

**AUDITOR GENERAL'S DEPARTMENT
ACTIVITY BASED AUDIT REPORT
NATIONAL CENTRE FOR YOUTH DEVELOPMENT (NCYD)**

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This report was prepared by the Auditor General's Department of Jamaica for presentation to the House of Representatives.



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Executive Summary

The National Centre for Youth Development (NCYD) was established in the year 2000. NCYD, the lead agency for youth development in Jamaica, is mandated to facilitate the co-ordination and integration of programmes, services and activities geared towards youth development. NCYD is to recommend and design programmes to enhance and propel youth development. NCYD is a Unit within the Youth Division of the Ministry of Youth and Culture.

Jamaica is ranked at number seven overall on the Commonwealth Youth Development Index (YDI), September 2013, and placing number one in the Caribbean. Jamaica was also ranked number 22 on the Global Youth Development Index (GYDI).

The audit was conducted to determine whether NCYD is utilising its resources to contribute effectively to the development of vulnerable youths in Jamaica – through the strengthening of the overall framework for youth empowerment; and the implementation of innovative youth development programmes and initiatives. The audit focused on research, strategic planning, monitoring and evaluation and the management of youth development programmes.

The key findings are outlined in paragraphs 1 to 9.

Key Findings

Policy Framework: Research, Strategic Planning, Monitoring and Evaluation

The goals outlined in the 2003 National Youth Policy were not fully realized; largely, because NCYD, the oversight body, did not coordinate key directives for the implementation of the Policy.

- 1. Ten years after the promulgation of the National Youth Policy, NCYD has not completed the required National Strategic Plan for Youth Development.** The National Strategic Plan should define how the National Youth Policy goals will be realized, establish monitoring and evaluation mechanisms, provide estimates of the costs associated with the Policy's implementation, the sources of funding, and the timeframe within which each aspect of the Policy will be achieved. NCYD presented a draft Strategic Plan for the period 2005 - 2010. In addition, the 2003 National Youth Policy mandates that the Policy should be reviewed every five years. The Policy has never been revised although the Ministry of Youth and Culture engaged the services of a Consultant, in September 2012, to spearhead the revision process. The revision process was originally slated for completion in June 2013. However, the scheduled completion date was extended to February 2014. The consultancy is yet to be completed.
- 2. Multi-sectoral Steering Committee to monitor and evaluate the implementation of the National Youth Policy was non-functional.** The Policy named the members of a Multi-sectoral National Youth Development Steering Committee, which should be responsible to monitor and evaluate the implementation of the Policy, facilitate the design of the Strategic Plan for Youth Development and advocate for resources needed to implement the Policy. The Committee is also responsible to guide the required review of the Policy and to meet monthly to monitor and evaluate the process. The Policy also stated that NCYD is responsible for the coordination of the Committee meetings. We found that the Committee has not met since it was established

in 2004. Consequently, NCYD is deprived of the expertise of the Committee in contributing to the achievement of the Policy objectives.

- 3. NCYD did not achieve 53 (48 per cent) of the 111 youth development initiatives in its Corporate and Operational Plans and could not substantiate the 58 (52 per cent) reportedly achieved.** NCYD outlined a total of 111 youth development initiatives, 75 in the 2008-10 Corporate Plan and 36 in the Operational Plan for 2013-14. NCYD did not achieve 53 of the 111 youth development initiatives in focal areas such as, education and training, health, participation and empowerment, care and protection and living environments. For example, NCYD is yet to prepare the requisite Cabinet Submission for a youth employment strategy for companies pre-qualifying for Government contracts. In addition, NCYD also failed to develop and implement a programme to sensitize young people of their rights upon entry into an institution of care. Also, the study on taxi-drivers and school girls to develop strategies to address the issue of abuse remained outstanding. Further, NCYD could not substantiate the achievement of the other 58 initiatives reportedly completed. NCYD indicated that its performance was affected by inadequate budgetary support and structure. We noted that the Ministry of Finance has since approved an additional 32 positions to address the shortage of human capacity.

Youth Development Programmes

NCYD is not effectively fulfilling its mandate to coordinate the implementation of programmes targeting vulnerable groups and is not fully aware of the impact of Youth Information Centres (YIC) on unattached youths.

- 4. NCYD is not making concerted effort, through its own initiatives or stakeholder partnerships, to develop sustainable programmes targeting vulnerable groups.** The National Youth Policy named NCYD as the lead agency to coordinate the implementation of youth programmes. The Policy mandates NCYD to recommend and design programmes particularly to enhance and propel development among vulnerable youths. The Policy identifies vulnerable groups under six focal areas for priority attention. These vulnerable groups include youths living on the streets, youths with physical and mental disabilities, youths with special needs, youths in institutional care and unattached youths. However, we found that NCYD only designed and implemented one long-term youth development programme – Operation Phoenix. Operation Phoenix was designed to cater for unattached youths through Youth Information Centres (YICs). NCYD does not have in place any other sustainable programme specifically catering to other vulnerable groups. NCYD reported that programmes such as ‘I Say I’, ‘Stop Light Bright’ and Jamaica Youth Ambassadors were developed to cater for specific vulnerable groups. The ‘I Say I’ Youth Development Programme for youths in juvenile correctional facilities, designed in 2012, was not fully implemented. The ‘Stop Light Bright’ programme ceased one year after it was designed in April 2008 to cater specifically to those youths who engage in various activities at stop lights. The Jamaica Youth Ambassadors programme that was developed in 2000 seeks to develop youth leaders to represent the concerns of youths. This programme ceased in 2010. The absence of a structured framework, which should include an organisational structure, strategic action plan, monitoring and evaluation processes and clear goals and objectives may be the reasons that led to the cessation of the programmes.

