

## Executive Summary

The objectives of the evaluation were to assess the performance of the project in achieving its results at output level and its contributions to outcome level results, determine the relevance, effectiveness, efficiency and sustainability of the project, contribute to regional and national priorities, and identify improvements in programming and implementation. The evaluation was conducted by an external consultant who undertook three country missions to Barbados, Saint Lucia and Grenada in December 2013.

### Relevance

The project was well aligned to national and regional development priorities, and to youth development. The new UNDP Strategic Plan 2014-2016 stresses the importance of youth in future UNDP development activities, as a specific population group that requires attention. Young people have lots of needs, and it was important to build their capacities, and the project was timely, useful, and innovative. Young people also need to get their voice heard, hence the importance of cultural exposure. Despite a number of intricate youth networks, young people felt left out, and Youth-IN promoted participatory governance instead of top down centralized processes, recognized the need to improve leadership skills of young people, and highlighted the importance for adults to change the way they relate with youth.

Youth is on the agenda of most governments of the Caribbean region—it is an urgent matter to tackle. It is a very vulnerable group of people with high youth unemployment, violence, exclusion, etc. Youth-IN responded by strengthening entrepreneurship and financing of small businesses, as well as women empowerment and gender equality to address violence against women and girls and encourage males' participation. A total of 70% of the young people who replied to the electronic survey felt that these activities were appropriate to address challenges faced by youth in the Caribbean. The project was also very relevant with respect to the relation with Italy, with a lot of potential and lots of areas of common interest with the Caribbean. The project was very timely as it allowed an opportunity to more closely connect with youth.

Several Ministries of Youth and other interviewees raised concerns about the Government ownership of the project. While it was supported by several ministries of Youth, Sports, Finance, Education, Tourism, Creative Industries, etc., there was disconnect between these ministries and the project, and the Ministry's engagement has been limited. Governments felt that this project was not theirs, and for that reason they did not necessarily need to be strongly involved. The impression of interviewees is that Governments' involvement "did not come out of passion". They only submitted two proposals when asked to. Governments were used to working with specific groups of young people, and did not always show a great willingness to get out of their comfort zone.

### Effectiveness

At the highest level of the hierarchy of results, the UNDAF outcome level, the project supported the overall achievement of the UNDAF Outcome 4: "Enhanced quality of life and security of children, adolescents and youth through strengthened multi-sectorial and human rights-based approaches in education, governance, health and social services". The project contributed in particular to the realization of the UNDAF Sub-Outcome 4.5 "Youth participation in democratic governance processes strengthened/reassured". More specifically, it attempted to give young people a voice in regional and national entities, especially through the Youth Think Tank. The project also contributed, de facto, to both the drafting and implementation of the more recent UNDAF, in particular, the Caribbean Youth

Think Tank (CYTT) was one of the strategies that encouraged and supported young people's participation in government decision-making.

At the intermediary level of the hierarchy of results, the project supported the related four outcomes of the 2005-2009, extended to 2011, UNDP Regional Programme Document. The Youth-IN project activities mainly supported the achievement of the 2005-2011 sub-regional Outcome 4: "Cross-cutting democratic governance issues such as accountability, transparency, integrity and gender responsive initiatives addressed in the context of the OECS development charter and the MDGs". In particular, UNDP drew on its technical expertise and global networks to offer new approaches to address the challenges of youth and development, including youth participation in governance, and enhanced youth access to opportunities. The project fostered more cohesive youth-led arts communities with an enlarged arts arena for young contemporary Caribbean artists, and supported youth social and economic development and the establishment of creative industries, which have added value and contributed to change. Youth-IN also enhanced the leadership capacity of CARICOM Youth Ambassadors, increased efforts to include youth, for example on delegations for global negotiations, and supported new governance initiatives through a UNDP Citizen Security Eastern Caribbean programme.

At the lowest level of the hierarchy of results, the project outputs were achieved overall. The analysis of the updated Results Matrix confirms this finding, together with the reports produced by the project and by implementing partners, as well as the interviews. The project led to increased opportunities for young people in governance, entrepreneurship, culture and volunteerism. In many instances, initiatives found support at the community level, as well as national and regional level. A total of 67 % of the young people who replied to the survey, considered that the project set dynamic changes and processes that moved towards long-term results and potential for long term changes in life conditions of young people.

