

**REVIEW OF
THE PACIFIC YOUTH BUREAU
SECRETARIAT OF THE PACIFIC COMMUNITY**

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List of acronyms

ADB	Asian Development Bank
AusAID	Australian Agency for International Development
CEDAW	Convention on the Elimination of Discrimination Against Women
CETC	Community Education Training Centre
CRC	Convention of the Rights of the Child
CRGA	Committee of Regional Governments and Associations
CROP	Council of Regional Organisations of the Pacific
CYP	Commonwealth Youth Programme
DFID	Department for International Development (United Kingdom)
DSAP	Developing Sustainable Agriculture in the Pacific (SPC, Nabua)
ECREA	Ecumenical Centre for Research, Education and Advocacy
EFA	Education for All (UNESCO)
FAO	Food and Agriculture Organization of the United Nations
FFP	Future Farmers Project (FAO)
FSM	Federated States of Micronesia
HESA	Department of Health, Education and Social Affairs (FSM)
HIV/AIDS	Human Immuno-deficiency Virus / Acquired Immuno-Deficiency Syndrome
HRD	human resource development
ISYA	Informal Sector Youth Association (PNG)
IT	information technology
MDGs	Millennium Development Goals
NGO	non-government organisation
NZAID	New Zealand Official Development Assistance
PA	Project Assistant
PACFAW	Pacific Foundation for the Advancement of Women
PICTs	Pacific Island countries and territories
PNG	Papua New Guinea
PSLP	Pacific Sustainable Livelihoods Programme (UNDP)
PWB	Pacific Women's Bureau
PYB	Pacific Youth Bureau
PYC	Pacific Youth Council
<i>PYS 2005</i>	<i>Pacific Youth Strategy 2005</i>
RMI	Republic of the Marshall Islands
RRRT	Regional Rights Resources Team (UNDP)
SISF	Small Island States Fund
SPC	Secretariat of the Pacific Community
TA	technical assistance
TNYC	Tonga National Youth Congress
TOR	Term of Reference
UNDP	United Nations Development Programme
UNESCO	United Nations Education, Social and Cultural Organization
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNIFEM	United Nations Development Fund for Women
USP	University of the South Pacific
YDA	Youth Development Adviser
YEF	Youth Empowerment Fund

EXECUTIVE SUMMARY

The Pacific Youth Bureau (PYB), of the Secretariat of the Pacific Community (SPC), is the regional agency mandated by Pacific governments to be the lead agency for Pacific youth. The PYB was officially launched in July 1998 at the First Regional Conference of Youth Ministers of the Pacific Community in Papeete, French Polynesia. Before this, SPC's youth programme, established in 1965, was known as Youth and Adult Education. Based in Noumea, the PYB is a programme of SPC's Social Resources Division, whose other socioeconomic programme include Cultural Affairs, Demography/Population, Information and Communication, Public Health, Statistics and the Pacific Women's Bureau as well as two Suva-based centres, the Regional Media Centre and the Community Education Training Centre (CETC). The goal of the PYB, which it shares with the Pacific Women's Bureau, the Cultural Affairs Programme and the CETC, is 'empowered Pacific Island women and young people and strong cultural identities'.

At the First Regional Conference of Youth Ministers of the Pacific Community (1998) agreement was reached on the *Pacific Youth Strategy 2005*, which was to have the aims of creating and maintaining opportunities for young people to play an active role in the economic, social, cultural and spiritual development of their societies. The PYB was mandated to coordinate the implementation of this strategy. In adopting the *Pacific Youth Strategy 2005*, Youth Ministers and senior government officials from Pacific countries and territories (PICTs) who are members of SPC, and representatives from non-government organisations (NGOs) and regional and international agencies, also stressed the need for a broader and more integrated approach to address youth challenges at both national and regional levels. The six programmes of the *Pacific Youth Strategy 2005* are:

1. **Pacifika Aspirations**, which focuses on full participation of young people in development;
2. **Challenge Pacifika**, which calls for urgent action to implement positive practical responses to emerging issues including education, employment, youth health, the environment, juvenile delinquency and the promotion of peace;
3. **Youth-lead Pacifika**, which focuses on skills development and capacity building through appropriate training;
4. **Pacifika Advocacy**, which highlights the important role played by the private sector, churches, NGOs and youth organisations in youth development;
5. **Infoshare Pacifika**, which focuses on the collection, compilation and dissemination of information on youth development; and
6. **Pacifika Empowerment**, which focuses on assistance to the 12 small island states who are members of SPC and supports entrepreneurial initiatives from young people in all member PICTs.

Based on this regional platform, the PYB developed a *Pacific Youth Bureau Strategic Plan 2003–2005*, which is the basis for this review. The *PYB Strategic Plan* has four priority objectives:

1. holistic, gender-inclusive and responsive national youth policies developed by PICTs;
2. strengthened youth organisations;
3. a greater number of skilled young people; and
4. young people better informed about regional trends and best practice in youth development.

The principal PYB partners are youth-oriented government and non-government agencies. In addition, the PYB works on specific youth issues with organisations such as the Commonwealth Youth Programme (CYP), the Foundation of the Peoples of the South Pacific, the Pacific Youth Council (PYC), the United States Peace Corps and United Nations agencies.

The PYB today

The PYB employs one full-time professional staff member — the Youth Development Adviser (YDA) — and a Project Assistant, which is a post shared with the Pacific Women's Bureau. The YDA was also acting Head of the Pacific Women's Bureau for almost one year during the period covered by this review.

The YDA position is funded through SPC's core budget while PYB's activities and the Project Assistant position are largely financed through non-core funding. Past and present financial supporters to the operation of the PYB include France, French Polynesia, New Zealand, New Caledonia, the Sasakawa Pacific Island Nations Fund, Taiwan/Republic of China and the United Kingdom. The PYB's total estimated budget for 2004 is CFP¹ 27,850,000, equivalent to approximately USD 278,500.

The PYB website is at <http://www.spc.int/youth>

The review

This review is part of a multi-year programme of reviews SPC is undertaking as part of its integrated approach to performance planning and measurement. These review findings will inform the Second Regional Conference of Youth Ministers of the Pacific Community scheduled to meet in 2005. The full Terms of Reference for this review are set out in Annex 1.

SPC appointed Peggy Fairbairn-Dunlop of Samoa to head the review team. The other team member was Suzi Hewlett from Australia and a former staff member of the CYP. The SPC also appointed David Gowty (SPC Planning Unit) to accompany the team on the Papua New Guinea and Fiji visits.

Methodology

The review was undertaken in July 2004. The review team consulted extensively with SPC staff (Noumea- and Suva-based), a range of PICT representatives, and those engaged in youth-related activities in the four review PICTs of PNG, Fiji, Federated States of Micronesia and Tonga. UN and other donor agencies supporting youth-related projects/programmes in the Pacific region were also consulted, including staff from the United Nations Education, Social and Cultural Organization (UNESCO), Food and Agriculture Organization (FAO), United Nations Development Programme (UNDP) and the US Peace Corps. Youth forums were held in Tonga and PNG; in Fiji the team met with representatives of the Council of Regional Organisations of the Pacific (CROP) agencies and participated in an NGO youth forum. This latter meeting drew attention to the needs of youth with special needs and raised the issue of inter-ethnic group relations. Annex 2 lists people consulted, and field visit reports for the four PICTs participating in the review are in Annex 5.

In preparing the report the team reviewed a large number of documents generated by the PYB as well as by NGOs and private sector, government and donor agencies engaged in youth activities. A list of key references is in Annex 3. To provide an opportunity for wider participation in the review, the team also placed a notice about the review on Pacwin. Three responses were received by this means, from two females and one male. These views are included in the report.

At the conclusion of the country visits the team presented preliminary findings to an SPC meeting chaired by Planning Unit staff. Among those attending the meeting were the YDA and technical assistance (TA) staff consulted during the review. This is the first time a review team has reported back in this way. This one-hour session was valuable.

¹ French Pacific Franc

The review context

Factors influencing the review include:

- growing recognition of the seriousness of the issues facing youth in these times of rapid social and economic change and the ways these issues are influencing Pacific quality of life — as seen, for example, with the impacts of HIV/AIDS. These issues are compounded by the fact that youth comprise a large proportion of Pacific populations today (see Annex 5);
- the somewhat weak institutional capacity of national youth mechanisms and NGOs, and the low priority given to ‘youth’ in national budgets and planning. There has also been a tendency to try to address youth issues in isolation, rather than through a holistic strategy that takes account of the inter-related nature of the factors affecting youth today, such as physical, education, social and economic and spiritual security;
- differing definitions of ‘youth’, including cultural and UN definitions. In some PICTs also, youth is seen to refer to males only;
- changing players in the youth scene and the need for more strategic alliances. The tendency for individual donor agencies to serve different client groups adds another level of complexity. For example, the CYP serves only the Pacific Commonwealth countries;
- the regional priority being given to youth, as in the *Pacific Plan* (Forum Leaders, 2004). Deliberations around the *Pacific Plan* will undoubtedly influence the outcomes of the Second Regional Conference of Youth Ministers of the Pacific Community planned for 2005; and
- the influence of global commitments — such as the Convention of the Rights of the Child (CRC), Convention on the Elimination of Discrimination Against Women (CEDAW), the UN Millennium Development Goals (MDGs), and the proposed national child policies to be developed by United Nations Children’s Fund (UNICEF) — on regional and national activities.