- 5. NCYD has taken steps to implement the “I Say I” programme for youths in juvenile correctional facilities; training of the requisite personnel is required to ensure the sustainability of the programme.** NCYD in collaboration with the United Nations Children's Fund (UNICEF) designed a programme dubbed “I Say I” to engage most-at-risk youths, particularly those currently in juvenile correctional facilities. One of the objectives of the programme is to equip approximately 300 youth offenders with knowledge and skills, through performing arts and sports to assist in their successful re-entry into society. The programme aims to reduce the rate of recidivism¹ among youth offenders. NCYD is responsible for the implementation of the programme in Jamaica’s four juvenile correctional facilities. UNICEF committed \$10 million in grant funding to the implementation of the programme over a two year period commencing December 2012. NCYD received a total of \$5 million, up to February 2013, from which it offset the cost of preparing an empowerment toolkit, creative arts and sports training manual and a baseline performance framework system report. NCYD procured musical equipment at a cost of \$93,000 and UNICEF further donated sports equipment to facilitate the execution of the programme. We observed that NCYD allocated some of the equipment to the four juvenile facilities. NCYD informed us that the equipment are being used to provide training to the juveniles in the correctional facilities’ on-going rehabilitation programmes. However, we found that NCYD is yet to commence the required training of NCYD, correctional and probation officers to deliver the programme’s contents to the juveniles in a more structured manner to ensure sustainability.
- 6. NCYD did not assess the impact of Youth Information Centre (YICs) on unattached youths.** NCYD is not systematically assessing, evaluating and reporting on the impact of YICs on young people in Jamaica. NCYD established the first two YICs in Portmore and Saint Mary in July and November 2003 respectively. Since then, NCYD established eight YICs in other parishes. An evaluation and impact assessment of the Portmore and Saint Mary YICs was done in August 2004. However, no other evaluation or impact assessment was done for YICs. Information obtained from NCYD showed that over the five-year period, 2009 to 2013, a cumulative total of 237,890 young people utilized services and accessed various training programmes provided by six YICs. YICs also referred youths to various educational and training agencies. NCYD did not maintain disaggregated data detailing the number of users who accessed the different training programmes and services and those referred to various agencies over the period. We observed instances in which YICs submit this information, in their monthly reports, to NCYD; however, there is no evidence that NCYD collated and analysed the data to measure the impact of the various programmes on beneficiaries and monitor the progress of those referred to various agencies. As such, we were unable to determine how NCYD satisfies itself that YICs were achieving the intended objective and what data informs NCYD operational decisions.
- 7. Our analysis of the usage patterns at two YICs, Portland and Saint Ann, shows more male users than female.** In 2013, of the total usage of 31,977 youths at the two YICs, 17,807 (56 per cent) were males; while, 14,170 (44 per cent) were females. In addition, analysis of information obtained from the YIC’s new recording system which commenced in June 2014, shows a total usage of 6,340 users at six YICs up to July 31, 2014. Of the 6,340 users, 3,878 (61 per cent) were males; while, 2,462 (39 per cent) were females. Further analysis shows that of the total usage of 6,340 users at the six YICs, 3,962 (63 per cent) visited the YICs to use the computer

¹ **Recidivism** is the act of a person repeating an undesirable behaviour after he/she has either experienced negative consequences of that behaviour, or has been treated or trained to extinguish that behaviour.

Executive Summary Key Findings and Recommendations

and internet services; with 2,829 (71 per cent) of those being males. This high male usage pattern is a positive development as males are more vulnerable to certain negative behaviours. The high male usage provides NCYD with the opportunity to influence male participation in YIC's training programmes. We were not able to analyse the gender usage patterns over the five-year period, 2009-10 to 2013-14, for all YICs as NCYD did not present the complete set of data.

- 8. Testing of Operations Model for YIC partially implemented.** NCYD and the Inter-American Development Bank (IADB) designed an Operations Model to provide a standard approach for the operation of all YICs. The model focuses on improvements in processes, outputs and outcomes and relies on qualitative as well as quantitative data. Among the strategic directions, outlined in the Operations Model, were the implementation of systems for monitoring, outcomes evaluation and impact assessment. NCYD was to test the Operations Model's seven strategic directions at two pilot sites, Portland and Saint Ann. Following which, an outcome evaluation and impact assessment should be conducted to determine the final design of the YIC Operations Model and the overall Framework for the operation of YICs. The pilot intervention was scheduled to be conducted over eight months, August 2013 to March 2014. However, NCYD did not implement the testing of the Operations Model at the two pilot locations. NCYD only commenced the new recording procedures under the Monitoring and Evaluation System at all YICs since June and July 2014. Consequently, YICs remained without a standard operational framework due to the delay in the testing and subsequent implementation of the full Model. The new recording procedures require all YIC users to complete a registration form that captures relevant data of each user. In addition, users must sign the daily register and indicate the type of service they require or programme they attend. This would allow NCYD to monitor and assess YICs usage pattern for the various services and programmes.

Recommendations

In order to strengthen the overall framework for youth development and empowerment, NCYD and the portfolio Ministry should consider adopting the following recommendations:

- 1. Up to August 2014, a revised National Youth Policy was not in place.** NCYD, along with the Ministry of Youth, should ensure the urgent completion of the revised Policy for submission to the Cabinet for consideration and subsequently, Parliament for approval. Thereafter, NCYD should continue to work with stakeholders to ensure the timely development and implementation of the National Strategic Plan to achieve the Policy goals. The Strategic Plan should include an effective monitoring and evaluation system to allow thorough assessments and reviews of the targeted outcomes and outputs.
- 2. NCYD is not fully aware of the impact of YICs on unattached youths and YICs remained without a standard operational framework.** It is an immediate requirement of NCYD to review the need to implement the testing of the full Operations Model on a phased basis in all YICs. NCYD should also ensure the continued use of the new recording procedures under the Monitoring and Evaluation aspect of the Operations Model. NCYD should then collate and assess the data compiled within the first three to six months, with a view to determine the extent to which YICs are impacting vulnerable youths in their communities.
- 3. NCYD is yet to fully implement the 'I Say I' Youth Development Programme.** We urge NCYD to urgently coordinate the training of the requisite personnel to execute the programme. NCYD should also continue to dialogue with UNICEF, and where possible other funding agencies, to ensure the sustainability of the programme.

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Part One

Introduction

Establishment and Mission

1.1 National Centre for Youth Development (NCYD) was established in 2000 with responsibility for young people aged 15 to 24 years. NCYD is mandated to facilitate the coordination and integration of programmes, services and activities geared towards youth development and recommending and designing programmes to enhance and propel youth development. NCYD falls under the ambit of the Ministry of Youth and Culture. NCYD maintains a strong presence on internet social networks and promotes its programmes and services on its website and through printed materials - brochures, newsletters. The public awareness initiative of NCYD is largely boosted by Youth Empowerment Officers (YEO) employed to Youth Information Centres (YICs). YEOs play a major role in information dissemination.

1.2 The mission of NCYD is “To provide leadership for youth development through partnership with stakeholders in research, policy development, advocacy, information dissemination and monitoring with a belief in youth inclusion, rewarding excellence and passion in service to Jamaica’s youth” In addition, NCYD through its vision statement aims to be “An interdependent, dynamic, youth – centric organization, fulfilling the needs of Jamaica’s youth, empowering them to attain their maximum potential, where love of self, country and fellowman is customary, thus creating a solid foundation for the country’s future.”

National Youth Policy

1.3 The National Youth Policy developed in 1994 and revised in 2003 seeks to define a common vision and framework for youth development; articulate the roles and responsibilities of youths in their personal and national development; and serve as a tool for advocating youth development issues. The primary functions of the NCYD include policy formulation and strategic planning, research, information dissemination, monitoring and evaluation, programme management and empowerment and participation.

Commonwealth Youth Development Index

Jamaica was ranked at number seven overall on the Commonwealth Youth Development Index (YDI), September 2013 and number one in the Caribbean. Jamaica ranked at number 22 on the Global Youth Development Index (GYDI). The YDI is a composite index comprised of 15 key indicators, which collectively measure youth development in 170 countries and 51 of the 54 Commonwealth countries. The YDI compared the environment of young people, aged 15 to 29, across five key areas: health, education, employment, civic participation and political participation.

