

CYEN Strategic Plan 2007- 2011

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FOREWORD

This document articulates what the authors hope will become a shared vision of the future direction for the Caribbean Youth Environment Network (CYEN) for the years 2007-2011. If the CYEN is to move in new directions, administrators, advisers, national coordinators, field-based leaders, and the entire workforce (volunteer or otherwise) must be involved in the process of setting the directions and must fully understand and support them. In other words it is critical that every actor within the implementing team buy into this vision.

We want to make every effort as well, as to take and create every opportunity to ensure that this vision is shared across the entire membership network of the CYEN. We believe that the future success of the Network in fulfilling its mission will depend upon its ability to draw on the strengths of all its Chapters and members. It is our collective responsibility to ensure that information and advocacy campaigns particularly with regard to climate change and the impact of natural hazards; potable water conservation and waste management; solid waste management and natural resources management are undertaken for the youth sector of the Caribbean. Notwithstanding, it is imperative that we use our environmental expertise to simultaneously promote youth entrepreneurship and to keep the focus on issues like crime, violence, sexually transmitted diseases and all issues that currently impact the development of youth. In all it is essential that the CYEN includes programming elements that address building the managerial capacity of youth organisations and the personal development of individual youth.

Finally, our hope is to present a vision that can be shared by the wide range of our stakeholders, potential and current customers, partners, and all actors throughout the youth sector. We believe that the CYEN is a strong and healthy organization and undoubtedly there is a cadre of talented and motivated individuals that is able to address a wide range of important issues. We have made major changes in what we do and how we do it in recent years and we will continue to make major changes in the years to come as long as they are in the best interest of the Network. We believe we have strengths that will allow us to meet any challenges that arise in the future.

A handwritten signature in black ink, appearing to read 'Reginald Burke', written over a horizontal line.

Reginald Burke
Executive Coordinator

Acknowledgments

The CYEN takes this opportunity to thank all members who attended the CYEN's Congress 2006 (Trinidad and Tobago) and who helped to shape this strategic plan. Special acknowledgement is made of the contributions of Andrew Simmons, Dedra Bartlett and Kerryann Brandford who lead the revision and review process.

During the review process, we received specific comments on the document from members. We thank each of them for taking the time to read the document and to share their perspectives. This final version of the document has been much improved by their thoughtful comments.

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Executive Summary

The CYEN is a non-profit, civil society, charitable body that focuses its resources on empowering young people and their communities to develop programmes/actions to address socio-economic and environmental issues. The CYEN programme aims at addressing issues such as poverty alleviation and youth employment, health and HIV/AIDS, climatic changes and global warming, impact of natural disasters/hazards, improvement in potable water, conservation and waste management and other natural resource management issues.

CYEN views youth as an important and critical development resource. It is dedicated to developing strategies to engage and facilitate their participation in the development process. CYEN defines young people as anyone within the 15-29 age group. However, it is supportive of the transitional approach to youth development, which is articulated by the World Bank and agencies within the UN System (World development Report, 2001; World Youth Report, 2005).

The CYEN strategic plan 2007-2012 evolved from a series of consultations involving all members of the network and stakeholder groups. During this new strategic phase CYEN intends to develop mechanisms for tracking its performance as a means of determining problems or changes in its underlying premises and make the necessary adjustments where possible. During the strategy period the members of its network would be constantly involved in a process of assessment and analysis to ensure that the organisation achieves its outcomes as indicated in its strategic and operational plans.

It is also important to note that the new strategic plan 2007-2011 is designed within the context of achieving the Millennium Development Goals (MDGs) and empowers young people to address issues raised in the Biodiversity and Climatic Change Conventions and other relevant global and regional development mandates.

Within the document the mission and vision are set out in its content. It also defines the parameters and context for the development of the four (4) strategic programming areas for the network.

This document would provide opportunities for CYEN to constantly reassess itself and develop innovative strategies and programmes to ensure it achieves the outcomes set out in the plan as well as addressing the broader development challenges facing the Caribbean region.