Review findings

The PYB work plan has been firmly focused on the four goals and key performance indicators outlined in the *Pacific Youth Bureau Strategic Plan 2003–2005* and on activities seen to be achievable within PYB resources. The four key programmes are:

1. support to the development of national youth policies and strategic plans of action;
2. leadership training and the development of four training modules for the proposed Certificate in Leadership;
3. information dissemination with a focus on developing the PYB website; and
4. support to the PYC and national youth councils.

A fifth programme, the Small Island States Fund (SISF), was carried out in the 12 smallest PICTs. The SISF training awards target unemployed youth between the ages of 16 and 24 years; reportedly this is the only programme of its kind in the Pacific. In carrying out the PYB work plan, the PYB has collaborated with other SPC units and donors such as CYP, the Commonwealth Secretariat and UNESCO. In addition, a number of short-term volunteers were recruited mainly to provide secretariat assistance to the regional NGO for youth — the Pacific Youth Council. Much of the remaining implementation of the PYB work plan was delivered by the YDA. Since its inception the SISF has not extended its financial basis. Only two donors, France and New Zealand are still providing an annual allocation to the SISF. It is imperative that SPC management and PYB strive to strengthen the SISF, thus demonstrating their commitment to youth development initiatives. During the period covered by this review PYB programmes and services were spread reasonably evenly by sub-region; youth initiatives undertaken in the French speaking communities, Tokelau and Pitcairn Islands were important firsts for the PYB and SPC as well.

The PYB has set a solid baseline of programmes on which to build in the next planning phase. The PYB’s quite ambitious work plan has been professionally managed, and budget

monitoring and accountability procedures are in place. Two general comments can be made. First, while the work plan gives the appearance of being a cohesive whole, opportunities for closer synergies between activities have not been picked up on due to the lack of a centralising focus to the work plan. National youth policies and strategic plans of action are a natural driving force and centralising core for the PYB work plan and, as recommended, all activities of PYB staff and partners should be designed to demonstrably contribute to this focus. It is urgent also that the PYB continues to highlight the importance of youth policies — that these are the national political mandates for youth action and influence national legislative and juridical processes. By prioritising in-depth monitoring and evaluation processes, including some impact assessment studies, the PYB will also help bring more cohesion to the work plan. These evaluation data are the vital platform for further planning and action (whether by national mechanisms, the PYB, other SPC units and/or donor agencies) and represent a step towards ensuring that this valuable information is shared — such as through publications that report case studies, best practices and lessons learnt. Documenting the differential impact of PYB programmes in relation to factors such as poverty, gender and special needs is also necessary to assist the PYB to decide where affirmative actions may be needed.

Second, and at a more strategic level, the review indicates that the PYB can be more selective in the work it undertakes and how it makes such decisions. Because programme decisions are made by a small team including the YDA and the SPC Deputy Director-General, the review has recommended that an advisory team be established to provide advice to the PYB on these kinds of matters. This aside, the basic questions guiding programme decisions should be: ‘what is best done regionally and what can be best done nationally?’ and ‘what gains can be made through sourcing out and/or recruiting expertise for this task?’ Recruiting external agencies (e.g. donors, consultants, NGOs such as the PYC) to carry out components of the PYB work plan makes good sense. As well as being a sound use of resources, this strategy helps build regional capacity and expertise and, over time, will ensure that the PYB has access to the range of expertise needed to apply a cross-cutting approach to youth issues. Skills sharing and mentoring were two strategies mentioned for the PYB to consider. For example, it was said that Samoa could assist Tonga to get a youth policy underway and that Tonga could mentor American Samoa get its youth council going. Divesting responsibility for programme delivery in this way would strengthen national capacity and also release the YDA to contribute more at strategic and policy levels to advance youth issues.

The review team found an urgent need in the region for leadership, coordination and advocacy of youth issues, especially at regional level. Youth were not a high priority in PICTs in terms of political will, budget allocations or administrative provisions. One view was that ‘for anything to happen’ Youth Ministries needed to be located in, or next to, planning departments. In addition, youth participation was the priority need emphasised in all reports and interviews; this would involve youth participation in regional, national and community decision-making forums or, at the very least, taking youth concerns into account at these meetings. Youth participation is undoubtedly a priority all over the world. However, the view was that this is a particularly sensitive issue in the Pacific’s largely family-based traditional communities where youth are expected to be silent until it is their time to lead. While a youth rights strategy was not presented to the team, there was a clear feeling that youth knew their situation and wanted to be involved in decisions that affected their lives and those of their children.

Overall, the team found the PYB was expected to: be knowledgeable and have expertise in youth issues and development approaches; be lead advocate for Pacific youth at national regional and global forums; capture and respond to the voice of youth; and assist Pacific leaders to envision a forward pathway for youth in these times of rapid change. Lobbying to support youth work as a profession with its own specific set of skills, knowledge and attitudes was another central component in the drive to raise the status of youth, as was teaching youth

how they could use the media to present a more positive image of youth. The strategy the PYB had used in the SISF — of requiring that male and female youth sit on the national management teams — showed that the PYB can play an instrumental role in advancing the place of youth in decision-making, and in challenging traditional views of the place of youth. There was compelling evidence also that the need for a strong lead agency for youth has been heightened by the growing recognition of the ways the so-called ‘youth issues’ are influencing Pacific quality of life. This has been reinforced in the decision by the Forum Leaders to include youth as key target group in the *Pacific Plan*.

New directions

The *PYB Strategic Plan 2003–2005* is a flexible framework for action. The suggested changes represent a change in emphasis for the work plan and how this is carried out. Each suggested change can be incorporated within the framework.

Generally speaking, PYB support to building the capacity of systems (such as the national youth policy coordinating teams, the PYC and the management teams for the SISF) appears to have had more long-term and broad-based returns to youth than its leadership training has, and this support is where PYB efforts should continue to be focused. This does not detract from the impressive level of participation, particularly female participation that the PYB has achieved in leadership training. Over 900 youth leaders, comprising 355 males and 569 females, participated in PYB training with Youth Ministries during the review period. Moreover, the PYB has routinely disaggregated participation data by gender and has been the only SPC unit to do so.

A number of strategies directed at more strategic use of PYB resources have been recommended.

- The PYB should play more of a brokerage role in human resource development (HRD) training in the next planning cycle, given the reported increase in regional trainers and the expressed preference for local trainers and tailor-made training. In its ‘brokerage role’, the PYB would identify and coordinate training needs, match these to a database of trainers and/or donors engaged in that field, and source funding for these activities.
- The Certificate in Leadership was found to be an important training option especially for youth who have never had a chance for formal training. The recommendation here is that the PYB outsource this project to a regional training agency or company with expertise in preparing and delivering training materials. The PYB could then focus on policy level discussions with training institution/s to get the certificate accredited, and with Public Service Commissions to get the certificate recognised in national staffing level grades.
- The SISF has been another bold initiative for the PYB and is a vehicle for skills building and training in other youth issues. The financial and reporting difficulties experienced by the SISF national committees will need to be quickly addressed and to a level where these committees can operate independently. A recommendation is that the financial management of the SISF be transferred to SPC’s Finance Section or a management team with appropriate expertise. This will free the YDA to focus on increasing the capacity of the national management teams. The suggestion to establish twinning arrangements between PICTs for this purpose is sound. For example, the Palau and FSM management teams, and those of Kiribati and Tuvalu, could work together to support each other in maintaining transparent and accountable reporting procedures for the project.

The finding that some PICTs had had little contact with the PYB for some time reinforces the necessity for an effective and efficient communication strategy for the PYB. This strategy should ensure youth mechanisms know they are connected to the PYB, are informed, and are part of a focused, dynamic regional youth movement that is going forward. Youth mechanisms also need the assurance that they are sharing the benefits of PYB resources. The aims of the PYB communication strategy that has been recommended are to develop the PYB

website and broaden the PYB outreach through exploring other uses of the Internet including a mailing list of youth agencies and monthly youth e-bulletins. Publication of the *Youthlink* newsletter at least twice-yearly is also recommended, as is the exploration of the use of radio as a vehicle for keeping youth in touch with the PYB and informed, and vice versa. An additional staff member would be needed to manage this PYB communication strategy.

Planning decisions today are backed by research data. However, it was found that few national youth mechanisms had the resources or expertise for the task of gathering such data. PYB support to the development of national youth databases, in partnership with SPC's Demography/Population Section, has been recommended. The PYB can also support national mechanisms by commissioning research aimed at furthering an understanding of the inter-related impacts of development on youth. Relevant areas of research include: how youth are experiencing poverty in the Pacific's predominantly semi-subsistence systems; youth feelings of identity in an increasingly globalised community; ways of blending the traditional and the new ways; and youth roles within the new governance agenda. The two main recommendations for the *PYB Strategic Plan 2003–2005* relate to:

- **a development approach.** The PYB should adopt a development approach in its programmes to respond to changing needs and youth agendas. Adopting a development approach will place the PYB firmly in line with global conventions such as CEDAW and the CRC as well as with the governance agenda and the MDGs; and
- **collaboration.** The PYB must form strategic partnerships, drawing on the strengths and resources of SPC's TA, other donor agencies, NGOs and faith-based organisations, including regional and national 'think tanks' such as CROP, PYC, CYP, UN youth agencies, issues-based NGOs and youth. The PYB must also promote the *PYB Strategic Plan 2003–2005* — ownership of and commitment to the plan are vital — and keep in mind other commitments, such as those to CEDAW and CRC. Physical proximity is a factor in effective partnerships. SPC management should give further consideration to the benefits of shifting the PYB to Suva or to having a PYB staff member located there.