Budgetary Support

1.4 Over the four-year period, 2009-10 to 2012-13, NCYD was allocated \$439.8 million for recurrent expenses. However, NCYD's actual expenditure over the period was \$402 million (**Figure 1**).

Figure 1 NCYD Budget and Actual Expenditure 2009-10 to 2013-14

Grants/Expenditure	Total	2013-14	2012-13	2011-12	2010-11	2009-10
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Budget - Recurrent	439,788	87,000	80,684	77,886	75,000	119,218
Actual Expenditure	402,132	86,064	73,010	66,852	71,712	104,494

Source: Figures taken from certified appropriation accounts

Audit Rationale, Scope and Methodology

1.5 Information obtained from the Planning Institute of Jamaica (PIOJ) showed that youths aged 15-24 years, number approximately 530,400, or some 20 per cent of the total population of 2.7 million as at 2013. The statistics also revealed that youths within the 16-25 age group represents 52 per cent of the total number of persons involved in crime for 2013, with males accounting for 97 per cent. Further, unemployment rate among the youth population (14-24 age group) was 33 per cent as at 2012.

1.6 We conducted an Activity Based Audit to determine whether NCYD is utilising its resources to contribute effectively to the development of vulnerable youths in Jamaica – through the strengthening of the overall framework for youth empowerment; and the implementation of innovative youth development programmes and initiatives. Our audit was planned and conducted in accordance with the Government Auditing Standards, which are applicable to Performance Audit and issued by the International Organization of Supreme Audit Institutions (INTOSAI). The planning process involved gaining a thorough understanding of the operations of NCYD and developing an issue analysis which focused on the primary functions of NCYD. Our assessment is based on the review of internal and external documents, interviews with senior management and staff, site visits, observations and analysis of information provided by NCYD.

Part Two

Policy Framework: Research, Strategic Planning, Monitoring and Evaluation

National Youth Policy

2.1 The first National Youth Policy for Jamaica was developed in 1994. The policy was revised in 2004. The Policy seeks to define a common vision and framework for youth development; articulate the roles and responsibilities of youth in their personal and national development; and serve as a tool for advocating youth development issues. This coincides with Jamaica's vision 2030 to create a secure future for the vulnerable population in ensuring that:

- i. each child has equal opportunity to develop his or her full potential through access to the best care, affection and protection; and
- ii. youth are empowered to contribute meaningfully in building and strengthening the communities to which they belong

The goal of the Policy is to:

- i. foster a culture of positive youth development and participation in decision making around activities that affect the lives of youth;
- ii. increase the capacity of service providers to provide accessible, relevant and high quality services for young people and their families; and
- iii. guide the development of a multi-sectoral approach to youth development in Jamaica.

The National Youth Policy has not been revised since 2004

2.2 Acknowledging that youth development is a dynamic process, the 2004 National Youth Policy mandates that the Policy should be reviewed every five years; to ensure that the Policy goals are relevant to the situation of young people. However, up to August 2014, a revised Policy was not in place. NCYD indicated that delay in completing the review of the National Youth Policy resulted from a June 2013 policy decision to merge the National Youth Service (NYS) and NCYD. However, this could not have affected the five-year revision of Policy, which should have been done in 2008 and 2013. At the date of this report the merger had not come into effect.

NCYD conducted research to inform the Policy revision process

2.3 In 2012, NCYD prepared a Situation Analysis on Jamaican Youth, a Youth Mainstreaming Manual and Strategy and Situation Analysis to inform the priorities to be advanced within the revised Policy. The situation analysis of youth forms part of a four pronged research process, which also comprises the National Youth Survey, the electronic inventory of youth service providers and programmes and a gap analysis. NCYD completed the National Youth Survey in 2010; but did not provide evidence of the completed electronic inventory of youth service providers and programmes and the gap analysis, despite our request (**Figure 2**). The Youth mainstreaming

manual and strategy documents detail how NCYD will work with stakeholders to incorporate the concerns and potential of youth into the mainstream of Jamaica's development efforts. These activities, to support the revision of the Policy, were financed under a loan agreement between the Inter-American Development Bank (IADB) and the GOJ.

Figure 2 NCYD conducted research to inform the development of the revised National Youth Policy

No.	Research	Date Completed
1	An electronic inventory of youth service providers and programmes and a gap analysis of such programmes;	Not provided
2	A comprehensive review of existing research about youth and a qualitative study of the current situation of youth nationally -Situational Analysis 2012	2012
3	The National Youth Survey 2010- a quantitative data collection of response to issues that affect their development;	2010
4	Development of instruments to support mainstreaming of youth issues in government programmes - National Youth Mainstreaming Strategy & Manual	2010

NOTE: These researches provide the basis for the Concept Paper, which the Human Resource Committee (HRC) of Cabinet considered on November 20, 2013.

Source: National Centre for Youth Development

NCYD failed to meet two deadlines for the completion of the revised Policy

2.4 NCYD engaged the services of a Consultant, in September 2012, to spearhead the Policy review process at a contract cost of \$22 million. The initial contracting period, for the completion of the Policy review process, was June 2013. However, in a Cabinet Submission dated November 20, 2013, NCYD sought Cabinet's approval for the strategic activities that will be undertaken to revise the National Youth Policy. NCYD noted in the Cabinet Submission that the consultancy period was extended to February 2014. The extension was to facilitate stakeholders and policy consultations.

2.5 Figure 3 outlines eight specific deliverables under the agreement. Five of the deliverables were completed up to October 2013. NCYD informed us that the consultation process is ongoing and that the Draft Green Paper dated May 8, 2013 was being considered by the portfolio Ministry, before submission to the Human Resource Committee (HRC) of Cabinet for approval. NCYD indicated that efforts are being made to present the revised Policy to Cabinet by November 2014.

Figure 3 Consultancy agreement deliverables

Items	Deliverables	Status
1	Work Plan for Assignment	Completed November 2012
2	Interim Report	Completed November 2012
3	Preparation of Concept Paper	Completed May 8, 2013
4	Preparation of Draft Green Paper	Completed June 2013
5	Resource Mobilization Training Workshops	Completed October 2013
6	National Stakeholders and High Level Policy Consultations	Commenced December 2013
7	Finalization of Draft Green Paper and supporting documents	Not Completed
8	Presentation of White Paper to Parliament	Not Completed

Source: NCYD Cabinet Submission dated November 20, 2013

2.6 In September 2012, NCYD established a Sectoral Technical Policy Oversight Committee, comprising experts in relevant fields, to provide technical advice to the Policy revision process. **Figure 4** details the specific requirements of the Committee. The Terms of Reference requires the Committee to meet on an on-going basis for the duration of the consultancy contract period. However, we observed that the Committee held only four meetings between March and June 2013. We found no evidence that the Committee met since then.