1 Mission Statement

The Caribbean Youth Environment Network is a non-profit organization dedicated to improving the quality of life of Caribbean young people by facilitating their personal development and promoting their full involvement in all matters pertaining to the environment and sustainable development. The organisation promotes education and training, Caribbean integration and community empowerment as tools to develop an ethic amongst young people that assists in the conservation and protection of natural resources within the Wider Caribbean.

2 Vision

The CYEN will be the leading youth environment and development network in the region responsible for creating an appropriate space for young people to participate in the design, development, implementation and promotion of new, progressive, equitable, innovative and sustainable environmental, economic and social development policies and programmes across the wider Caribbean.

3 Value Proposition

3.1 Fundamental Values

CYEN is guided by these fundamental values:

Agitation for the rights of children, young people and for the rights of indigenous peoples of the Caribbean to be recognised and respected.

Facilitate dynamic intra-regional linkages and identification of emerging areas of common interest.

Facilitate the re-orientation of traditional concepts about the environment to reflect the need to preserve environmental integrity.

Respect for diversity and human dignity and opposition to all forms of discrimination whether based on age, race, ethnicity, creed or gender;

Supporting programmes/initiatives to eliminate poverty and the promotion of people-centered development and progressive removal of wide disparities in living standards among young people and their communities;

3.2 Core Values

To promote the rights-based approach as it relates to the achievement of sustainable development based on the principle of empowering young people to participate in shaping and influencing national and regional decision making processes. This approach adopts key principles such as equality, accountability, transparency, gender and equity.

4 Challenges and Priorities: The Context

Young people in the Caribbean are a vulnerable group who are faced with social, economic, environment and other development challenges. One such challenge is that of unemployment which is estimated at 30-40% among young people and can be as high as 60% among young women in some member countries. This is as a result of the decline in the agricultural and tourism sectors which account for employing the majority of the population. The developments in the World Trade Organisation (WTO) and the European Union trade liberalization regime in particular have severely reduced income from the banana, sugar and other primary industries. The Tourism sector experienced a decline in visitors arrivals in 2001. This was compounded by the September 11, 2001 attack on the World Trade Centre, which discouraged North Americans and Europeans from traveling abroad.

Being Small Island Developing States, they are vulnerable due to the absence of critical mass and subsequent reliance on export to sustain their economy. Many of the products exported in many of the Caribbean territories have been dependent on preferential trade arrangements extended by developed countries (under the EU Lome Convention and US Caribbean Basin Initiative). These countries in the Caribbean were subjected to unwanted vulnerabilities from the erosion of the trade preferences by multilateral trade liberalization under the GATT/WTO and unilateral trade liberalization in emerging market countries worldwide (ITC, 2004).

Over 80 percent of young people do not engage themselves in civic actions nor participate in governance and national development processes. The problem is compounded with a large amount of young people engaging and contributing towards the degradation of the natural environment. Furthermore in most Caribbean countries HIV/AIDS is emerging as one of the main killers of young people (the Caribbean being second behind sub-Saharan Africa in rate of infection).

Over the years, the National Youth Councils (NYCs) have served as an avenue for young people to participate in the development process and effect change in the Caribbean. However NYCs have lost their vibrancy due to the erosion of their resources base, weak institutional capacity and a declining membership.

5 Past Organisational Performance

The main focus of CYEN is to engage young leaders and local communities to develop strategies to address environment and development challenges. The strategy implemented by CYEN to achieve success are: a) focus on the empowerment of young people and their community to take action, b) strengthening of the institutional capacity of members of the network and linking their work with development agencies globally c) building of self-esteem and confidence of young people to shape the type of development they want to take place within their respective community and d) mobilising resources from

development agencies to support action implemented by members of the network at the community level.

CYEN constitutes a network of over eighty-five (85) national youth networks, environment and community development organisations operating in 16 Caribbean countries. The most successful projects implemented by the organisation are the Bi Regional Forum on Development and the Environment and b) research on environments issues in the Caribbean and actions taken by young people to address these issues (2002). These projects create an assessment of the platforms for the exchanges of ideas and experiences among young people on development and environment in the region. CYEN also provides opportunities for leadership development through the exchange of interns and volunteers among member organisations to work on innovative community development projects in respective countries.