The review team was charged with presenting a work plan for the PYB, which would be achievable within the current resource base. Even with the best planning and an optimum level of collaboration with other SPC programmes and donors, it would be difficult for the PYB to take a proactive regional role, as outlined in this review, using current resources. At the very least, the SPC should consider expanding the Programme Assistant role to a full-time post, and include technical expertise in some aspect of youth activities in the job description for that post. The recruitment of a communications specialist and a CEO for the PYC is also recommended. Once a strategic focus for the PYB work programme has been developed, the PYB management will be well placed to explore opportunities to broaden the PYB funding base through a renewed effort to source new and additional funding.

LIST OF RECOMMENDATIONS

Section 1: Overview of work programme

Recommendation 1.1

That SPC review the post of PYB Programme Assistant, with the view to making this a full-time post. In addition to management experience, the job description for this post should include successful experience in some aspect of youth activities.

Recommendation 1.2

That national youth policies and strategic plans of action be the driving force and centralising core for the PYB work plan. All activities of PYB staff and partners should be designed to demonstrably contribute to this focus.

Recommendation 1.3

That SPC consider establishing an Advisory Group of not more than 10 members to be a sounding board for the YDA and a source of information, guidance and advice. This group should include a mix of representatives from national youth machineries, NGOs, research-related institutions and youth councils/forums.

Section 2: Performance and delivery

Recommendation 2.1

That SPC and the PYB undertake a regional and national awareness-raising campaign about the *PYS 2005* amongst government ministers, heads of departments, the community, and youth and other agencies engaged in youth activities and the media, in preparation for the Second Regional Conference of Youth Ministers of the Pacific Community in 2005.

Recommendation 2.2

That the PYB, collaborate with SPC's Demography/Population Section to implement a project aimed at creating a regional database of youth, based on the nine national databases already developed.

Recommendation 2.3

That the PYB develop a communication strategy that focuses on information exchange through the Internet, email, print and radio.

Recommendation 4.1

That the PYB adopt a development approach in its work plan and programmes, and that a paper on this be prepared for discussion at the Second Regional Conference of Youth Ministers of the Pacific Community in 2005.

Recommendation 5.1

That the PYB revisit the decision to develop the Certificate in Leadership.

Recommendation 5.2

That the PYB play more of brokerage role in HRD training.

Recommendation 6.1

That the YDA, with support from the SPC Planning Unit, focus on identifying factors that contribute to programme sustainability for youth.

Recommendation 6.2

That the PYB, supported by the Pacific Women's Bureau and CETC, review its programmes with the aim of ensuring these take into account the needs of women and girls.

Recommendation 6.3

That the PYB carry out a case study to document how Pacific youth define and experience poverty and how they believe this situation can be addressed.

Recommendation 6.4

That the PYB carry out a pilot study to document the experiences of youth with disabilities.

Recommendation 6.5

That the PYB prepare a discussion paper on the professionalisation of youth work for tabling at the Second Regional Conference of Youth Ministers of the Pacific Community in 2005.

Section 3: Strategic directions for the PYB programme

Recommendation 7.1

That the PYB document a set of Pacific strategies (or best practices) for increasing youth participation in regional, national and community decision-making forums. These should focus on both the attitudinal and structural factors influencing youth participation.

Recommendation 7.2

That the PYB begin a regional dialogue aimed at identifying the inter-related effects of changing times on Pacific youth today, and especially their impact on the traditional ways.

Recommendation 9.1

That the PYB support the recruitment of a CEO for the PYC for up to a three-year period.

Recommendation 9.2

That the PYB recruit a consultant to carry out a mapping of agencies engaged in youth activities, as a preliminary activity for a regional meeting regarding a Pacific Partners in Youth collaborating strategy.

Section 4: PYB programme management and capacity

Recommendation 10.1

That the PYB focus on monitoring and evaluating the national impact of services and training.

Recommendation 10.2

That the SPC consider increasing the number of staff of the PYB.

Recommendation 11.1

That the PYB coordinate a meeting of all chairs of the national management committees of the SISF to devise a plan of action to enhance financial reporting and documentation processes.

Recommendation 11.2

That SPC and the PYB consider options to divest the financial management of the SISF.

Recommendation 12.1

That the YDA work with the SPC Executive to identify sources of new and additional funding and make systematic targeted approaches to potential donors and partners. To this end, SPC

should also seek agreement from PICTs and support from the Forum Pacific Leaders to source a funding pool for youth activities similar to the Global Fund.

Recommendation 13.1

That SPC put into place strategies to ensure a focus on youth in all SPC programmes.

ACKNOWLEDGEMENTS

The Review Team thanks Tangata Vainerere for his tremendous and professional support to this review — especially through the excellent documentation of the PYB activities. Support from the Executive of SPC, especially David Gowty, was also appreciated. We were impressed and carried along in the waves of enthusiasm (and knowledge!) shown by all SPC staff and programme heads as they shared programme information with us. Thank you. Thanks also to the national machineries and PYC Executive who arranged our visits in PNG, Tonga, FSM and Tonga, and particularly for arranging the youth and NGO forums. Thanks to the CROP team and to UNICEF for convening special meetings for us. Faafetai lava to the many individuals and agencies who made time in their very busy schedules to share their insights, wisdom and experiences with us. We hope that we have captured these views in this report. Finally, we acknowledge logistical support provided by the UNESCO Pacific Office, Apia.

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SECTION 1: OVERVIEW OF WORK PROGRAMME

TOR 1

Summarise the current and recent past (since January 1999) work programme of the PYB

The Pacific Youth Bureau (PYB), which is part of the Secretariat of the Pacific Community (SPC), has a work programme that is firmly focused on the *Pacific Youth Strategy 2005 (PYS 2005)*, agreed to at the 1998 First Regional Conference of Youth Ministers of the Pacific Community, and more specifically on activities aimed at fulfilling the four goals and indicators of the *PYB Strategic Plan 2003–2005*. As identified in the *PYB Strategic Plan 2002* (p. 4), priority aims are:

1. to work with Youth Ministries, regional and national youth councils and key youth stakeholders to develop holistic, gender-inclusive national youth policies and plans of action;
2. to collaborate with partner and donor organisations to develop, fund and conduct skills training programmes for young people;
3. to assist the Pacific Youth Council (PYC) and other youth organisations to build in-country capacity for youth development; and
4. to raise awareness of youth issues through collecting, compiling and disseminating relevant information at global, regional and national levels.

While the *PYS 2005* and *PYB Strategic Plan* provide the mandate and focus for the PYB work programme, the programme is also influenced in varying degrees by:

- the PYB's responsibilities to SPC, a technical development agency;
- country requests, discussed with the SPC Deputy Director-General, who heads the SPC Social Resources Division, in the light of the work plan;
- assistance to Pacific youth representation at global level;
- the high expectations from Pacific youth non-government organisations (NGOs) and, especially, youth organisations during the period when the PYB was the Youth and Adult Education Programme (1965–1998);
- global conventions including the Convention of the Rights of the Child (CRC), Convention on the Elimination of Discrimination Against Women (CEDAW), the Education for All (EFA) goals of the United Nations Education, Social and Cultural Organization (UNESCO), and the United Nations Millennium Development Goals (MDGs). For example, Strategic priority 2 of the *SPC Corporate Plan 2003–2005* emphasises SPC's support for '*Achieving the international community's development goals in the Pacific*'. While youth participation is implicit in all eight MDGs, a role for the PYB is mentioned specifically in Goal 2: *Achieve universal primary education* and Goal 3: *Promote gender equality and empower women*; and
- emerging regional commitments, e.g. the outcomes of the deliberations of the Eminent Persons Group and the meeting of Forum Leaders (August 2004, Apia). Recommendations to the latter meeting listed five essential elements of the proposed *Pacific Plan*: governance, security, economic development and trade, self-determination, and human rights. '*Rights and opportunities especially for youth*' were highlighted under security issues (Apia Civil Society Organisation statement, Forum Leaders).

In adopting the *PYS 2005*, the Pacific Youth Ministers approved an implementation mechanism that included the appointment of two additional professional staff (one Anglophone and one Francophone) — one Publications and Information Officer, and one Project Assistant (PA) — as the minimum PYB staff to assist the Youth Development Adviser (YDA). This support has not eventuated. Resources available to the PYB have provided only for the services of a half-time PA who is shared with the Pacific Women's

Bureau (PWB).² So in the review period the YDA has covered all duties initially intended to be shared with four other posts. It must be noted also that for almost 12 months of this period the YDA also had responsibility for the Pacific Women's Bureau.