Figure 4 The specific requirements of the Committee

Provide technical backstopping to the entire process and ensure the respective partners provide support to the process

Act as Technical Advisors as it specifically relates to their areas of expertise

Assess and monitor the progress of the activities and make necessary recommendations geared towards strengthening the process.

Review of the entire process highlighting strengths and possible limitations/challenges and make recommendations to address them.

Support the timely movement of the policy documents through the various stages of the policy process.

Source: Terms of Reference - Sectoral Technical Policy Oversight Committee

2.7 We observed that NCYD paid \$15 million to the Consultant for specific deliverables under the contract. A breakdown of the payment is shown in **(Figure 5)**.

Figure 5 Breakdown of consultancy expenses

Tranches	Deliverables and Reimbursable Expenses	Percentage	Contract Amounts	Actual payments
1	Detailed plan of work	20%	\$3,287,900	\$3,287,400
2	Inception and interim reports	20%	\$3,287,900	\$3,287,400
3	Draft Green Paper, Plans/Strategy and Methodology for various workshops and meetings, training plans and manuals, Preliminary and final reports of mobilization training and workshops.	15%	\$2,465,925	\$3,287,900
4	Draft environmental report; Final Mid-Term reports, Green Paper, Mobilization Plan and workshop handbook, Monitoring and Evaluation and Strategic Plan.	25%	\$4,109,875	\$3,287,900
5	Upon submission and acceptance White Paper and documents; process to ensure that the National Youth policy is gazetted.	15%	\$2,465,925	0
6	Final payment upon acceptance of White Paper by Cabinet	5%	\$821,975	0
	Reimbursable Expenses	-	\$5,118,432	\$1,929,920
	Total expenses	100%	\$21,557,932	\$15,080,520

Source: National Centre for Youth Development

National Strategic Plan to guide the realization of the Policy goals was not developed

2.8 The 2004 National Youth Policy noted, "The Policy will be supported by a National Strategic Plan for Youth Development (NSPYD) which will act as the guide to its implementation over the

next five to ten years." This Strategic Plan should define how the Policy goals will be realized, establish monitoring and evaluation mechanisms, provide estimates of the costs associated with the Policy's implementation, the sources of funding, and the timeframe within which each aspect will be achieved. The Strategic Plan should also serve as the key guide to monitoring NCYD output. NCYD is responsible for the implementation of the Policy and the coordination and implementation of the National Strategic Plan.

2.9 The review will examine progress made in achieving the indicators defined by the Plan of Action. NCYD should also facilitate the formation of a multi-sectoral approach to youth development with the creation of a National Youth Policy Steering Committee with representatives from over twenty-eight organizations - including critical government ministries and selected youth development organizations. The Policy lists the twenty-eight organizations to be represented on the committee to promote this multi-faceted approach. The responsibilities of the Committee include:

1. Facilitating the design of the National Strategic Plan for Youth Development;
2. Monitoring and evaluating the implementation process; and
3. Advocating for resources needed to implement the Policy

2.10 Ten years after Cabinet approved the 2004 National Youth Policy, NCYD has not finalized the required National Strategic Plan for Youth Development. The Strategic Plan is still in the draft stage. We obtained a copy of the draft Plan 2005 - 2010. NCYD could not indicate the data used by the portfolio Ministry to inform the proposed youth development programmes and initiatives that were included NCYD's 2008-2010 Corporate Plan. Therefore, we were unable to determine whether the targets for youth development programmes were developed using a holistic and multi-sectoral approach as required by the National Youth Policy. The multi-sectoral approach to youth development would strengthen the mechanisms for coordination and collaboration among representatives of youth-serving organizations from all sectors of the society.

NCYD did not achieve 52 per cent of targets geared towards youth development in 2008-10

2.11 We requested NCYD corporate plans for the five year period, 2009 to 2014. However NCYD only provided the Corporate Plan for 2008-2010 and Operational Plan 2013-2014. As such, we were not able to review NCYD's performance for the period 2011 and 2012. In the Corporate Plan for 2008-2010, NCYD outlined 75 targeted activities geared towards youth development under five focal areas. These are education and training, health, participation and empowerment, care and protection and living environments (**Figure 6**). NCYD agreed that 39 (52 per cent) of the 75 youth development targets were not met. For example, under the focal area employment and entrepreneurship, NCYD is yet to prepare the requisite Cabinet Submission for a youth employment strategy for companies pre-qualifying for Government contracts. In addition, under the focal area care and protection, NCYD also failed to develop and implement a programme to sensitize young people of their rights upon entry into an institution of care. Also, the proposed study on taxi-drivers and school girls to develop strategies to address the issue of abuse is still outstanding.

2.12 We attempted to confirm some of the 36 targets purportedly achieved by NCYD but were unable to do so, as NCYD failed to present the evidence to facilitate the verification. For instance, one of the targeted outcomes under the focal area employment and entrepreneurship, NCYD

proposed to refer 20 persons per parish, per month, to the National Youth Service or HEART/NTA and also proposed to conduct at least one empowerment session per quarter on career development in all parishes. Considering the lapse of between 2010 and 2014, we attempted to verify some of the 22 targets reported by NCYD as being achieved from the 2013- 2014 Operational Plan. However, NCYD still failed to present the requisite evidence.

Figure 6 Outcome assessment of NCYD Corporate Plan 2008-2010

Focal area	Total targets	Not done	Not verified
Education and Training	8	-	8
Employment and entrepreneurship	6	2	4
Health	11	6	5
Participation and empowerment	37	22	15
Care and Protection	13	9	4
Total	75	39	36
Percentage	100%	(52%)	(48%)

Source: AuGD analysis of NCYD Corporate Plan 2008-2010

2.13 In addition, we found that NCYD did not achieve 14 (39 per cent) of the 36 targets outlined in the 2013-14 Operational Plan. These include a programme to build the capacity of YIC users for peer education and advocacy on gender based violence. Also NCYD did not coordinate the training and certification of YIC’s Empowerment Officers in programme development and design, use of youth engagement empowerment toolkit, entrepreneurship, among other things.

Mechanism to monitor and evaluate Youth Development Programme is non-functional

2.14 The National Youth Development Steering Committee is responsible to monitor and evaluate the implementation of the National Youth Policy, facilitating the design of the National Strategic Plan for Youth Development and advocating for resources needed to implement the Policy. The Committee is required to meet monthly to guide this monitoring and evaluation process. NCYD is responsible for the coordination of the Committee meetings. We found that the Committee has not met since it was established in 2004. Consequently, as required by the National Youth Policy, NCYD does not have in place an effective mechanism to provide continuous review and monitoring of current youth development programmes – including the Operation Phoenix (Youth Information Centres).

