



**COMMONWEALTH**  
**SECRETARIAT**

**(Final Draft)**

## **STRATEGIC PLAN 2008 - 2012**



**COMMONWEALTH**  
**YOUTH PROGRAMME**



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## **FOREWORD**

I am pleased to introduce the Commonwealth Youth Programme (CYP) Strategic Plan for the period from 2008 to 2012.

Young people ought to be seen as sources of energy and potential, and as the bearers of our future. And yet, so often, they are seen as obstacles, or peripheral to our real concerns. They continue to face neglect or worse, on account of their young years. Millions remain illiterate, while unemployment rates among young people are two to three times higher than those amongst adults – the result not just of lack of opportunity, but also a lack of experience and skills. Our societies cannot build a future on these weak foundations.

The task of the Commonwealth Youth Programme is to contribute to the empowerment of young people. It has set about that work in partnership with Commonwealth governments, with young people themselves, and with civil society and business organisations active in the field. We can take satisfaction from the way that CYP, since 1974, has helped governments address the challenges of their young people, while - at the same time - building those same young people's skills. We hope that we have helped to build their self-belief, too.

In the period of 35 years, all of our perspectives have grown. A narrow youth lens has widened, in the belief that *all* aspects of national life have a youth dimension, and that our work must reflect that. Commonwealth governments have started to do likewise, and our challenge is to make 'youth mainstreaming' second nature to them.

It is for the CYP to implement this Strategic Plan – but the benefits of such investment flow to all, whether at the community, the national or the international level. Young people are actors and partners in our national lives: it is they who will build our nations.

Kamalesh Sharma  
Commonwealth Secretary-General

## **PREFACE**

It gives me an immense pleasure to endorse the Commonwealth Youth Programme Strategic Plan for 2008 - 2012. CYP has been promoting young people meaningful engagement in the planning and governance processes of the Commonwealth Secretariat for over 3 decades. Nonetheless, CYP decided that it was high time to stop at the cross-road, cast a critical eye at its goals and achievements before it selects the path for the next planning cycle to strengthen its youth empowerment programmes and remain a leading youth development agency.

Following endorsement of a new strategic direction by the Commonwealth Youth Ministers at their meeting in Colombo (April 2008), CYP launched a comprehensive but bottom-up strategic planning process. This included field missions to the CYP regional centers to engage in an in-depth review of CYP programmes to determine unmet needs and future programme directions bearing in mind regional specificities. This was followed by a retreat of CYP Regional Directors coupled with a meeting of the Executive of the Pan-Commonwealth Youth Caucus (PYC). In addition, regional desk reviews of CYP regional programmes were conducted to provide further basis for this analysis and formed an integral part of the programme of a Technical Review Meeting (TRM). The latter was the final step in this critical assessment as it gathered internal and external stakeholders to contribute to this critical assessment, assist with articulating the re-positioning of CYP and sketching its new direction.

This journey has been interactive, participatory and inclusive of all stakeholders. This plan is the outcome of that process. Its effective implementation will signal that CYP has reached its destination for the 2008-2012. The Strategic Plan is premised on the expectation that governments and development partners will increasingly recognise the interconnectedness between youth development and national development and consequently will increase resource allocations. This includes appropriate financial and human resources and continued capacity-building to meet actual programme delivery costs; and encourage greater investment from both public and private sector sources, including through the establishment of a Commonwealth Trust Fund for youth development.

This strategic plan reiterates that youth empowerment is our core business as is underpinned by the provisions of the Commonwealth Plan of Action for Youth Empowerment (PAYE). The PAYE is the overarching framework to guide youth empowerment and development for Governments and the CYP in all our strategic areas. In addition, there must be monitoring and measurement of the development impact of programmes and projects that we undertake in line with the Strategic Plan and the PAYE. The Youth Development Index (YDI), which we are developing as the monitoring and evaluation standard will assist governments and the CYP to measure programme outcomes and impact.

Needless to say, young people are our partners and, as such, they have to be strategically engaged as architects of change and development agents. In its re-positioning trajectory, CYP's paradigm shift is one that promotes young people as valued and valuable partners in the development process across the Commonwealth.

I hope but know that this strategic plan will serve as a useful resource in planning and executing the youth development programmes with our unwavering support.

Mmasekgoa Masire-Mwamba  
Commonwealth Deputy Secretary –General

## **EXECUTIVE SUMMARY**

The Commonwealth Youth Programme's Strategic Plan (2008 – 12) is designed to respond to a threefold challenge.

### **I. THE LARGE NUMBER OF YOUNG PEOPLE**

The Commonwealth currently comprises 53 member states with a total population of 1.9 billion. Over 60% of the total population are under 30: the enormous number of young people in the Commonwealth, and the harsh conditions in which so many of them are struggling to survive, pose a daunting challenge.

### **II. ADAPTATION AND MAXIMIZATION OF POTENTIAL**

The Plan is also designed to respond to an internal challenge. Founded in 1973 to empower young people between the ages of 15 and 29, CYP has not entirely adapted to the multiplicity of world-wide changes which have taken place since then. It also needs fully to maximise various potentials: of engaging in partnerships with more of the many NGO and governmental youth-development organisations which have sprung up in the intervening 36 years, of encouraging entrepreneurial youth ventures and of involving the rising generation in the vitally important arena of peace-building.

The overall aim of the 2008 - 12 Plan is therefore not only to exploit every current opportunity but also to open up new avenues of opportunity thereby achieving its mission of re-establishing CYP at the cutting edge of efforts to assist the maximum possible number of young Commonwealth people towards self-empowerment and to becoming agents of change for development and transformation through the democratic process.

Achieving self-empowerment must seem to be a distant dream for so many Commonwealth young people when one takes into account the harsh realities which confront the major proportion of them: inadequate health care, poor-quality education, unemployment, the very real chance of being sucked into organised crime (and also military conflict), a concern about climate-change and being haunted by fears of unending joblessness, to name but a few.

CYP took the following steps to assess the context young people were struggling, and to determine how to maximise the potential to engage them:

- An in-depth CYP analysis of the current socio-economic environment of youth development
- A review of all CYP programmes from their inception, charting their evolution since 1973 and assessing their effectiveness in light of currently prevailing conditions
- A Strengths, Weaknesses, Opportunities & Threats (SWOT) analysis

The context assessed, the strategic priorities were then identified, these being defined as: Advocacy/Communication

- Mainstreaming
- A Monitoring/Evaluation Index
- Sport and Positive Living
- The Development of Centres of Excellence

The final step was to identify the strategic intervention areas, it being agreed that the most effective ones would be the following:

- Youth work, education and training
- Governance ,Development, Youth Network
- Youth Enterprise and Sustainable Livelihoods
- Advocacy and Partnerships for Resources Mobilisation
- Programme Monitoring and Evaluation

### **III. FINANCIAL RESOURCES**

The CYP is currently financed by voluntary contributions from the member states. It is constrained its capacity to finance its current mandates or fresh initiatives in support of Commonwealth youth priorities and needs committed in 2008-2012 in light of collection rates for CYP fund which was 52% in 2007. Therefore, Heads of Government in their meeting in 2007 urged for a new assessed contributions formula for the CYP while also allowing for additional voluntary contributions. This accordingly means that the 2008 - 12 Plan will have to be financed by a combination of member states' assessed contributions and extra-budgetary contributions, the latter which will have to be sourced by forging partnership and building strategic alliance and networks.

Significant efforts have already been made to reduce operational and administrative costs and to channel the savings towards programme delivery in emerging priority areas. CYP will continue to do everything possible to assure funding for its ground-breaking Strategic Plan.

## LIST OF ACRONYMS

AOC	Alliance of Civilisations
CABOS	Commonwealth Advisory Body on Sports
CBA	Cost and Benefit Analysis
CHOGM	Commonwealth Heads of Government Meeting
CP	Commonwealth Portal
CSOs	Civil Society Organisations
CSR	Corporate Social Responsibility
CYAPL	Commonwealth Youth Ambassador for Positive Living
CYEC	Commonwealth Youth Exchange Council
CYCI	Commonwealth Youth Credit Initiative
CYMM	Commonwealth Youth Ministers Meeting
DALY	Disability Adjusted Life Years
DSPD	Division for Social Policy Development
EBR	Extra Budgetary Resource
ECOSOC	Economic and Social Council
Ex Co & BoG	Executive Committee and Board of Governance
GDYN	Governance, Development, Youth Network
GET	Global Employment Trends
HRD	Human Resources Development
IAA	International Award Association
ILO	International Labour Organisations
IPs	Implementing Partners
MDGs	Millennium Development Goals
MTR	Mid-Term Review
MSMEs	Micro, Small and Medium Enterprises
NA	Not Available
NAP	National Action Plan
NUYDC	North Uganda Youth Development Centre
NVQ	National Vocational Qualification
NYC	National Youth Caucus
NYP	National Youth Policies
PAD	Political Affairs Division
PAYE	Plan of Action for Youth Empowerment
PCO	Pan-Commonwealth Office
PIs	Partner Institutions
PLA	Participatory Learning Appraisal
PPP	Public Private Partnerships
PY1	Programme Year 1
PYC	Pan Commonwealth Youth Caucus
PMIP	Performance Management Improvement Project
QA	Quality Assurance
R & U	Respect and Understanding
RABs	Regional Advisory Boards
RBA	Right Based Approach
RCs	Regional Centres
RYC	Regional Youth Caucus
RCS	Royal Commonwealth Society
SO	Strategic Objective

SWOT	Strength, Weakness, Opportunity and Threat
TACOS	Terms and Conditions of Service
TOT	Training of Trainers
TRM	Technical Review Meeting
UN DESA	UN Department of Economic and Social Affairs
UNECLAC	Economic Commission for Latin America and the Caribbean
UNODC	United Nations Office on Drugs and Crime
UPE	Universal Primary Education
USP	Unique Selling Point
WPAY	World Programme of Action for Youth
YD	Youth Development
YDI	Youth Development Index
YEN	Youth Employment Network
YESL	Youth Enterprise and Sustainable Livelihoods
YPP	Youth Professional Programme
YWET	Youth Work, Education and Training
WHO	World Health Organisation

### **COMMONWEALTH SECRETARIAT DIVISIONS**

CPAD	Communications and Public Affairs Division
CYP	Commonwealth Youth Programme
EAD	Economic Affairs Division
GIDD	Governance & Institutional Development Division
HRU	Human Rights Unit
SASD	Special Advisory Services Division
STPD	Social Transformation Programme Division
SPED	Strategic Planning and Evaluation Division



## **I. INTRODUCTION**

Young people are emphatically on the global agenda.

