



**THE CARICOM YOUTH
DEVELOPMENT ACTION PLAN
(CYDAP) 2012–2017**

DRAFT

**TECHNICAL WORKING GROUP ON
A CARICOM YOUTH AGENDA**

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ACRONYMS

CARICOM	–	Caribbean Community
CCYD	-	CARICOM Commission on Youth Development \
CRC	–	Convention on the Rights of the Child
CSME	–	CARICOM Single Market and Economy
CYAP	-	CARICOM Youth Ambassador Programme
CYAP	-	CARICOM Youth Ambassador Programme
CYDAP	–	CARICOM Plan of Action for Youth Development
CYP	–	Commonwealth Youth Programme
MDGs	-	Millennium Development Goals (MDGs)
NGO	-	Non-Governmental Organisation
NYC	–	National Youth Council
PAYE	–	Commonwealth Plan of Action for youth Empowerment
UNFPA	-	United Nations Population Fund
UNICEF	-	United Nations Children’s Fund

INTRODUCTION

1.1 The Caribbean Community

The Caribbean Community (CARICOM) is a regional integration movement that aims to enhance the standards of living and work in fifteen (15) Member States and five (5) Associate Members¹ through cooperation to address common problems and to produce common services in areas such as trade and economic development, foreign policy, security and human and social development. The multi-ethnic and multi-lingual Community comprises small developing sovereign States with fragile economies primarily dependent on natural resources for economic growth and stability.

The CARICOM Single Market and Economy (CSME) is the Community's flagship programme and the deepest form of integration to date. It is intended to strengthen the Community's capacity to respond to the challenges and opportunities presented by the changes in the global economy.

The Promise of the CSME

A single, enlarged economic space characterised by:

- **free movement of goods, capital, labour and the right to establishment;**
- **non-discriminatory access to the Region's resources and markets for CARICOM nationals; and**
- **common external trade policy;**

CSME aims to improve standards of living through greater opportunities for:

- **investment, production and trade;**
- **cheaper and better quality goods and services;**
- **travel to study and work in CARICOM countries; and**
- **business development, employment and growth;**

Globalisation and rapid developments in technology have rendered the success of the CSME dependent on ready access to a healthy, highly skilled, creative, technologically savvy and competitive work force that is knowledgeable of country, Caribbean history and

¹ **Member States (15):** Antigua and Barbuda, Barbados, The Bahamas, Belize, Dominica, Grenada, Guyana, Haiti, Jamaica, Montserrat, St. Kitts and Nevis, Saint Lucia, St. Vincent and the Grenadines, Suriname and Trinidad and Tobago, **Associate Member (5):** Anguilla, Bermuda, British Virgin Islands, Cayman Islands, and Turks and Caicos Islands.

world affairs; and imbued with a strong Caribbean identity, tolerance and respect for cultural diversity. Sixty-three per cent (63%) of the region's population is under the age of thirty (30), making young people the main beneficiaries of the CSME over the next 20 years.

Against this background, CARICOM Heads of Government in 2007 established a Commission on Youth Development to “undertake a full scale analysis of the challenges and opportunities for youth in the CSME and make recommendations to improve their well-being and empowerment”.

1.2 Historical Context for Youth Development in CARICOM

The institutional focus on youth development in CARICOM can be traced back to the early nineteen seventies. The paradigm was problem-focused, treating youth as beneficiaries of adult determined social goods and adopting top down decision making processes. An overview of some catalytic actions by regional and international institutions over the past four decades and their impact is provided below -

- the Commonwealth Youth Programme, established in 1970, pioneered regional exchange programmes which enabled uniformed groups and young people to share with and learn from each other and to establish their own platforms of unity and integration;
- the 1985 UN “International Youth Year” mandate was a catalyst for some CARICOM States to establish or expand Youth Departments. It revitalized government programming for youth and reinvigorated National Youth Councils (NYCs) to play a strong advocacy, brokerage and catalytic role in the national youth agenda;
- the Caribbean Federation of Youth (CFY) was established in 1987 as an umbrella body for NYCs which effectively increased youth representation and advocacy at the regional and global levels;
- The 2001 - 2009 Regional Strategy for Youth Development (RSYD) provided a regional focus for reorienting national youth portfolios, coordinating the work of regional development partners and fostering youth participation in regional development and integration.

1.3 Rationale for the CARICOM Youth Development Action Plan (CYDAP)

Young people are critical to the success of the CSME. There is growing awareness among politicians and the general public that CARICOM organisations and institutions may not survive into the future unless young people are “fully involved in the process of integration and the CSME, fully knowledgeable of what they mean for them and their future, and fully capable of contributing to and grasping the opportunities offered by an integrated regional space” (West Indian Commission Report, 1995; Girvan 2007; CCYD Report 2010)

The report of the CARICOM Commission on Youth Development (CCYD), entitled “***Eye on the Future: Investing in Youth NOW for Tomorrow’s Community***”, posited that the creativity, innovation and unique vision of young people; and their willingness to challenge the status quo, make them ideally suited to play the leading role in responding to the challenges of globalisation and regional integration. Additionally, the Commission’s research findings suggest that Member States can more effectively mitigate adolescent and youth risk and vulnerability and obtain a higher return on their investment by implementing programmes with proven impact and high benefit-cost ratios (CCYD Report, 2010)

The CYDAP supports the CSME by articulating a framework to facilitate greater access to and the quality and quantity of opportunities available to young people between the ages of ten to twenty-nine (10-29) at school, community, national and regional levels for their safety and security; optimum education, skills, values, health, wellbeing and empowerment; and full social, economic and political participation in society as architects and enablers of development.

2. NATIONAL AND REGIONAL IMPERATIVES FOR YOUTH DEVELOPMENT

2.1 The Role of Youth in Development and Integration

The role of youth in development and integration is clearly articulated in the Declaration of Paramaribo on the Future of Youth in the Caribbean Community (2010). The Declaration:

- **reinforces** the importance of regional integration in advancing the interests of youth and the importance of the interests of youth to economic resilience and economic integration at the national and regional levels.

- **affirms** the right of adolescents and youth to participate in decision-making on matters in which they have an interest and that affect them, towards improved standards of living at national and regional levels.

The Declaration identifies young people as:

- (i) valued but under-utilised partners and resources for deepening integration and achieving regional development goals (not only beneficiaries);
- (ii) assets to be developed, not problems to be solved;
- (iii) a considerable force for peace, good governance and sustainable development.

2.2 Youth Visioning –

2.2.1 Youth Vision of the Ideal Caribbean Community

Young people across the region have articulated a vision of the Community in which they would like to live which shows the priority accorded to unity, strength and stability cultural preservation, technology, safety and security.