Youth Talk Through Arts was a strategy chosen by the CYTT using the performing arts to give youth a voice, which became one of the key Youth-IN initiatives seeking to empower youth to speak out on the issues that affect them. This methodology proved to be very effective as it did force the artistes to research and develop their performances around issues, which were relevant, from their perspective. YTTA reflected the need for a gateway for young artistes and creative minds to express themselves on issues using new approaches, and offering messages which may not be as easily expressed in words. It provided to young people some level of encouragement to get more actively involved in society.

The pilot initiative implemented by the Barrow Center for Creative Imagination (EBCCI) of the University of the West Indies (UWI), promoted knowledge exchange and collaboration on the topics of film production, broadcasting and youth networking, with Italian partners. It strengthened youth capability, planning, networking, skills building, in particular in culture and media. The project also sought to help young people to develop entrepreneurship skills and access microcredit.

Youth-IN funded the Caribbean Marketplace for the Arts component of the Caribbean Festival of Arts (CARIFESTA), which provided access to opportunities for young Caribbean artists to training and talent management expertise, to enable performance bookings at international festivals and venues.

The After School Activity Programme (ASAP) responded to the challenges of increased youth involvement in crime and violence, and encouraged young people to be healthy and active.

A distinct characteristic of the Youth Think Tank approach was that young people were really at the forefront of the activities. The YTT was given great freedom to determine how it wanted to reach young people. While before Youth-IN, lots of programmes targeted rather highly educated groups of young

people, the project targeted instead young artists, musicians, photographers, farmers, etc. Unfortunately, the YTT was a good initiative but it did not reach its full potential. That said these young people represent a new way of expression for the Caribbean, and another dynamic with respect to the Youth Ambassadors of the Commonwealth, CARICOM, and national governments. Reaching the political level beyond the activities undertaken by the project has been a challenge for young people, who do not understand well how their voice could be heard, and how they could affect change. Politicians and policy makers, on the other hand, did not see the benefit of youth engagement.

Youth-IN Entrepreneurship presented an integral approach, by taking into consideration key components on business creation stages, and their adaptation to the needs of young people. Some targets were even surpassed with respect to expected ones. A total of 1,755 people (over a total of 1,000 targeted initially) benefited from the Integral Training Program on practical, hands-on, effective methodologies through on-site and on-line trainings sessions on business development. The Caribbean Innovation Challenge (CIC) was an international entrepreneur competition and business start-up accelerator for young people. A total of 493 participants from 17 Countries took the Challenge in the first edition of the CIC 2013, involving 1700 young people in the network, with the support of 150 collaborators. A Support System for the Development of Young Entrepreneurs was also set up. There is, however, a need for more information sharing, for instance in terms of accessing credit, and funding was not very available to further enhance the activities held.

With the successful completion of the pilot phase of the Creativity for Employment and Business Opportunity (CEBO) initiative, which included five day workshops in five pilot countries, CARICOM has embarked on a process to roll-out CEBO in all Member States. The CEBO project started to implement CCYD recommendations. Youth-IN successfully supported the initial stages of the CEBO—the conceptualization and the drafting of manuals for participants and facilitators—and facilitated the regional training of trainers and workshops. The training offered 150 young participants the opportunity to come up with an idea, venture out with a loan from a CEBO bank, and work on developing their own business for a week. Participants gave good feedback.

The CARICOM Youth Ambassador (CYA) participation in the Steering Committee was significant, and Youth-IN also gave four CYAs the opportunity to do a two weeks internship in the CARICOM Secretariat. If there had been a stronger link between the Youth Think Tank and CARICOM, then there might have been more opportunities for the YTT members to have contact with decision-making at regional level.

The portal and other communication tools such as social media provided youth friendly communication. The portal was very effective according to several Ministries and partners interviewed. These tools created a platform for information sharing and allowed to highlight positivity of youth in the Caribbean. Popular local radio stations and Radio Caribbean International broadcasted information about the events. Local television stations broadcasted shows and events. Nevertheless, the emphasis on proper communication was insufficient, due in part to a lack of human resources, which would have been needed to aid with public awareness and youth education. The project has lacked a Public Relations strategy and stronger outreach to the general public.