### **Invest in Young People**

The progress of civilization is largely determined by the extent to which each individual is given the opportunity to contribute to the development and advancement of society. The world's 1.2 billion young people aged 15 - 24 constitute 18 per cent of the global population and are an essential part of this process. Aside from their material and intellectual contributions, young people offer unique aptitudes and perspectives that must be assimilated into the broader development paradigm and translated into effective action on the ground. Unfortunately, negative perceptions of youth, the failure to help them develop to their full potential, the inability to recognize that investing in youth benefits national development, and the consequent unwillingness and incapacity of society to fully involve young people in a meaningful way have effectively deprived the world of a resource of inestimable value (World Report on Youth 2007).

However, although a significant proportion of the young may be healthier and better educated than before the task of investing in them as a whole is also extremely complex, as the disadvantaged are subject to so many pressures and obstacles in their journey to self-empowerment that they can easily be overwhelmed; these include malnutrition, disease, poor formal education (or none at all), repressive socio-religious norms (imposed on young females in particular), drugs, early marriage, unwanted pregnancies, inadequate or non-existent health services, orphans heading their AIDS-orphaned families, trafficking, prostitution, unrealistic expectations, extreme competition for such jobs as exist, unemployment, refugee-status and recruitment into crime and civil conflict.

### **Civil Conflict**

Armed conflicts, whether civil or inter-national, suck in a high proportion of the civilian population, with naive and defenceless young people particularly susceptible to being recruited by viciously unscrupulous militias who, on seizing them, have no qualms in immediately subjecting youngsters of both genders to the most horrifying and degrading sexual and other abuse and then in ceaselessly drugging and brutalising them for years on end.

Refugee-camps are a frequent by-product of armed conflicts. Already traumatised by armed conflict young people then not only have their lives further blighted by dismal living conditions, a lack of education and by the crime, drug-pushing, sexual abuse and unwanted pregnancies, all of which are notorious in refugee camps, but also have to confront the grimmest of futures, as the chances of escaping the nightmare are minimal. In the face of utter hopelessness drugs help to ease the desolation.

The expenditure of resources on peace-building is, therefore, one of the most productive investments that can be made – but peace-building programmes have a poor record of serving the young, young women in particular.

### **Crime**

Relatively inexpensive investments in civilian security (reform of the police, the judiciary and the law, capacity-building for human rights, reconciliation and public-sector service delivery) can all greatly benefit long-term peace-building: failure to do so will fuel the development of organised crime, all the robbery/drug/prostitution/gambling/trafficking hierarchies of which are delighted to recruit the vulnerable and economically desperate young who see nothing but joblessness ahead of them.

### **Migration**

Poorly educated (if educated at all), and so lacking the skills needed for the few jobs that are available, the unemployment rate for young adults is two to four times higher than that experienced by more mature adults. Thwarted by joblessness, and consequently disappointed in their expectations of what their country can do for them, they become easy prey for organised crime and also for those out to fleece them and their family of their meagre savings with alluring accounts of prosperity which can be found abroad: the ubiquity of television and what young people repeatedly see on it, coupled with stories they hear, easily persuade a high proportion of naive young men to migrate to those fabulously rich countries whose streets are surely paved with gold and who will, if no job materialises, surely provide for their basic needs.

### **The Strategic Plan**

This fast-changing and globalised world results in young people developing equally fast-changing needs, priorities and aspirations. Addressing such challenges is, and will continue to be, a daunting task. CYP's strategic thinking has taken full account of these challenges in order to create and maintain its relevance to its key constituents and also, given its limited resources, to maximise its impact through the multiplier effect. (In so doing CYP notes that young people are not a homogenous group, but comprises a series of discrete\* sub-groups, a distinction which will be at the forefront of CYP's mind when initiating partnerships.) (*\* NB this is spelled "discrete" [and not, for this meaning, "discreet"]*)

The 2008 - 12 Plan is the result of an in-depth review and tailoring of CYP programmes (either by consolidating and/or expanding current ones, initiating new ones or, where appropriate, closing down those which have completed their task) so that CYP will, in partnership with relevant stakeholders, be best equipped to take on the formidable challenges that lie ahead and to fulfil its mission of maximising its contribution to empowering young people.

## **2. COMMONWEALTH YOUTH IN TODAY'S CONTEXT**

Today's Commonwealth is dominated by sobering youth development statistics: Young men and women aged 30 currently make up over 60 per cent of the Commonwealth's population. They are the largest cohort ever to enter the transition into adulthood. By 2015, there will be three billion young people in the world, with 2.5 billion living in developing countries. All the indicators point inexorably to the fact that young women and men will be exposed to more challenges and inequities than any other social group.

Today young Commonwealth people are growing up in a totally different context to that prevailing in 1973 when Commonwealth Heads of Government established the Commonwealth Youth Programme, and programmes revolved around training youth workers, research and collating/disseminating information. The 1973 context was far removed from current challenges facing young people, some of which include:

### **2.1 Current Economic Climate & Youth Development**

Although the current economic crisis originated in the advanced countries, it is impacting developing nations more severely. From a social perspective, the crisis has not only exacerbated the existing vulnerabilities of some social groups (people with disability, youth, women and older persons) and small states, but it has created new vulnerabilities, even in richer countries. These include, amongst others, rising poverty levels, increased homelessness and unemployment, particularly amongst migrants. This impacts young people more negatively as they already tend to be only in part-time or informal employment, and also they have no assets. Their fate is therefore sealed before everyone else in terms of joblessness and its consequent impact on their livelihood. The economic crisis has already adversely impacted three key issues associated with the sustainable development of young people, across Commonwealth member countries: employment, enterprise and development funding.

#### **2.1.1 Youth Employment**

The economic crisis has, inevitably, had a disproportionate effect on the most vulnerable, hitting young people particularly hard. It has exacerbated the difficulties they face in finding decent employment, gaining access to credit, achieving independence and being fully included in society. Unemployment is already one of the biggest challenges facing young people, the Commonwealth being no exception. The International Labour Organisation (ILO) reported that the global number of unemployed young people increased from 63 million to 71 million between 1997 and 2007. This represents quite a paradox when a high proportion of these young people have vision and ideas that could provide them with employment through enterprise development. Given the opportunity and the means, youth engagement in micro-credit and micro-finance programmes would have a tremendous impact in helping them to bear the brunt of the economic crisis.

Confirming trends recently announced by the ILO, the latest Global Employment Trends (GET) report in January 2009, illustrates that the global economic crisis could increase unemployment between 15 - 20 million by 2009. The report suggests that the global unemployment rate will rise to 6.1 per cent in 2009, as compared to 5.7 per cent in 2007, i.e. an increase of 18 million. In the worst-case scenario, the global unemployment rate could rise to 7.1 per cent, resulting in a global increase of more than 50 million.

The burden is expected to fall most significantly on young people, as it is they are at the greatest risk of losing their job, having the least experience and on-the-job training. The economic crisis has also diminished prospects for new employment. New entrants, particularly graduates, are likely to wait longer to enter employment on account of their relative lack of experience. Besides the denial of direct earning and purchasing power, unemployment takes away from young people the right to:

- a. Sustenance & livelihoods
- b. Confidence & Self-esteem
- c. A sense of national pride through contribution to national development
- d. Empowerment & Enfranchisement

This usually results in a process of gradual exclusion from mainstream socio-economic and political frameworks and often tips young people over the edge: falling into the hands of demagoguery; searching for kinder environments through (mostly) illegal migration; or, simply crime and delinquency. Most of all, this deprives a nation from the creative and innovative contribution of a large proportion (and longest serving due to their age) of its population.

### **2.1.2 Youth Enterprise**

The crisis has had a second, equally important detrimental impact on youth development, by curbing the establishment and development of Small and Micro Enterprises (SMEs). Many of these can be categorized as “youth enterprises” based on their length of business and the relatively young age of the management/owners. In the economic downturn, with very little to provide as collateral for their long-term capital and short-term financing requirements, these have comprised the majority of credit-starved businesses. Historical data suggest that as high a proportion as 80% of SME start-ups fail within the first two years. The proportion is expected to increase further, as a consequence of the crisis.

In these times of economic crisis, CYP, more than ever believes that, supporting young entrepreneurs represents an important way to tackle unemployment and lift people out of poverty, CYP’s conviction being that youth enterprise is one of the most important strategies for both creating employment as well as for stimulating economic growth in the Commonwealth.

### **2.1.3 Youth Development Funding**

There has been deterioration in prospects for sustained bilateral and private donor aid which has presented a third major challenge for youth development in developing countries. Development agencies, Civil Society Organisations (CSOs), inter-governmental agencies and others focused on youth development are heavily dependent on external voluntary funding and extra-budgetary resources. The economic crisis has reduced prospects for sustained bilateral aid, particularly following the large-scale fiscal stimulus packages announced in the developed economies in 2009.

## **2.2 Conflict, Crime and Violence**

Current conflicts in Africa and Asia have taken the face of children and young people as they fall prey to demagoguery. The search for power drives many to either engineer civil conflict or plant the seeds for such conflict.

### **2.2.1 Crime and Violence**

The failure of emerging economies to address issues related to poverty, employment and access to basic services, exacerbates this explosive potential particularly among the impressionable young people. Whether in developed countries or those in 'transition', anti-social youth behaviour is an expression of a deep social malaise stemming from the fact that political and socio-economic systems have overlooked, neglected and excluded the powerful force of dynamic young people from political and economic governance. Confronted with this highly discouraging situation, young people seek opportunities for expression and self-realisation elsewhere.

A survey of the impact of the 2000 - 2005 Commonwealth Plan of Action for Youth Empowerment (PAYE) on national youth programmes determined that crime and violence represented the most serious cause for concern compared to other social development issues. This is further reinforced by United Nations Office on Drugs and Crime (UNODC) and the World Bank which cite crime and violence as a development issue in 2007. Moreover, there is a strong correlation between poverty and youth aggression, UNODC finding that the majority of youth offenders resorted to crime to combat their poverty.

Crime and violence threaten citizens' welfare wherever, and result in widespread costs and adversely affect economic growth. A (2003) World Bank Country Study (2003) supports these assertions. "The Latin American and the Caribbean (LAC) Regions as a whole is the most violent region in the world. At 22.9 per 100,000 people in 1990, homicide rates for the Caribbean are almost double the world average of 10.7 per 100,000 - and as in the rest of the LAC Region."

The socio-economic consequences of youth violence must no longer be ignored. The World Health Organisation (WHO) data indicates that the rate of

Disability Adjusted Life Years (DALYs)<sup>1</sup> lost to violence in almost all Caribbean countries is above the worldwide average.

Evidence also suggests that young people account for the majority of prison population, with the consequential double adverse impact of the costs of maintaining/expanding a penal and detention system and the loss of the contribution that these young people could make to national development.

## **2.3 Environmental Degradation & Climate Change**

The participants at the Round Table on Youth & Climate Change, 2008 were fully aware of the difficult choice facing the world today: trying to find the right balance between exploiting the environment to sustain livelihoods while protecting it for future generations. Young people recognise that climate change is an extremely serious threat to mankind which has arisen from previous and current lifestyles that have compromised the younger generation's needs.