Table 1: Pacific Youth Bureau Strategic Plan 2003–2005

PYB Programmes	Indicators*	% time
<i>Pacifika Aspirations</i> <ul style="list-style-type: none"> Support to the development of national gender-inclusive youth policies Pacific Youth Awards for Excellence 	1.1 Staff of Youth Ministries acquire skills in youth policy development in at least 16 PICTs by 2005 1.2 10% increase in the total value of grants secured for policy development	40
<i>Pacifika Advocacy</i> <ul style="list-style-type: none"> Support to the Pacific Youth Council 	2.1 Effective facilitation of PYC Secretariat and General Assembly 2.2 National youth council personnel trained by PYB in relevant skills	10
<i>Youth-lead Pacifika</i> Country requests: <ul style="list-style-type: none"> Training for youth leaders Piloting a series of Leadership Training draft modules for compilation into the Certificate in Leadership as endorsed by CRGA 	3.1 Young people trained in leadership and related skills; at least 175 youth leaders trained in leadership and related areas each year 3.2 Young people more experienced in project development and management; an increase of at least 25% in the number of projects (with which the PYB has assisted) successfully completed and accounted for to donors 3.3 Young people aged 15–24 years in small island states trained in lifestyle skills (see <i>Pacifika Empowerment</i> below)	40 <i>(Pacifika Empowerment included here)</i>
<i>Infoshare Pacifika</i> <ul style="list-style-type: none"> Website <i>Youthlink</i> newsletter Pamphlets 	PYB a valued clearing house for relevant information on youth activities 4.1 A 15% increase in visits to PYB and PYC websites 4.2 All requests for information answered within seven days 4.3 A 10% increase in the use of PYB-sourced information by other publications	10
<i>Pacifika Empowerment</i> SISF support <ul style="list-style-type: none"> In-country skills training and entrepreneurial activities (15–24-year-olds) Establishing national committees to administer and manage the SISF 	See indicator 3.3 above	<i>(See Youth-lead Pacifika above)</i>

Source: Report, Pacific Youth Officials Technical Meeting, Noumea, 2–6 December 2002. SPC.

* Achievement of these indicators is discussed under TOR 2.

The *PYB Strategic Plan 2003–2005*, which is based on the *PYS 2005* six-point framework, comprises four objectives and associated indicators. The *PYB Strategic Plan* was developed by the YDA with assistance from staff from SPC's Planning Unit and presented for discussion at a Pacific Youth Officials Technical Meeting (Noumea, December 2002) and to the PYC

² The PWB has a staff of three in addition to the PA shared with the PYB.

Executive that met at the same time.³ Table 1 sets out the *PYB Strategic Plan 2003–2005* programmes, activities, indicators and the proposed time allocation per activity. Time allocations for the Pacific Empowerment activities are included under the Youth-lead Pacifica category.

While there may have been adequate consultation in the development of the *PYB Strategic Plan 2003–2005*, questions about the extent and quality of these consultations emerged in the interviews carried out by the review team. For example, the YDA commented that after circulating amended versions of the plan to all Youth Ministries, he had had to chase agents for a response. His impression that responses had been ‘just a tick-off’ suggests that little in-country consultation had been carried out to generate understanding or ownership of the *PYB Strategic Plan*. This is in contrast with the extensive consultations involved in the preparation of the Pacific Women’s Pacific Platform for Action, for example. Also, a national youth officer who had attended both the technical assistance (TA) and the PYC meetings remembered little about the plan and did not have a copy of it; the planning document was not used or referred to in the planning of his ministry. In another example, a professional staff member of a United Nations agency specialising in youth had never heard of the plan.

The actual priorities, focus and delivery of work programme activities have been decided by the YDA, in collaboration with the Deputy Director-General, Social Resources Division and are reported to the Committee of Regional Governments and Associations (CRGA). Unlike the Pacific Women’s Bureau, which has the Women’s Triennium meetings, and other SPC sections, which operate under regional advisory boards, the PYB has no work plan validation processes that could act as a guide, support, and pool of ideas for the PYB. Youth officers provided this input when they participated in the technical meeting discussed above, as did the PYC Executive members. But, basically, short- and longer-term work plan decisions — such as those in regard to programme priorities, delivery strategies and how to respond to the many and diverse requests from national youth mechanisms, NGOs and donor agencies — have been made by the YDA. This is a big call.

Recognising the various mandates and drivers of the PYB’s work, the YDA has set the work programme with an eye to achieving the best results and to satisfy expectations for a programme balance by content and area. Priority has been given to PICTs judged to need this; special mention here must be made of the YDA’s support to youth activities in the French speaking communities, Tokelau and the Pitcairn Islands. Annual work plans have been set at the beginning of each year, then monitored and reported on yearly up to 2002 and six-monthly thereafter, in line with SPC reporting procedures. Every PYB report is posted on the website, so ensuring transparency. While every programme is meticulously documented, these reports would benefit from a forward-looking level of analysis aimed at identifying ways to develop, reinforce, integrate and keep track of programme outcomes. These activities might be carried out by individuals, national agencies, the PYB and other SPC units and/or donor agencies, for example.

The YDA has carried out a significant amount of the work programme. The PYB participated in a smaller number of collaborative activities than would be expected given the priority to collaboration and partnerships expressed in the *PYB Strategic Plan 2003–2005*. Collaborative activities were reported with the Commonwealth Youth Programme (CYP) within the Commonwealth Secretariat, while the United States Peace Corps and UNESCO⁴ were other programme partners. Staff from each of these agencies expressed regret that ongoing

³ Some of those in the TA consultative group also participated in the PYC Executive consultation.

⁴ Examples are the CYP Regional Advisory Board and Youth Forum Meeting (1999), Joint Initiative ComSec Workshop on Strengthening Youth to Youth Programmes to halt and reduce HIV/AIDS (2003); Joint initiative programme with Pacific Action for Health, ARH project (SPC) and Vanuatu National Youth Council, and UNESCO–Peace Corps–SPC workshop, CETC Nadave

partnerships with the PYB had not developed seeing 'we are all going the same way!' 'Partner expectations' were mentioned as one factor influencing further collaboration, as seen in the comment 'partners who are providing funding expect more involvement in planning, implementing and in any proposed training follow-ups'. Other factors were personal and professional differences, and simply taking time to see 'where we can work together'.

The PYB has clearly benefited from having an experienced YDA during the period covered by the review. The PYB Programme Assistant post is shared with the Pacific Women's Bureau. Shared posts always present difficulties. One would expect a reasonably equal split in the PA's time (i.e. 2.5 days equivalent per week in each bureau) but, as reported to the review team, the vast amount of it was spent on Pacific Women's Bureau matters. A former head of the Pacific Women's Bureau said she had found this situation untenable. In her view, the PYB should have its own full-time PA and, ideally, the PA should have experience in some aspect of the PYB programme (e.g. youth issues and programmes, communications or information technology, IT). The team noted that the Cultural Affairs Programme has its own Programme Officer.

Recommendation 1.1

That SPC review the post of PYB Programme Assistant, with the view to making this a full-time post. In addition to management experience, the job description for this post should include successful experience in some aspect of youth activities.

To further the work programme, the YDA recruited a number of short-term consultants and volunteers during the review period, largely to help to meet objectives 3 and 4 of the *PYB Strategic Plan 2003–2005*. Specifically there were:

- five short-term consultancies covering: youth employment training; gender training (Wallis and Futuna); the preparation of a self-esteem development pamphlet for Kiribati youth; website design and IT specialist assistance; and secretarial assistance for the Pacific Youth Officials Technical Meeting (2000);
- three trainee associate volunteers, two from the University of Western Sydney (June–August 1999, March–July 2003) and one from the Cook Islands (August–December 2000); and
- a volunteer from the Cook Islands as Executive Secretary for the PYC (May 2001 – December 2003).

While the work programme gives the appearance of being a cohesive whole, opportunities for closer integration and synergies of PYB activities with those of other agencies have not been picked up on, largely because of the lack of a clear centralising and unifying core which would provide this cohesion. National youth policies and strategic plans are a natural focus for the PYB work plan; all PYB activities should be viewed according to how these will advance the development of national youth policies and strategic plans.

Recommendation 1.2

That national youth policies and strategic plans of action be the driving force and centralising core for the PYB work plan. All activities of PYB staff and partners should be designed to demonstrably contribute to this focus.

Setting priorities is a vital task for any organisation but especially for a small unit such as the PYB. A mechanism such as an Advisory Group to the PYB could be set up to guide and support the YDA in this task. The composition, function and mode of meeting of this group would be determined through appropriate consultation. However, youth representation on this

team is vital. In the first instance, the youth representative could be the PYC President or nominee.

Recommendation 1.3

That SPC consider establishing an Advisory Group of not more than 10 members to be a sounding board for the YDA and a source of information, guidance and advice. This group should include a mix of representatives from national youth machineries, NGOs, research-related institutions and youth councils/forums.

SECTION 2: PERFORMANCE AND SERVICE DELIVERY

TOR 2

Review the PYB's performance since January 1999 against the four programme objectives and key performance indicators

The *Pacific Youth Strategy 2005* and the *Pacific Youth Bureau Strategic Plan 2003–2005* are the key regional commitments for Pacific youth. Although these documents were developed through a process of consultation followed by ministerial approval, the review team found many government officials, NGO leaders, youth and donor agency staff did not know about the *PYS 2005* and/or the *PYB Strategic Plan*. This situation emphasises that it is urgent that the PYB carries out a concerted and ongoing awareness-raising campaign to remind governments, civil society, donors and SPC staff about these documents and the commitments they entail. This task is particularly important given the proposed Second Regional Conference of Youth Ministers of the Pacific Community in 2005. The PYC could prepare information packages on these two documents for information and media campaigns at regional and national levels.