Regional Youth Vision of the Caribbean Community

A productive, knowledge based and diverse society that:

- ***Is united, strong, stable, recognized and respected by first world countries;***
- ***Is sensitive to the problems of other countries in the Caribbean, assists each other, is conscious that what concerns one concerns all; countries assist each other***
- ***Exploits a unique niche, is self sufficient, fair, open-minded, friendly, caring;***
- ***Is safe, secure and free from discrimination, corruption, drugs and HIV and AIDS;***
- ***Provides all nationals a good quality of life and reasonable cost of living; affordable inter-island travel with no restrictions; quality education and decent employment for all***
- ***Protects the interests of smaller states and affords all the same rights, privileges and benefits'***
- ***Provides nationals opportunities to realize their dreams and to enjoy a good quality of life characterized by a reasonable cost of living, affordable unrestricted inter-island travel and access to quality education and employment for all;***
- ***Recognizes, appreciates and keeps the power of culture alive.***

A society in which:

- ***Youth are empowered, politically aware and involved in development***
- ***Foundations are in place for economic, political and social unity***

Source: CARICOM Commission on Youth Development

2.2.2 Profile of the Ideal CARICOM Youth

The Regional profile of the Ideal Caribbean Youth which is shown below, was drafted by the CARICOM Youth Ambassador Programme (2005) and refined over the years on the basis of widespread consultations with the region's youth. It mirrors the human resource development priorities identified to drive CARICOM economies by Prof. Norman Girvan in 2007.

Regional Youth Profile of the Ideal CARICOM Youth

- *Naturally charismatic, proactive, with strong leadership qualities;*
- *Knowledgeable of country, Caribbean history and world affairs;*
- *Endowed with strong Caribbean identity, capable of living anywhere in the world;*
- *Patriotic, actively involved in the development of country and Region;*
- *Ambitious, confident, well rounded, well informed/read;*
- *Strong believer in culture, exposed to sport, cultural arts;*
- *Creative, industrious, well educated, technologically savvy, ambitious and qualified to fulfill career/vocational aspirations;*
- *An entrepreneurial spirit, somewhat of a risk taker, exploring the world market in search of different avenues to advance self, country and Region;*
- *Good deportment and attitude, a spiritual and moral dimension;*
- *Tolerant and respectful of others, a team player;*
- *Articulate, multi-lingual, excellent networking, inter-personal and communication skills;*
- *Acting responsibly to benefit self, community and society;*
- *Understanding and embracing cultural differences;*
- *Assertive, determined to persevere in a competitive environment;*

CCYD Report, 2010

2.3. The Situation of Adolescents and Youth in CARICOM -

2.3.1 Youth Talent, Potential and Excellence

The **CCYD report** highlighted the excellent professional and voluntary contributions made by the vast majority of young people to their communities, countries and the region in a wide range of social, cultural, literary, academic, technological, political, scientific and other fields. Young people in CARICOM are at the forefront of the burgeoning creative and cultural industries which contribute seven percent (7%) of the world's gross domestic product and are estimated to grow at ten per cent (10%) per annum in the near future. Young people have also have earned the region world wide acclaim and comparative advantage in sports.

Away from the glare of the global spotlight, however, young people have also made and continue to make excellent voluntary peer education, advocacy and other contributions at community, national and regional levels; and “set an example” for others to follow through their personal choices.

2.3.2 Opportunities for Youth in Regional Integration and the CSME

Young people envision a transformed context for Caribbean governance in which they are afforded opportunities to contribute to and participate in political and socio-economic development at community, national and regional levels. Regional integration and the CSME expand opportunities for personal, social and economic development, increased competitiveness and cultural diversification, including -

- (a) the establishment of cross border businesses;
- (b) the provision of cross-border services;
- (c) entrepreneurship, business development and growth;

Youth leaders, and in particular the CARICOM Youth Ambassadors, have a special leadership role to play in empowering their peers to benefit from and contribute to personal, social and economic development opportunities at community, national and regional levels by -

- (i) mobilising, engaging and educating their peers about the CSME and erasing negative perceptions;
- (ii) participating in decision making as it relates to the development, implementation and management of development policy and programming.

2.3.3 Regional Youth Issues and Challenges

The Report of the CARICOM Commission on Youth Development (CCYD) confirmed that all adolescents and youth dream of being the best that they can be. The Commission was of the view that the majority of young people transition successfully to adulthood, and attributed the failure of a minority to do so largely to:

- the failure of adults and society to adequately discharge their nurturing and development responsibilities;
- The impact of globalisation and new technologies which have placed all adolescents and youth at unprecedented risk for social dislocation and altered their dreams and aspirations;
- A complex dynamic interplay of poverty, social inequities and unemployment over the past three (3) decades that have, challenged the efforts of governments, youth leaders and development partners to harness and channel youth assets and potential into avenues for sustainable personal social, economic, human and environmental development.

The following are among the challenges encountered -

- the CSME integration concept is not widely understood or appreciated among adolescents and youth aged 10-29;
- significant levels of insularity, xenophobia and discriminatory attitudes exist among young people. The 10-14 age cohort in particular, expresses little interest in exploring, residing in or being part of any Caribbean integration movement;
- nationals aged 15–29 are ambivalent about life in the Caribbean and express deep feelings of frustration, uncertainty, hopelessness, despair, anger and hostility which increase the volatility of the region's social and political environments and fuel high levels of outward migration;
- new technologies have contributed to rapid far-reaching shifts in traditional values and norms;
- an unprecedented proliferation and trans-nationalization of narco-trafficking and crime have changed the way that young people live, access education, participate in society, interact with each other, do business and spend their time;
- educational access, relevance, quality and outcomes are declining; and education and training outcomes lag behind the demands of the private sector

- increasing susceptibility of adolescents and youth to psycho-social maladjustment, non communicable diseases, HIV and AIDS, substance abuse and other health and well-being issues;
- alarmingly high youth unemployment rates exacerbated by radical changes in the job market and a highly restricted market for unskilled labour;
- a prevailing mindset which views young people as a problem rather than strategic partners in policy development and implementation;
- declining influence of the home, school, community and other social factors on nurturing, protection and resilience; and the increasing influence of the social media, television and the street.

The ability of regional Governments to grapple successfully with these challenges has been compromised by a confluence of factors such as failed models of development; high indebtedness and debt repayment; drug-trafficking and associated social problems that threaten to erode the moral and social fabric of society; and the increasing frequency of natural disasters linked to climate change.

2.4. The Status of Youth Policy Administration and Implementation

All Member States have established Departments of Youth Affairs located in government ministries with multiple portfolios and varying levels and models of management. Principal issues and challenges relate to outdated or absent youth policies, a weak administrative and institutional base, lack of evidence based approaches and competition across Governments and with youth organisations (CCYD Report 2010). A recurring issue is the lack of value and importance placed on the portfolio and the consequent need to professionalize youth work.

2.4.1 Policy Frameworks for Youth Development

The CARICOM Youth Agenda is shaped, *inter alia*, by the regional and international instruments outlined below, which implicitly or explicitly target adolescents and youth and have been acceded to by CARICOM Governments:

- The 2010 *Declaration of Paramaribo on the Future of Youth in the Caribbean Community* - which sets out commitments from CARICOM Head of Government to

implement the recommendations of the CARICOM Commission on Youth Development.