Part Three

Youth Development Programmes

3.1 One of the objectives of Jamaica's vision 2030 is to create a secure future for the vulnerable population. Vision 2030 seeks to ensure that youths are empowered to contribute meaningfully in building and strengthening the communities to which they belong. The National Youth Policy identifies vulnerable groups under six focal areas for priority attention ([Appendix 1](#)). NCYD is the lead agency for youth development in Jamaica. The Policy mandates NCYD to recommend and design programmes particularly to enhance and propel development among vulnerable youths. NCYD is required to ensure that the design and implementation of youth development programmes are supported by appropriate research and are coordinated, monitored and evaluated to determine their impact and relevance.

3.2 NCYD also partnered with stakeholders in executing two short-term initiatives and one programme. These are the Rural Youth Employment (RUYE), Creating Entrepreneurs and Business Opportunity (CEBO) initiatives and Diageo-Bars to go programme. These programmes only lasted for periods up to three months. Thirty young people participated in CEBO; while 4,014 participated in the Diageo-Bars to go programmes. NCYD did not provide the number of participants in the RUYE initiative. NCYD did not assess these initiatives and programme to determine their impact on participants. In addition, NCYD provides technical and advisory support to three youth organizations. These are the National Youth Council of Jamaica, the National Secondary Students Council and the Jamaica Union for Tertiary Students.

NCYD designed and implemented only one long-term programme for vulnerable youth since 2004

3.3 NCYD is not making concerted effort, through its own initiatives or stakeholder partnerships, to develop sustainable programmes targeting vulnerable groups. Since 2003, NCYD only designed and implemented one long-term youth development programme – Operation Phoenix. Operation Phoenix was designed to cater for unattached youths through Youth Information Centres (YICs). NCYD does not have in place any other sustainable programme specifically catering to, for example, youths living on the streets, youths with physical and mental disabilities, youths with special needs, and youths in institutional care. We note that NCYD is yet to achieve its 2008-10 Corporate Plan objectives to develop a programme to sensitize young people of their rights upon entry into institutional care; and to establish a youth arm of the Jamaica Advisory Council to reflect the views of young people in institutional care.

3.4 NCYD reported that programme such as 'I Say I', 'Stop Light Bright' and Jamaica Youth Ambassadors Programme were developed to cater for specific vulnerable groups identified in the National Youth Policy. The 'I Say I' Youth Development Programme for youths in juvenile correctional facilities was designed in 2012. While, 'Stop Light Bright' (April 2008) should cater specifically to those youths who engage in various activities at stop lights, however, the programme ceased after a year. The Jamaica Youth Ambassadors Programme developed in 2000, seeks to

develop youth leaders to represent the concerns of youths ceased in 2010. We observed that NCYD did not develop adequate framework for the operation of the programmes to ensure their sustainability. In a SWOT Analysis of the Youth Ambassadors Programme, NCYD identified the absence of an organisational structure, strategic action plan, monitoring and evaluation framework and unclear goals and objectives as some of the weakness which led to the cessation of the Programme (Figure 7). NCYD indicated that its performance was affected by inadequate budgetary support and structure. We noted that the Ministry of Finance has since approved an additional 32 positions to address the shortage of human capacity.

Figure 7 Current Youth Development Programmes

No.	Youth Development Programmes	NCYD's Involvement	Project Owner	Observation	Duration
1	Operation Phoenix	Direct	NCYD	Operational	Continuous
2	"I Say I" Youth Development Programmes	Direct	NCYD	Not Fully Implemented	Continuous
3	Jamaica Youth Ambassadors Programme	Direct	NCYD	Ceased	10 years
4	Stop Light Bright	Direct	NCYD	Ceased	One year
5	Rural Youth Employment Programme (RUYE)	Provides Participants	Ministry of Agriculture	Not Operational	Three months
6	Creating Entrepreneurs and Business opportunity Programme (CEBO)	Provides Participants	CARICOM	Not Operational	Five-day workshop
7	Diageo Bars to Go	Provides Participants	Private Partner	Not Operational	Three months

Note: A programme is any initiative that last over three months

Source: Information provided by NCYD

Slow implementation of "I Say I" programme for youths in juvenile correctional facilities

3.5 The National Youth Policy identified youths at risk of juvenile delinquency as one of the priority groups for care and protection. NCYD in collaboration with the United Nations Children's Fund (UNICEF) designed a programme dubbed "I Say I" to engage most-at-risk youth particularly those currently in juvenile correctional facilities. One of the objectives of the programme is to equip approximately 300 youth offenders with knowledge and skills, through performing arts and sports, which will help in their successful re-entry into society (Figure 8). The programme aims to reduce the rate of recidivism² among youth offenders. NCYD is responsible for the implementation of the programme in Jamaica's four juvenile correctional facilities, Hilltop, Rio Cobre, South Camp Road and Metcalfe Street.

² **Recidivism** is the act of a person repeating an undesirable behaviour after he/she has either experienced negative consequences of that behaviour, or has been treated or trained to extinguish that behaviour.

Figure 8 “I Say I” programme objectives not realized

No.	“I Say I” Objectives	Outcome
1	To equip approximately 300 youth offenders with knowledge and skills (using arts and sports therapy) that will help them to be more successful in the re-entry into mainstream society	Completed
2	To sensitize and mobilize youth offenders to the creative arts and sports industries as viable career development opportunities	Not achieved
3	To implement a standardized institution tailored youth centric programme to engage youth offenders	Not achieved
4	To facilitate training of Department of Corrections, NCYD and NGO personnel in youth engagement: life skills education through creative arts and sports methodologies.	Not achieved

Source: Information provided by NCYD

3.6 UNICEF committed \$10 million in grant funding to the programme over a two year period commencing December 2012. NCYD received a total of \$5 million up to February 2013 to offset, among other things, the cost of preparing an empowerment toolkit, creative arts and sports training manual and a baseline performance framework system report³ ([Appendix 2](#)). In November 2013, NCYD procured musical equipment at cost of \$93,000 and UNICEF further donated sport equipment to facilitate the execution of the programme. We observed that some of the equipments were allocated to the four juvenile facilities and some remained in the possession of NCYD ([Appendix 3](#)). NCYD informed us that the equipment are being used in the facilities’ on-going juvenile rehabilitation programmes. However, we found that NCYD is yet to commence the required training of staff, correctional and probation officers to deliver the programme’s contents to the juveniles in a more structured manner to ensure sustainability.

3.7 We also observed that NCYD formed a technical advisory committee to monitor the programme and provide expert technical advice to ensure key programme objectives are met. However, we found no evidence that the committee actually met as NCYD did not present the minutes of the Committee meetings, despite requested. NCYD only provided a list of the committee members who purportedly attended a meeting on November 16, 2012.

Operation Phoenix - Youth Information Centres (YIC)

3.8 The operation of Youth Information Centres (YIC) emerged as a Youth Empowerment and Participation Programme called “Operation Phoenix” in 2003 ([Figure 9](#)). YICs provide services and training opportunities geared towards youth career development. YICs also promote the awareness of youth related issues through various programmes and initiatives; and provide an environment where young people can access information and guidance on a wide range of social issues and intervention programmes. YICs cater to “unattached” dysfunctional youths between the ages 15 to 24, who are faced with socio-economic challenges. These youths are considered as “at risk” because their lifestyle and or living conditions render them vulnerable to particular circumstances. These are mainly youths who are either not in school, not employed, or not in any vocational training.