Recommendation 2.1

That SPC and the PYB undertake a regional and national awareness-raising campaign about the *PYS 2005* amongst government ministers, heads of departments, the community, and youth and other agencies engaged in youth activities and the media, in preparation for the Second Regional Conference of Youth Ministers of the Pacific Community in 2005.

The four objectives of the Pacific Youth Strategy

There are four objectives addressed by the PYB programme, that translate into activities and associated *PYS 2005* key indicators as outlined in Table 1, that provide the framework for the PYB programme. These objectives include: to develop holistic, gender-inclusive, responsible national youth policies; to strengthen youth organisations; to increase the number of skilled young people; and to ensure that the PYB is a clearing house for relevant information on youth activities.

Objective 1: Holistic, gender-inclusive and responsive national youth policies developed by PICTs

- 1.1 Staff of Youth Ministries acquire skills in youth policy development in at least 16 PICTs
- 1.2 10% increase in the total value of grants secured for policy development

Ten national youth policies were completed to the endorsed and adopted stage in the period covered by this review (see Annex 6). These achievements cannot be attributed solely to PYB support, for the CYP also invested significantly in youth policy development in the years from 1995 to 2001. As shown in Table 2, the YDA provided substantial technical and

financial support for national youth policy development. During the review period, TA was provided to 12 countries and funding was secured from Australia and Taiwan/Republic of China (ROC) for this purpose — just a little short of the stipulated outputs. Other forms of support, for example, the cost of phone calls made on behalf of the CYP are not included in these totals.

Table 2: Technical and financial assistance to PICTs in development of youth policies, 1998–2004

	1998	1999	2000	2001	2002	2003	2004
Technical assistance	RMI	Niue Fiji Tuvalu Tokelau	Niue Fiji Cook Is Tuvalu Tokelau Kiribati	Niue Cook Is Kiribati FSM Palau	Niue Cook Is Nauru** PNG** FSM Palau*	Niue [†] Cook Is [†] Nauru ^{††} PNG** FSM**	Tonga*
Financial assistance	Nil	Nil	Kiribati A\$50,000	American Samoa Palau RMI USD 20,000 Taiwan/ROC	American Samoa RMI		

* Advice on the technicalities of the proposed methodology for the development of national youth policy

** Review of national policy

† Final gone through to the Minister and Cabinet

†† Final needs to go through to Cabinet level

Preparing youth policies is a lengthy process and required a number of visits by the YDA. For example, five visits were made to Niue for this purpose despite the fact that a local consultant was recruited for this task. YDA support included raising awareness of why a policy was needed and what this entails, training to the national multi-sectoral teams set up to spearhead this activity, and advice on preparing and editing drafts.

Generally speaking, youth policies were not regarded as a high priority task in the PICTs visited, with the exception of the Federated States of Micronesia. There did not seem to be an appreciation that youth policies are the national political mandates for youth action — that a youth policy is not only a synopsis of youth status (economic, social, political and spiritual) but also the first step to ensuring youth concerns are placed on the table at decision-making forums. Clearly the PYC can give more emphasis in its training programmes to the role of policy, and the ways policy influences planning, legislative and juridical measures. At the time of the review, Tonga's Ministry of Education, which has responsibility for youth, was considering the merits of preparing a youth policy against other priorities for youth development, FSM was working on the strategic plan, and national youth policy drafts were being reviewed in Fiji and Papua New Guinea.

Two points stressed by the Minister of Youth for PNG with regard to the PNG youth policy have more general application to this review of the PYB. The Honourable Minister said that PNG was rethinking the draft youth policy so as to feature:

1. a more developmental approach (as opposed to a welfare approach). *As defined in this review, a development approach focuses on addressing both strategic and practical needs;* and
2. an approach that recognised that youth issues could not be understood in isolation but must be addressed within the family and community. *This is sometimes referred to a family-based approach.*

These views were supported in the FSM interviews. The need for the PYB to adopt a 'development' focus through its programme is a main recommendation in this review.

There was great interest amongst those interviewed for news about how other PICTs were tackling the task of preparing youth policies. FSM greatly appreciated information about the collaboration processes that Samoa has put in place to develop its strategic plan of action (see Annex 7). News that SPC's Demography/Population Section had completed youth databases for nine PICTs under SPC's Adolescent Reproductive Health Project, and that these national baselines had been developed by staff from various National Statistics Offices who undertook work attachments at SPC, was also welcomed. There was strong support for the PYB to build on these nine national youth databases to begin a regional youth database.

Recommendation 2.2

That the PYB, collaborate with SPC's Demography/Population Section to implement a project aimed at creating a regional database of youth, based on the nine national databases already developed.

Emerging policy issue

The team was informed by the United Nations Children's Fund (UNICEF) that UNICEF was supporting the development of national child policies. This initiative is likely to impact on the development of national youth policies given the overlap between the two target groups and the scarce national resources for the task. Some PICTs may choose to prepare one joint policy, for example. The PYB could consider collaborating with UNICEF in this activity.

Objective 2: Strengthened youth organisations

2.1 Effective facilitation of PYC Secretariat and General Assembly

2.2 National youth council personnel trained by PYB in relevant skills

The Pacific Youth Council has a reputation as the major channel for the regional youth voice and has been a valued 'sounding board' for the PYB on youth issues. The PYC was established in 1996 with considerable support from SPC's then Youth and Adult Education section (now the PYB). The aims of this regional, non-government, voluntary association of territorial and national youth organisations were to encourage and strengthen territorial and national youth organisations and promote a regional identity for Pacific youth. The PYC has eight Executive Officers — President, three Vice Presidents (one for each sub-region), a Treasurer, an Assistant Treasurer and two Committee members — each of whom is located in a different PICT. This physical separation of the PYC Executive members is a major stumbling block to effective communication and is costly as well.

PYB support to the effective facilitation of the PYC Secretariat and General Assembly (2.1) included:

- establishing a desk for the PYC Secretariat and administration at SPC, and negotiating for short-term volunteers to staff this post, which comprised terms of three months (1999), three months (2000), three months (2003) and a longer stint of almost 2.5 years (May 2001 – December 2003) (*at the time of the review the post was vacant*);
- securing funding for the 2nd General Assembly of the PYC (2000);
- providing financial assistance for regional meetings of the PYC Executive (e.g. December 2002);
- funding the attendance of PYC delegates to international meetings such as the expert group meeting on global priorities for youth held in Helsinki; and
- promoting the PYC through the *Youthlink* newsletter and website space.

PYB support was warmly commented on by the PYC Vice President (Melanesia). He said this assistance had kept the PYC network alive and had been a key factor in the completion of the PYC Constitution and action plan for 2000–2005. In his view, the loss of secretariat support in the last seven months had seriously weakened the PYC to a point where communications between members were minimal and morale was low. At the time of the review, five PICTs were fully paid financial members of the PYC. Reports pointed to a dwindling in PYC activities in 2003 compared with earlier years and, while the Executive had participated in the planning team for the upcoming 2004 World Youth Festival, it was unlikely that a Pacific delegation would be attending that event due to funding difficulties.

PYC relationships with national youth mechanisms ranged from excellent, in PNG, through to nil, as in Tonga and Fiji. The PNG case study below shows how regional to national and local links can work.

The PYC Desk, PNG

The PYC Vice President (Melanesia) is recognised by the PNG Government as the PYC National Youth Desk. The government provides office space and budgetary support to the PYC Youth Desk, and the Vice President presents the youth viewpoint in government and NGO forums. He is also vocal on youth and development issues through the media. Working from this base, the PYC Vice President has established an NGO youth centre staffed by a group of volunteers whom he is now mentoring through the CYP diploma training. Three of the projects that operate from this centre are a result of proposals submitted by the PYC Vice President to donors. The PYC Vice President arranged an NGO youth meeting of the Recycled Youth for the team, and accompanied the team on interviews. In all ways he is playing both a regional and a national role for youth.

Despite the fact that the PYC has been less active in recent years, there was considerable support for the PYC (or a similar agency) to be the recognised Pacific regional institution to represent Pacific youth at a global level and a major means by which the voice of Pacific youth could be heard in a systematic and independent way. It was noted that most youth programmes were delivered by NGOs.

With the benefit of hindsight, it may be concluded that the support provided by the PYB to facilitate the operation of the PYC Secretariat and General Assembly had been effective in maintaining the PYC operation. However, its support was not sufficient to develop and strengthen this regional NGO to a point where it could function as an independent regional and autonomous organisation. A more strategic intervention to grow this regional agency would be to support the PYC in sourcing funding for programmes that could be run by member PICTs and the PYC on contract for PYB projects and research. The location of the PYC Executive in one PICT, perhaps on a rotational basis, would also facilitate communication.

National youth organisations

All but five of the 22 PICTs served by the PYB had national youth councils or congresses, representing a range of strengths, expertise and organisational styles. Some operated independently and others were linked into government structures (see Annex 8). None had requested support from the PYB for corporate planning although members had participated in the multi-sectoral training organised by their respective ministries. PYB support to national youth councils and congresses included:

- securing funding for a computer system for the national youth council in Tokelau;
- in-country meetings with key NGOs to support the development of national youth councils (e.g. Niue in 2003, Fiji in 1999, and FSM); and
- financial support to the Tonga National Youth Congress (TNYC) Volunteer Scheme.