- *The UN Convention on the Rights of the Child (CRC)* - which establishes a comprehensive legal framework of rights in a broad spectrum of domains to ensure positive adolescent development and well-being.
- *The Millennium Development Goals (MDGs)* - a globally-agreed set of goals and targets aimed at improving the lot of and guiding investments in young people.
- *The World Programme of Action for Youth (WPAY)* - a policy framework for action around key areas including education, gender, poverty and participation in decision-making.
- *The Commonwealth Plan of Action for Youth Empowerment 2007-2015 (PAYE)* – which is an enhanced framework guiding governments and civil society in empowering young women and men aged 15 and 29.
- *The Regional Strategy for Youth Development (RSYD) 2001 – 2009* – which is a regional framework guiding governments in strengthening their youth development portfolios and addressing critical issues confronting Youth.

2.4.2 The Status of Youth Governance Structures

CARICOM Member States have a long history of public sector support to national and regional youth governance structures which are today generally accepted as a strategic interface between policy development and implementation. Youth organisations operate in an environment of competition between and among them and of contending (negative) messages which impinge on youth volunteerism and commitment. They are all affected by relevance, responsiveness and sustainability in addition to the specific challenges outlined below:

- (i) **National Youth Councils (NYCs)** as a national representative body encounter varying levels of support from governments and development partners; have weak administrative capacity; and lack financial sustainability. The decline of the Caribbean Federation of Youth (CFY) and many of the older and historically vibrant NYCs,

together with the absence of a *bona fide* democratic regional youth network have weakened the youth lobby and influence from national and regional agendas;

- (ii) **The CARICOM Youth Ambassador Programme**, as the Community’s mechanism for deepening levels of youth participation and partnership in regional integration and development is poised to play a strategic role in mediating or bridging the gap between regional and national levels of decision-making and strategy implementation. It is constrained by inadequate financing, limited access to CARICOM organs and institutions and the challenge of forming supportive national youth networks.

3. **The CARICOM YOUTH DEVELOPMENT STRATEGIC FRAMEWORK 2012– 2017**

The CARICOM Youth Development Action Plan (CYDAP) is a holistic and multi-sectoral institutional framework for national policy, integrated planning and action. The CYDAP operationalises the Declaration of Paramaribo on the Future of Youth in the Caribbean Community, complements the implementation of the CSME and supports mainstreamed adolescent and youth well-being and empowerment.

The United Nations Children’s Fund (UNICEF) Latin America and Caribbean Region (TACRO) defines **Wellbeing** as “*a developmental state which depends on the full realisation of rights outlined in Convention on the Rights of the Child (CRC) and the Convention on the Elimination of Discrimination Against Women (CEDAW) to education, protection and support related to family and other social institutions, equal rights to health, employment, juvenile justice, religion, culture and identity*”. UNICEF posits the following eight (8) dimensions of adolescent/youth well-being or domains which, taken as a collective, represent an overall definition of **Improved Adolescent Well-Being**, namely: **Improved Environment for Identity and Equity; Improved Health Status; Improved Protections; Improved Educational Opportunity and Performance; Increased Access to Supportive Services and Relationships; Improved Socio-Economic Opportunity; Increased Participation; and Improved Subjective Well-being.**

The Commonwealth Plan of Action for Youth Empowerment (PAYE) defines **Empowerment** as an educational, attitudinal, and cultural process supported by appropriate structures which allow young people to acquire the ability, authority, and agency to make decisions, change their own lives and influence the lives of others. Youth empowerment implies internal

growth, self-awareness and the acceptance of responsibility for the consequences of one's actions.

The CYDAP is influenced by -

- (i) the research findings of the CARICOM Commission on Youth Development(CCYD);
- (ii) the assessed dreams, aspirations, perspectives, vision and situation of young people across the region;
- (iii) the Regional Strategy for Youth Development which preceded the CYDAP as the approved regional institutional framework guiding adolescent and youth development between 2001–2009;
- (iv) regional and international instruments governing adolescents and youth acceded to by CARICOM Heads of Government

The CYDAP was developed by a regional Technical Working Group (TWG) appointed by the CARICOM Secretariat in 2010 to assist in operationalising the Declaration of Paramaribo and develop CARICOM Youth Development Goals. The TWG brought together a range of professional expertise and experience in youth development and received financial and technical support from UNICEF, CIDA and the UNDP Youth in Project.

3.1 Guiding Principles

The principles on which the CYDAP has been elaborated and which are recognised as those which contribute to effective programming for adolescents and youth are:

- (i) **The Human Rights Approach** which places young people at the center of development, recognises their right to participate in decision-making in all matters which affect their lives and their communities in partnership with adults; and ensures adequate focus on youth who are most vulnerable, excluded or discriminated against;

- (ii) **The Asset Based Approach** which recognises adolescents and youth as enablers, major players, models and integrators; and a vital source for peer to peer development, attitudes and positive reinforcement;
- (iii) **The Life Cycle Approach** which posits that timely inputs in each developmental stage, beginning in infancy through mature adulthood, will significantly influence the kind of mature adults that individuals become. Positive inputs at every stage will foster bright, well-adjusted, healthy, creative, balanced and confident adults. Lack of positive inputs, on the other hand, will cause youth and mature adults to fall short of their potential and to become socially maladjusted;
- (iv) **Evidence Based Approaches** characterized by systematic data collection and analysis to inform the design, implementation, monitoring and evaluation of policy and programming at all levels, and impact assessment to determine whether the models that have been tried have really worked or had the desired and anticipated effects;

3.2 Core Values

The core values guiding the CYDAP are as follows: creativity and innovation, participation, partnership, respect for diversity, youth leadership and integrity.

3.3 CYDAP Objectives

The objectives of the CYDAP are to -

- (i) **Create** an appropriate institutional framework to facilitate the delivery of an integrated and mainstreamed agenda for adolescent and youth development at the national and regional levels;
- (ii) **Guide** effective and efficient delivery of adolescent and youth development policy, programs and services on the basis of evidence based approaches;
- (iii) **Mainstream** adolescent and youth development into multi-sectoral policy and programming arrangements within governments and institutions;
- (iv) **Foster** genuine participation of and partnership with young people in all aspects of national and regional development;

- (v) **Ensure** that investments in adolescents and youth are appropriate to their life stages and circumstances;
- (vi) **Guide** the development of a sustained regional research and information and knowledge management agenda on the situation of adolescents and youth;
- (vii) **Foster** adolescent and youth awareness and appreciation of Caribbean identity, culture and citizenship.

3.4 CYDAP Vision Statement:

Secure, valued and empowered adolescents and youth realising their full potential and contributing to a sustainable Caribbean Community.

3.5 CYDAP Mission Statement:

To promote, through a regional partnership agenda, an enabling environment for adolescent and youth well being, empowerment and participation in national and regional development.

3.6 The CARICOM Youth Development Goals (CYDGs)

The CYDAP is anchored in CARICOM Youth Development Goals (CYDGs) which outline six main policy areas and actions to achieve minimum acceptable standards in wellbeing, empowerment and continuous engagement for young people between the ages of ten to twenty-nine (10 to 29). The CYDGs incorporate thematic issues which are common to national youth policies across the region and require a range of integrated and coordinated policy and programming responses at the national and regional levels to. Each goal is accompanied by a set of targets and indicators to guide implementation efforts.