The project also strengthened the ability of young people to be represented in governance structures. This was also an important project for the regional entities, and the participation of important institutions such as CARICOM was extremely important for the project and actors involved. Youth-In contributed to give a voice to young people in regional programmes. New policy documents have a youth and arts component. For instance, the new National Youth Policy in Barbados includes the cultural industries in its key strategic areas.

During the process leading to the United Nations General Assembly (UNGA) resolution on Entrepreneurship for Development adopted in December 2012, YABT was invited to make a presentation to the Economic and Financial Committee, and Youth-IN Entrepreneurship was highlighted as a fructiferous collaboration to advance entrepreneurship and youth innovation in the Caribbean.

The project has improved youth governance capacity by promoting the participation and networking in project activities of regional youth representatives (CARICOM Youth Ambassadors, Commonwealth Youth Ambassadors, Youth Think Tank members), national youth representatives (National Youth Councils, National Youth Ambassadors), and youth representatives from regional and national civil society organizations.

Following the completion of the CARICOM Youth Development Action Plan (CYDAP) 2012-2017, the Secretariat has embarked on a process towards implementing the CYDAP in Member States, with support from Youth-IN and CIDA. This includes the development of a M&E Plan and educational materials and tools to support stakeholders in the development and implementation of CYDAP.

Despite these important achievements, the project seems to have had limited impact in governance at national and regional level. The findings show that the activities of the project were not always very linked together, and were rather implemented in a vertical way, without much relations between them (with the exception of the exchanges taking place in the Steering Committee).

Furthermore, it appears that there was no systematic organization of policy demands or rights claims by young people and project implementers and actors, which would have come from all these activities, but in an organized way, to reach upstream policy-making in a strategic way. If this had happened, this may have allowed raising concerns and issues that young people had more effectively, at a higher level of governance, both at national and regional level, following their participation in the project components. And the Youth Think Tank would have played a stronger role both in receiving these demands and claims and in transmitting them upstream.

Youth-IN has contributed to the wide discussion in the region about youth and volunteerism, and supported the launch in Dominica of the first national branch of the Eastern Caribbean Volunteer Support Platform (ECVSP).

In terms of effectiveness overall, the project may have covered too many countries, and there were significant difficulties to manage a projects in a multitude of countries with different priorities, and to operate activities at a distance. Some interviewees had the impression that what has been achieved is unclear, and that the project was a bit loose. The project could have also concentrated on specific issues, such as youth employment or governance or the arts, which may have enhanced its effectiveness.

That said the project gave the opportunity to young people to determine the agenda and it empowered them, in a context in which transforming youth as agent of change takes time, and in which young people show sometimes a strong disinterest in a lot of things relating to structured programmes, and. In terms of impact to change life conditions of young people, YABT also considers that immediate impact would not be felt, however the project could have some impact, driven from the new business ventures. The project had an impact on young people who did not know what they wanted to do, because it helped them to identify the possibility of being an entrepreneur. It had an impact on those who had a business idea but did not know how to implement it, and it helped them to build the business plan. It also had an impact on those who had a business plan and were entrepreneurs, as it helped them to

implement their business, by emphasizing innovation and creativity. A total of 92% of young people surveyed indicated that the project activities were successful in engaging young people.

The selection criteria that were used so that marginalized groups were represented in all project activities ensured that these groups participated in the project, and that there was no discrimination, however, more rural and marginalized youth should have been targeted.

Gender equality was present in the activities implemented, and in the selection of beneficiaries. Gender issues were addressed, for instance through the Youth Think Tank and Youth Talk Through Arts, both of which tried to address issues like women's empowerment, early pregnancies, domestic violence, etc. In Dominica, CEBO targeted specifically unemployed single mothers under 30. A total of 58% of young people surveyed felt that gender was at the forefront of Youth-IN activities.

UN agencies stressed the importance of coordinating activities and working together on youth issues, and the potential of a joint programme or joint programming in this area. It is difficult to implement such a project in many countries at the same time, because priorities and Governments change all the time, however, youth is certainly an area of growing interest.