Climate change first appeared on the Commonwealth agenda at the 1987 Commonwealth Heads of Government Meeting (CHOGM). Since then several policy documents have been developed and actions proposed to address the grave issue, but young people were never explicitly engaged as partners in the drive to tackle climate change.

However, Commonwealth young people seized the initiative in 2008 and organised a roundtable at the London Headquarters to discuss the role they might assume. They felt strongly that young people must be brought into:

- (i) The process of devising policies on climate change as this would not only restore their confidence in the leadership's ability to tackle issues that concern young people but would also raise public awareness of the impacts that climate change is going to have on the next generation; Such an engagement in policy formulation would, they felt, result in making young people public awareness agents amongst their peers and elders.
- (i) The governance processes which address the threat of climate change in a holistic and "bottom-up led" approach; in calling for the right to participate in decision-making, the young people, accepted that they should be held accountable for their stewardship in those governance processes.

## **3. CYP: THE NATION-BUILDING RATIONALE**

CYP is unique in being the largest and only decentralized intergovernmental organisation solely devoted to young people. Over the past three decades

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<sup>1</sup> DALYs are the standard international health measure of the burden of disease used by the World Health Organization (WHO).

CYP has grown from strength to strength in building the capacity of governments to address youth issues while, at the same time, enhancing young people's skills in relation to youth development work, entrepreneurship and income generation.

The concept of 'Nation-building' was first noted by the Commonwealth in 1978. However it was not explicitly integrated in CYP's programme strategy at the time. It is only over the past three years that CYP has been more explicit about the linkages between youth development, peace and nation-building, advocating that national development is not possible without youth development and empowerment as they are inextricably linked. Failing to recognize and operationalise that linkage would not only imply a lack of vision but also a failure to utilize a significant proportion of the population.

### **3.1 Commonwealth Youth Programme: Strategic Planning Process**

In order to assess its programmes in relation to the emerging challenges CYP undertook an in-depth analysis of the current socio-economic environment of youth development through the following meetings/consultations and programme reviews:

1. A major Technical Review Meeting: Convened to re-position CYP at the cutting edge of youth-responsive and youth-led policies/programmes. The meeting comprised representatives of UN agencies including UNICEF, Alliance of Civilisations (AoCs), UN Department of Economic and Social Affairs (UN DESA), ILO, UNAIDS, CYP international and regional teams and London HQ staff (from HRU, SASD, PAD and GIDD). The Meeting achieved the following:
  - An in-depth assessment of CYP's perspective and its collaborative programmes with strategic partners;
  - The determination of the relevance of each programme area to current youth needs and aspirations with a view to retaining and/or sun-setting those no longer relevant;
  - The identification of priorities and corresponding programme areas to integrate youth aspirations and ensure relevance within a rights-based approach to development;
  - An integrated programme plan for each programme area up to 2012, for priorities, targets and indicators to respond to current trends in youth development;
  - An agreement on the tools and methodologies to achieve the above goals including mainstreaming and youth participation;

- A global Monitoring and Evaluating (M & E) framework using the YDI and PAYE indicators for systematic M & E.
- 2. Pan-Commonwealth Youth Caucus Executive Meeting: overall strategic directions discussed with particular reference to youth participation.
- 3. Field Missions: Missions to the regional centres for in-depth discussions with programme staff to establish a four-year integrated programme (future programme interventions/directions to include regional specificity and regional-specific challenges to programme implementation).
- 4. Directors' Retreats: strategic directions of each CYP programme area discussed.
- 5. Regional Desk Reviews: reviews of CYP programme intervention areas (budget, HR, IT)

## PROGRAMME REVIEW SUMMARY

G-D-Y-N	Y-W-E-T	Y-E-S-L
<p><b>HISTORY &amp; OBJECTIVES</b></p> <p>◆ <u>CYMM (Botswana May 2003)</u>: emerged as a strategic programme area that “cannot succeed without whole hearted engagement with civil society.” And aimed to:</p> <p><b>P</b>rovide a safe environment for youth rights  <b>P</b>rovide an example of good governance  <b>E</b>ncourage youth network partnerships  <b>E</b>ngage with branches of govt, civil society, &amp; private businesses  <b>E</b>mploy ICT to strengthen networks</p> <p>◆ <u>CYMM (Bahamas, 2006)</u>: GDYN to focus on providing “an enabling environment for young people to become central actors in societal change, specifically in planning and taking decisions about development”. It aimed to:</p> <p><b>C</b>entralise youth participation during the design &amp; conception of programmes.  <b>P</b>romote youth mainstreaming within agendas of policy-making initiatives  <b>R</b>eview NYPs &amp; Actions plans  <b>M</b>ove forward the youth development agenda through YDI in partnership with CYP  <b>S</b>upport NYCs and RYCs in building youth leadership through CYP support.</p>	<p><b>HISTORY &amp; OBJECTIVES</b></p> <p><b>1973</b> CYP founded with a mandate to build capacity in Youth Development</p> <p><b>Objectives:</b>  <b>1998-2000</b> under Human Resource Development CYP Launched its revised Diploma in YD delivered and supported by distance education (wider coverage &amp; benefit). 13 modules piloted in 13 Commonwealth universities. 1566 enrolment. Certificate seen as access to a degree course.</p> <p><b>2000-2003</b>: HRD: rapid, demand driven expansion of partner institutions; QA improved &amp; contracts agreed. CYP’s financial situation is good, with stakeholders’ contributions high. The challenge was to help partner institutions (PIs) with sustainability.</p> <p><b>2000-2003</b>: attrition rates remain high; translations &amp; localization; short courses desirable as part of strategy for sustainability; 42 countries, 15 Institutions, 2,728 students</p>	<p><b>HISTORY &amp; OBJECTIVES</b></p> <p><b>1992</b>: Commonwealth Youth Ministers asked CYP to assist national efforts to tackle youth unemployment.</p> <p><b>1994</b>: Malta meeting of advisory group of experts in small business and micro-credit designed a model for a micro-credit and savings scheme through extensive consultations with governments, NGOs, other stakeholders &amp; micro-credit &amp; enterprise development experts.</p> <p><b>1995</b>: Commonwealth Youth Ministers launched Commonwealth Youth Credit Initiative (CYCI) in Trinidad and Tobago.</p> <p><b>1996-99</b>: CYCI pilot-testing in CYP’s host countries in collaboration with NGO partners.</p> <p><b>Mid-1999</b>: CYP embarked on the final phase of the CYCI - its presentation in an easy-to use format that incorporated the lessons learnt from the pilot projects.</p> <p><b>CYAPL</b>: A trained cadre of young people whose mission is to educate &amp; create awareness about HIV/AIDS, drug/substance abuse &amp; health issues that impact positive living. They also provide care &amp; support to those infected/affected by HIV/AIDS or drugs/substance use.</p>

G-D-Y-N	Y-W-E-T	Y-E-S-L
		<p><b>1997:</b> launched in Africa to bring together young people living with HIV/AIDS to support each other; promote peer counselling &amp; raise awareness in the wider community.</p> <p><b>2001:</b> CYP Asia replicates CYAPL with adjustments to the needs of Asian youth. Provides a platform for virus-free young people, HIV/AIDS positive people &amp; drug/substance users to be trained as leaders &amp; communicators on HIV/AIDS.</p>
<p>◆ <b><u>TRENDS IN GDYN (1998-2003)</u></b></p> <p><b>D</b>eveloping NYPs and NYCs- “<i>progress has been slow</i>”  <b>NYP</b> review per region- 2000-2003 , Africa (7); Asia (1); Caribbean (2), Pacific (N/A)  CoM report- “<i>targets for formulating NYP met</i>” in PAYE-  <b>D</b>irectors report NYP drafted (14), reviewed (6), ratified (3), Action plan developed (3)  <b>Y</b>outh Networks established but no record exists of work in this area  <b>C</b>ommonwealth Youth Service Awards: no Pan-Commonwealth record of progress</p> <p>◆ <b><u>Trends in GDYN (2003-2006)</u></b></p> <p><b>20</b> out of 21 countries have NYPs (Africa); 8 countries have NYPs at various stages of development (Asia); Caribbean (N/A); Pacific (N/A)  <b>50%</b> NAP (Africa); 1/8 NAP and Youth Act (Asia); Caribbean (N/A); Pacific (N/A)  <b>75%</b> NYCs (Africa); Unclear (Asia); N/A Caribbean; N/A (Pacific)  <b>Table 2: PAYE 4 NYCs established by 2008</b></p>	<p>◆ <b><u>PROGRESS &amp; CURRENT TRENDS</u></b></p> <p><b>2003-2006:</b> Paradigm shift- programme move from narrow focus on training to be recast as education i.e. professional education in youth work; short courses, certificate course &amp; diploma ensuring that youth development agenda is maintained in training youth workers</p> <p><b>2003-2006</b> - 27 institutions; 2000 enrolled at time of CYMM; Graduates per region: Africa 204, Asia 797; Caribbean 64, Pacific 30.</p> <p><b>2006-2008:</b> 27 institutions; 46 countries; students trained: Africa 600; Asia 1,136; Caribbean: 112; Pacific 36</p>	<p>◆ <b><u>PROGRESS &amp; CURRENT TRENDS</u></b></p> <p><b>CYCI</b> adopted a holistic approach to micro-entrepreneurship to ensure effectiveness: micro-credit becomes part of an integrated package including skills building, marketing, management training &amp; business counselling.</p> <p><b>CYP</b> support was devoted to assisting Governments &amp; partners to customise the CYCI model for optimum in-country delivery.</p> <p><b>Trainers</b> Manual &amp; methodology was developed &amp; is being used by other youth business stakeholders</p> <p><b>Guyana:</b> CYCI programme created over 165 micro-enterprises.</p> <p><b>Dominica:</b> the Youth Business Trust emanated from the CYCI model.</p> <p>◆ <b><u>Evaluation: Indicative results</u></b></p> <p><b>Dominica:</b> its strengths attracted interest from St. Kitts &amp; Nevis, the Bahamas, and Turks &amp; Caicos.</p>