Other activities implemented:

- Managed the Youth NGO's Forum, Youth Ecofest'94, which ran parallel to the UN Conference on Sustainable Development of Small Island Developing States in Barbados (1994).
- Coordinated the Caribbean's participation in the Millennium Young People's Congress, Hawaii (1999).
- Linking tourism and sustainable agriculture in Barbados (2002-2003).
- Coordinated and facilitate region wide, the publication of the GEO for Youth in the Caribbean in collaboration with United Nations Environment Programme (2004-2006).
- Coordinated the Second International Youth Leadership Training and Study Session for the Promotion of South to South Cooperation, Barbados (2006).

6 The Way Forward

Over the next three years the CYEN will focus its work on building the institutional capacity and capability of members and affiliates to develop and implement strategies and programmes that address critical environmental and development challenges within the Caribbean.

These would be done through:

- (a) Youth education, information and advocacy campaigns particularly with regard to:
 - Climate change and the impact of national hazards
 - Potable water conservation and waste management
 - Solid waste management
 - Natural resources management
- (b) Promoting youth entrepreneurship in the area of solid waste recycling and reuse, especially in the area of electronic waste

- (c) Setting up and demonstration projects focusing on youth involvement in sustainable livelihoods as a tool of managing natural resources
- (d) Building the managerial capacity of youth organisations and the personal development of individual youth by harnessing the skills of retired volunteers.

7 Comparative Advantage

CYEN is the only regional youth and development organisation in the Caribbean with programmes specific to environment and development issues. Over the past 14 years CYEN has developed unique approaches and competencies in working with young people and organisations across the Caribbean region. Its comparative advantage in this area of work:

- (1) Provides space for young people to participate in policy and development processes through training in order to understand the process and representation at the policy design and formulation stage.
- (2) Provides opportunities for exchange of experience both regionally and internationally as it relates to best practices addressing critical environment and development challenges.
- (3) Fosters regional integration among young people across the Caribbean who are working towards the common goal of preserving the environment and promoting sustainable livelihoods.
- (4) Provides practical approaches through internship and best practices for addressing complex development and environmental issues:
 - Management,
 - Project development
 - Sustainable livelihoods and conflict resolution
- (5) Engages young people to utilise development tools/approaches and adopt a sustainable and rights-based approach in taking responsibility in addressing social and environmental challenges in the region.

8 Programme Framework

During this strategic programming year 2007-2010 CYEN will focus its program on four (4) strategic areas. These are:

- (1) Institutional capacity building/ development and advocacy
- (2) Reduction of poverty
- (3) Establishment of the CYEN sustainable Green Fund
- (4) Environmental issues and challenges

8.1 Institutional capacity building/ development and advocacy

The capacity building, development and advocacy programme aims to increase management, technical, communicational and operational capacity and competencies of members of the CYEN network to design, develop, implement and deliver environment and sustainable development programmes at community, national and regional levels.

8.2 Reduction of Poverty

The poverty reduction programme focuses on assessing the extent and impact of poverty on young people and their communities and devising sustainable strategies and programmes to alleviate poverty at community, national and regional levels.

8.3 Establishment of the CYEN sustainable Green Fund

The CYEN sustainable Green Fund concerns with the establishment of a 'seed fund' to provide support and facilitate the development of young people through education and training and also to provide resources to support the implementation of sustainable development projects at community level.

8.4 Environmental issues and challenges

The environmental issues and challenges strategic program aims to increase environmental awareness among young people and empower them to provide leadership to address these challenges. CYEN network would concern itself with addressing issues such as climate change and global warming, impact of natural disasters and hazards, improvement in potable water, conservation and waste management and natural resource management.

The program framework of CYEN would consist of three cross-cutting programming areas:

- **Research and development:** Emphasis would be placed on conducting in depth research and tracer studies across the region to assess the extent and impact of socio-economic and environmental challenges on young people in particular and the region as a whole. Findings will be incorporated into design, formulation and implementation of projects and programmes.
- **Information and tele-communications technology (ICT):** Emails, websites and other forms of ICTs would be utilised to enhance communication and exchange of information and knowledge among young people and their communities

- **Marketing and promotion:** Resources would be provided to develop and implement an innovative and dynamic marketing, communication and promotional strategy to create greater awareness of CYEN and its work. Efforts would be made to ensure that the work of CYEN and its members and affiliates are constantly in the public domain.