### **Efficiency**

Some pointed out that the regulations of UNDP, implementing partners and Governments may have played a role in not having the project delivered on time, however, delays are quite common in such projects. The financial requirements of 80% expenditure versus 90% commitment implied that there was an expectation that actors spent the money, in a timeframe that was sometimes detrimental to quality products. There were serious challenges experienced in the disbursement of funds for YTTA in a country.

In terms of management, the Steering Committee meetings were well organized but insufficient. The duration of the meetings was too short to discuss deeply some issues, and the six months gap between meetings was an aggravating element. Two more meetings could have been organized every year by teleconference to avoid the feeling for some actors of having been disconnected from the activities, and enhance the interaction between all stakeholders on some specific issues. An alternative to engaging in virtual meetings of the SC would have been to have an increased engagement with the Directors of Youth in the Ministries through virtual meetings, since they were not as engaged as they could have been. Three Think Tank members were represented in the SC, and even shared one of the meetings, and the SC had also one CARICOM Ambassador.

With respect to M&E, the Quarterly and Annual reports provided essential information on the progress of the project, and the evaluation considers that they were of good quality. The project M&E system allowed for in-time corrective actions, and tracking of the progress towards the expected results (outputs, contributions to the outcomes), but this was done without a clear focus on performance monitoring based on indicators, baselines and targets, and the results matrix could have been monitored more closely. There was also no precise road map in the project that would have helped determine what needed to be achieved.

The work of the project team has been appreciated, however, because the project was lagging behind, the absence of a Coordinator for six months due to a maternity leave may have been detrimental, and may have contributed to fall-off in communication, even if a UNDP Senior Manager took care directly of the project during the transition, together with the other project staff.

## Sustainability

Sustainability was always discussed during SC meetings, and was the guiding principle about whether an activity should be done under the project. The project tried to ensure that the activities were consistent with the mandates from Governments and Ministries, fit into CARICOM's development framework, and could be supplemented by funding of other partners. In the next six months, the project will focus on sustainability and resource mobilization.

With respect to the portal, sustainability is an issue. It has potential, but the challenge is to promote it a lot more, as one way to promote sustainability. In terms of communication, a lot of work was done, but there was little emphasis on sharing results. It is hoped that it will be possible to demonstrate the success of the project to various actors, and ensure a good transfer of knowledge. With respect to the media, there is a need to be innovative, look at the format for programs, find a market, and create products, short films, etc.

Putting the efforts at country level in the next 6 months could increase the potential of the project and ensure that the actors succeed to close the project well. Youth-IN did not succeed to ensure that young people were linking with government agencies and working on youth policies. There was a gap between the implementation of activities, and their wider relevance for youth policies and strategies, which is currently limiting the prospect of sustainability. The Governments have to see a value in the project, and come up with some ways of funding it, and get some international cooperation support.

Another key concern is about the regional entities—they all need to have young people involved in the issues they are addressing, look at the bigger picture of how to get young people involved in the area of governance, in order to make youth participation sustainable.

The development of the toolkit and M&E plan for the Youth Development Action Plan are seen by CARICOM as actions towards sustainability. The implementation of CEBOs in other countries is also an element of sustainability. According to YABT, the project can be replicated and can be applied everywhere, including the training and Innovation Challenge. EBCCI's is trying to sustain its activities covering the different countries, and it hopes to build a cooperative to ensure continuity. The Caribbean Regional Youth Council (CRYC) explained that to ensure its sustainability, it hopes to get UNDP's support.

## Key recommendations

Special attention should be given to directly **involving young people as partners in such a project**, and not only as beneficiaries, to significantly **enhance their leadership skills**, and to help them become agents of change, for themselves but also for the wider society. Future projects are encouraged to let young people design activities by themselves and put them **at the forefront of some activities**, giving them great freedom to determine how they want to reach young people in each country, and letting them the space they need, all of which would be extremely valuable and empowering. Targeting **a wide range of young people** (such as artists, musicians, photographers, farmers, etc.), should be maintained in future projects. A future project should include more **rural and marginalized youth** who are not academically inclined, and who would have to be specially targeted, through specific means and in some cases different activities. Issues related to **gender** should continue to be included and mainstreamed in messages and activities, including women's empowerment and rights, domestic violence, sexual violence, and reproductive and sexual health. There is also a challenge to improve men's participation.