The **CARICOM Youth Development Goals** are listed below:

- (i) **Education and Economic Empowerment:** Enhance The Quality of Life and Livelihood Opportunities for All Adolescents and Youth;
- (ii) **Protection, Safety and Security** - Enable the Creation of Protective Environments To Foster Resilience and Ensure Adolescent and Youth Safety and Security;
- (iii) **Health and Wellbeing** - Improve The Health and Holistic Wellbeing of Adolescents and Youth;

- (iv) **Culture, Identity and Citizenship:** Enhance the Development and Appreciation of Caribbean Culture and Identity and Commitment to Regional Integration;
- (v) **Policy and Institutional Framework:** Create the Policy and Institutional Environment and Mechanisms to Support Effective National and Regional Implementation of the CYDAP;
- (vi) **Leadership, Participation and Governance:** Ensure and Enhance Youth Participation at all Levels of Decision Making, Program Implementation and Oversight.

Goals 1- 4 are as far as possible, aligned to the Millennium Development Goals (MDGs); the United Nations Population Fund International Conference on Population and Development (ICPD) Plan of Action; the Commonwealth Plan of Action for Youth Empowerment 2008-2015 (PAYE); the UN Convention on the Rights of the Child (CRC), and other measures to which Governments are already committed to ensure coherence and optimise the deployment of resources.

3.7 The CYDAP Implementation Matrix

The Implementation Matrix at **Annex II** is a flexible tool for achieving the CARICOM Youth Development Goals. The matrix situates each goal within a well being domain and specifies positively stated regional outcomes for each, together with actions to achieve them and core indicators. Actions are broadly stated and speak to the ability of Member States and social partners to –

- (i) **equip** adolescents and youth with appropriate knowledge, information, skills, experience, values, and social relationships;
- (ii) **increase** access to basic services and resources enabling young people to negotiate multiple life domains and to contribute to and benefit from development opportunities at Community, national and regional levels; and
- (iii) **open** opportunities and spaces for meaningful youth participation in decision making and in the design, development, implementation and management of programmes and policy as equal partners.

4. IMPLEMENTATION AND COORDINATION ARRANGEMENTS

4.1 Translating the CYDAP into National Action

Departments responsible for Adolescent and Youth Affairs (DAYAs) are focal points for translating the CYDAP into national action and coordinating national implementing, monitoring and evaluation processes. In this regard they are expected to engage key public-private and civil society stakeholders in the initial task of comparing the CYDAP to existing policy and implementation plans and developing a plan of action to address gaps in each goal area.

The national plan of action should take account differences in size, demographics, implementation capacity, culture and reality; map local initiatives and implementing partners, identify lead agencies and their roles; and note the capacity development needs of Youth Departments and their partners. The DAYA will submit an annual report on progress towards implementation of the Goals to the CARICOM Secretariat.

4.1.1 Implementing Partners

CYDAP implementation is not within the sole purview of the CARICOM Secretariat and DAYAs. They will both be assisted in the implementation and management of the CYDAP by a variety of implementation partners according to their comparative advantage, Key regional implementing partners are listed below.

- (i) **The CARICOM Secretariat** is the principal coordination and oversight agency;
- (ii) **Departments responsible for Youth Affairs (DYAs)** are national focal points;
- (iii) **Social sector and other Ministries, national and regional youth-led organisations** are strategic partners and entry points;
- (iv) **Regional and international agencies and donors** working in adolescent and youth development provide technical support for implementation.

4.1.2 Regional Programming Guidelines –

Guidelines for sustainable programming are provided below:

- gender sensitive programmes, policies and services;
- collaborative evidence based and integrated approaches;
- policy coordination and programme harmonisation ;
- strategic alliances, youth-adult partnerships;
- longer-term community based programmes and services that respond to the
- expressed needs and ideas of youth;
- Use of culture, sports and ICT as behavior change methodologies; and
- cross-cutting networking, capacity development, media/social marketing and youth participation strategies.

4.2 Coordination Mechanisms

Efforts to coordinate policy and harmonise programmes at the national and regional levels are hampered by the following challenges -

- (i) public sector structures, funding arrangements and operational guidelines do not easily lend themselves to collaborative multi-sectoral approaches. The need for immediate and sometimes unconventional responses to youth issues and needs can be frustrated by levels of bureaucracy endemic to the public sector;
- (ii) institutional arrangements for coordination and harmonization of adolescent and youth development initiatives, where they exist, are not sustainable;
- (iii) levels of agency competition and programme duplication are high, levels of information sharing and networking are low;

- (iv) absence of a culture of research, evaluation, impact assessment and documentation and dissemination of best practice;
- (v) ad hoc participation of ministers responsible for Youth Affairs in the Council for Human and Social Development (COHSOD), poor record of national implementation of regional policy decisions.

Given the challenges highlighted above, effective coordination of CYDAP implementation will require the reconfiguration and strengthening of public and civil society agencies as well as institutional arrangements for mainstreaming youth issues, optimising the inter-connected and multi-sectoral nature of the institutional framework and ensuring effective policy co-ordination and programme harmonisation at national and regional levels. Recommended Institutional Models for Implementation and Coordination to achieve this appear as **Annex III to this document**.

4.3 Supporting Tool Kit

The CARICOM Secretariat will coordinate and facilitate the development of a CYDAP Tool Kit that includes the following:-

- (i) An Implementation Plan that, *inter alia*, describes the regional context for implementation, maps key partners and their roles and details strategies, tasks, desired results and milestones;
- (ii) A Monitoring and Evaluation (M&E) Plan that details the parameters for measuring progress towards adolescent and youth well-being and empowerment at the programme, local and national levels, and for developing the evidence base for policy/programme efforts to successfully achieve CARICOM Youth Development Goals;
- (iv) A Communication Plan as a guide to planning and executing timely and effective multi-media communication with key CYDAP stakeholders, including vehicles for and frequency of communication.

4.4 Risk Management

Some operational, financial and development risks related to the implementation of the CYDAP are outlined below, with accompanying mitigation measures:

- (i) **Issue:** weak operational and administrative base of Departments of Youth Affairs;
Mitigation: access to technical assistance from the CARICOM Secretariat and development partners and peer support from other CARICOM countries;
- (ii) **Issue:** weak national reporting on activities, statistics and results;
Mitigation: provision of sample reporting frameworks and training in results based management and monitoring and evaluation;
- (iii) **Issue:** limited access to resources to sustain and expand capacity development initiatives;
Mitigation: optimised use of social media to reduce communication costs; building political commitment to allocate adequate resources through consultations, youth-adult partnerships and strategic alliances;
- (iv) **Issue:** problems of programming and policy coordination among partners and other donors;
Mitigation: regional-level consultations; regular meetings with and reporting to interested donors, national focal points and youth organizations.
- (v) **Issue:** vulnerability to hurricanes, flooding, and other natural disasters;
Mitigation: Collaborative and coordinated action involving the CARICOM Secretariat, development partners and Member States.