9 Partnerships

Due to the limited resources available for CYEN to implement its development programme, CYEN has taken on a collaborative and partnership approach to developing and implementing its programmes as a means of maximising its outputs and adding value to its overall work.

CYEN intends to work with a range of development partners including youth and civil society organisations, governmental agencies, development institutions and agencies, private sector agencies and a range of other agencies.

It would develop the criterion for selection and determining the range of agencies it decides to partner with on these development projects. In this regard CYEN will partner with other organisations and agencies with similar interests programmes and philosophy.

10 Resources and Programme Support

A major area of focus will be the mobilization of funds and other resources to enable CYEN to implement its programmes in collaboration with its national networks across the wider Caribbean. CYEN's emphasis will be on setting up a Green Fund in order that the organisation will have access to a sustainable financial reserve.

The objectives of this initiative include the facilitation of youth development through education, training and the execution of projects geared at the enhancement and development of young people's appreciation of the environment. The outcomes of such an initiative are the increased awareness among young people about the importance of preserving the environment as well as having the available resources to execute national and regional projects. As a result of all these changes occurring within this programme there will be increased membership and established partnerships with the Cooperate community. Also with the reduction in the need to be dependent on sponsorship to fund projects due to this stable financial reserve at the disposal of the national and regional body, we are now able to focus attention on increasing public awareness of environmental issues and having trained youth leaders at the community, national and regional level.

11 Governance and Management

11.1 Our Organisation

CYEN is a registered non-profit and non-governmental charitable body (Registered Charity No.507 - Barbados) that has members and affiliates in sixteen (16) Caribbean territories. It is a regional organisation whose membership comprises youth groups and individual youth. It aims to promote youth to take positive action on issues related to environment and sustainable development. Since its creation in 1992, the Network has coordinated or participated in a number of activities and projects at the national, regional and international levels. Significantly, the Network has frequently sourced and financed short-term training scholarships for youth to attend leadership and other training courses. Beyond this the Network has been actively involved in advocacy as well as environmental education and public awareness programmes. CYEN frequently represents the position of Caribbean youth at regional and international meetings. It is undoubtedly the largest youth environment network in the Caribbean. The motto of the Network is "Unity, Strength, Purpose".

11.2 Affiliation and Membership

CYEN is an associate member of the International Students Movement of the United Nations (ISMUN) and is officially recognized by the Secretariat of the United Nations Convention to Combat Desertification and Drought (UNCCD) as a member of RIOD. The Network is a member organization of the Caribbean Network for Integrated rural Development (CNIRD) and an affiliate partner of the Caribbean Conservation Association (CCA). Beyond this CYEN has a consultative relationship with the Caribbean Policy Development Centre (CPDC) and is a lead agency in the execution of the annual International Coastal Cleanup that is coordinated by Ocean Conservancy.

Member and affiliate organizations of the CYEN include:

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| 1. Stichting Jongeren Welzijn: Suriname ('Foundation for Youth Welfare') | |
| 2. CYEN-Guyana | Guyana |
| 3. Institute for Future Global Leaders: | Trinidad and Tobago |
| 4. Junior Environment and Development Institute | Trinidad and Tobago |
| 5. CYEN- Trinidad and Tobago | Trinidad and Tobago |
| 6. Grenada Youth Environment Network | Grenada |
| 7. Friends of the Earth-Grenada | Grenada |
| 8. JEMS Community Organisation | St. Vincent |
| 9. No.21 Ranger Unit, Girl Guides Association | St. Vincent |
| 10. CYEN-Barbados | Barbados |
| 11. CYEN-St. Lucia | St. Lucia |
| 12. Silver Shadows | St. Lucia |
| 13. COTEC | St. Lucia |
| 14. The Mabouya Valley Environment Club | St. Lucia |