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<p>♦ <b>TRENDS IN GDYN (2006-2008)</b></p> <p><b>Bi-annual Report</b> inconclusive with respect to NYPs, NYCs, NAPs</p> <p>♦ <b>PAYE 3: NYPs and Operational Plans</b></p> <table border="1"> <thead> <tr> <th>Region</th> <th>Number of Countries</th> <th>Number with NYP in place</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Africa</td> <td>21</td> <td>20</td> <td>95%</td> </tr> <tr> <td>Asia</td> <td>8</td> <td>6</td> <td>75%</td> </tr> <tr> <td>Caribbean</td> <td>17</td> <td>12</td> <td>70%</td> </tr> <tr> <td>Pacific</td> <td>10</td> <td>3</td> <td>30%</td> </tr> <tr> <td><b>Total</b></td> <td><b>56</b></td> <td><b>41</b></td> <td><b>73%</b></td> </tr> </tbody> </table> <p>♦ <b>PAYE 4: NYC Established by 2008</b></p> <table border="1"> <thead> <tr> <th>Region</th> <th>Number of Countries</th> <th>Number of Youth Councils</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Africa</td> <td>21</td> <td>16</td> <td>76%</td> </tr> <tr> <td>Asia</td> <td>8</td> <td>3</td> <td>37%</td> </tr> <tr> <td>Caribbean</td> <td>17</td> <td>11</td> <td>64%</td> </tr> <tr> <td>Pacific</td> <td>10</td> <td>3</td> <td>30%</td> </tr> <tr> <td><b>Total</b></td> <td><b>56</b></td> <td><b>33</b></td> <td><b>59%</b></td> </tr> </tbody> </table>				Region	Number of Countries	Number with NYP in place	Percentage	Africa	21	20	95%	Asia	8	6	75%	Caribbean	17	12	70%	Pacific	10	3	30%	<b>Total</b>	<b>56</b>	<b>41</b>	<b>73%</b>	Region	Number of Countries	Number of Youth Councils	Percentage	Africa	21	16	76%	Asia	8	3	37%	Caribbean	17	11	64%	Pacific	10	3	30%	<b>Total</b>	<b>56</b>	<b>33</b>	<b>59%</b>		<p><b>Namibia:</b> CYCI mobilised substantial financial &amp; technical resources &amp; created 984 jobs during the pilot phase (2005-7). Namibia is the only country that has replicated the CYCI model without financial support from CYP by formulating a Namibia Credit Scheme 2007-12</p> <p><b>India:</b> Running for 12 years: over 5,500 jobs created with 65% of enterprises reaching sustainability.</p> <p>♦ <b>Evaluation: Indicative issues: Failure to:</b></p> <p><b>Market</b> the model: CYCI regarded as an activity rather than a model for replication. Failure to market is coupled with failure to widen ownership to more stakeholders. As a result, CYP continues with financial investment rather than strategic leadership.</p> <p><b>Research</b> young people's coping mechanisms (sustain livelihoods) → CYCI not a long-term investment but rather a stepping stone to a better life overseas as inadequate support for business scale up.</p> <p><b>Ensure</b> that enough beneficiaries were young people or those in excluded groups %/or rural communities.</p> <p><b>Balance</b> costs in relation to those invested in M &amp; E and in credit for the revolving fund. In addition, rates of interest charged to young entrepreneurs were sometimes above the commercial rate and thereby defeating the purpose of affirmative action.</p> <p><b>Use</b> CYCI as advocacy tool to create awareness that young people were credit-worthy.</p>
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### 3.2 CYP: S-W-O-T

The CYP is unique in being the largest and only decentralized intergovernmental organization solely devoted to young people. CYP will optimize its great strengths of access to decision-makers to influence national policies and decisions to ensure that young people are meaningfully engaged not only in decision-making but also in the delivery and follow up of such decisions.

CYP will also turn a weakness (the lack of integrated an approach) into an opportunity by linking all aspects of its programmes to maximize its resources; this linkage will, at the same time, strengthen the mutual benefits and reciprocal impact of the various CYP programmes.

Reliance on traditional partnerships has inhibited CYP from seeking strategic partnerships with other youth organizations. Over the past three years, CYP has built new partnerships which have opened up exciting new opportunities for networking, exchanging expertise and leveraging resources. (see below Para 4.5)

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Largest leader in youth programmes</li> <li>• Decentralised to community level</li> <li>• Evolving &amp; not static name</li> <li>• Pioneers initiatives which others replicate</li> <li>• Dedicated &amp; passionate teams</li> <li>• Expertise &amp; results based programme.</li> <li>• Always willing to share knowledge &amp; expertise</li> <li>• Body of knowledge &amp; wealth of expertise</li> <li>• Rights-based approach</li> <li>• Peer education methodology</li> <li>• Easy access to decision-makers</li> </ul>	<ul style="list-style-type: none"> <li>• Limited marketing of CYP products &amp; achievements</li> <li>• Unable/unwilling to claim ownership of products</li> <li>• Partnerships often limited to traditional partners.</li> <li>• Lack of integrated programme approach until recently</li> <li>• High staff turnover due to rotation &amp; lack of succession planning</li> <li>• Lack of staff development in substantive programme areas.</li> <li>• Limited human/financial resources</li> </ul>	<ul style="list-style-type: none"> <li>• From 'best kept' to 'best shared' secret to market our USP.</li> <li>• Flexibility &amp; ability to adjust to emerging challenges</li> <li>• Wide network of youth to work with to promote good governance &amp; development.</li> <li>• Realizes that youth positive engagement is sine qua non for development, peace &amp; security.</li> <li>• Young people are willing, able &amp; committed to be partners in national development.</li> <li>• Large &amp; receptive market amongst young people and other stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Failure to mainstream youth in other development processes</li> <li>• Failure to invest adequately in youth development due to constraints or unwillingness to divert resources according to shifting priorities</li> <li>• Failure to appreciate the programme inter-linkages between youth development, peace building &amp; social transformation.</li> <li>• Governments will continue to invest more in fixing youth problems through the penal system at the expense of investment in positive youth engagement.</li> </ul>

## **4. CYP STRATEGIC PLAN-2008 - 2012**

### **4.1 Vision**

A Commonwealth where young women and men are provided with the opportunities to realise their potential individually and collectively and are effectively integrated as agents of change for development and transformation. CYP has been driving this process through innovation and leadership.

#### **4.1.1 Mission**

CYP works to engage and empower young people to enhance their contribution to development. This is done in partnership with young people, governments and other key stakeholders.

Our mission is grounded within a rights-based approach, guided by the realities facing young people in the Commonwealth, and anchored in the belief that young people are:

- A force for peace, democracy, equality and good governance
- A catalyst for global consensus-building;
- An essential resource for poverty eradication and sustainable development

#### **4.1.2 Guiding Principles**

CYP advocates the participation of young women and men in the development process and in social transformation. Full engagement at all levels of decision-making is highly valued.

The CYP Strategic Plan is set within the framework of the Commonwealth Strategic Plan; Annex 1 shows the linkages and the contribution of the CYP Plan to the achievement of the Commonwealth's Strategic Plan.

### **4.2 Target group and sub-Target Groups**

CYP's target audience comprises young people aged 15 – 29. However, young people are not a homogenous group; their needs vary according to age: 15 – 18, 18 - 25 and 25 and above. CYP has therefore determined to address the needs of sub-target groups within the 15 to 29 cohort by introducing the following programmes:

#### **4.2.1 Young Professionals Programme**

The Young Professionals Programme (YPP), a starting point for exciting placement in the Secretariat is designed to attract outstandingly motivated young individuals from around the Commonwealth who have demonstrated a commitment to development, and academic success, professional achievement and leadership potential.

#### **4.2.2 Commonwealth Secretariat Internship Programme**

The CYP Internship Programme provides students and others with an opportunity to learn about CYP and to contribute to the Secretariat's work.

#### **4.2.3 Commonwealth Fellowship/Volunteer Programme**

CYP will spearhead a Youth Volunteer Programme which will engage youth volunteers for a maximum of three months and will advocate for youth volunteerism in the Commonwealth; mobilize young people as volunteers, and work in collaboration with UN Volunteers.

#### **4.2.4 Commonwealth Students' Movement**

CYP will contribute to the re-activation of democratic student movements by coordinating secondary and tertiary student representatives and involving them in decision-making about education policies.

#### **4.2.5 Commonwealth Youth Leadership Programme**

CYP will work to create a network of senior youth leaders/experts in CYP youth participation programmes to be mentors, trainers and/or facilitators in development programming. Current 'sources' for this network include Youth Trained in Diploma; International Award Association (IAA) Gold Award winners; past RYCs, and successful young entrepreneurs.

### **4.3. Tools and Strategic Priorities**

An evidence-based approach is embedded in all the Strategic Plan policies and programmes. It will be advocated to all stakeholders that they use the same approach.

**Participation** is one of CYP's guiding principles, as no development is possible without the participation of young people in policy formulation, programme management and budget planning. CYP will therefore make **participation an essential condition of** all its programmes. CYP will also build the capacity of its primary stakeholders to develop participatory tools to make programmes youth-responsive from the outset. CYP will in addition develop a training package for resource materials to be utilised by others, thereby multiplying the effects.

#### **4.3.1 Advocacy/Communication Strategy**

One of CYP's greatest challenges is that, although it has been established for almost thirty-five years, it is still relatively unknown not only in the Commonwealth at large, but also perhaps even more critically, among the stakeholders it was designed to serve. As the CYP "brand" is not well-recognized internationally or nationally, the potential for winning cooperation and support (internally and externally), building trust, and/or attracting

sponsorship remains unexploited. Consequently, (based on a SWOT analysis) the following goals for the marketing plan are proposed:

1. To heighten awareness about the CYP's products including:
  - PAYE
  - Youth Diploma and other capacity building tools
  - RYC Toolkits
  - CYCI Toolkit
  - Youth-led Research
  - Technical Expertise in Youth Development (e.g. strategic planning, youth policy development, journals)
2. To heighten awareness about the organization, its mandate, goals and objectives and position the CYP as a leading Youth Development entity, highlighting its unique selling points of:
  - Knowledge
  - Experience
  - Guiding principles/approaches
3. To highlight the CYP activities and accomplishments in order to promote the Secretariat.
4. To improve communication linkages between the CYP and its stakeholders.
5. To communicate the CYP's vision, mission, and objectives to its staff.
6. To improve and increase information dissemination about CYP.

A multi-tool communication strategy is currently being devised in collaboration with the Communication and Public Affairs Division (CPAD).

### **4.3.2 Youth Mainstreaming**

#### **Mandate**

The Commonwealth Youth Ministers Meeting (2006) recognized that “some Youth Ministries are under resourced and not optimally placed in government”. They accordingly called on “Heads of Governments to, where appropriate, increase resource allocations for youth development to enable the ministries to more effectively lead the multi-sectoral youth mainstreaming approach to youth development and empowerment”.

All Commonwealth Governments have committed to achieving the Millennium Development Goals (MDGs) by 2015. Extending the PAYE to 2015, demonstrates an emphatic commitment by governments and the Secretariat to mainstream youth development as a crucial contribution to this effort.

## **Definition**

The Youth Affairs Division/Commonwealth Youth Programme currently uses the ECOSOC 1997-02 definition of mainstreaming that has been tried and tested for over a decade:

*“The process of assessing the implications (for youth) of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making (youth) concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes, in all political, economic and social spheres so that (youth) benefit equally and inequality is not perpetuated”.*

Youth mainstreaming is a two-fold strategy which ensures that:

- a. A youth perspective is integrated into policies, programmes and projects in various development sectors;
- b. Specific policies, programmes and/or actions are put into place which aims to close the gap in specific areas of youth empowerment.