ANNEX I

THE DECLARATION OF PARAMARIBO ON THE FUTURE OF YOUTH
IN THE CARIBBEAN COMMUNITY

We, the Heads of Government of the Caribbean Community (CARICOM), meeting at the Torarica Hotel, Paramaribo, Suriname on 30 January 2010 on the occasion of a Special Regional Summit on Youth Development:

Conscious that regional integration holds the key to the optimal development of the small developing countries of the Community and the regional population, the majority of which is under the age of 30;

Affirming our belief that the unique perspective, creativity, energy and other assets which young people possess are essential elements of societal change, technological innovation and development, making them invaluable assets and partners in development and not problems to be solved;

Welcoming the United Nations proclamation of 2010 as the International Year of Youth, under the theme '*Dialogue and Mutual Understanding*', which gives heightened importance to this first Special Summit of CARICOM Heads of Government on Youth Development and the report of the CARICOM Commission on Youth Development;

Inspired by the historic contributions of Caribbean youth to social, cultural, technological, political, sports and economic development within this region and beyond and convinced that youth remain a considerable force for peace, good governance and sustainable development;

Acknowledging the corrosive impact of crime and violence, poverty, social inequalities and marginalisation on adolescent and youth health and well being, the impact of globalisation on traditional values and attitudes and the dual impact of global streams of information and culture on youth dreams, aspirations, risks and vulnerabilities;

Impelled by a determination to strengthen the Regional Strategy for Youth Development to promote, in particular, citizenship and Caribbean identity; youth health, protection and well being; new and younger leadership, governance and participation and social and economic empowerment, productivity and competitiveness;

Fully convinced of the benefits to be derived from institutionally strengthening and raising the profile of Departments responsible for Youth Affairs, National Youth Councils, the CARICOM Youth Ambassador Programme and other youth governance structures;

Recognising the historical contributions of the Commonwealth Youth Programme (CYP), United Nations Population Fund (UNFPA), United Nations Development Programme (UNDP), United Nations Children’s Fund (UNICEF) and other development partners towards the development and empowerment of Caribbean youth, the establishment of youth work as a professional occupation and the strengthening of Youth Organisations/NGOs and Departments responsible for Youth Affairs;

Endorsing the recommendations of the CARICOM Commission on Youth Development with regard to the CSME, youth governance, human resource development, sports and culture;

Declare –

1. Our intention to explicitly recognise, and clearly articulate the role of youth in Caribbean development in the amended Revised Treaty of Chaguaramas; and to ensure that this role is enshrined in national and regional development strategies, together with provisions for youth mainstreaming, youth-adult partnership and youth participation across all sectors;
2. That we welcome the United Nations Proclamation of 2010 as the International Year of Youth which enhances the symbolic relevance of this first Special Summit of CARICOM Heads of Government on Youth Development and the timeliness of the report of the CARICOM Commission on Youth Development;
3. That we support actions aimed at establishing a clearly defined research and policy agenda as the framework for empowering and developing youth in the region, informed by the several research papers developed for the CCYD as part of its investigations; complemented by a central mechanism for storing and analysing research and best practice data, monitoring and evaluating implementation; and supported by development partners and donors in the Region;
4. Our commitment to initiatives to create a mass movement of young people in support of regional integration and to shape a sense of common identity and destiny through mechanisms and strategies such as ICT, youth-led advocacy and peer sensitisation networks, youth exchanges, sports and culture;
5. Our full support for a comprehensive review of Departments responsible for Youth Affairs and for developing, by mid-2011, comprehensive plans for repositioning and restructuring these departments, informed by regional guidelines which include coordination of youth development initiatives nationally; mainstreaming youth; strategic planning and research driven programming; forming strategic alliances and implementation partnerships

- with youth organisations/NGOs/CBOs/FBOs and development agencies; coordinating the implementation of the Regional Strategy for Youth Development; and translating regional policy into national action;
6. That we strongly urge the use the research findings of the Commission on Youth Development to strengthen the Regional Strategy for Youth Development and to further elaborate CARICOM Youth Development Goals, targets and indicators as desirable outcomes for youth well-being and empowerment;
 7. Our commitment to recognise and provide incentives for outstanding youth talent, excellence and volunteerism through the establishment of a high level/high profile regional youth award and a multi-agency Regional Youth Awards and Incentives Programme;
 8. That we will establish where necessary, policies and programmes to engage the creative intellect and energy of all youth in facing the challenges of globalisation and the CSME, and to support national and regional youth governance networks with clearly articulated roles for National Youth Councils/Parliaments, CARICOM Youth Ambassadors and other national and regional structures;
 9. That we will develop mechanisms for the sustained and structured involvement of youth in the decision-making processes of the Community;
 10. That the inter-relatedness of education, health, labour and other social sector areas require a system for youth mainstreaming, the development of collaborative multi-sectoral strategies and the coordination and harmonisation of the efforts of the public and private sector, civil society and development partners;

11. Our commitment to mainstream gender in all of our policies and programmes aimed at youth development and empowerment;
12. That we will embrace the media as a responsible partner in all our efforts to empower and develop young people;
13. Our commitment to promoting and facilitating sustainable livelihoods and ensuring optimal food security within the Region by creating meaningful opportunities for youth in agriculture through investment in modernised approaches that encourage youth to explore diverse career options and entrepreneurship in agriculture as a viable alternatives for their development;
14. Our resolve to generate entrepreneurial development among our youth from the earliest stages through education and mentorship, and the fostering of private and public sector partnerships that create an environment for business development and growth;
15. Our endorsement of proposals to develop, in consultation with regional and international agencies and donors, the modalities for a sustainable regional mechanism for financing the operationalisation and implementation of the commitments arising out of this Special Summit on Youth Development;
16. Our resolve to strengthen the capacity, role and profile of the CARICOM Youth Desk to provide oversight for the implementation and monitoring of the Regional Strategy for Youth Development and of this Declaration;
17. That in an effort to demonstrate to our youths the dedication of our governments, we undertake to evaluate the proposals for national and regional youth programmes and the request for increased budgetary allocations in national budgets, to the Ministries with responsibility for Youth affairs;

18. Our strengthened resolve to scale up initiatives to commemorate International Youth Day on 12 August 2010 as well as Caribbean Youth Day on 30 September 2010.

THE CARICOM YOUTH DEVELOPMENT ACTION PLAN (CYDAP) IMPLEMENTATION MATRIX

GOAL 1: EDUCATION AND ECONOMIC EMPOWERMENT: ENHANCE THE QUALITY OF LIFE AND LIVELIHOOD OPPORTUNITIES FOR ALL ADOLESCENTS AND YOUTH				
APPLICABLE WELL BEING DOMAINS	REGIONAL OUTCOMES	CORE INDICATORS	NATIONAL ACTIONS	
Increased Education access and performance	1 Boys and girls in CARICOM States have increased access to quality (a) primary; (b) secondary; (c) technical/ vocational; and (d) tertiary/ post-secondary; educational opportunities.	1.1 Net enrolment rates (primary, secondary, tech-voc, tertiary) disaggregated by sex and geographic location. 1.2 Completion rate (primary, secondary, post-secondary) disaggregated by sex and geographic location. 1.3 Number of youth having certification for secondary, tech-voc and tertiary education 1.4 Percentage increase in tertiary enrolment disaggregated by sex and geographic location 1.5 education policies establish minimum levels of participation across the various levels of the education system	1.1.1 Provide Incentives, scholarships, financing mechanisms, after school programmes, mentorship, and other support services for young people to access and complete primary, secondary, tertiary/ post-secondary and technical/ vocational education.	
increased recognition of national and regional identity	2. Multiple channels used for the promotion of civic education, regional integration and the formation of a sense of Caribbean	2.1 Enhanced sense of national and regional identity	2.1.1 Develop and implement initiatives to sensitise primary, secondary and tertiary students to issues and opportunities in national and regional development,	