³ **Baseline Report** includes the related instruments, templates, indicators and mechanisms, which will be used to drive the continued development and implementation of the programme. The objective of the Baseline Report is to develop a performance framework, with accompanying recommendations, to effectively monitor and evaluate the programme’s outputs, outcomes and impact on beneficiaries.

Figure 9 Youth Information Centre (YIC)



- Note:** **Picture 1** - Young people using the computers at the Portmore YIC
Picture 2 - Front View of the Clarendon YIC
Picture 3 - YIC in Spanish Town under construction

Source: AuGD file photos

NCYD did not assess the impact of YICs on unattached youths

3.9 NCYD is not systematically assessing, evaluating and reporting on the impact of YICs on young people in Jamaica. Information obtained from NCYD showed that over the five-year period, 2009 to 2013, a cumulative total of 237,890 young people utilized services and accessed training provided by six YICs. NCYD did not provide the usage data for Westmoreland and Manchester YICs, which became operational in 2012 (**Figure 10**). YICs offer computer and internet services free of charge and provide skills training in entrepreneurship, computing, resume and proposal writing. Youths also participate in cultural, healthy lifestyle, male mentorship, counselling, homework assistance programmes and youth empowerment sessions hosted by YICs. YICs also referred youths to various educational and training agencies such as the National Youth Service (NYS) and HEART Trust/NTA.

Figure 10 YICs usage 2009 to 2013

YICs	Year	Total	%	2013	2012	2011	2010	2009
Portmore	July 2003	36,636	15%	7,247	6,777	5,599	8,801	8,212
St. Mary	Nov. 2003	21,498	9%	6,091	1,167	2,633	4,107	7,500
Kingston	July 2006	24,149	10%	N/A	3,969	2,957	5,786	11,437
Portland	June 2007	103,084	43%	19,943	17,515	17,743	19,705	28,178
St. James	Mar. 2009	24,268	10%	3,791	2,667	3,094	6,510	8,206
Saint Ann	Aug. 2010	28,249	12%	12,034	5,801	4,839	5,575	N/A
Westmorland	Jan. 2014	N/A	-	N/A	N/A	N/A	N/A	N/A
Manchester	June 2013	Not Provided	-	Not provided	N/A	N/A	N/A	N/A
Clarendon	May 2014	N/A	-	N/A	N/A	N/A	N/A	N/A
St. Elizabeth	June 2014	N/A	-	N/A	N/A	N/A	N/A	N/A
Total		237,884	100%	49,106	37,896	36,865	50,484	63,533

Note: Operations at the YIC in Kingston ceased since in January 2013, due to locations issues. There was a 65 per cent fall in the usage pattern between 2009 and 2012.

Source: Information provided by NCYD

3.10 NCYD did not maintain disaggregated data detailing the number of users who accessed the different training programmes and services and those referred to various agencies over the period. We observed instances in which YICs submit this information, in their monthly reports, to NCYD; however, there is no evidence that NCYD collated and analysed the data to measure the impact of the various programmes on beneficiaries and monitor the progress of those referred to various agencies. As such, we were unable to determine how NCYD satisfies itself that YICs were achieving the intended objective to empower young people to attain their maximum potential.

3.11 Such analysis could also aid NCYD in its own decision making process. For example, NCYD would be able to capitalize on programmes and services, which show greater participation and impact based on data analyses. We note with interest that Portland YIC recorded the highest number of user participation annually over the period. However, there is no evidence that NCYD conducted any assessment of this high usage pattern with a view to implement similar strategies at the other YICs.

3.12 NCYD established the first two YICs in Portmore and Saint Mary in July and November 2003 respectively. Since then, NCYD established eight other YICs in the parish capitals of Saint Elizabeth, Saint James, Saint Ann, Westmoreland, Manchester, Portland, Clarendon and Kingston. An evaluation and impact assessment of the Portmore and Saint Mary YICs was done in August 2004. Since then, no other evaluation and impact assessment was done for YICs. Two other YICs are under construction in Spanish Town and Hanover at a contract value of \$70.5 million and \$39.6 million respectively.

Testing of Operations Model for YIC partially implemented

3.13 NCYD and the Inter-American Development Bank (IADB) designed an Operations Model that would provide a standard approach for the operation of all YICs. NCYD did not present the cost for the Operations Model. The model focuses on improvements in processes, outputs and outcomes and relies on qualitative as well as quantitative data. As shown in **Figure 11**, the document outlined seven strategic directions. Among the strategic directions were the implementation of systems for monitoring, outcomes evaluation and impact assessment.

Figure 11 YIC Operation Model Strategic Objectives

No.	Strategic Directions	Results
1	Provision of information on YIC operations and empowerment	Not Implemented
2	Institutional Strengthening and Capacity Building	Not Implemented
3	Interface and Integration of Related User Services	Not Implemented
4	Technical Support systems; Information technology & Communication	Not Implemented
5	Partnerships and Networking for sustainability	Not Implemented
6	Implementation of Monitoring & Evaluation System	Testing implemented
7	Outcomes Evaluation and Impact Assessment	Not Implemented

Note: NCYD only commenced testing the recording procedures under the Monitoring and Evaluation System at all YICs June and July 2014.

Source: YIC Operations Model (Strategic Framework for Action) June 2013 – March 2014

3.14 NCYD was to test the Operations Model's seven strategic directions at two pilot sites, Portland and Saint Ann, following which, an outcome evaluation and impact assessment should be conducted to determine the final design of the YIC Operations Model and the overall Framework for the operation of YICs. The pilot intervention was scheduled to be conducted over eight months, August 2013 to March 2014. However, NCYD did not implement the testing of the Operations Model at the two pilot locations. However, **Figure 11** also shows that NCYD only commenced the new recording procedures under the Monitoring and Evaluation System at all YICs in June and July 2014. Consequently, YICs remained without a standard operational framework due to the delay in the testing and subsequent implementation of the full Operations Model.

3.15 The new recording procedures require all YIC users to complete a registration form that captures relevant data of each user. In addition, users must sign the daily register and indicate the type of service or programme they accessed. This would allow NCYD to monitor and assess YICs usage pattern for the various services and programmes.

YICs are attracting youths particularly males

3.16 Our analysis of YICs usage patterns shows more male than female users. For example, two YICs Portland and Saint Ann recorded a total usage of 31,977 in 2013. Of this amount, 17,807 (56 per cent) were males; while, 14,170 (44 per cent) were females. We were not able to analyse the gender usage patterns over the five-year period, 2009-10 to 2013-14, for all YICs as NCYD did not present the complete set of data. However, analysis of information obtained from new recording system which commenced in June 2014, shows a total usage of 6,340 users at six YICs up to July 31, 2014. Of the 6,340 users, 3878 (61 per cent) were males; while, 2,462 (39 per cent) were females (**Figure 12**).