## **Rationale**

Youth mainstreaming will not only lead to youth empowerment but will thereby also contribute to democratic governance and development. The mainstreaming of young people will result in:

- a. An integrated approach to youth issues including the facilitation of inter-generational transfer of knowledge and positive cultural values;
- b. Increased understanding about young people’s issues and renewed respect for the rights of young people to participate in decision-making;
- c. Increased investment in young people resulting in better utilisation of human resources for national development and nation-building;
- d. Young people being better prepared for responsible citizenship as they will be meaningfully engaged in good governance and peace building.
- e. Renewed commitment, respect and understanding for government policies/programmes.

## **Implementation 2008 - 12**

During this strategic planning period, the Pan-Commonwealth Office (PCO) will develop an operational strategy for youth mainstreaming which will guide implementation at regional and national level. (see appendix 2 for CYP mainstreaming at Commonwealth headquarters.)

### **4.3.3 Youth Development Index (YDI)**

A Youth Development Index (YDI) is needed to develop viable indicators for monitoring the implementation of the Plan of Action for Youth Empowerment

(PAYE). However, the YDI should not be seen only as a measuring tool but rather as a forum for an all-stakeholder social dialogue. The YDI should go beyond youth wellbeing indicators and extend to the relevant social, political and economic indicators of youth empowerment.

In 2009 CYP engaged the UN Focal Point in a discussion which had assembled speakers from UNDESA (DSPD, Statistics Divisions), ILO, UNECLAC and representatives from other UN agencies, students and civil society. CYP made an initial presentation on outcome indicators of the YDI which will form part of its programmatic directions for 2008 - 12. At its Technical Review Meeting in 2009, CYP and other stakeholders agreed that the YDI would support/facilitate mainstreaming in order to be effective for YDI to distil youth empowerment achievements from ministries and stakeholders.

### **Implementation 2008 - 12**

CYP will develop a technical paper in consultation with development partners and pilot it in at least one country per Commonwealth region. The Pan Commonwealth Office will devise the methodology in collaboration with a technical team of experts and the regional centres will supervise and monitor implementation.

#### **4.3.4 Sports: A Tool for Positive Living, Peace & Development**

PAYE action point 10 states that sports: "*Promote health, development and values*". This was discussed by the Commonwealth Advisory Board on Sports (CABOS) in 2008. Sport can inspire young people and engage them effectively especially in circumstances where all hope of engaging them in other areas has failed due to socio-economic and/or security circumstances.

Current initiatives in the Commonwealth indicate how sport has proven to be a useful tool for community development and peace (Northern Uganda Project Hope). Moreover, sport can also serve as a tool for tackling key health issues, improving educational attainment as well as developing leadership and citizenship thereby contributing to greater social cohesion.

### **Implementation 2008-12**

CYP believes that there is a clear link between developing a fully rounded conception of "positive living" and sport, for example in advocating that physical education be part of the school curriculum (currently not featuring in some member countries). This will therefore form part of CYP's lobbying with governments to ensure that sport is integrated in the curriculum. In addition, CYP will adopt a strategic approach to sport by ensuring that a developmental message forms an integral part of the Commonwealth Games through the Secretary General. This will reach millions of people whose connection with the Commonwealth is through these games.

CYP will work with the Commonwealth Advisory Body on Sports (CABOS) and Ministries of Youth and Sports to ensure relevant attention to linkages between sport and the wider Youth Development framework for an

appropriate balance between both components. In order to achieve this CABOS will share with CYP some proven models on how sport can be used as a means of development. In particular, CYP in collaboration with CABOS, will put a greater emphasis on:

- a. Advocating healthy lifestyle/living so as to reduce the vulnerability of young people to HIV/AIDS/STIs, substance use/abuse and poor nutrition.
- b. Advocating that sport be used as a means to promote peace-building initiatives at community level to strengthen young people's leadership and positive engagement.

#### **4.3.5 Project Hope: Northern Uganda Youth Development Centre**

##### **The Situation**

For almost two decades violent conflict has plagued most parts of Northern Uganda. Estimates by UNICEF indicate that over 20,000 children have been abducted and forced to be child soldiers and sex slaves. They have missed out on formal education either as a result of being forced into the conflict or because there are insufficient resources for schools, teachers and equipment. As a result the majority are unable to gain employment or to sustain themselves and their community.

##### **Implementation 2008 - 12**

The Commonwealth Secretariat, in partnership with the Ugandan Government, set up Project Hope in 2005; the Northern Uganda Youth Development Centre being designed to work with young people who are most affected by the conflict.

##### **Goal**

The project's goal is to contribute to the rebuilding of Northern Uganda in partnership with young people through providing employment, positive living and peace-building initiatives in order to improve the opportunities for vulnerable conflict-affected young people in the region. The project builds young people's capacity for employment through vocational and other skills, creates a healthy young labour force to increase productivity and ensures a contribution to development and peace building.

##### **Financing**

The Commonwealth Secretariat committed itself to an initial funding support of GBP 500,000 (five hundred thousand pounds) for 2005 - 2008, a further allocation of £78,365 being made in 2008 - 09. Since then, the project has received considerable financial and technical support from the Secretariat and the Ugandan Government. The centre currently has mainly centre-based training activities and external income-generating activities (e.g. fish farming).

An additional £150,000 was approved by the CFTC Fund for the purchase of tools and equipment for vocational training throughout 2009 - 10. This targets 4000 young people, providing them with agricultural and vocational skills to help them to set up their own enterprise or enter the formal/informal labour market.

#### **4.3.6 Centres of Excellence**

The 7<sup>th</sup> Commonwealth Youth Ministers in 2006 noted that: *“In order to optimise the benefit of Pan Commonwealth lessons and experiences, the Meeting agreed that the CYP Asia Centre, in association with sister organisations in the region will be a focal centre for cooperation and learning in the field of youth and local government under the programme area of Governance, Development and Youth Networks (GDYN). The Meeting further agreed that the other three regional centres (Africa, the Caribbean, and the Pacific) will be developed as centres of excellence in research, knowledge gathering and information sharing in the fields of crime and violence, HIV and AIDS, youth enterprise and sustainable livelihoods, and youth work education and training.”*

In pursuance of this mandate a project proposal for Youth Empowerment in Democracy and Local Self-Governance was prepared. The primary objective of the proposal for the development of CYP Centres of Excellence is to provide a platform for Commonwealth countries in Asia to come together to discuss issues, and exchange views and experiences in their respective countries concerning young people in democracy, participatory development and local self-governance. The project cost is estimated at £2.0 million, with 50% already committed by the Indian Government and the remainder expected from the Commonwealth to ensure programme delivery

As part of additional fund raising, member states have been requested to make contributions for the Asia Centre of Excellence. However, the response has not been encouraging and, to date, Sri Lanka is the only government that has committed with an initial instalment of £20,000. Fund-raising efforts at regional and international level will need to continue and may be discussed at the 2010 CHOGM and/or in the Mid-Term Review (MTR) Meeting.

# Goal: To strengthen the contribution of youth in peace building, democracy and development in Commonwealth Countries

## Outcome/Impact:

Youth Empowered to participate in development and democratic processes in Commonwealth Countries

SO1

Effective and responsive youth leadership and youth networks in place

Outputs

1. Youth advocacy and youth leadership Networks strengthened/established
2. Youth trained in advocacy, leadership and select theme areas of work

SO2

Strengthened capacity of Youth ministries to deliver programmes and services

Outputs

- 1 Youth ministries strengthened
- 2 Improvements in National policies and action plans

SO3

Governments endorsed proven policy, plan and model for sustainable livelihoods with a focus on youth enterprise development

Outputs

- 1 Policy ,plan and model for sustainable livelihoods with a focus on youth enterprise development designed and tested
- 2 Operational strategies/Advocacy plan on sustainable livelihoods developed and implemented

SO4

Improved knowledge, skills and attitudes in Youth development

Outputs

1. Increased capacity building initiatives
2. Cadre of youth workers trained and recognized.

SO5

Public private partnerships in place/strengthened to contribute to youth development initiatives.

Outputs

1. PPP established
2. Increase EBR

## **4.4 CYP's Strategic Intervention Areas**

### **4.4.1 Youth Work, Education & Training (YWET)**

This programme area will consist of three components including:

#### **Capacity-Building** to:

1. Be responsive to market demands.
2. Develop strategies which take into account capacity-building at various levels according to different target/sub-target groups: Ministers, Directors, youth leaders, strategic partners.
3. Develop diagnostic tools including those for training needs assessments.
4. Establish Partnerships with IPs & others to conduct capacity-building training programmes.
5. Reposition YWET into an engine for developing capacity-building resource materials.
6. Devise a strategy for a coordinated and integrated capacity building training framework within CYP.

#### **Knowledge Management** to:

1. Enhance the "Youth Development Journal", "Newsletter" and other printed/electronic resources.
2. Advocate for the National NVQ and competency-based youth development work.
3. Promote/organise youth development conferences/symposia at regional and global levels.
4. Advocate for and support youth worker associations, networking amongst past diploma students.

#### **Sustainability Planning of Diploma**

As the CYP in Youth Development Diploma continues to serve its purpose the Plan will focus on sustainability issues including:

1. Ownership and self-financing by Implementing Partners (IPs);
2. Recognition by the Public Service Commission;
3. Articulation and pathways e.g. undergraduate degree;
4. Marketing the Diploma.