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| 15. Dominica Youth Environment Organisation Dominica | Commonwealth | of |
| 16. Nature Isle Youth Alliance Dominica | Commonwealth | of |
| 17. National Association of Youth in Agriculture Inc. Dominica | Commonwealth | of |
| 18. CYEN-Antigua & Barbuda | Antigua & Barbuda | |
| 19. Environmental Awareness Group | Antigua & Barbuda | |
| 20. Antigua and Barbuda Agriculture Forum for Youth | Antigua & Barbuda | |
| 21. St. Christopher Heritage Society | St. Kitts & Nevis | |
| 22. CYEN-Bahamas | Bahamas | |
| 23. Association Femmes Soleil d' Haiti (AFASDA) | Haiti | |
| 24. Haiti Survie | Haiti | |
| 25. National Environmental Societies Trust | Jamaica | |
| 26. Trelawny Youth Leaders Association | Jamaica | |
| 27. International School of Jamaica | Jamaica | |
| 28. Y Focus | Belize | |
| 29. Pan-American Development Foundation | Dominican Republic | |

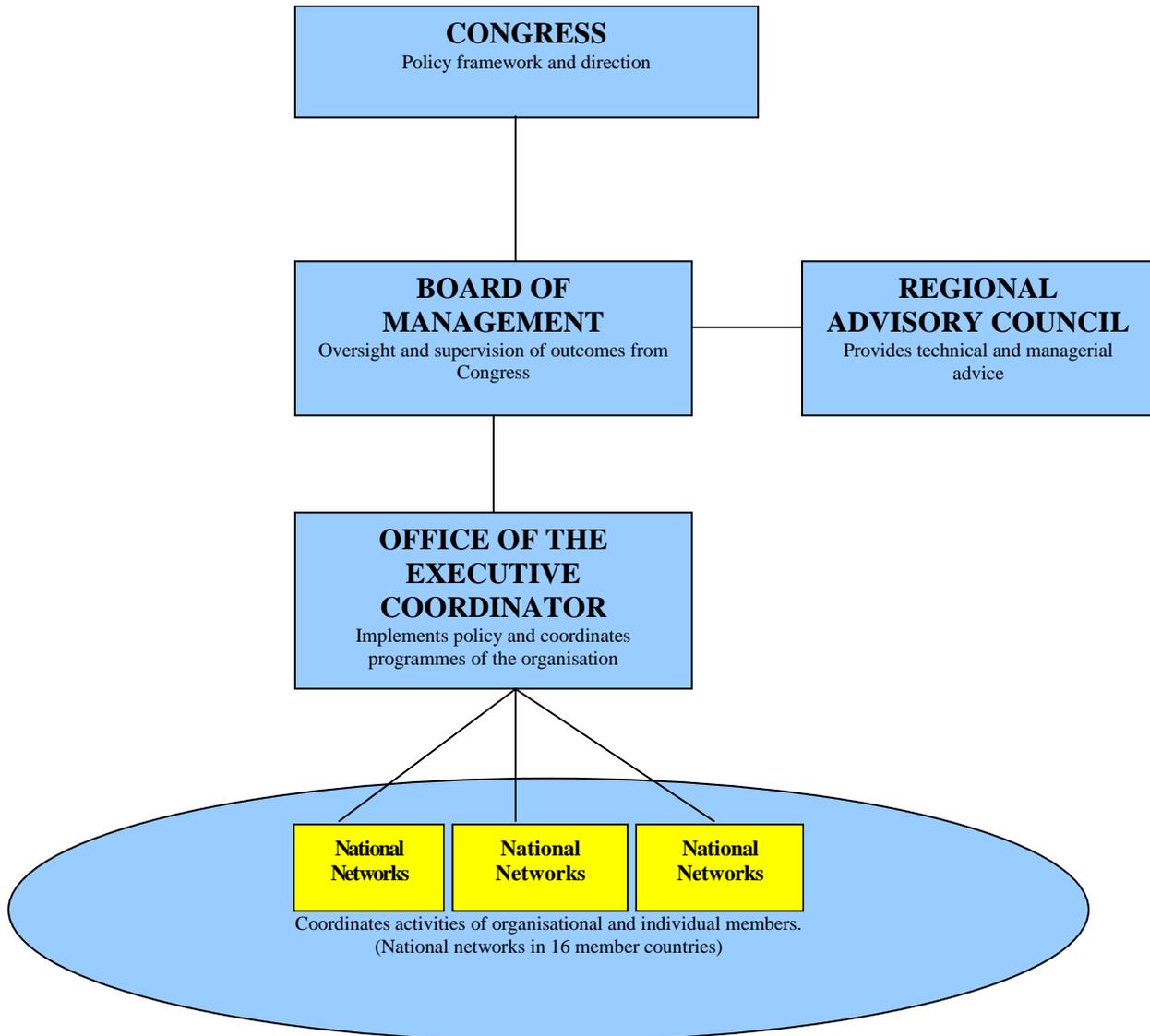
As of October 2006, CYEN included 264 individual members across sixteen 16 Caribbean territories including; Anguilla, Antigua and Barbuda, Barbados, Belize, British Virgin Islands, Commonwealth of Dominica, Dominican Republic, Grenada, Guyana, Haiti, Jamaica, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago. Affiliate diaspora members reside in Bermuda, Britain, Canada and the USA.

