic Framework document, and always develop this input in consultation with young people themselves. |
| <input type="checkbox"/> | _____ | Include youth engagement and empowerment as a topic in CI's MEAL processes, and in the CI Management Standards Assessments. Map best practices, experiences and challenges. |
| <input type="checkbox"/> | _____ | Invite young people to attend and, most importantly, to <u>actively participate</u> in the key decision-making spaces of the confederation (e.g. the General Assembly, governance boards (e.g. the Representative Council), committees and working groups, hiring committees, etc.). |
| <input type="checkbox"/> | _____ | Always provide targeted accompaniment to young people who may be participating in these decision-making spaces for the first time, to ensure that they are adequately prepared and empowered to contribute fully to these spaces. |
| <input type="checkbox"/> | _____ | Invest in resources that provide institutional, regular and reliable support to develop youth engagement and empowerment on a global scale. |
| <input type="checkbox"/> | _____ | Always work as collaboratively as possible when developing youth-related initiatives. This includes always having and supporting a youth body with equal representation across all regions, that is primarily responsible for developing a global youth strategy and action plan. |
| <input type="checkbox"/> | _____ | Create a youth engagement policy/guidebook/toolkit that outlines clearly the value of youth in the confederation, and how CI engages and empowers young people on a global level. It is very important to include young people in this process or, better, to let them lead it. |
| <input type="checkbox"/> | _____ | Be an advocate for youth! Maintain an environment in confederation-wide initiatives where young people are seen as equals and their input is valued. Promote systems that make youth engagement the responsibility of <u>everyone</u> , not just of young people. |
| <input type="checkbox"/> | _____ | Invite young people to propose and build new initiatives for the confederation. Provide them with the support and resources they need to lead these activities themselves, from the start-up phase to the MEAL phase. |



RECOMMENDATIONS

2/2

We can do this! by this date...

Create pathways for young people to take on leadership roles in CI's structures (e.g. directors, managers, team leaders, chairs, etc.). This could include offering leadership training, adapting current Professional Development opportunities to cover skills needed to take on a management role, mentoring young staff/volunteers interested in taking on leadership roles, and accompanying young people to develop career paths. For more ideas see page 26 of this report.

Provide interesting and relevant capacity strengthening opportunities (focused on professional development and spiritual formation) for youth across the confederation, that empower them to contribute to the mission of Caritas. This could include making existing resources from Caritas organizations widely available and accessible to everyone.

Provide training and support for Member Organizations and Regions to increase their capacities to engage and empower young people in their work.

Incorporate youth-focused elements into CI's communications strategies. For example, increase the visibility of the work of young people on CI's website/newsletter/social media, allow young people to directly contribute to CI's communications, and ensure that CI's communications reach both young staff and young volunteers.

Improve youth-targeted communications about Caritas' international structures, especially those who are familiar with Caritas only at their local level and are unaware of its regional and global scale.

Always ask for and keep track of the ages of the staff, volunteers, governance structures, committees, meeting participants, etc. in CI initiatives. Where you see that there are few (or no) young people, consider a targeted recruitment of youth to create a more intergenerational balance.

Communicate with all national and regional members the opportunities for global youth cooperation, and encourage them to participate in these spaces.

Repeat youth surveys on a regular basis, to track the progress of youth engagement and empowerment across the confederation. Consider extending the invitation to participate to local Caritas groups, especially where youth are more active on a local level than a national one.

ANNEX

Survey Questions



Photo Credit: Caritas Syria

MEMBER ORGANIZATIONS SURVEY QUESTIONS



Youth Statistics: Governance

- 1) How many people sit on your governance board(s)? *
- 2) How many young people (i.e. aged 35 or under) sit on your governance board(s)? *
Note: These can, but do not have to, include young people who hold a **youth delegate/representative position** on the board.
- 3) How many **youth delegate/representative positions** does your organization have on its governance board(s)? *
 - a. 0
 - b. 1
 - c. 2
 - d. 3+
- 4) Is your President aged 35 or under? *
 - a. Yes
 - b. No
- 5) Additional Comments?

Youth Statistics: Management

- 6) Is your Executive Director/Secretary General aged 35 or under? *
 - a. Yes
 - b. No
- 7) How many people are there in total in the **Senior Management** of your organization? *
Note: “Senior Management” refers to the most senior level of leadership within the organization, who have the tasks of managing the organization, including line management of staff (e.g. head of department, Director of _____, etc.).
- 8) How many **Senior Management** positions are held by youth (i.e. aged 35 or under) in your organization? *
- 9) How many **Program/Project Managers** are there in total in your organization? *
Note: “Program/Project Managers” refers to those who have managerial responsibilities for teams or projects (i.e. “middle management”).
- 10) How many **Program/Project Management** positions are held by youth (i.e. aged 35 or under) in your organization? *
- 11) How many **Diocesan Caritas Directors** are there in total in your organization? *
- 12) How many **Diocesan Caritas Director** positions are held by youth (i.e. aged 35 or under) in your organization? *
- 13) Additional Comments?