Figure 12 YICs usage June 10 to July 31, 2014

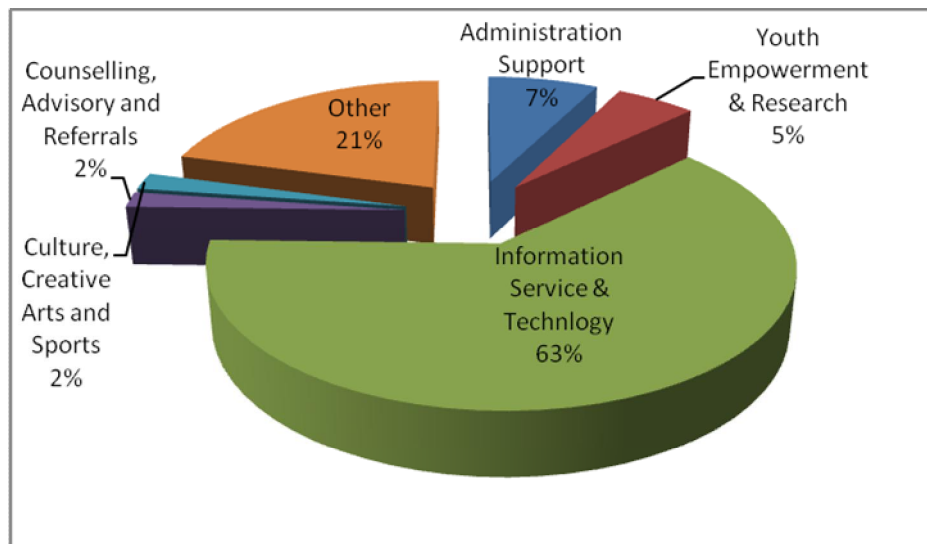
Youth Information Centres	Service usage	Male	Female
Manchester	568	234	334
Portland	2176	1575	601
Portmore	904	622	282
St. Ann	1160	583	577
St. James	1037	527	510
St. Mary	495	337	158
Total	6340	3878	2462
Percentage	100%	61%	39%

Source: AuGD analysis of YICs data

More youths, particularly males, visited YICs for free computer and internet services

3.17 Further analysis of the information obtained from new recording system shows that of the total usage of 6,340 users at six YICs, 3,962 (63 per cent) visited the YICs to use the free computer and internet services; with 2,829 (71 per cent) of those being males. The number of youths who visited the centres for administration support, youth empowerment sessions, cultural arts and sports training and for counselling and referrals, represents a combined fifteen per cent. The other twenty one per cent did not indicate the type of services they accessed (**Figure 13**).

Figure 13 Analysis of service usage at six YICs for June and July 2014



Note:

- i. The new monitoring and evaluation recording register captures relevant data of each user including the type of service they require or programme they attended. Between June and July 2014, of the 6,595 users who visited the Manchester, Portland, Portmore, Saint Ann, Saint James, and Saint Mary YICs, 3,966 (60 per cent) visited the YICs to use the free computer and internet services.

Source: YIC new monitoring and evaluation recording register

Youths appreciate services provided by YICs

3.18 We interviewed 10 youths, eight males and two females, at the Portmore YIC. Each of the youth, aged between 16 and 23, was asked how the YIC benefits them. All 10 respondents noted that they appreciate the services provided by the YIC. Three of the youths informed us that they visited the YIC every day; while three others visited once every week. Three others visited regular or not regular and one was a first time user. We observed that most of the youths visited the YIC to use the free computer and internet services (**Figure 14**).

3.19 One of the youths explained, “I have been using the Centre since 2008 and it has been good and has benefitted me tremendously. I benefited from the use of the internet because back in high school I had SBA to do and I didn’t have access to a computer at home or internet or printer. All of my SBAs were done here. I had the assistance of the Centre in male mentorship programme. I was a part of a creative arts movement that began here. As a matter of a fact, I am now the director of that movement.”

Figure 14 Youths respond to Question – How does the YIC benefit you?

No.	User's Name	Age	Address	Usage patter	Users' responses
1	Male 1	21	Edgewater, Portmore	Everyday	"I use the Centre because it provides a lot of opportunity. For example, it provides help with typing my resume', printing and I use the computer. I want to be enrolled in HEART to do electrical.
2	Male 2	16	Edgewater, Portmore	Regular	"I am always here because it benefits me a lot in terms of my schooling. Most times I have to research things and I don't have the internet at home so I have to come and use the Centre to research, do assignments, print. Also, the Centre provides me with guidance and helps me with counseling."
3	Male 3	21	Portmore	Once or twice every week	"I have been using the Centre since 2008 and it has been good and has benefitted me tremendously. I benefited from the use of the internet because back in high school I had SBA to do and I didn't have access to a computer at home or internet or printer. All of my SBAs were done here. I also had the assistance of the Centre in male mentorship programme. I was a part of a creative arts movement that began here. As a matter of fact, I am now the director of that movement. I love the support I get from the YEO."
4	Male 4	22	Portmore	Regular - Four or five times per week	"Because of the computer Center, I am in a Job and can able to socially responsible, have a good conversation with people. I learn how to prepare resume and prepare from interviews. I learn about behaviour modification and get male mentorship here and learn how to use the computer.
5	Male 5	17	Bridgeview, Portmore	Everyday	"I am using the Centre for 14 years now. The Centre educated me a lot and I get rehabilitation and learn how to use the computer, use books. I like the A/c, furniture. I have light and water here. I use the Centre to do resume'. I come to the centre and learn Photoshop, Technical Drawing and other things. The Centre is good for me. It's a very warn, cold normal place."
6	Male 6	23	Bridgeport, Portmore	Everyday	"The Youth Centre benefits me a lot because it keeps me out of trouble and helps motivate me. I learn and experience a lot, like surfing the net and playing video games. I meet other people and new faces. It means a lot to me."
7	Male 7	21	Old Harbour Bay. Now staying in Portmore	Once every week	I use the Information Centre for mostly printing and the internet is free and we get 30 minutes to do what ever we have constructive to do and we can get more time if we really have something really important to do."
8	Male 8	17	Spanish Town	Once a week	"To me this Centre is a place where I realize a lot of benefits and because there is no Youth Information Centre at Spanish Town, I come to Portmore at least once a week to use the Centre. I am privilege to have access to the YEO calendar where I can see the events per year and ask for more details on particular events. Even this month (July) I was able go to the Clarendon Youth Information Centre for the youth and technology forum. So to me it has been very beneficial."
9	Female 1	23	Hellshire Portmore	First time	"I use the Centre to research. I know about the Centre through NYS and this is my first time using the Centre."
10	Female 2	15	Cumberland, Portmore	Not often	"I come to the Centre to use it for the performing arts practice – drama, singing dance."