11.3 Governance Structures

The CYEN is governed by a Board of Management (BoM) that is headed by an Executive Chairman. The BoM is comprised of National or Country Coordinators from the territories that have functional national chapters or network. National Coordinators are informed by members at the national level and in this manner national issues are brought to the attention of the BoM. At the national level Advisers help to guide the operations and activities of the network. The BoM sets the policy and framework for the work plan of the CYEN. Programme and project execution as well as the day-to-day management of the Network are the responsibility of the Regional Executive Coordinator.

11.4 Management Structures

The CYEN Organisational Chart



12 Programme Monitoring and Evaluation

Monitoring and evaluation are important mechanisms to ensure outcomes are successfully achieved. CYEN would ensure that indicators relating to its four strategic programmes are developed and implemented during the strategic period. It would build on the work of the Commonwealth Youth Programme and the 15 agencies within the UN systems in efforts in developing the Youth Development Index (YDI). A monitoring and evaluation committee would be established to work with the Board of Management to monitor the performance of CYEN programmes.

Bi-annual and annual evaluation reports would be produced in collaboration with independent partners and key stakeholders to assess the performance of CYEN in the four strategic programming areas.

13 Conclusion

As the phenomenon of globalisation continues to emerge resulting in negative impacts on the lives of young people within developing countries in particular and the Caribbean as a whole, CYEN poses the most positive avenue through which young Caribbean nationals can extract benefits. CYEN intends to work with young people and members of its network during the strategic programming period to enhance their competencies and institutional capacity to enable them to develop, implement and deliver innovative programmes to address the development challenges faced by young people and their communities. It would assist in mobilising resources, create opportunities for internship and exchange of knowledge and facilitate the development of best practices as a way of addressing these issues. CYEN is viewed as a mechanism for assisting young people and the region in its efforts to achieve the MDGs.

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APPENDIX 1

| Projects/ Programmes | Objectives | Activities | Outcomes | Outputs | Anticipated Impact | Evaluation and Monitoring/Indicators |
|---|--|--|---|--|---|---|
| Institutional/Capacity Building/Development and Advocacy | 1. To increase management, technical, communicational and operational capacity of network | Workshop on how to do Assessments. | Increased capacity of National Coordinators and other members of Chapters and national youth networks to design, monitor and evaluate programs. | Progress Report on Workshops | Members are better equipped to design, monitor and evaluate projects and programs with CYEN. | 50% of leaders trained in designing, monitoring and evaluating. |
| | | Workshop on Proposal Writing | | Reference Training Manual | | |
| | | Workshops on NGO management & Strategic Planning | Completion of strategic and operational plan | Strategic and Operational Plan Manual | Effective and efficient functioning of the CYEN Network and National chapters and their programs. | CYEN 5-year strategic and operational plan developed and operationalized by June 2007 |
| | | Registration Drive | Completion of registration of all CYEN chapters and national youth networks with their respective ministry departments/governments | Registry/Directory of the chapters/representatives from the Caribbean territories. | CYEN is a stronger development network with the capacity and capability to negotiate with regional and international development agencies on the behalf its membership. | 75% of countries represented on the CYEN network. All chapters and national networks have completed registration process by December 2007. |