GOAL 1: EDUCATION AND ECONOMIC EMPOWERMENT: ENHANCE THE QUALITY OF LIFE AND LIVELIHOOD OPPORTUNITIES FOR ALL ADOLESCENTS AND YOUTH				
APPLICABLE WELL BEING DOMAINS	REGIONAL OUTCOMES	CORE INDICATORS	NATIONAL ACTIONS	
	identity		integration and culture.	
Improved Socio-economic opportunity	3. Young men and young women with appropriate knowledge, skills and attitudes to participate in the labour force and to access diversified entrepreneurship development opportunities.	<p>3.1 Increase in number of adolescents and youth accessing:</p> <ul style="list-style-type: none"> - apprenticeships employment training - vocational/businessskills training. - entrepreneurship training <p>3.2 Percentage of youth in formal and informal employment by sex.</p> <p>3.3 macro-economic policies contain dedicated youth employment provisions</p>	<p>3.1.1 Develop and implement youth friendly information and communication strategies to raise awareness of modernised approaches to agriculture</p> <p>3.1.2 Develop and implement community based initiatives that allow for the reintegration of adolescents and youth in formal education and provide opportunities for productive employment</p> <p>3.2.1 Form strategic partnerships offering a diversified range of entrepreneurship and career development options in ICT, climate change and other emerging fields</p>	

GOAL 2: PROTECTION, SAFETY AND SECURITY: ENABLE THE CREATION OF PROTECTIVE ENVIRONMENTS TO FOSTER RESILIENCE AND ENSURE ADOLESCENT AND YOUTH SAFETY AND SECURITY				
APPLICABLE WELL BEING DOMAINS	REGIONAL OUTCOMES	CORE INDICATORS	NATIONAL ACTIONS	KEY REGIONAL PARTNERS
Improved protections	1. institutional enforcements and collaborative interventions are established/strengthened to protect adolescents and youth from exploitation, violence, abuse, social exclusion, harmful traditional practices and discrimination; to address their developmental needs; and to reduce their risk and vulnerability across a variety of context.	<p>1.1 Policy and legislative frameworks supporting the operationalisation of the CYDAP, CRC., PAYE and other relevant frameworks in place</p> <p>1.2 Decrease in the percentage of youth confined in a juvenile or other correctional facility. beginning 2007</p> <p>1.3 Decrease in the number and rate (per 100,000) of adolescents and youth in juvenile detention.</p> <p>1.4 Increased awareness among families, caregivers, schools, CBOs and FBOs of youth risk and vulnerability factors</p>	<p>1.1.1 Collaboration among member countries to modernise/ restructure the juvenile justice system.</p> <p>1.1.2 Build institution links between crime prevention social protection and youth development plans particularly for vulnerable youth.</p> <p>1.2.1 Promote restorative justice, community mediation, family courts and alternative sentencing to ensure development opportunities and reintegration of young people into society.</p> <p>1.3.1 Develop and implement collaborative second chance programmes for youth in conflict with the law.</p> <p>1.4.1 Develop and disseminate information and guidelines to strengthen the protective role of families, caregivers, schools, community and faith based organisations.</p>	

GOAL 2: PROTECTION, SAFETY AND SECURITY: ENABLE THE CREATION OF PROTECTIVE ENVIRONMENTS TO FOSTER RESILIENCE AND ENSURE ADOLESCENT AND YOUTH SAFETY AND SECURITY				
APPLICABLE WELL BEING DOMAINS	REGIONAL OUTCOMES	CORE INDICATORS	NATIONAL ACTIONS	KEY REGIONAL PARTNERS
		<p>1.5 increased number of young people accessing psychological, and socio-economic empowerment programmes</p> <p>1.6 Number of national and regional programmes delivered promoting public awareness of civil, human and citizenship rights.</p>	<p>1.4.2 Build the capacity of families, caregivers, school, community and faith based organisations to develop resilient adolescents and youth.</p> <p>1.5.1 Develop and implement collaborative interventions that provide young people with safe and healthy social and economic options.</p> <p>1.5.2 Collaborate with social partners to provide skills training, social safety nets, scholarships, mentoring, nurturing and creative expression to reduce the vulnerabilities of the indigenous, differently able, disadvantaged, marginalised and psycho-socially maladjusted and other special youth populations .</p> <p>1.6.1 Develop and implement public education strategies to raise awareness of human trafficking and other migration issues</p> <p>16.2 Develop and implement youth friendly strategies to educate young people about their civil, human and citizenship rights.</p>	

GOAL 3: HEALTH AND WELL BEING: IMPROVE THE HEALTH AND HOLISTIC WELL BEING OF ADOLESCENTS AND YOUTH				
APPLICABLE WELL BEING DOMAINS	REGIONAL OUTCOMES	CORE INDICATORS	NATIONAL ACTIONS	KEY REGIONAL PARTNERS
Improved Health Status	1. Young men and women have access to basic youth friendly, gender sensitive and culturally appropriate services, education and information to maintain their physical, mental and emotional well-being.	1.1 Increased use of treatment, preventive services, family planning and other health services by adolescents and youth, 1.2 reduced risk of Young men and women from infectious and non-communicable diseases, accidents, injuries and intentional violence. since 2007	1.1.1 Promote health seeking behaviour among young men and women. 1.1.2 Promote and support the development and implementation of awareness campaigns and peer to peer strategies educating young pregnant girls, women and boys and their families ² about sexual and reproductive health and healthy lifestyles. 1.1.3 Develop and implement programmes to educate young people and their parents/ caregivers about mental health and chronic non-communicable diseases.	
Increased access to supportive services and relationships	2. Young men and women have access to youth friendly, gender sensitive and culturally appropriate information, knowledge and, support services enabling them to exercise their rights and mitigate risk and navigate complex issues in life.	2.1 increased use of social services and emergency services	1.2.1 Build the capacity of staff of social and emergency services to work with adolescent and youth and address their psycho-social needs. 2.1..1 Collaborate with the social partners to protect adolescents and youth from incest, trafficking in persons, rape, gender based violence and other forms of abuse and exploitation (with	

² parenting, hygiene, nutrition, reproduction, early childhood development and other positive health behaviours

GOAL 3: HEALTH AND WELL BEING: IMPROVE THE HEALTH AND HOLISTIC WELL BEING OF ADOLESCENTS AND YOUTH				
APPLICABLE WELL BEING DOMAINS	REGIONAL OUTCOMES	CORE INDICATORS	NATIONAL ACTIONS	KEY REGIONAL PARTNERS
	4. Young men and women are actively involved in the design and implementation of services and information geared towards their health and well being.		4.1.1 Develop/strengthen peer counselling and other youth friendly mental and emotional health services in schools and communities.	