**CYP STRATEGIC PLAN 2008 - 12**  
**YOUTH WORK EDUCATION & TRAINING (YWET)**

**Strategic Objective 4: Improved knowledge skills and attitudes in Youth development**

**Outputs: 1) Increased capacity building initiatives**

**2) Cadre of youth workers trained and recognised**

PAYE GUIDING FRAMEWORK	PY1	PY2	PY3	PY4
<p>P8: life skills mainstreamed in all education systems by 2010</p> <p>P8: numbers of young people reached by volunteering and mentoring schemes</p> <p>P12: Youth worker registration to be formalised by 2010</p> <p>P12: Policy initiatives involving youth work professionals</p> <p>P12: Numbers of formally trained and registered youth workers employed by state and civil society</p>	<p>Conduct rapid assessment (in house)/CBA of YWET investment in diploma, youth worker associations, youth worker recognition and registration systems, life skills in education systems etc. (Baselines Agreed for evaluation in Year 4.</p> <p>Review of current MOUs and begin sustainability discussions and preparations for phase-out of CYP support beyond the 2nd Pilot phase (funding cut intended by 2011).</p> <p>(Marketing plan developed to support PIs)</p> <p>Develop comprehensive integrated capacity-building plan in each region.</p> <p>Design and develop assessment tools, short courses, learning aids to meet demands on new mandate as well as training needs in CYP e.g. R &amp; U, youth employment, peace building, youth leadership.</p> <p>Develop regional partnership/alliances to promote informal education among youth e.g. Scouts, IAA, etc.</p> <p>Complete NVQ work; prepare for roll-out in all regions by Year 2.</p> <p>Develop regional advocacy/lobby plan to campaign for recognition of youth workers.</p>	<p>Roll out CYP short courses offerings/capacity-building including marketing/promotional material, job aids, behaviour change, resource (youth enterprise videos, parenting calendars, etc...).</p> <p>Marketing the diploma among captive audiences in 'bite size' portions – e.g. IAA trainers, Scouts, Girl Guides, etc.</p> <p>Launch one pilot Youth Worker Association in each region.</p> <p>Sustainability plans agreed with PIs beyond 2nd offering.</p> <p>Roll out Advocacy Campaign for Youth Worker recognition- "<i>The youth worker and You</i>".</p> <p>Launch of CYP Youth Worker. Registration/networking.</p> <p>System/Tracer of Diploma students/ Alumni.</p> <p>Conduct Regional NVQ consultations in other three regions.</p>	<p>Host Global Youth Development Conference</p> <p>Continue roll-out of short courses and dissemination of learning aids.</p> <p>Support and strengthen pilot Youth Worker Associations</p> <p>Begin implementation of Youth Worker NVQ in selected pilot countries.</p> <p>Roll-out advocacy campaign for recognition of youth workers.</p>	<p>Complete roll-out of short courses &amp; dissemination of learning aids.</p> <p>Programme evaluation/round of YWET assessments based on year one baselines.</p>

#### **4.4.2 Governance, Development & Youth Networks (GDYN)**

This planning and implementation cycle will focus on three areas:

1. Capacity-Building in Youth Ministries and youth networks to strengthen the National Youth Policies (NPAs), and youth-focused legislation; youth mainstreaming - Putting Youth People at the centre of the Development Campaign; establishment of public-private partnerships in youth development, e.g. civil society and the private sector.
2. Enhancing meaningful youth participation and engagement through the review/re-design and expansion of the RYC programme; establishing of international and regional youth networks; enhancing the design and development of youth development tools and resources; establishment of wider youth participation opportunities.
3. Re-orienting the RYCs to focus on substantive development issues. To follow the creation of RYC coordinators for policy focal areas thereby enabling RYC members to enhance their knowledge of specific thematic areas and to advocate/influence policy change. The current RYC policy focal area got coordinators are:
  - Environment and Climate change- RYC Chair (Asia)
  - Health and Wellbeing- RYC Chair (Pacific)
  - Youth Employment- Deputy Chair (Pacific)
  - Human Rights and Democracy- Pan Commonwealth Chair
  - R&U and Peace Building - RYC Chair (Africa)
  - Education and Training - RYC Chair (Caribbean)

## GOVERNANCE & YOUTH DEVELOPMENT NETWORKS (GYDN)

**Strategic Objective 2:** Strengthen the capacity of youth ministries to deliver programmes/services and to mainstream youth development in national development planning.

**Outputs: 1) Youth ministries strengthened**

**2) Improvements in national policies and action plans**

PAYE GUIDING FRAMEWORK	PY1	PY2	PY3	PY4
<p>P3: NYPs in all countries by 2010</p> <p>P3: Youth ministries have consultation mechanisms in place by 2010</p> <p>P3: Youth Ministries have multi-sectoral briefs by 2010</p>	<p>Development of an organizational diagnostic tool / training needs assessment kit to assess youth ministries &amp; NYC/youth networks (with YWET component).</p> <p>Situation Assessment of NYPs, NAP, NYC, Youth Ministries (with Youth Policy Environment Score developed and survey conducted) baseline agreed.</p> <p>Development of capacity building resources for Youth Ministries &amp; youth leaders, e.g. advocacy toolkit, mainstreaming guide/kit, youth leadership, peace-building training manual, youth employment etc. in collaboration with YWET.</p> <p>Reviewing and strengthening youth participation structures and programme; review of RYC; student leadership programme design; review of youth internship/volunteer programme.</p>	<p>Roll out capacity-building programme with youth ministries and NYCs/networks (including RYCs).</p> <p>Capacity-building of youth leaders in 6 thematic areas including - establishment of regional &amp; international youth networks in collaboration with RYCs, &amp; other regional networks.</p> <p>Explore Commonwealth student leadership movement (Platform)</p> <p>Launch <i>“Putting Young People at the Centre Campaign - Youth Mainstreaming”</i>.</p>	<p>Roll out capacity-building programme with youth ministries and NYCs (including RYCs).</p> <p>Support and strengthen regional youth networks; focus on PPP.</p>	<p>Roll out capacity-building programme with youth ministries and NYCs (including RYCs).</p> <p>Capacity-building of youth leaders in 6 thematic areas.</p> <p>Second round of Organizational Assessment (for Min of Youth and NYC) &amp; Youth policy environment score.</p> <p>Evaluation Report on GDYN .</p>

### **4.4.3 Youth Enterprise & Sustainable Livelihoods (YESL)**

This strategic area will be guided by two main programme strategies:

1. Mainstreaming youth development to (i) ensure young people's meaningful participation/engagement; (ii) use stakeholder analysis for strategic alliance building with national and international and governmental and non-governmental organisations for inter-sectoral collaboration; (iii) devise the Youth Development Index (YDI) and promote its use across stakeholders.
2. Adopting a Rights Based Approach (RBA) through (i) a strong commitment to and operationalisation of young people's right to work including decent work and sustainable livelihoods; and (ii) advocating equity and equality.

This strategic area will focus on **youth employment** to create an enabling environment for youth enterprise development through advocacy for policy formulation and resource allocation for youth employment and entrepreneurship by:

1. Influencing members government to formulate national policy and plan for youth employment
2. Establishing a regional data-bank on youth employment entrepreneurship and youth employability and capacity-building needs.
3. Building the capacity of primary stakeholders to tackle youth employment issues by opening up possibilities for youth entrepreneurship and youth employability;
4. Building strategic alliances with relevant stakeholders so that they advocate for youth employment through lobbying and networking.

## YOUTH ENTERPRISE & SUSTAINABLE LIVELIHOODS (YESL)

**Strategic Objective 3:** Government-endorsed proven policy/plan/models for an integrated approach to youth employment and youth enterprise

**Outputs:** 1) Policy/plan/models for youth employment and youth enterprise designed and tested

2) Advocacy plan/strategy developed and implemented

PAYE GUIDING FRAMEWORK	PY1	PY2 – PY3	PY3 - PY4
<p>All governments to enact pro-youth employment policies and to create incentives.</p> <p>No. of young people receiving entrepreneurship training as part of formal education</p> <p>No of young people receiving micro credit</p>	<p>Conduct regional needs assessments (baseline for evaluation) on youth employment (collating information about relevant interventions, stakeholder analysis, determining good practice, mapping corporate sectors &amp; financial institutions in the region.)</p> <p>Construct a data-bank on youth employment scenarios including analysis of youth employment trends (YEN update).</p> <p>Devise phase-out strategies for ongoing CYCI project in terms of provision of credit (where applicable)</p> <p>Implement the phase-out strategies (end of PY1 or beginning of PY2).</p> <p>Devise a marketing plan for scaling up the CYCI as a workable model for youth enterprise development &amp; use as an advocacy tool.</p> <p>Devise an advocacy plan for youth employment.</p> <p>List countries that have National Action Plan on Youth Employment (NAP); analyse them to determine areas of collaboration with YEN.</p> <p>Encourage RYCs to establish contact with YEN focal point in the region.</p> <p>Build strategic alliances with relevant bilateral organisations, NGOs, INGOs, governments &amp; leading networks (Youth Employment Summit &amp; Youth Business International).</p>	<p>Engage in collaborative agreements with regional YEN focal points.</p> <p>Seek CYP participation in YEN national/regional review meetings.</p> <p>Follow-up &amp; update relevant stakeholders about CYP progress.</p> <p>Devise capacity-building plan for each Ministry of Youth Affairs on youth employment with a focus on youth entrepreneurship &amp; employability through YWET.</p> <p>Organise a regional consultation on youth enterprise development: (i) disseminate overall findings of need assessments; (ii) promote CYCI as an advocacy tool; (iii) build CYP capacity re youth employment.</p> <p>Facilitate capacity-building interventions on how to engage Young People in national youth employment initiatives with GDYN</p> <p>Coordinate with the Commonwealth Service Programme Abroad (GIDD) for the provision of technical expertise on youth employment at national level</p> <p>Roll out the capacity-building plan with GDYN</p>	<p>Roll out capacity building plan</p> <p>Engage with each Ministry of Youth Affairs for scaling up the CYCI model in the region through other stakeholders.</p> <p>Advocate with relevant corporate sectors and financial institutions for resource mobilisation to scale up CYCI.</p> <p>Establish linkages with each Federation of Chambers of Commerce, corporate institutions (CSR) &amp; banking institutions to lobby &amp; network for youth enterprise development (CYCI) &amp; support YEN focal point for resource mobilisation to implement NAP.</p> <p>Organise a global conference on Youth Development in collaboration with primary stakeholders.</p> <p>Organise periodic consultations/reviews of CYP's work in youth employment &amp; enterprise with primary stakeholders.</p> <p>Provide technical assistance to each Ministry of Youth/Labour for the implementation of NAP.</p> <p>Advise each government to develop a NAPs in collaboration with regional YEN representatives.</p> <p>Support YEN focal point person in NAPs &amp; strategy formulation to mainstream youth employment through CYP and Ministry of Youth.</p> <p>Explore collaboration avenues with UNICEF, ILO, World Bank &amp; national education institutions for School to Work Transition programmes to enhance youth employability &amp; employment potential.</p> <p>Advocate/lobby for mainstreaming of youth employment in national policies/plans in collaboration with YEN, UNICEF &amp; the World Bank.</p> <p>Conduct a comprehensive Programme evaluation using data gathered at the needs assessment.</p>

## **4.5 Partnerships**

The strategic direction of CYP's collaboration is shown by our partnerships, the external ones of which include the ILO, Youth Employment Network (YEN), the Alliance of Civilisations (AoCs), the UN Department for Economic and Social Affairs (UNDESA), the Organisation of Francophonie countries, UNAIDS, while those from the Commonwealth family including the Royal Commonwealth Society (RCS), the Commonwealth Youth Exchange Council (CYEC), and the Commonwealth Secretariat divisions (EAD, HRU, PAD, STPD, and SASD). (See Appendix 2 for details)

## **4.6 Resources and Programme Support**

### **4.6.1 Financial Resources**

Since 1995 the CYP budget has remained the same although member states' requests for additional technical support have significantly increased. Given the fourteen intervening years of inflation this means a decrease in real terms. The Strategic Plan 2008 - 2012 will therefore have to be financed by a combination of member states' assessed contributions and extra-budgetary contributions which will have to be sourced from our partners and networks.

CYP will therefore engage in joint sponsorships and co-hosting of events with relevant stakeholders in order to attract resources while simultaneously strengthening commitment to the common goal of youth empowerment. Additionally, CYP will collaborate more closely with Commonwealth Secretariat Divisions in order to sustain resources and enhance the promotion of Commonwealth values, principles and practice by young people. CYP will also seek to supplement its funding through bilateral and multilateral sources for areas of work that contribute to achieving the relevant MDGs.