Adults, especially those in decision-making instances, both in the public and private sector, are called to **change the way they see, interact, consider and do business with young people**, in view of contributing to their empowerment, and to the society and economy overall.

In order for the **Youth Think Tank** to continue to offer another dynamic and a new way of expression, it should become stronger in its outreach, and be more involved in spreading messages and developing media products. It should also reach the political level beyond the activities undertaken, and deepen its understanding and strategies so that young people can have their voice heard, and affect change, through and in governance structures.

For future projects and for public institutions at regional and national level, there is a need to have a systematic **organization of policy demands and rights claims** by young people, that they could address to duty bearers (ministries, national institutions, private sector, civil society, etc.), in an organized way, to strategically reach upstream policy-making. This will allow young people to raise their concerns and provide solutions, at a higher level of governance, both at national and regional level. If it continues to exist, the Youth Think Tank should play a key role, both in receiving these demands and claims, and in transmitting them upstream.

Such a project should lead to measurable achievements at the outcome level in a **greater inclusion of youth in process of governance and economic life**. More attention is needed to strengthen the participation of young people in the region, including in governance processes, at both national and regional levels. In the next six months, it would be useful to **organize meetings between young people** who participated in the project activities **and Ministries and national institutions**, in order to create an opportunity for young people to liaise with government agencies and to contribute to shaping the design and implementation of current and future youth policies and strategies, based on their concrete experience in Youth-IN.

It is recommended to establish and strengthen the **real commitments from partners in Governments** in the different countries of the project. Governments are encouraged to show a great willingness to get out of their comfort zone, and letting this kind of project be **innovative and forward looking**.

Stakeholders should continue to provide training workshops such as the **Mini Business Labs and Business Labs** to strengthen capacity building skills and knowledge about entrepreneurship. The **Caribbean Innovation Challenge** has the potential to become a sustained entrepreneur competition and business start-up accelerator for young people in the region, and to establish partnerships that will ensure an “ecosystem” for youth entrepreneurship. This includes exploring the scope for the creation of **linkages between YABT and CEBO**, given the complementarity between the two approaches.

Access to information about **microcredit** and funding is critical to assist the already qualified young people who have technical skills to develop their business ideas into real businesses, which have the potential to stimulate entrepreneurship and employment.

It is recommended to the governments that the **bureaucratic requirements** should be simplified for young entrepreneurs for whom there are many other obstacles in addition to their lack of experience. There is a need to establish **a strong programme in each country** to support the development of young people through **entrepreneurship**, including in the creative industries, and support them overcome unemployment, poverty and other social challenges. The focus of the engagement with the **private sector** should be at the country level.

The **concept and methodology of Youth Talk Through Arts** should be explored and used further in such projects. There is a great need for a gateway for young artists and creative minds to express themselves on issues using new approaches, and offering messages which may not be as easily expressed in words.

It is recommended to pursue initiatives that promote knowledge exchange and international collaboration on the topics of **film production and broadcasting**, and project partners should continue to support together the creation of **cooperatives**, with young people who have been trained by the project, where they would be partners and co-owners.

The **Internet Portal and Facebook group** should be maintained and the use of social media should be continued, given their popularity among young people today, as one way to promote sustainability. Whoever takes the responsibility of the portal has to be able to really sustain and promote it, and this is a big challenge.

In order to ensure proper **communication** (both through social media and traditional media) **human resources** are necessary, to support youth education, young people's participation and empowerment, and public awareness. In addition, stakeholders should **approach the media** together and in a more strategic way, to secure the space that youth deserve in airways, television, and newspapers. The importance of **communicating the results** will be made easier in the last six months, as there is a better sense of what has been achieved. The upcoming six months should focus on **solidifying, optimizing and consolidating results**, and building on existing achievements. It is recommended to minimize new interventions at this stage but rather ensure the close out of the project, and an increased ownership by all stakeholders.

More innovative strategies need to be devised in the region to **encourage young people into volunteering** in future projects and beyond.

**It may be better to focus a future project on a single issue** such as employment, governance, entrepreneurship, which would make it easier to appreciate the results, and make a similar project more effective. Further thinking may also be required about the **difficulties to manage projects in a multitude of countries** with different priorities and to operate activities at a distance.