GOAL 4: CULTURE, IDENTITY AND CITIZENSHIP: ENHANCE THE DEVELOPMENT AND APPRECIATION OF CARIBBEAN CULTURE AND IDENTITY AND COMMITMENT TO REGIONAL INTEGRATION				
APPLICABLE WELL BEING DOMAINS	REGIONAL OUTCOMES	CORE INDICATORS	NATIONAL ACTIONS	KEY REGIONAL PARTNERS
Improved environment for identity and equity Increased awareness and appreciation of culture and citizenship	1. Adolescents and youth in all CARICOM states access opportunities to develop and to express an enhanced appreciation for multi-lingual, multi-cultural diversity, heritage and culture	1.1 No of youth led commemorative events celebrated annually 1.2 At least one major cultural exchange per country per year	1.1.1 Scale up levels of youth participation and partnership in initiatives to observe CARICOM DAY and other regional commemorative events 1.1.2 Create youth friendly information portals on CARICOM heritage, culture and civic information 1.1.3 harness and promote the potential of sport and culture for building national and regional identity among young people 1.1.4 scale up the number of young people Included in national contingents to CARIFESTA and	

³ among adolescents and youth including preservation of regional festivals landmark days and participation in cultural and linguistic exchanges.

GOAL 4: CULTURE, IDENTITY AND CITIZENSHIP: ENHANCE THE DEVELOPMENT AND APPRECIATION OF CARIBBEAN CULTURE AND IDENTITY AND COMMITMENT TO REGIONAL INTEGRATION				
APPLICABLE WELL BEING DOMAINS	REGIONAL OUTCOMES	CORE INDICATORS	NATIONAL ACTIONS	KEY REGIONAL PARTNERS
	<p>2 .Multiple channels used for the promotion of civic education and regional integration and for the formation of a sense of Caribbean identity</p>	<p>1.3 increase in number of media programmes promoting Caribbean culture lifestyle and attractions ,</p> <p>2.1 Increase in the number of Adolescents and youth aware of their:</p> <ul style="list-style-type: none"> ▪ legal rights ▪ citizenship rights 	<p>other regional festivals</p> <p>1.1.5 Develop youth friendly media products that promote CARICOM identity, culture and tourism</p> <p>2.1.1 Develop/strengthen and implement integrated strategies to inculcate value and respect for citizenship, culture, heritage, youth lifestyles and regional identity among young people.³ in:</p> <p>: schools</p> <ul style="list-style-type: none"> • communities • on the social media <p>2.1.2 Develop and implement multi-media strategies to sensitise young people to migration issues in the context of legal human , human and citizenship rights, protection and processes.</p> <p>2.1.3 Support/incentivise youth business and youth entrepreneurship development projects that promote the development of creative and cultural industries.</p>	

GOAL 5: POLICY AND INSTITUTIONAL FRAMEWORK: CREATE THE POLICY AND INSTITUTIONAL ENVIRONMENT AND MECHANISMS TO SUPPORT EFFECTIVE NATIONAL AND REGIONAL IMPLEMENTATION OF THE CYDAP				
APPLICABLE WELL BEING DOMAINS	REGIONAL OUTCOMES	CORE INDICATORS	NATIONAL ACTIONS	KEY REGIONAL PARTNERS
Increased participation	<p>1. Ministries responsible for adolescent and Youth affairs (MAYA) are positioned and structured to effectively lead,, coordinate and influence policy and investments across sectors..</p> <p>2. Arrangements are in place at the national and regional level to develop and coordinate the implementation and evaluation of multi-sectoral policy and multi-agency programming aligned to the CYDAP..</p>	<p>1.1 No. of national audits conducted and comprehensive plans developed</p> <p>1.2. No. of initiatives implemented for:</p> <ul style="list-style-type: none"> • strengthening DAYAs • developing the capacity of adolescent and youth workers • professionalising youth work <p>2.1 institutional arrangements in place in all countries and at the CARICOM Secretariat”::</p> <ul style="list-style-type: none"> • a fully functioning and adequately resourced DAYA • a strengthened, properly resourced and centrally located unit at the CARICOM Secretariat coordinating the implementation of CYDGs and the CYDAP 	<p>1.1.1 Audit MAYA/Departments responsible for adolescent and youth affairs (DAYA) across the region and develop comprehensive plans for their repositioning and restructuring</p> <p>1.2.1 Develop and implement national and regional initiatives to build institutional and human resource capacity⁴. within MAYAs</p> <p>1.3.1 MAYAs collaborate with Ministries of Finance to develop a sustainable financing mechanism for the national youth agenda.</p> <p>2.1.1 Develop sustainable Institutional arrangements for mainstreaming adolescents and youth, coordinating policy and harmonising programmes at national and regional levels</p>	

⁴ key institutional and human resource priorities include research, monitoring and evaluation, partnership development, project development and management and proposal writing .

GOAL 5: POLICY AND INSTITUTIONAL FRAMEWORK: CREATE THE POLICY AND INSTITUTIONAL ENVIRONMENT AND MECHANISMS TO SUPPORT EFFECTIVE NATIONAL AND REGIONAL IMPLEMENTATION OF THE CYDAP				
APPLICABLE WELL BEING DOMAINS	REGIONAL OUTCOMES	CORE INDICATORS	NATIONAL ACTIONS	KEY REGIONAL PARTNERS
		<ul style="list-style-type: none"> • national Inter-Ministerial Committees • regional inter-agency advisory committee • national policy and collaborative implementation plans • a single format for DAYAs to report the development partners and CARICOM <p>2,2 best practice documented and regionally disseminated</p> <p>2,3 a regional research agenda established</p>	<p>2.2.1 Empirically evaluate, document and regionally disseminate best practice in adolescent and youth development across a variety of platforms</p> <p>2.2.1 CARICOM Secretariat to collaborate with regional institutions to establish a regional research and best practice clearing house</p> <p>2.3.1 Support the development of a clearly defined regional adolescent and youth development research agenda in collaborative with academic institutions</p>	
	3. legal and institutional arrangements are in	3.1 Number and type of legal and institutional arrangements in pace	3.1.1 collaboration among countries to develop and monitor the	

GOAL 5: POLICY AND INSTITUTIONAL FRAMEWORK: CREATE THE POLICY AND INSTITUTIONAL ENVIRONMENT AND MECHANISMS TO SUPPORT EFFECTIVE NATIONAL AND REGIONAL IMPLEMENTATION OF THE CYDAP				
APPLICABLE WELL BEING DOMAINS	REGIONAL OUTCOMES	CORE INDICATORS	NATIONAL ACTIONS	KEY REGIONAL PARTNERS
	place to reduce the vulnerabilities of young people migrating in the region through legal and illegal channels,, as well as young family members left behind,		implementation of institutional arrangements to: <ul style="list-style-type: none"> • cushion the negative impact of migration on youth and • monitor violations of the cultural, social and economic and human/civil rights of young people 	