PYB support to national youth councils and congresses appeared to have yielded more positive and sustainable returns than PYB support to the regional body. For example, the PYB had provided support to the TNYC through the TNYC Volunteer Scheme. The TNYC was found to be a thriving NGO with strong networks with agencies such as the US Peace Corps and UNICEF, and well able to secure funding for its own very focused activities (see case study below). In FSM the youth congress was supported by government and comprised participants from the four states that make up the Federation. It was reported that these vibrant national meetings served a valuable unifying role and function for FSM youth and special mention was made of the YDA's support and presentations at these meetings. At the time of the review the Fiji national youth machinery was piloting a two-tier structure aimed at ensuring a more representative youth voice in national deliberations. The two arms of the community-based tier were the Youth Assembly of the Fiji Islands and the Fiji Youth Forum. The intention is that representatives from both arms will sit on a proposed National Youth Advisory Board. This structure is closely tied to the Ministry of Youth organisational structures. The PYB has not been involved in these activities; however, SPC supports the Fiji annual youth parliaments through the ARD project.

Tonga National Youth Parliament: youth opinion counts

For the last two years, the Tonga National Youth Congress has organised a youth parliament, designed as a respectful forum for young people to present, discuss and debate their ideas on contemporary issues that affect their lives. The youth parliament consists of two days of debate in accordance with parliamentary procedures. As reported, sitting in the chairs of their real parliamentary representatives and facing their Youth Speaker beneath the red and white Tongan National flag in the halls of the Parliament House has been an experience few of those participating had ever anticipated and none will ever forget. In 2002 Tonga's first youth parliament dealt with 'Youth Health and the Law' issues including smoking, alcohol, drugs, HIV/AIDS and sexually transmitted infections. This was so successful that donors immediately approached TNYC encouraging them to do another the following year. The topic for 2003 was 'Employment', seen to be the number one issue facing young people in Tonga. This parliament passed three recommendations that were later submitted to the Tongan Government. These were: to improve the Niuatoputapu Harbour so that there is easier access to foreign markets; to increase the budget allocated to youth affairs from \$10,000 to \$100,000; and to establish a separate and distinct Ministry of Youth.

(Adapted from material provided by Mary McCoy and Miranda Tetlow, TNYC)

An effective regional youth council is built on the strength of national councils, as is happening in PNG. The relationship between the PYB and the PYC is discussed under TOR 9.

Objective 3: A greater number of skilled young people

- 3.1 Young people trained in leadership and related skills
At least 175 youth leaders trained in leadership and related areas each year
- 3.2 Young people more experienced in project development and management
At least 25% increase in the number of projects (with which the PYB has assisted) successfully completed and accounted for to donors
- 3.3 Young people aged 15–24 years in small island states trained in lifestyle skills (*Note: this indicator is discussed under TOR 11*)
- 3.4 Young people better informed about regional trends and best practices in youth development

The leadership training carried out by the YDA in association with national-level agencies has the dual aims of teaching these skills and, at the same time, developing the four modules to be credited towards a Certificate in Leadership. Simply put, the aim of this initiative is to enable participants to PYB training to receive credit for these activities.

The four modules in the SPC Certificate in Leadership

Module 1: Introduction to Leadership	Leadership definitions; leadership models and theories; leadership functions; leadership management contrasts; power and influence; cross-cultural leadership issues
Module 2: Organisational Processes	Group definitions; group development models; group dynamics; interpersonal relationships; conflict resolution and negotiation skills; team-building; decision-making; delegation; community networking skills
Module 3: Leader Attributes	Behavioural theories; values and attitudes; personal ethics; sense of purpose and self-direction; motivation techniques; advocacy roles; emotional intelligence; community service; mentoring and empowerment; gender awareness
Module 4: The Future of Leadership	Future leadership challenges for Pacific youth leaders

Although these certificate-related modules were being taught face to face, the intention was that this training would become available online as well. As the Certificate in Leadership is discussed in more detail under TOR 5, it is sufficient to note here that the idea of preparing and offering these accredited courses is sound, particularly for youth who may not have any other chance for certificated training. At the same time, this is an extremely resource-intensive process.

As reported, since 1999 the YDA had carried out training in 18 of the 22 member PICTs under the three output areas. Training included:

- leadership and self-esteem workshops in American Samoa, FSM, Fiji, Kiribati (two workshops), New Caledonia, Niue, Palau, PNG, Tonga and Tuvalu (two workshops);
- the ongoing piloting of Course Manual material for the proposed Certificate in Leadership to be delivered through distance education;
- project development and management workshops in FSM and Wallis and Futuna, and marketing and a grant-seeking workshop in Palau; and
- small island states training in vocational and lifestyle skills in American Samoa, Commonwealth of the Northern Mariana Islands, Cook Islands, Guam, Kiribati, Republic of the Marshall Islands, Nauru, Niue, Palau, Pitcairn, Tokelau, Tuvalu, and Wallis and Futuna.

The YDA had also collaborated in training programmes with other SPC units and in those run by multilateral and national agencies. These included a Train the Trainers course in Vanuatu (with SPC's Pacific Action for Health and Adolescent Reproductive Health projects, and the Vanuatu National Youth Council) and a Strengthening Youth to Youth Programme in PNG aimed at reducing the spread of HIV/AIDS, which was run in conjunction with the Commonwealth Secretariat.

Project reports indicate that in 2003 key performance indicator 3.1 ('At least 175 young people trained by the PYB in leadership and related skills each year') was exceeded by 56 trainees, with a good spread by gender and by rural and urban participation. A full participation table is set out under TOR 5 (Table 5). Favourable comments were made about the leadership training as being popular, interesting and challenging. The YDA's motivating training style was also noted. Assessing the actual empowerment gains to the individual or the organisation as a result of the training experience is difficult largely due to the absence of downstream tracking of how participants used their skills.

A reliable assessment of achievements in relation to indicator 3.2 was not possible from the available documentation or interview materials. However, a PNG youth leader said the skills in project writing, implementation and accounting he had learnt in the PYB training had been useful to his study for the CYP diploma. Indicator 3.3 is discussed under TOR 11.

Objective 4: PYB a valued clearing house for relevant information on youth activities

- 4.1 A 15% increase in visits to the PYB and PYC websites
- 4.2 All requests for information answered within seven days
- 4.3 A 10% increase in the use of PYB-sourced information by other publications

A robust communication strategy is a vital tool for a small regional organisation that serves 22 PICTs. Getting up-to-date and accurate information to and from national agencies not only keeps everyone informed, it also keeps people together and reaffirms that they are a part of a unified, knowledgeable and focused youth movement. The strategies used by the PYB to keep young people better informed about regional trends and best practices include the website, the PYB newsletter *Youthlink* and verbal and written communiqués. It is curious that there is no print indicator under this objective, especially given that *Youthlink* is the only youth publication in the Pacific and the team finding that *Youthlink* was highly regarded.

As shown in Table 3 below, output 4.1 has been well achieved and justifies the PYB priority to website development. The PYB scored the second highest number of website hits in the SPC Social Resources Division after the Public Health Surveillance programme. This is an impressive achievement. The quality and usefulness of the website are excellent: directions are clear; content ranges from informal news items through to issues-based discussions (regional, national and global); and every PYB report is listed, ensuring transparency of PYB activities. The website is linked to external websites such as the Pacific Islands Development Program, UK Youth and Australian Clearinghouse for youth studies, and is deep-linked to 17 (10 international and 7 Pacific) additional websites of related organisations, which is a factor in the 15% increase in hits. The website is also linked to the Fiji Ministry of Youth and Employment website: visitors to the PYB website can click straight on to the Fiji site. This service could be expanded to include other youth agencies. As noted above, the PYB plans to deliver the Certificate in Leadership training online.

Table 3: Number of visits to PYB website, 2003–2004

Period	Number of hits for PYB website	% increase
Jan–Dec 2003	198,988	15% increase on 2003
Jan–July 2004	216,991	

Given this strong base, the PYB can now capitalise on other uses of the Internet to broaden its outreach and get youth information to those who need and want this. The PYB should consider some of the strategies used so effectively by the Pacific Women’s Bureau, each of which will have resource implications. These strategies include:

- setting up and maintaining an up-to-date mailing list of youth agencies;
- preparing monthly youth e-bulletins for distribution through this network Pacific-wide and globally; and
- setting up a system for sharing of information and dialogue, such as Pacwin (Pacific women’s information network). Pacwin is managed by the desk of the Women’s Communication Officer to optimise fast access.

Given the quality of the PYB website, it is unfortunate that access is an issue in all Pacific countries.⁵ PNG reported they seldom accessed the website or email due to poor lines. While Fiji had better access, a significant number of those interviewed were not aware of the website. Youth department leaders in FSM had reliable access to IT and the Internet but said this was not the case for members of the wider community. This situation reinforces that the Internet cannot be the only or the major way that the PYB communicates with member PICTs.