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| | | <p>Membership and awareness drive within secondary schools</p> <p>Design a protocol for communication among the Chapters/members.</p> <p>To develop Memorandums of Understanding</p> | <p>Increased membership due to high student interest and involvement in the Projects/programs of the Chapters.</p> <p>Protocol established and adapted by the Chapters and national networks</p> <p>MOUs established and functional.</p> | <p>Database of Membership activity.</p> <p>Protocol Manuals</p> <p>Report on activity related to the MOU.</p> | <p>Chapters and national networks are better able to manage the activity of its membership</p> <p>Greater access to information and knowledge that can assist in proper functioning of the CYEN network.</p> <p>Better coordination and management of programmes with CYEN and private/public sector agencies/institutions</p> | <p>Increased membership by 100% in the next 5 years.</p> <p>Reduced time it takes to disseminate information among Chapters through increased use of the E-group by 2007.</p> <p>Developed partnership/alliance with private sector agencies in the next 5 years.</p> |
| | 2. To foster financial sustainability of network | Designed/implemented protocols & fund raising strategies at all levels | Increased fund raising sources through self-generation | Protocol Manual completed for the Regional Office and National Chapters on viable fundraising activities. | Chapters and national networks have developed viable fundraising initiatives and strategies, which generate a sustainable Fund. | 1.By the end of 2008, CYEN would increase its fund raising sources 50% |

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| | <p>3. To increase awareness of environmental issues and the role of the young people in the process of national and regional development.</p> <p>To conduct research on the issues that affect young people and to implement strategies and action</p> <p>To influence policies and programs at national, regional and international levels relating to improving the conditions and situations of young people and the environment.</p> | <p>1. Research environmental issues</p> <p>2. Participate in conferences and internship programmes</p> | <p>Research completed and disseminated to various stakeholders.</p> <p>Enhanced capacity and capability to influence and shape policies and programs to benefit young people and the environment.</p> | <p>Compiled manual on how to conduct research</p> <p>Report on dissemination activities related to research</p> <p>Advocacy Tool Kit</p> | <p>Greater awareness of young people on the issues affecting the environment and strategies to resolve them.</p> <p>Enhanced participation and action of young people in addressing environment and development challenges</p> | <p>20 working papers</p> |
|--|---|--|---|--|--|--------------------------|

APPENDIX 2

| Program Area | Objectives | Activities | Outputs | Outcomes | Anticipated Impact | Evaluation & Monitoring/Indicators |
|-------------------|---|---|---|--|--|--|
| Poverty Reduction | To reduce the impact and consequences of poverty on young people | Stand up against Poverty | All CYEN Reports on Stand Up for Poverty Programmes | Increased awareness and renewed commitment on strategies and programmes to fight poverty | Cultivated a level of interest Greater awareness of public of the impact and implication of poverty and actions to resolve impact | Number of young people involved in enterprise and small business development programmes Number of young people participating in Stand Up against Poverty campaign |
| | To develop a media campaign to raise awareness on the existence and extent of poverty and how to eradicate it | Media Campaign Public Brochure booths Radio advertisements Slogans on buses TV Programmes | 2 Radio Programs, 2 Articles, 5 PSA's, Booths in 4 communities. Scripts. | Increased awareness of the extent and implications of poverty and mechanisms to eradicate it | Increased Public Awareness and funding for economic growth, education and for the implementation of policies to reduce poverty. | Number of youth benefiting from the program |
| | To fight poverty through education for all | Dollar Day Drive Sponsorship sheets | E.C. \$ 200,000.00 | Increase in educational qualifications of under privileged youth. | Reduction of poverty, increased education, a large pool of Human Resources | Amount of funds raised |