GOAL 6: LEADERSHIP, PARTICIPATION AND GOVERNANCE: ENSURE AND ENHANCE YOUTH PARTICIPATION AT ALL LEVELS OF DECISION-MAKING, PROGRAMME IMPLEMENTATION AND OVERSIGHT NATIONALLY AND REGIONALLY				
APPLICABLE WELL BEING DOMAINS	REGIONAL OUTCOMES	CORE INDICATORS	NATIONAL ACTIONS	KEY REGIONAL PARTNERS
Increased Participation	1. CARICOM Youth Ambassadors, National Youth Councils and other adolescent and youth organisations exercise leadership in opening opportunities and spaces for adolescents and youth from all walks of life to benefit from and contribute to personal, social and economic development at all levels..	<p>3.1 Number of countries conducting such audits</p> <p>1.2 Number of young people accessing such leadership training programmes annually at the following levels:;</p> <ul style="list-style-type: none"> • national • regional and international <p>1.3 Number of national representative youth bodies democratically elected as per constitutional requirement.</p> <p>1.4 existence of a unified regional youth governance body</p> <p>2,1 the role of youth explicitly stated in:</p>	<p>1.1.1 Audit the operations of Youth organisations/NGOs/CBOs and advocacy networks at the national and regional level,</p> <p>1.2.1 Develop and implement training programmes for adolescents and youth to enhance their skills and competencies in a range of responsibilities in informed leadership.⁵</p> <p>1.2.2. Provide incentives and financial and technical support for the strengthening, restructuring and of the CARICOM Youth Ambassador Programme, Youth organisations/NGOs/CBOs and Youth advocacy networks at all levels</p> <p>1.3.1 support young people in forming sustainable broad based democratically elected national youth representative bodies.</p> <p>2.1.1 countries recognize, articulate and provide for the role of youth in</p>	

⁵ (partnership, democracy, good governance, human rights, project management, peace building, participatory development, etc)

GOAL 6: LEADERSHIP, PARTICIPATION AND GOVERNANCE: ENSURE AND ENHANCE YOUTH PARTICIPATION AT ALL LEVELS OF DECISION-MAKING, PROGRAMME IMPLEMENTATION AND OVERSIGHT NATIONALLY AND REGIONALLY				
APPLICABLE WELL BEING DOMAINS	REGIONAL OUTCOMES	CORE INDICATORS	NATIONAL ACTIONS	KEY REGIONAL PARTNERS
	<p>2. Young men and women actively contributing to their own development and to societal change at community, national and regional levels through a variety of platforms.</p> <p>3. Young men and women recognised, rewarded and promoted for their excellence, volunteerism and contributions to development at all levels.</p>	<ul style="list-style-type: none"> • national development plans • the revised Treaty of Chaguaramas <p>2.2 number/percentage of adolescents and youth:(at voting age) participating in electoral processes.</p> <p>2.3 Percentage of statutory Boards with youth representation.</p> <p>3.1 Existence of::</p> <ul style="list-style-type: none"> • Annual National Youth Awards Programmes in all countries • A high level/high profile regional youth award established by CARICOM. • multi-agency Regional Youth Awards and Incentives Programme established. <p>3.2 number of countries commemorating Caribbean and International youth Days</p>	<p>development together with provisions for mainstreaming and sustained and structured involvement in decision-making processes</p> <p>2.1.2 CARICOM to recognize, articulate and provide for the role of youth in the integration process in the revised Treaty of Chaguaramas, together with provisions for sustained and structured involvement in decision-making processes of the Community</p> <p>3.1.1 Recognise celebrate and reward outstanding youth talent, excellence and volunteerism.</p> <p>3.1.2 Develop and implement collaborative national and regional initiatives to commemorate Caribbean and International Youth Day.</p>	

INSTITUTIONAL MODELS FOR IMPLEMENTATION AND COORDINATION

STRUCTURE	COMPOSITION	RESPONSIBILITY	FUNCTION
PROPOSED NATIONAL INSTITUTIONAL ARRANGEMENTS			
Fully functioning and adequately resourced Department of Adolescent and Youth Development (AYD) Affairs	professional staff and volunteers	<ul style="list-style-type: none"> • Coordination of CYDAP implementation and translation of regional policy into national action (Inter-Ministerial Committees): • mainstreaming AYD across all sectors • development and management of AYD policy and implementation plans • national coordination, monitoring and impact assessment of AYD initiatives • establishment of oversight of AYD coordination mechanisms • capacity development and institutional strengthening for youth organizations and program delivery networks • research and development • information and communication. 	<ul style="list-style-type: none"> • decentralized delivery of AYD products and services • develop and disseminate national guidelines for the design and delivery of quality AYD programmes • formation of strategic alliances and partnerships to include Youth Parliaments, Student Councils, Youth Development Boards, sporting bodies, faith based organisations, environmental groups, uniformed groups, Constituency Councils and other youth governance structures
High level multi-sectoral AYD Inter-Ministerial Committee established by cabinet decision making body	<ul style="list-style-type: none"> • Ministers and other senior technical and policy officials from Ministries that have oversight of the areas touched upon in the CYDGs; • Ad hoc representation of other stakeholders based on current deliberations 	<ul style="list-style-type: none"> • Support for AYD mainstreaming, • coordination of AYD policy • linking the national and regional AYD agenda 	<ul style="list-style-type: none"> • Facilitate national coordination and harmonisation of private-public and civil society implementing partners • discuss and develop a national position on COHSOD agenda items, select representatives and facilitate the implementation of COHSOD decisions • Monitor and evaluate progress towards CYDGs • Quarterly meetings chaired by the Minister responsible for youth; • one annual meeting of all stakeholders

PROPOSED REGIONAL INSTITUTIONAL ARRANGEMENTS			
<p>CARICOM Secretariat - strengthened and properly resourced and reflected more centrally in the work of the CARICOM Secretariat.</p>	<p>a cadre of specialized staff in a central and modernized unit with specific responsibility for</p>	<ul style="list-style-type: none"> • monitoring and providing technical assistance to specific countries • mainstreaming adolescent and youth development throughout the Secretariat • facilitating the documentation and regional dissemination of best practice • Coordinating the work of regional institutional frameworks 	<p>coordinating and overseeing the national implementation of the CYDAP</p> <p>Committee of Directors of Youth Affairs - Regional Coordinating Mechanism with equal stakeholder representation, exchanging ideas, information and best practice; and advising on policy and programming;</p> <p>Inter-Agency Committee on Youth – a strategic body undertaking actions which drive and facilitate coordination and management of the CYDAP, add value and facilitate access to research findings and best practices;</p> <p>CARICOM Youth Ambassador Programme - a regional network of young leaders advising CARICOM Heads of Government on youth issues; and providing opportunities for young people and youth networks to access information, skills and resources under the CYDAP;</p> <p>Regional Youth Forum – a mechanism for broad youth participation in regional policy planning and decision-making on a wide cross-section of social and economic development issues.</p>
<p>Integrated Council for Human and Social Development (COHSOD)</p>	<p>Social sector Ministers and officials from all Member and associate countries; observers</p>	<p>with responsibility for promoting human and social development in the Community, linking to the work on national inter-ministerial committees as it relates to the implementation and monitoring of CARICOM Youth Development Goals.</p>	<ul style="list-style-type: none"> • review and develop regional social sector policy and programmes; • review progress towards achieving CARICOM Youth Development Goals • assess models of best practice and lessons learnt • bring coherence to the functioning of the social sectors and complementarily between the economic and human dimensions of the Region's development • biennial meetings on thematic issues, rotating chairmanship;

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