UN agencies should continue to explore the possibility of increasingly working together on youth issues, and the potential of a **joint programme or joint programming** in this area, taking into consideration the challenges to implement a structured joint programme in many countries at the same time.

**The Steering Committee** of such a project should not meet only twice a year in-person, which is insufficient to ensure a regular exchange of information about such a project, and manage it in an inclusive and strategic way. It should use virtual means through teleconferences at least two more times during the year, to decrease the need for more in-person meetings and travel costs.

Such a project would require, in addition to informative and descriptive Quarterly and Annual Progress Reports, an **analysis of the activities which dwell into results**, and make a specific reference to the indicators, baselines and targets. Furthermore, the results matrix should be monitored closely.

A **renewed and enhanced communication and dialogue with all actors**, including the Ministries, the implementing partners, the private sector, and the Italian Cooperation should also take place in the upcoming six months, to consolidate the engagement with partners, and to strengthen partnerships.



The relationship with the Italian Cooperation should be cultivated and the funding of a second phase of the project should be encouraged, because they face similar challenges and areas of common interest.

The **funding** of such a project or Government programmes after the initial Italian financial support **should be ensured to a great degree by Governments**. These Governments, with UNDP support if needed, may want to explore the costs of different options, so that the budget implications can be determined for the upcoming budget cycles.

governments and civil society partners. In the different countries, the government has to see a value in the project, and come up with some ways of funding it. Then, the international cooperation may support these efforts.

There seems to be very limited possibilities to have such project funded by the private sector. Many other entities are seeking help from the private sector for funding, and these kinds of projects compete with many other sectors which are looking for assistance from the Private Sector. The private sector assists by providing equipment but not directly funds. The private sector may continue to be solicited for sponsorship to host events, provide transportation, and donate goods for prizes.

## IV. Lessons learned

This section presents the key lessons that have emerged from the evaluation.

1. When the objective is working with young people, it is important to **directly involve them as partners** in the initiative design and implementation, and not consider them only as beneficiaries.
2. In order to address the challenges faced by youth, it is crucial to **change the leadership skills of young people** and help them become agents of change.
3. It is important for **adults**, especially those in decision-making instances, **to change the way they see, interact, consider and do business with young people**, in order to strengthen their empowerment and contribution to the wider society and economy.
4. The absence of a systematic organization of **policy demands and rights claims** by young people addressed to duty bearers (ministries, national institutions, private sector, civil society, etc.), is crucial. The difficulty to gather these demands and claims that have emerged from all Youth-IN activities can limit the potential of such a project to reach upstream policy-making in a strategic way, both at national and regional level. A group such as the Youth Think Tank can play an important role, both in receiving these demands and claims and in transmitting them upstream.
5. Even if a project focuses its attention at the regional level, it is indispensable to **provide in-country support** to enhance countries ownership, participation, and involvement in youth development.
6. Direct involvement of Ministries and national institutions is necessary to achieve project results at national and regional level. It is important to establish a strong communication channel with the **national partners and stakeholders** supporting the activities in the individual countries. This can help showcasing the clear benefits to these stakeholders, and encourage them to participate in a local “support system” for local entrepreneurs and artists, the follow-up activities and plans. This implies for national partners to have a real ownership of such projects and to be proactive, and requires that they contribute concrete resources, so that they can leverage their own efforts.
7. **Regular stakeholder meetings** are important for strengthening the network between local partners and have them collaborate in national and regional plans for such a project. Having a similar Steering Committee meeting only twice a year is insufficient to ensure a regular

exchange of information about such a project, and manage it in an inclusive and strategic way, while virtual means through teleconferences now exist that can be quite effective and decrease the need for more in-person meetings and the related inter-regional and costly travel.