Print

The PYB newsletter *Youthlink* is the only Pacific publication for youth and was highly appreciated and valued as a PYB activity. *Youthlink* was a source of information on: what other countries were doing; development issues (e.g. ozone layer, dengue fever, cultural heritage, youth rights issues, Asia-Pacific Youth Declaration Workshop on Racism); provocative topics by invited authors; the Small Island States Fund (SISF) and national youth polices; and other programmes, such as the Pacific Action for Health Project and meetings of the PYC and the CYP. In addition to being a source of information, *Youthlink* served a networking purpose — those consulted said the task of distributing their bulk mailing of *Youthlink* had helped keep them connected to their own national affiliates. *Youthlink* was also valued as an outlet for youth leaders to express their views in print and, most importantly, youth enjoyed reading about their own programmes and the programmes of their Pacific colleagues featured in this publication.

Many of those interviewed thought *Youthlink* had ceased publication. Records show that up to 1999, 52 editions had been published but since 1999 there had been 10 volumes only, the last being in November 2003. The YDA said that **time** was the main reason *Youthlink* had fallen behind schedule. An estimated three months was needed to prepare this high quality publication on a regular basis — which included the tasks of soliciting articles, designing and re-packaging these, through to publication and distribution. The YDA said he seldom had this block of solid time to commit to this activity. It was strongly recommended that *Youthlink* must be published at least twice a year and those interviewed gave a commitment to 'provide copy'!

Responses to requests for information (indicators 4.2 and 4.3)

Although no records were available on the number of requests for information and how these were dealt with, the YDA said it was his policy to respond promptly to requests for information. Anecdotal reports from the field were divided on this matter. With regard to indicator 4.3, the team sighted articles and press releases prepared by the YDA and some reports in Pacific publications. It cannot be said whether or not there was a 10% increase in these as stipulated in the indicator.

Emerging issue

The team was impressed with the reports on the way that radio (TNYC, Tonga) and radio talkback (YWCA, PNG) were keeping youth, especially rural youth, informed. Tonga reported that these radio spots were also sensitising older people to youth issues and helped portray a positive image of young people. Given the almost universal access to radio in PICTs, the PYB could give consideration to preparing a monthly radio programme on current youth issues, which could be circulated or sold to public radio stations across the Pacific.

A PYB communication strategy

A communication strategy is a vital tool for a small organisation like the PYB, which serves governments, civil society groups and individuals in 22 PICTs. Getting information about youth and development issues out to partners on a regular basis and generating feedback and

⁵ For example, ITU (Internet host data: Network Wizards, RIPE) lists users per 10,000 population as: Fiji 665; RMI 259; PNG 137; Samoa 221; Tonga 292; and Solomon Islands 49.

discussion are fundamental to the PYB role as lead regional agency for youth. Although its website has been a success, the PYB also needs to focus on other ways of disseminating information so as to broaden its outreach. Bottom line is that youth agencies want and need accurate information and do not always have the resources or time to source this for themselves. Ideally, for example, those interviewed by the team should already have known about the youth databases developed by SPC's Demography/Population Section. A PYB communication strategy could include

- maintaining the website and developing e-bulletins and Pacwin-type information networks;
- ensuring the twice-yearly publication of *Youthlink*; and
- collecting and compiling news releases, information packages and materials on, for example, youth policies, emerging youth issues, and how youth agencies can access technical assistance from other SPC units.

The review team considered a number of options for implementing a PYB communication strategy. For example, the PYB could share the communication post with the Pacific Women's Bureau and either maintain two separate information systems or combine these to produce joint women and youth publications and e-bulletins. Responses suggested there was little merit in either of these suggestions. The Information Officer (Pacific Women's Bureau) said maintaining a proper communication strategy for one bureau represented a full-time workload. It was also noted that the 'specific' focus and expertise of each bureau would be lost or diluted in a joint publication. Preferred options were for the recruitment of a full-time Programme Assistant for the PYB (see Recommendation 1.1), who had some expertise in communications or for the PYB to recruit a full-time Information and Communication Officer.

Recommendation 2.3

That the PYB develop a communication strategy that focuses on information exchange through the Internet, email, print and radio.

TOR 3

Feedback from stakeholders on the quality, quantity and timeliness of services provided by the PYB and how these services could be further improved

PYB services⁶ include: (a) assistance and advice concerning developing (and other aspects of) youth policies; (b) financial support for development activities, meetings and conferences; (c) information about youth-related activities delivered via the PYB website, newsletters and email; (d) secretarial and office support to the PYC; (e) advice concerning project development guidelines and feedback on documents such as funding proposals to donors; and (f) facilitating and providing keynote speeches for various meetings and conferences. Support provided by the PYB for the development of youth policies (a), access to information (c) and support to the PYC (d) have been discussed under TOR 2 and will not be repeated here.

Assessing the quality, quantity and timeliness of specific services is somewhat problematic given the YDA's use of a multi-purpose mission strategy. For example, while the major purpose of a visit might be youth policies, the YDA also undertook a wide range of other activities on these missions. Be that as it may, stakeholder feedback on PYB services ranged from wholehearted support for the quality, timeliness and quantity of these from PICTs the

⁶ This definition of services was provided by SPC (pers. comm. D Gowty, 2004). Separating 'services' from HRD activities (see TOR 5) in this way was difficult for the review team who saw all PYB activities as HRD-focused.

YDA is working closely with, to little comment from PICTs not presently working with the PYB, through to 'well regarded but could do more' types of comments. The PYB role in accessing funds for international meetings, regional and national youth programmes was very highly regarded and expected. In fact, the impression gained by the review team was that a significant group of those interviewed saw funding assistance to be the major TA provided by the PYB. Reports showed the YDA had assisted local agencies secure funding for:

- youth projects in Vanuatu and Solomons, Palau, Cook Islands and Niue;
- the Samoa National Youth Awards; and
- the participation of Pacific youth in international conferences — for example, at the time of the review the YDA was sourcing funding for youth to participate in the Barbados+10 meeting (Mauritius, January 2005) and a related preparatory meeting in Nadi (October 2004).

The review team had mixed views about the amount of time the YDA should spend in writing and following up funding proposals. For example, was this effective use of the PYB's TA? Could this be justified if the funding proposal targeted a practical project and featured a training component (e.g. training in how to write proposals) but be less justifiable when the funding was for a few individuals to participate at an international conference? The team saw services relating to funding to attend conferences as a low priority for the PYB, and more of a national responsibility.

The YDA regularly presented keynote addresses mainly at national but also at regional meetings, such as those of the Commonwealth Secretariat and the CYP. He was also a panellist at the WHO International Conference on Tobacco and Health (Japan, November 1999) and had presented a paper at the Triennial Conference of Pacific Women (2001) which challenged delegates to involve young women in their programmes, especially in leadership roles. As a member of the SPC Joint Tokelau Mission (1999), the YDA had assisted youth agencies to identify programme needs and to gain funds from New Zealand for office equipment.

Reports, evaluations and anecdotal feedback showed appreciation for the professionally delivered services provided by the YDA, especially in FSM and PNG. With regard to quantity, Table 4 shows an impressive number of country visits were carried out in the review period, each of which is likely to have included services as well as human resource development (HRD). There was an even spread of visits by geographic area (Melanesia 9; Micronesia 10; Polynesia 13; and French territories 6) and again mention must be made of the PYB's efforts to draw the Pitcairn Islands, Tokelau and the French-speaking communities into the SPC family. The fewer visits recorded in 2000–2001 are in the period when the YDA was also overseeing the Pacific Women's Bureau.

Table 4: Geographic spread of visits by PYB, 1998–2003

Country or territory	1998	1999	2000	2001	2002	2003	No.
American Samoa	X						1
Cook Islands		x	X			X	3
Fiji Islands		xx	Xx				4
French Polynesia	x ¹	X ²					2
FSM				X	X		2
Guam	X						1
Kiribati					X		1
Nauru	X	x					2
New Caledonia				X(Lifu)		X(Lifu) XN Prov	2
Niue	X					X	2
Northern Mariana Islands	X						1
Palau	X			X			2
Pitcairn	X						1
Papua New Guinea						Xx	2
RMI	X						1
Samoa	X						1
Solomon Islands							2
Tokelau		x ³ x					
Tonga						X	1
Tuvalu		x				X	2
Vanuatu						X	1
Wallis and Futuna	X	x					2
Other		X ⁴					1

Source: PYB travel reports (1998–2003)

1 First Regional Conference of Youth Ministers of the Pacific Community, 30 June – 1 July 1998

2 CRGA Meeting and First Pacific Community Conference, Papeete, 28 Nov – 12 Dec 1999

3 Japan, panellist at World Health Organization International Conference on Tobacco and Health, 14–18 Nov 1999

4 SPC Joint Tokelau Mission 9–20 May 1999 (Director-General, Health and Women, Fisheries, Youth, Communication, Statistics)

As stated above, comments about the timeliness of services ranged from good to not so good. However, attention was drawn to the fact that the PYB office was unmanned during the periods the YDA was on duty travel. This reinforces the need for a PYB communication strategy and staffing to ensure continuous PYB services. A regional agency should maintain a relationship with all its constituents, not only those with which it is currently working.

TOR 4

Analyse the extent to which PYB has met the identified needs of youth

Deciding what goals to prioritise so as to meet the identified needs of youth is a major task for a regional organisation, as is choosing the programmes that might best address these needs. For example, should the PYB give priority to addressing **basic needs** (i.e. needs that usually can be addressed by a specific measure) or **strategic needs** or both? A strategic needs approach, which is often termed a **development approach**, involves questioning to find the root causes of needs with a view to changing (transforming) the present ways of doing things. It is characterised by questioning, examining alternatives and ensuring people have the information they need to make informed choices.