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| | | <p>1. Utilises micro credit as a medium for reducing poverty and increasing entrepreneurship</p> <p>2. Utilising resource base of communities to create businesses and enterprises</p> | <p>Training manual.</p> | <p>Increased the standard of living and livelihoods of persons and communities participating in project</p> <p>Greater human resource pool for future funding, protection and preservation of the natural resource base of communities</p> | <p>Improved economies, reduction of poverty</p> | <p>200 youth leaders trained in Micro business development</p> <p>Number of small businesses established and their level of profits</p> |
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APPENDIX 3

| Programme Project | Objectives | Activity | Outcome | Out put | Anticipated Impact | Evaluation and Monitoring/Indicators |
|---|---|---|--|---|---|--|
| <p>Youth Green Fund/ resource mobilisation:</p> <p>(The CYEN Green Fund is a sustainable financial reserve existing on a national level within each CYEN chapter. Each chapter is responsible for the management and allocation of the funds towards youth development and preservation of the</p> | <ol style="list-style-type: none"> Facilitate the development of youth through education and training. To create a Trust Fund facility to provide funding and other support to youth NGOs and CYEN affiliates desirous of establishing their own environment projects | <ul style="list-style-type: none"> Student Membership Drive Establishing Partnerships with the Corporate Community Green Festival Micro-business projects Green Dinner | <ul style="list-style-type: none"> Increase awareness among young people of the importance of preserving the environment for future generations Availability of financial resources to execute national and regional projects Increased Membership Enhance partnership and cooperation between CYEN and the Corporate Community Ensuring sustainability of CYEN and the | <ul style="list-style-type: none"> Policy governing the operation of the fund Financial statements Annual Reports Terms of reference for Fund Directors/Board | <ul style="list-style-type: none"> Stable financial reserve available to members of CYEN network and youth NGOs to support their work Increased membership of affiliates of CYEN network Trained youth leaders at the community, national and regional level who possess the competencies and skills | <ul style="list-style-type: none"> The number and quality of projects undertaken by young people across the region and the number of associated partners Number of youth membership generated More responsible behaviour amongst young people about the environment |

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| environment). | 3. To become financially sustained | Fundraising Training workshop on fund management | programmes and projects of its affiliates Regional chapter and members of the network contribute 20% of the funds mobilised to the CYEN regional Green Trust Fund facility Enhanced skills and competencies of youth leaders and CYEN affiliates in fundraising, accounting and money management. | | to address environmental and developmental challenges • The reduction in the need to be dependant on sponsorship to fund projects resulting in an increase in the ability to address problems relative to the region. | Trust fund increased |
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APPENDIX 4

| Project | Objectives | Activity | Outcomes | Outputs | Impact | Monitoring and Evaluation/Indicators |
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| Environmental issues and Challenges 1. GEO for Youth | a) To collaborate with UNEP to approve and finalize the GEO for publication. b) To finalise arrangement for the launching of the GEO document with stakeholders | 1. Approve and finalise the GEO document for publication. 2. Launching of GEO document | 1) approved and finalisation of the GEO document for publishing and complete arrangements for launching of GEO document | 1) 1000 GEO document printing 2. launch for GEO document | Increased awareness of general public and young people in particular on the physical and social environment in the Caribbean. | GEO document completed and launched 50% of the youth in member countries are more aware of the issues and challenges related to the environment |
| 2. Caribbean Youth & Environment Project | 1) To increase environmental awareness and the capacity of young people 2) Develop strategies and action to address environment and development challenges across the region. | 1. Environment Workshops, exchange programs and actions within the Caribbean to address: <ul style="list-style-type: none"> • Global warming and climate change • Natural disasters • Potable water • Natural resource | 1. Increased awareness and actions among young people to resolve environmental issues and challenges 2. Creation of a cadre of youth leaders who are skilled in addressing youth development and environment problems across the region. | Cadre of youth leaders who are environmentally aware and skilled | Increase in employment and awareness of young people and general public | General public are more aware of issues and challenges related to the environment X youth registered as members of CYEN and affiliates |

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| | | <p>issues, etc.</p> <p>Tree planting and reforestation</p> | | <p>500 acres of vulnerable lands rehabilitated</p> | <p>Increase food security and biodiversity in the region</p> | <p>100,000 trees replanted across the region for the duration of the project.</p> |
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