Note: During our site visit at the Portmore Youth Information Centre, Friday July 25, 2014, we interviewed users and asked how the Centre benefits them. Ten of the respondents were tape-recorded and the responses were slightly modified for grammar and punctuation. However, the essence of their responses was not changed. Other youths expressed similar views.

Source: Responses from users of the Portmore YIC

Appendices

Appendix 1 National Youth Policy Focal Areas, Goals, Priority Groups and Strategic Objectives

GOAL	PRIORITY GROUPS	STRATEGIC OBJECTIVES
Living Environments		
The development of supportive families and communities that provide youth with an environment conducive to their positive development and well-being.	<ul style="list-style-type: none"> • Youth exposed to domestic violence • Youths living on the streets • Youths living alone • Single-parent households headed by youth • Youth in rural, underserved parishes 	<p>To promote the strengthening of families to provide a supportive environment for youth development.</p> <p>To promote strengthening of community programmes to support families.</p> <p>To advocate for a culture supportive of youth development</p>
Education and Training		
All youth completing secondary level education and acquiring the skills to enable them to be prepared for livelihood, self-development and citizenship.	<ul style="list-style-type: none"> • Out of school youth • Teen mothers • Youth with disabilities • Boys, especially in poor rural areas • Students with special needs Youth in institutional care 	<p>To promote universal access to quality secondary education</p> <p>To advocate for an education system that is relevant to the needs of youth and potential employers.</p> <p>To foster participation of students in the administration of their institutions.</p> <p>To facilitate increased access to quality training opportunities in skills relevant to the global market place and use of cultural and indigenous products.</p> <p>To develop and implement a programme for identifying and supporting youth with special needs</p> <p>To develop and implement strategies to improve male performance up to the secondary level and matriculation to the tertiary level.</p> <p>To promote schools as community empowerment points and safe zones.</p>
Employment and Entrepreneurship		
An environment which promotes the creation of opportunities for employment and an environment that promotes entrepreneurship.	<ul style="list-style-type: none"> • Rural Youths • Young women • Youths with disabilities • Youth infected and affected by HIV/AIDS • Youths working on the streets • Youth with certification from HEART/NTA and other training agencies 	<p>To increase the employability of youth</p> <p>To increase the number of employment opportunities for youth</p> <p>To foster an environment conducive to creation of opportunities for self-employment.</p>
Health		
All young people embrace healthy lifestyles and enjoy optimum physical and mental health	<ul style="list-style-type: none"> • Youth at risk of early pregnancy, substance misuse, HIV and other STIs • Younger and underserved rural 	<p>To create through advocacy networks, a supportive policy environment that fosters positive health outcomes.</p> <p>To improve knowledge, influence attitudes and selected priority health</p>

GOAL	PRIORITY GROUPS	STRATEGIC OBJECTIVES
	youth <ul style="list-style-type: none"> • Youth in institutional care • Adults influential in young people's lives and responsible for the implementation of youth focused health activities 	practices and behaviours. To improve access to and quality of health services.
Participation and Empowerment		
The development of a culture that allows for the full participation of youth in the social, spiritual, economic and political processes of the society.	<ul style="list-style-type: none"> • Youth not affiliated • Youth with disabilities • Youth infected and affected by HIV/AIDS 	To enhance the capacities of young people to participate in societal processes To provide spaces and opportunities to increase participation To enhance cultural dynamism through enhanced opportunity for creative expression and unique Jamaican talents.
Care and Protection		
The creation of a society that provides care and protection to those youth whose care and protection rights have been compromised.	<ul style="list-style-type: none"> • Street Youth • Youth in institutional care (foster care, children's homes, places of safety, correctional or other) • Youth at risk of juvenile delinquency • Youth with special needs, physical and mental disabilities • Rural disadvantaged youth 	To prevent those at risk from needing care and protection To advocate for the provision of the highest quality services for those that are in need of care and protection To facilitate the successful reintegration of all youths who are in special care with their family and the society. To advocate for full implementation of the provisions of the National Plan of Action for Juvenile Justice in Jamaica

Appendix 2 “I Say I” Expenditure

Description	Date	Amount (\$)
To provide conference facilities for the NCYD’s strategic planning retreat 2012	7/11/2012	174,549.00
To provide conference facilities for the NCYD’s strategic planning retreat 2012	7/11/2012	80,000.00
First payment of 50% for the NCYD/UNICEF in youthalizing potential campaign. This includes: An Empowerment Toolkit, Creative Arts & Sports Manual, Baseline Performance Framework System and Technical Advisory Meeting	26/11/2012	1,576,750.00
Second payment of 30% for the NCYD/UNICEF in youthalizing potential campaign as indicated above.	6/12/2012	946,050.00
Final payment of 20% for the NCYD/UNICEF in youthalizing potential campaign.	12/2/2013	630,700.00
To provide Art supplies for the UNICEF “I Say I” youthalising potential creative art programme	22/4/2013	350,000.00
20% retention held by UNICEF for the creative arts manual & youth empowerment toolkit	9/4/2013	440,000.00
Banner for the “I Say I” campaign	15/3/2013	7,000.00
Facilitation services for the youthalising potential baseline sensitization & mobilization meeting	15/3/2013	43,350.00
Catering services for the baseline sensitization & mobilization meeting	15/3/2013	39,500.00
Workshop	15/3/2013	3,500.00
To provide final edits & layout of the Arts & Sports Youth Manual.	8/12/2013	470,000.00
To conduct training of trainers workshop for the Department of Corrections Officers and youth practitioners.		
For the provision of editing services for the youth development engagement toolkit	10/1/2013	276,000.00
Stationery	31/10/2013	650.00
TOTAL		\$5,038,049.00

Source: Information provided by NCYD

Appendix 3 Equipment allocated to the four Juvenile Correctional Centres

Items	Source	Quantity	Allocated	NCYD
Laptop	Donated	2	1	1
Projector	Donated	2	1	1
Basketball - Portable Hoops	Donated	2	2	
Basketballs	Donated	10	9	1
Netballs (Team Striker Rubber)	Donated	10	6	4
Netball Bib Straps	Donated	6 sets	4 sets	2 sets
Netball Net Poly	Donated	10	4	6
Soccer Balls	Donated	10	9	9
Cameras - Fuji Digital Cameras	Donated	13	1	12
Cameras - Panasonic digital cameras	Donated	2	2	
Camcorder - Samsung	Donated	1		1
Drum	Donated	12	12	
Keyboard - Yamaha PSR E333, Adapters and Stand	Donated	2	2	
Keyboard - Yamaha, adapter and stand	Purchased	1	1	
Guitar - Acoustic guitar and cases	Donated	4	4	
Maracas	Purchased	2	2	
Guitar - Jean Paul classical guitar and case	Purchased	1	2	
Kete Drums - Niabinghi model	Purchased	2		2
Z5 5 piece Drum set	Purchased	1	1	
Football goals	Donated	2	1	
Netball poles	Donated	2	2	

Source: Information provided by NCYD