8. The trainings provided through the **Mini Business Labs and Business Labs workshops** can offer much needed capacity building skills and knowledge, for the local participants attending. Similarly, for the local partners helping organize these activities, they can be of great interest for them to learn the methodology and support replication. The Caribbean Innovation Challenge has the potential to become a sustained entrepreneur competition and business start-up accelerator for young people in the region, and to establish partnerships that will ensure an “ecosystem” for youth entrepreneurship.
9. The online trainings organized for the project can also be useful for the young people who register for **CIC-like competitions**, as a means to improve their business plan development. CIC differentiated itself from other existing business model competitions by incorporating ‘before’ and ‘after’ stages, focusing on training and mentoring as preparation for the competition, and providing follow-up services that included access to finance, networking activities, internships and promotion opportunities, among others.
10. Access to information about **micro-credit** and funding is critical to assist the already qualified young people who have technical skills to develop their business ideas into real businesses, which have the potential to stimulate entrepreneurship and employment.
11. The **Internet Portal and Facebook group** for the project have highlighted the tremendous usage of social media among the young people today, and provided youth friendly communication means that did not exist before in the project areas. Through exchanges of knowledge, promotion of business opportunities, online dialogue and discussions between members of the Facebook group, they can increase their networking possibilities as well. Collaboration with local institutions, and experiences from the trainings organized, can also help support a **strong outreach and promotion** plan for such a project.
12. The participation of the **private sector** in all phases of the project in support of young people’s entrepreneurship activities is fundamental to such a project success. First, entrepreneurial development is by its very nature based on creating economic structures and job opportunities in the private sector. While governmental participation is important, and civil society organizations can do much to advance this cause, the development of new businesses inherently is a private sector activity, and it relies on business principles, market opportunities, and networks, as well as strategic alliances with other businesses and individuals as customers, suppliers, investors. Second, the private sector participation in such a project is central for its long-term sustainability. UNDP and other donors cannot and do not intend to create a donor driven project that is dependent on donor financing, which would result in unsustainable activities.
13. **Using the arts to empower young people** to speak out on the issues that affect them is important. The concept and methodology of Youth Talk Through Arts can be very effective as it forces the young artists to research and develop their performances around issues, which are relevant from their perspective.
14. Having the **Youth Think Tank at the forefront of some activities** (in particular YTTA), giving great freedom to determine how its members wanted to reach young people in each country, letting

them the space they asked for and needed proved to be extremely valuable and empowering. The opportunity of designing projects by themselves was a good practice that should be continued.

15. Targeting a **wider range of young people** (such as artists, musicians, photographers, farmers, etc.), instead of the highly educated groups of young people that a lot of programmes usually target, made the project less rigid and more creative than other youth programmes implemented in the past.
16. Initiatives that promote exchange of knowledge and international collaboration on the topics of **film production and broadcasting** can strengthen youth capability, planning, networking, and skills building, in particular in culture and media.
17. It is also important that such work help young people to develop entrepreneurship skills and to access microcredit in the cultural area. **Building a cooperative**, with young people who have been trained by the project, where they would be partners and co-owners, have the potential to create a business that could provide training for other young people in skills like writing, filming, producing, news gathering, and provide media products to traditional and social media.
18. For a variety of reasons, there was a lack of young people **volunteering and involvement** in society, in Youth-IN and beyond, however, the project has contributed to the wide discussion in the region about youth and volunteerism, which is important because it eventually leads to empowerment, and can help young people become agents of change.
19. It is important for UNDP, Governments, implementing partners, and participating entities at national and regional levels to develop a **sustainability plan**. If this is kept in the forefront of planning and project development consistently from the beginning, then the ultimate goal of having a self-sustaining and/or institutionalized project is more likely to result at the conclusion of UNDP funding. This should not be deferred until the end of external funding.

## VII. Conclusions

The Youth-IN project was in general very relevant and successful. To start with, before Youth-IN, lots of programmes targeted certain groups of young people, in general rather highly educated groups of young people. Instead, Youth-In targeted young artists, musicians, photographers, farmers, etc. The project was less rigid than other youth programmes implemented in the past.

The project built around the background analysis of the CARICOM report Eye on the Future, and the challenge was to find a way to address the findings of the report within the Caribbean culture. The project has promoted human development of Caribbean youth and the implementation of the recommendations of the CARICOM Commission on Youth Development (CCYD), which relate to mitigating youth risks and empowering youth to play a role in the national and regional development processes. The project has supported advocacy to invest more in the youth, sensitizing on the need to enhance the resilience of vulnerable youth groups, and their active participation in society. As recommended in the CCYD, the project has also advocated for the need of more investment to increase youth's choices and provide them with additional opportunities to develop their creative and productive capacities.