At the 7thCYMM in 2008, the Secretary-General urged Ministers to propose remedies for CYP's shrinking financial resources. The Commonwealth Ministerial Review Group (MRG) which was established in 1998 recommended to Ministers of Youth at their meeting in Honiara, Solomon Islands (2000) that CYP's budget is increased to support member countries' growing demands for strategic and technical support.

Also significant efforts have been made to improve internal financial management in order to reduce operational and administrative costs and channel the savings towards programme delivery in emerging priority areas. A further shifting of the emphasis from CYP's political and developmental work towards its youth-empowerment initiatives will be pursued.

### **4.6.2 Financial Management**

CYP is moving from cash-based financial management and accounting accrual-based accounting in order to conform with International Public Sector Accounting Standards. Previous practice takes full account of the liabilities incurred by CYP or to recognize its assets. Management information will be

further developed to assist programme managers to fulfil their reporting and accountability obligations, in addition to which budgets will be prepared adhered to the same criteria as those applied to external financial reports.

#### **4.6.3 Structure and Human Resources Strategy**

CYP's human resource management strategy will continue to conform to the Secretariat's overall human resource strategy so as to achieve consistency across all CYP Regional Centres.

#### **Terms and Conditions of Service (TACOS)**

High priority will be given to finalizing and implementing the terms and conditions of service (TACOS) of CYP staff at the Regional Centres and to reviewing and finalizing the TACOS for overseas-recruited staff at the Regional Centres.

It is against this background that, CYP's structure will be revised to reflect the results/output framework which supports the implementation of the Strategic Plan. Emphasis will be placed on staff development and on building multi-disciplinary and cross-functional teams to ensure CYP maintains its position as a cutting-edge and responsive youth development agency.

#### **4.6.4 Information Technology (IT) Strategy**

CYP's Information Technology strategy will be reviewed to ensure that it delivers suitable technology to give efficient support to business processes and timely delivery of new systems and functionality.

### **4.7 Governance And Management**

#### **4.7.1 Governance Structures**

CYP is accountable to a tier of four governance bodies, the highest being the Commonwealth Heads of Government Meeting (CHOGM), which identifies the Commonwealth's development needs and sets mandates for action. The second tier is the Commonwealth Youth Ministers Meeting (CYMM), which, in light of the CHOGM mandates, decides on the CYP's strategic directions and resources as well as advise on how resources as well as shall be obtained. Any changes to the overall mandate of the Youth Empowerment Programme are determined by CYMM in accordance with decisions taken by CHOGM.

The third tier, the Commonwealth Board of Governors (BoG), is responsible for ensuring the efficient and effective management and administration of the Secretariat, which includes CYP. The overall General direction of CYP's operations is laid down by the Board.

The fourth and final tier is the Regional Advisory Boards (RABs) of Africa, Asia, Caribbean and the Pacific; each Board comprises of senior government officials from each member state accompanied by a national youth

representative who has to be a member of the Regional Youth Caucus (RYC). RYC meetings are part of the Regional Advisory Boards and the RABs/RYPs identify priority youth issues for consideration by CYMM.

The Pan-Commonwealth Youth Caucus (PYC) comprises of five young people: four Regional Youth Caucus members, one from each of the four regions, and a Chair who is selected on a regional rotational basis. The PYC and RYC are an important part of CYP's programme delivery mechanism at all levels of Pan-Commonwealth, regional and national - and their function being to provide advice to CYP on Youth Development programmes and strategies. They are an integral part of CYP's strategic planning process and represent CYP and young people at national, regional and international fora.

At the CYMM in Botswana in 2003, Ministers resolved that members of the RYCI should henceforth participate at CYMM meetings with full rights, at the discretion of the Heads of Delegation. This decision clearly indicates the increased commitment by governments to strengthen youth participation in decision-making.

#### **4.7.2 Management Structures**

The responsibility and accountability for implementing the mandates agreed upon by CHOGM and the strategic programme areas prioritized by CYMM is distributed among a three-tier management structure which comprises the Commonwealth Secretariat, CYP's Pan-Commonwealth Office (PCO) and the CYP's Regional Centres (RCs). The Secretariat monitors, evaluates and reports to CHOGM, CYMM, Ex-Co and BoG on the work of the Commonwealth Youth Programme. The PCO plans, co-ordinates and evaluates the overall implementation and performance of CYP programmes across the regions, and the four CYP Regional Centres in collaboration with regional and national stakeholders, lead and implement CYP programme activities in member countries.

#### **4.8 Programme Monitoring and Evaluation**

CYP is placing ever-greater emphasis on achieving the outcomes of its strategic objectives by means of thorough monitoring and evaluation. This is coordinated by the CYP Pan-Commonwealth Office in collaboration with the Regional Centres, and relies on critical feedback from key stakeholders especially member governments and young people. The logical framework breaks down the strategic plan into detailed programmes which incorporate monitoring and evaluation indicators which are highly effective tool for measuring progress and assessing impact.

##### **4.8.1 Monitoring and Evaluation Framework**

The monitoring framework will track the progress of implementation by shifting to evidence and research-based programmes. The new measurement tools will capture progress in previously unmeasured areas, for the mainstreaming of youth development in government systems and youth empowerment. Is it possible to articulate the elements that comprise youth empowerment and to

design instruments to measure progress in youth empowerment? CYP will push the frontiers in youth development work and break barriers in knowledge and techniques to justify its claim to be a cutting edge organization driven by research and evidence.

Under the Youth Work Education and Training (YWET) programme area there is a Pan-Commonwealth Quality Assurance (QA) mechanism that ensures consistency in standards of delivery and parity based on the seven criteria for partner institutions delivering the CYP Diploma.

In collaboration with its stakeholders, the PCO will continue to develop the Youth Development Index (YDI) as a monitoring and evaluation instrument to assist governments, in the first instance, in measuring programme target attainment, results, outcomes and impact of the three goals across the commonwealth. The YDI will eventually be established with clear indicators to measure the outcomes and impact of youth development programmes within the PAYE framework.

To achieve the above, CYP will continue its close collaboration with the Strategic Planning and Evaluation Division (SPED) for the monitoring and evaluation of its projects using the Performance Management Improvement Project (PMIP).

#### **4.9 Conclusion**

This Strategic Plan identifies the following three strategic programme areas for the CYP. These reflect a sharpened focus on the holistic development of young people, while ensuring that appropriate governance structures and networks are in place for their sustainable development in ways that are mutually reinforcing and supportive:

1. Youth Work Education and Training (YWET)
2. Governance, Development and Youth Networks (GDYN)
3. Youth Enterprise and Sustainable Livelihoods (YESL)

Implementation of programmes in these strategic areas will support member countries in achieving the targets of the UN's MDGs (see appendix-II) and the priority areas of the World Programme of Action for Youth (WPAY). The planned programme goal, impact, objective and output are shown below in a logical framework.

To achieve its strategic goal CYP will require increased financial and non-financial resources, strategic partnerships, alliance building and continued commitment by governments as well as young people's meaningful engagement of other young people. CYP is not a funding agency but can offer support ranging from free training resources through to technical assistance.

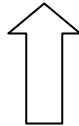
This Strategic Plan invites youth workers, governments, international/bilateral development agencies and youth networks to partner with CYP to contribute to youth empowerment in the Commonwealth.

**RESULTS CHAIN: Appendix 1 to 4**

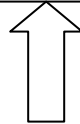
**APPENDIX 1: IMPACT OF CYP STRATEGIC PLAN ON THE SECRETARIAT'S STRATEGIC PLAN**

**DEMOCRATIC PILLAR**

**Programme Objective 1: Good Offices for Peace**  
To prevent conflict & strengthen member countries' institutional capacity to promote Commonwealth fundamental political values.

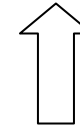


**High Level Result 1:** Strategies which increase ownership & respect for democratic institutions, culture, the rule of law & human rights promoted and adopted.



**CYP Strategic Objectives**  
SO 1: To establish effective and responsive youth leadership and youth networks.  
  
SO2: To strengthen the capacity of youth ministries to deliver programmes & services.

**Programme Objective 2: Democracy and Consensus Building**  
To build stronger democratic processes across the commonwealth.



**High Level Result 3:** Young people participate more frequently and more effectively in decision-making institutions and processes.

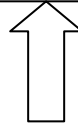


**CYP Strategic Objectives:**  
SO 1: To effective and responsive youth leadership and youth networks in place  
  
SO2: To strengthen the capacity of youth ministries to deliver programmes & services.

## DEVELOPMENT PILLAR

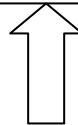
### **Programme Objective 7:**

To assist members, especially the small & least developed countries, to manage risk & identify opportunities for environmentally sustainable economic development & pro-poor growth.



### **High Level Result 6:**

Target countries to have developed a greater appreciation of the impact of climate change on young people



### **CYP Strategic Objectives:**

SO 1: To establish effective & responsive youth leadership & youth networks (young people on the environment & climate change)

**Programme Objective 8: Human Development**  
To support Commonwealth countries in creating an enabling environment in which citizens can develop their potential to lead productive, creative lives in accord with their needs & interests.



**High Level Result 1:**  
Strategies for & good practice inclusive social development, the enhancement of human development, the & social cohesion.



**High Level Result 2:**  
Support for selected countries advances specific MDG targets (gender, health, education).



**High level result 4:**  
National gender, education, health & youth plans effectively meet development needs of women, men, boys and girls.



**High Level Result 6:**  
Comprehensive & holistic support extended to young people to achieve sustainable livelihoods (youth enterprises).



**High Level Result 7:**  
Young people empowered to participate in, contribute to benefit from good governance & equitable development processes.



**CYP SO 2:** To Strengthen the capacity of youth ministries to deliver programmes & services

CYP SO 4: To improve knowledge, skills & attitudes  
CYP SO5: To strengthen the PPP contribution to youth development initiatives.