Youth Statistics: Staff

- 14) How many **total staff** do you have in your organization? *
- 15) Approximately what percentage of your staff are aged 35 or under? *
- a. Less than 10%
 - b. 10-24%
 - c. 25-49%
 - d. 50-74%
 - e. 75% or over
 - f. None of our staff are aged 35 or under
- 16) How many staff positions do you have in your organization to support and coordinate youth activity and/or programs? *
- a. 0
 - b. 1
 - c. 2
 - d. 3+ (please specify in 'additional comments' below)
- 17) Additional Comments?

Youth Statistics: Volunteers

- 18) How many **total volunteers** do you have in your organization? *
- 19) Approximately what percentage of your volunteers are aged 35 or under? *
- a. Less than 10%
 - b. 10-24%
 - c. 25-49%
 - d. 50-74%
 - e. 75% or over
 - f. None of our volunteers are aged 35 or under
- 20) Additional Comments?

Your Organization's Youth Engagement + Empowerment

- 21) Please indicate the areas of youth-focused programs that your organization has. Click all that apply.

Note: You may indicate both programs that engage youth exclusively, and those that engage youth in addition to other age groups. This may include programs within your own organization, and those coordinated with partners.

- a. Community Outreach/Development
- b. School/Education Programs
- c. Leadership Training Programs
- d. Peacebuilding
- e. Emergency Response
- f. Ecological Justice Initiatives
- g. Advocacy
- h. Social Enterprise
- i. Entrepreneurship Training/Support
- j. We do not have any youth-focused programs
- k. Other: _____

Your Organization's Youth Engagement + Empowerment (continued)

- 22) Please describe in more detail your most significant youth program(s), with a focus on how this program empowers youth to participate in the mission of Caritas.
- 23) What methods do you use to engage youth in your organization? Click the three options that best apply to your organization:
- | | |
|--|--|
| a. Leadership Training Programs | f. We do targeted recruiting of people under the age of 35 |
| b. Internships | g. Participating in Job Fairs |
| c. Volunteer Opportunities | h. Social Media Campaigns |
| d. Engaging Students in Schools | i. We do not engage youth in our organization |
| e. Youth-targeted gatherings (e.g. meetings, summer camps/schools, youth fora, etc.) | j. Other: _____ |
- 24) Additional Comments?
- 25) What challenges do you face in engaging youth in the mission of your organization? Click the three options that best apply to your organization:
- | | |
|--|---|
| a. Youth do not respond to the opportunities that we advertise | e. We do not know where to find youth who are willing to get involved |
| b. Youth are not interested in the work that Caritas does | f. We struggle to effectively communicate our mission to young people |
| c. Youth are too busy to be involved in Caritas' work | g. We do not face challenges in engaging youth in our mission |
| d. Youth do not find Caritas' Catholic identity relatable | h. Other: _____ |
- 26) Additional Comments?
- 27) Do you include youth engagement + empowerment as a topic in your organization's strategic planning? *
- Yes
 - No
- 28) Additional Comments?
- 29) Does your organization have a youth engagement policy/guidebook/toolkit? *
- Yes
 - No
- 30) Does your organization have a policy/procedure document about engaging with volunteers? * (**NB:** this does not have to specifically focus on young volunteers)
- Yes
 - No

Your Organization's Youth Engagement + Empowerment (continued)

- 31) Does your organization use any of the following strategies to move youth from the positions through which they enter the organization into leadership positions? Click the three options that best apply to your organization.
- | | |
|---|--|
| a. Career Pathways | e. Mentorship Programs |
| b. Professional Development trainings and opportunities | f. We do not actively use any strategies to move youth into leadership positions |
| c. Staff Appraisals | g. Other: _____ |
| d. Internship Programs | |
- 32) Additional Comments?
- 33) In your opinion, what added value do youth bring to your organization? Click the three options that best apply to your organization.
- | | |
|---|---|
| a. Creativity | e. Creating an intergenerational atmosphere |
| b. Sustainability and longevity of the organization | f. Bringing voices from the grassroots |
| c. Energy | g. Helping us to better understand relevant issues in society |
| d. Helping us to develop new and improved ways of working | h. Other: _____ |

Caritas Internationalis' Global Youth Program

- 34) In what concrete ways would Caritas Internationalis' youth programming be most helpful to support you in better engaging and empowering youth? Click the three options that best apply to your organization.
- | | |
|---|---|
| a. Helping us to communicate more effectively with young people | e. Providing and promoting Spiritual Formation for youth |
| b. Providing new and interesting opportunities for youth in my country | f. Providing and promoting Leadership training for youth |
| c. Connecting our youth with other Caritas youth across the confederation | g. Helping to increase the visibility of young people's work in Caritas |
| d. Providing and promoting Professional Development training for youth | h. Other: _____ |
- 35) Are there any other general comments that you would like to make about youth engagement + empowerment, either in your local context or in a global context?