**CYP SO 2:**  
To strengthen capacity of youth ministries to deliver programmes & services.

**CYP SO 3:**  
To obtain endorsement by Governments endorsed proven policy/plan/models for integrated approach to sustainable livelihood (youth enterprises)

**SO 1:**  
To establish effective & responsive youth leadership & youth networks

## APPENDIX 2: CROSS-CUTTING AREAS FOR COLLABORATION

STRATEGIC AREAS	PROGRAMMES
<b>Advocacy/Communication</b>	CYP advocacy strategy & marketing plan (in progress) Short films to be aired on ITV/Channel 4 combined with marketing DVD Northern Uganda fundraising DVD
<b>Mainstreaming</b>	<u>Capacity building/training (within &amp; outside the Commonwealth):</u> Sensitisation of leaders & high-level managers on the broad concept, rationale and benefits of mainstreaming Skills transfer on the concept & tools for effective results based mainstreaming On-the job Coaching/support: continuous Develop capacity building resource packages
<b>Youth Development Index (YDI)</b>	Recruit a PhD student to construct the YDI in collaboration with UN, Malaysia. A technical note detailing the methodology is included on page 24..
<b>Human Rights</b>	Youth & Human Rights education (essay, art work) Violence against children (corporal punishment at school): research and advocacy
<b>Economic Affairs/Climate change</b>	Work with EAD to fulfil youth component of the Lake Victoria Action Plan on Climate Change Collaborate with Youth Thematic Group on Environment and Climate Change
<b>Governance &amp; Institutional Development/ICT</b>	<b>Commonwealth Portal (CP3) for Young People to:</b> Access jobs via the Virtual Market place, not only in the Secretariat but also across the Commonwealth Connect with young people across the Commonwealth via social networking sites Benefit from programmes offered by the Secretariat, e.g. scholarships, capacity-building workshops Provide an international forum for young people to express their opinions and influence policies

	<p>Share success stories on youth programmes across the Commonwealth – notion is that (post pictures of young people at work in the Commonwealth on social networking sites)</p> <p>Hole in the Wall project (Uganda) ICT and the Youth Platform Public sector training (Youth Ministries).</p>
<b>Political Affairs/Youth Observers &amp; Democratic Governance</b>	<p>Re- structure the PAD-YAD Election Observer Mission so that it involve young people in pre-mission capacity-building, networking &amp; post-mission reporting/follow up</p>
<b>Respect &amp; Understanding Peace Building</b>	<p>HRU participated in the panel discussion on R&amp;U at the 2009 Commonwealth Education Ministers Meeting</p> <p>Respect &amp; Understanding: International Conference Dissemination of Civil Paths to Peace at national level &amp; collection of examples of good practice</p> <p>Organisation of the Global Conference on Youth &amp; Intercultural dialogue with the AOC Collaborate with Youth Thematic Group on R &amp; U with the Royal Commonwealth Society</p>
<b>Special Advisory Services Division (SASD)</b>	<p><b>Micro-Credit Initiative for Rural Micro and small Enterprises in St Lucia:</b> SASD is providing technical expertise to the government of St Lucia for the developing a strategic plan for a sustainable micro finance initiative for rural Micro, Small and Medium Enterprises (MSMEs) . This will be implemented through (i) assessing the MSME operating environment in rural St Lucia (where four regions have already been identified), (ii) identifying key focus/group areas– which include <b>women and youth</b> – and a plan to integrate micro finance into these focus areas.</p> <p>Following our continuous discussion and collaboration with SASD, young people have been identified as key areas in the programme design on Micro Credit Initiative for Rural Micro and small Enterprises. SASD consultant is fully engaging the Ministry of Youth Affairs in St Lucia in finalizing the program plan.</p> <p><b>Ninth Commonwealth-India Small Business Competitiveness Development Programme:</b> The Ninth Commonwealth-India Small Business Competitiveness Development Programme was organised by SASD from 21-26 June 2009 in India where</p>

our youth representatives from CYCI participated. PCO presented the CYCI model and used it as an **advocacy tool for young people being bankable for credit programmes** in the presentation. During the presentation, the intertwining linkages between meaningful engagement of young people (if employed) and peace & stability were discussed at length. The young people being bankable were well advocated with representatives of the financial institutions, private & corporate sector during the programme. The tangible outcome of the programme is the financial commitment for youth enterprise development pilot projects by the Central bank of India.

Both programmes will include fostering collaboration between institutions in India and other Commonwealth countries. Additionally, using India's vast expertise in the areas of Agro, Rural and MSME development, institutional capacity on MSME business activities will be developed through these programmes with a focus on young people.

## APPENDIX 3: YOUTH DEVELOPMENT GUIDING FRAMEWORK: MDGs & PAYE

MDGs	PAYE	DEVELOPMENT BENEFIT
1. Eradicate extreme poverty & hunger.	1. Develop & implement measures to promote the economic enfranchisement of young people.	Economic independence, contribution to self, family & national development – inclusion, peace & harmony.
2. Achieve Universal Primary education (UPE).	8. Provide quality education for all. 12. Professionalize youth work.	Educated young people are empowered young people; human development & building of a society making knowledge-based rather chance-based decisions; contribution to national capacities thereby leading to intellectual independence.
3. Promote gender equality & empower women.	6. Take action for equality between young women & men, & for young people in special circumstances.	Sum of contribution of both genders at a young age entails longer & gradual contribution to national development – making the best of one's national asset. Contributing male & female future leadership.
4. Reduce child mortality.		
5. Improve maternal health.		
6. Combat HIV/AIDS, malaria & other diseases.	2. Strengthen social support systems & collaboration between key stakeholders in youth empowerment.	Reduction in incidence among young will ensure a healthy & productive generation; reduce burden on older persons to H H as a result of HIV/AIDS death.
7. Ensure environmental sustainability.	11. Engage young people in protecting the environment.	Youth engagement now will offset current negative results of pressures on land, air & water & will contribute a more responsible attitude in the future.
8. Develop a global partnership for development.	2. Strengthen social support systems & collaboration between key stakeholders in youth empowerment.	Integrated development approach where young people are engaged in all areas of social, economic & political development to ensure linkages & mutual benefits for individuals & the nation.
<p><b>** Other PAYE indicators include:</b></p> <p>P3. Strengthen ministries, departments &amp; legal frameworks for youth affairs – mainstreaming</p> <p>P4. Promote the participation of young people in decision-making</p> <p>P5. Promote positive role models &amp; foster young people's self esteem</p> <p>P6. Promote peaceful &amp; democratic environments in which human rights can flourish</p> <p>P9. Improve access to information technology (ICT)</p> <p>P10. Promote health, development &amp; values through sport &amp; culture</p> <p>P13. Monitor &amp; evaluate progress in youth development</p>		

## APPENDIX 4: LOGICAL FRAMEWORK

	<b>Objectively Verifiable Indicators</b>	<b>Means of Verification</b>	<b>Assumptions</b>
<b>Goal:</b> To strengthen the contribution of young people peace-building, democracy and development in Commonwealth Countries	Improvements in Youth Development Indices & human development indices	National Reports YDI & HDI reports collected by CYP every 4 years.	<ul style="list-style-type: none"> <li>• Government may recognize the need for youth development</li> <li>• Lack of political will</li> <li>• Time taking process</li> </ul>
<b>Impact:</b> Young people empowered to participate in development and democratic processes in Commonwealth countries.	<ol style="list-style-type: none"> <li>1. Political participation &amp; decision-making measured by percentage increase of youth in National Parliaments, local government councils and national boards and decision making bodies.</li> <li>2. Economic participation &amp; decision making measured by percentage increase in national youth employment data.</li> <li>3. Youth resiliency measured by percentage increase in youth resiliency data.</li> </ol>	Annual national statistics collected by youth ministries National Statistics Offices  Annual national statistics collected by youth ministries  (New) Commonwealth Youth Resiliency survey every four years by PCO.	
<b>Strategic Objective (SO) 1:</b> Effective and responsive youth leadership and advocacy networks in place/strengthened to participate in development, peace building and democratic processes	1. Youth participation measure increased in national & regional institutions	Annual report of Regional Centres	<ul style="list-style-type: none"> <li>• Lack of solidarity in youth networks</li> <li>• Difficult to question the status quo in terms of peace building</li> </ul>
<b>Outputs:</b> <b>1.1</b> Youth advocacy and youth leadership Networks strengthened/established at national regional and international levels  <b>1.2</b> Youth trained in advocacy, leadership	<ol style="list-style-type: none"> <li>1. Number of sustainable national youth advocacy leadership networks strengthened/ established.</li> <li>2. Number of young people (TOT)</li> </ol>	<ol style="list-style-type: none"> <li>1. Administrative records and training/workshop reports by Regional Centres</li> </ol>	

& select theme areas of work, peace-building etc.	trained and equipped to replicate training		
<b>Strategic Objective 2</b> Strengthened capacity of youth ministries to deliver programmes/services and mainstream youth development in national development planning.	1. Better programme delivery by youth ministries 2. Youth ministries working together with relevant ministries and department for youth mainstreaming	Reports and resource material Reports and office records	<ul style="list-style-type: none"> <li>• Lack of interest of youth ministry for the training programme</li> <li>• Interdepartmental collaboration may take long time for youth mainstreaming</li> </ul>
<b>Output</b> <b>2.1</b> Youth ministries strengthened to deliver youth services/programmes  <b>2.2</b> Improvements in National policies and action plans using the youth mainstreaming approach	1. Improvements in youth ministry capacity using Organizational Assessment score 2. Improvements in policy score	Survey conducted by regional centre every 2 years  Focus group discussions with Ministry of youth	
<b>Strategic Objective 3</b> Governments endorse proven policy, plan and models for sustainable livelihoods with a focus on youth enterprise development	Development of policy, plan and model for sustainable livelihoods	Plan document and meetings report	<ul style="list-style-type: none"> <li>• Government lack resources for the implementation of national plan</li> <li>• Implementation may take a long time</li> </ul>
<b>Output</b> 3.1 Plan and Models for sustainable livelihoods <i>with a focus on youth enterprise development designed and tested</i>  3.2 Operational strategies /Advocacy plan developed and implemented  3.3 Strategic alliances agreed between	1. Number of plan and models designed and piloted in countries in the region  2. Operational strategies /advocacy plan on sustainable livelihoods  3. Report of	PLA appraisal techniques applied to determine impact	

Ministry of Youth Affairs & Sports, Ministry of labour, YEN/ILO and other relevant stakeholder in the region.	meetings/conferences/workshop with these stakeholders		
<b>Strategic Objective 4</b> To contribute to improved knowledge, skill & attitudes in Youth development.	An improvement in programme delivery.	Reports and meeting records.	Resistance, knowledge, skill & attitudes with regard to youth development.
<b>Output</b>  4.1 Increased quantity e quality of capacity- building initiatives resources delivered to youth development stakeholders.  4.2 Cadre of qualified youth workers trained & recognised to deliver youth programmes and services.	1. Number of capacity- building initiatives designed and implemented. 2. Number of resources disseminated & being utilized. 3. Number of persons trained in youth development.	Training reports filed & evaluation studies conducted.	
<b>Strategic Objective 5</b> Public/ private partnerships in to contribute to youth development initiatives.	Public and private sectors working together for youth development.	Reports & meeting records.	<ul style="list-style-type: none"> <li>• Lack of mutual trust</li> <li>• Consensus-building between public/private sectors may take a long time.</li> </ul>
<b>Output</b>  5.1 Private sector partnerships established for youth development initiatives  5.2 Increase d EBR to support youth development work	1. Number of PPP agreements established. 2. Number of MOUs/partnership letters agreed. 3. Percentage increase in EBR contributions.	Annual Report & administrative records at RC level.	

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