YOUTH PERSONNEL SURVEY QUESTIONS



General Information

- 1) Which Caritas Member Organization are you involved with, and in which country?
- 2) How old are you?
 - a. Under 18
 - b. 18-25
 - c. 26-30
 - d. 31-35
 - e. 36+
- 3) I am...
 - a. Male
 - b. Female
- 4) I am a...
 - a. Staff Member
 - b. Volunteer
- 5) Does your role in the organization have a title? If yes, what is it?

Your Caritas Youth Activity

- 6) Describe the youth activities that you are involved in with Caritas. Click all that apply.
 - a. Community Outreach/Development
 - b. School/Education Programs
 - c. Leadership Training Programs
 - d. Peacebuilding
 - e. Emergency Response
 - f. Ecological Justice Initiatives
 - g. Advocacy
 - h. Social Enterprise
 - i. Entrepreneurship Training/Support
 - j. Other: _____
- 7) Additional Comments?
- 8) What most attracts you to working/volunteering for Caritas? Click the three options that best apply to you.
 - a. The connection to my faith
 - b. The chance to help others
 - c. Caring for Creation
 - d. Learning new skills
 - e. Spending time with my friends
 - f. Engaging with my community in a positive way
 - g. Other: _____
- 9) Additional Comments?

Your Caritas Youth Activity (continued)

10) How important is Caritas' connection with the Church to you?

1	2	3	4	5
Not important at all			Very Important	

11) At what point and in what capacity are you usually involved in a Caritas initiative?

- | | |
|--|---|
| a. I build and lead the initiatives that I am involved in | c. I participate in initiatives that other people have created, but do not have a leadership role |
| b. I am a leader in initiatives that other people have created | d. I am only included at the end of an initiative as a token |
| e. Other: _____ | |

12) Additional Comments?

13) As a young person, to what degree do you feel that you are valued and that you add value to your Caritas Organization?

1	2	3	4	5
I do not feel valued/ valuable at all			I feel very valued/ valuable	

14) Additional Comments?

15) Do you feel that you are given the chance to share your ideas within your organization, and do you feel that your ideas are taken into consideration by your organization?

1	2	3	4	5
I do not feel like I can share my ideas			I feel very comfortable sharing my ideas	

16) Additional Comments?

17) Would you describe yourself as a leader within Caritas?

- a. Yes
- b. No

18) Additional Comments?

19) If you do not currently hold a management position in Caritas, would you be interested in taking on a management role before you turn 36 years old?

- a. Yes
- b. No
- c. Not sure

Your Caritas Youth Activity (continued)

- 20) What obstacles exist between you and a management position in your organization? Click the three options that best apply to you.
- a. I feel that I am not qualified to hold a management position
 - b. I feel that my application for a management position would not be considered equally to those of other candidates because of my age
 - c. I feel that I lack the skills that I need to hold a management position
 - d. I feel that I do not have enough experience to hold a management position
 - e. I am not interested in the responsibility of a management position at this stage of my life
 - f. I have personal commitments that prevent me from dedicating enough time in my professional life to a management position.
 - g. I feel that I would not be taken seriously as a young manager, either by other managers or by staff
 - h. Other: _____
- 21) What pathways exist between you and a management position in your organization?
- a. Leadership training programs
 - b. Internships
 - c. Professional Development trainings
 - d. Opportunities to further my education (e.g. my organization would give me time off and/or financial support to complete a relevant degree)
 - e. Mentorship programs with senior staff
 - f. I do not know if any pathways to management positions exist in my organization
 - g. Other: _____
- 22) What other resources/support do you think would be helpful/necessary to get to a management position in your organization?

Caritas Internationalis' Global Youth Program

- 23) Do you feel that being part of a global Caritas Youth network with young people around the world would empower you and enhance your work/volunteer experience?
- | | | | | |
|--|---|---|--------------------------------------|---|
| 1 | 2 | 3 | 4 | 5 |
| I do not feel that it would be helpful | | | I feel that it would be very helpful | |
- 24) What types of resources and programs would be most helpful to you? Click the three options that best apply to you.
- a. Professional Development trainings
 - b. Spiritual Formation trainings
 - c. Leadership trainings
 - d. Opportunities for exchanges with other Caritas Youth
 - e. Opportunities to participate in global groups (e.g. committees, working groups, boards, etc.)
 - f. Other: _____
- 25) Any other general comments or ideas that you would like to share?