Identified needs

The team read a wide range of publications featuring the social, economic and physical needs of Pacific youth, generated by government and civil society agencies, researchers, youth

administrators and leaders, and youth.⁷ Findings from a few of these reports are presented to highlight both the commonalities and the context-specific nature of youth needs that the PYB must take into account. These examples also illustrate a mix of interventions focused on basic needs and strategic needs. The way that changing times influence needs added another level of complexity; emerging issues included the increase in poverty-related crimes, the effects of HIV/AIDS, and the peace and security issues emerging as a result of civil and ethnic conflicts in PNG, Solomon Islands and Fiji.

Real security is multi-dimensional and cannot be assured in the Pacific unless resources are protected and managed sustainably and the development needs of people are met including:

- Economic, social political and environmental needs
- Rights and opportunities especially for youth
- Redressing social and economic inequality
- Protecting vulnerable groups especially women, persons with disabilities and ethnic minorities ... (Apia Civil Society Organisation, Statement to the Forum Leaders, 35th Pacific Islands Forum Summit, August 2004)

One of the themes that cuts across the quotes from youth is that they are struggling to be heard. Young people in the Pacific want to be listened to, talked with, and supported at home, in the community and in the region. They are negotiating their own personal changes in a rapidly changing socio-cultural environment. They need support and an opportunity to share their frustrations and hopes. (UNICEF, *State of Pacific Youth Report*, 1998: ix)

Major problems faced by youth.

Young people mentioned unemployment, illicit drug use, alcohol abuse, smoking, crime, sexually transmitted infections, racial intolerance, peer pressure, suicides and the generation gap as major problems facing youth in Fiji today. (ECREA, *Listening to Youth: A nationwide survey to gauge the fears, hopes and dreams of youths in Fiji*, April 2002: 8. Sample comprised 1008 youth aged 15–29 years; urban 641, rural 367; male 556, female 452.)

⁷ These publications include: the HIV/AIDS Regional Report; ARD materials (SPC); EFA national plans (UNESCO); national employment data and projects focusing on livelihood security (e.g. FAO Future Farmers and the UNDP Pacific Livelihoods project); the Apia Urban Youth Study (UNDP and Government of Samoa 1996); national youth policy reports and drafts; poverty reports; suicide data; and reports focusing on teenage pregnancies and alcohol, tobacco and drug use.

Major youth issues in the Pacific	Chief assets of youth	Ways to help youth
drugs, alcohol unemployment, suicide, lack of knowledge of culture, lack of self confidence, lack of motivation, unplanned pregnancies, especially in very young girls (12–15 year olds), cultures changing with conflict between traditional and western cultures, no place for youth to meet, broken families, getting into mischief, trouble, communication in families, coping with relationships and awareness of sexuality	family, community, knowing one's abilities, self-confidence, modesty, motivation, fresh views, willingness to try and accept new challenges, willingness to fail, willingness to question, growing sense of tolerance, no pre-conceptions, understanding of other youth, will, performance skills, physically strong, enthusiastic, ability to adapt quickly, want to improve things, want to be involved, passion and self-reliance, ability to make friends, sense of humour, a sense of fun, still have choices available, able to work together, able to set goals if helped, their potential, they will be the decision-makers in the future	Have more forums Have gatherings like this to encourage other youth to talk Keep this forum network going Help us initiate activities at home, outside of government or other groups Media freedom; Media stories about youth who have overcome challenges or hardship, Leaflets, written by youth, videos about youth, Newsletters Youth councils and a real Pacific Youth Council Help us gain confidence to speak in front of a lot of people Well-trained counselors available for confidential support Train young people to help other people Develop volunteer groups Provide good role models Develop leadership skills Allow youth to take leadership roles Help us succeed Help youth to learn about their assets Encourage youth to stay in school Help youth understand that they mean something in the community Saying thanks to them for good work Support youth in their special skills Advertise organisations activities available to youth Share results of national follow-up activities Listen to youth and hear them Find ways to help the youth voice be heard Youth empowerment through collective action

Source: Pacific Youth Forum (UNESCO, Peace Corps in the Pacific, 1998: 106)

These data and data from other reports support the recommendation that the PYB needs to adopt a development approach in its work plan — that is, a focus on strategic as well as basic needs.

The PYB work plan

The *PYB Strategic Plan 2003–2005* lists youth needs that are seen to be a priority and do-able within the PYB resource base. There are few references to what could be considered 'emerging youth issues' or 'development' interventions in the plan; this is probably why a significant number of those interviewed thought (a) the PYB had become 'out of touch' with youth issues and/or (b) the *PYB Strategic Plan* presented an 'official' version of youth needs which was not necessarily the whole or even an accurate picture. The PYB view seemed to be that issue-specific needs — such as suicide and HIV/AIDS — were best addressed by agencies with expertise in these fields. However, subject to resources, the PYB had collaborated in issues-specific programmes.

There was a clear expectation amongst youth leaders, youth and donors interviewed that the PYB as lead regional agency for youth should be applying a development approach in its

programmes⁸ or at the very least supporting national mechanisms by accessing, critiquing and fostering regional and national discussion on emerging youth issues and theories. The review team agrees with this view.

Recommendation 4.1

That the PYB adopt a development approach in its work plan and programmes, and that a paper on this be prepared for discussion at the Second Regional Conference of Youth Ministers of the Pacific Community in 2005.

TOR 5

With specific regard to human resource development, review the approaches used by the PYB to build capacity in SPC member states

The *PYB Strategic Plan* identifies a diverse basket of HRD-related skills aimed at building the capacity of individuals and national systems. HRD strategies used by the YDA include:

- face-to-face training in national workshops (e.g. leadership training, training in project development and management skills, and business skills through the SISF training);
- the development of training materials for the proposed Certificate in Leadership;
- support for systems building (e.g. support to the national teams established to coordinate national youth policies, support to national SISF management teams, and secretariat support to the PYC); and
- the Pacific Youth Awards for Excellence.

Taken together, these strategies absorb a large amount of PYB resources. The main challenge for the YDA is to capture the synergies between activities so as to maximise the benefits of HRD training. Another significant challenge is to draw on the expertise and resources of other SPC units and partner agencies to assist the PYB to achieve its HRD goals.

Face-to-face training

PYB training services and financial support to training have undoubtedly provided a large number of male and female youth with the chance to participate in a training experience. Table 5 shows 923 youth leaders (355 male and 569 female) participated in training carried out by the PYB in partnership with Youth Ministries in the 1998–2002 period. The high levels of female participation should be noted, especially given the reportedly widespread perception that ‘youth’ means males.

⁸ The Pacific Women’s Bureau applies a development approach in its work plan.

Table 5: PYB training focus by location and gender, 1998–2002

Year	Project location	Training focus	Form of assistance	Number of participants		
				Male	Female	Total
1998	Alofi, Niue	Leadership Development	Training Services and Financial Support	24	30	54
	Funafuti, Tuvalu	Leadership Development	Training Services	11	19	30
1999	Wallis Island	Project Development and Monitoring	Training Services and Financial Support	13	14	27
	Koror, Palau	Leadership Development	Training Services	17	41	58
	Suva, Fiji	Leadership Development	Training Services	28	23	51
2000	Wallis Island	Leadership, Project Development, Gender Training	Training Services and Financial Support	9	50	59
	Futuna Island	Leadership, Project Development, Gender Training	Training Services and Financial Support	38	55	93
	Suva, Fiji (sub-regional workshop involving 12 countries)	Leadership, Confidence Development and Adolescent Health	Training Services	19	19	38
	Majuro, Marshall Islands	Programme Planning	Training Services and Financial Support	20	20	40
2001	Koror, Palau	Leadership Development	Training Services	8	6	14
	Yap State, FSM	National Youth Policy Development	Training Services	3	14	17
	Outer Islands, Cook Islands	Leadership and other related subjects	Financial Support	7	140	147
2002	Kosrae, FSM	Leadership and Project Planning	Training Services	21	8	29
	Port Vila, Vanuatu	Leadership and Self-esteem Development	Training Services and Financial Support	36	40	76
	Port Moresby, PNG	National Youth Policy Development	Training Services and Financial Support	25	13	36
	Tarawa, Kiribati	Self-esteem Development	Training Services and Financial Support	29	21	50
	Nauru	Project Development and Management	Training Services and Financial Support	17	25	42
	Tarawa, Kiribati	Leadership Development	Training Services and Financial Support	30	31	62
Total				355	569	923

Source: Report, Pacific Youth Officials Technical Meeting, Noumea, 2–6 December 2002. SPC.

As noted in Table 5, most of the PYB training has been at the national level although one sub-regional workshop involving 12 countries was held in Fiji in 2000. The focus on modules for the Certificate in Leadership is also noted.

Participation in PYB training has been excellent. There is less evidence to show that participation has contributed to a relatively permanent change in participants' self-awareness, or in the capacity of the agency they work with, due to the quite general nature of report evaluations and a lack of attention to measures to track any downstream impacts. However, most people interviewed were aware of the training and had heard this had been useful to participants. The CEO of the Tonga Family Health Association said he had found the leadership skills useful when he had had to develop community activities for the Pacific Action for Health Project and the Vice President of the PYC (PNG) said the PYC leadership training had helped his study for the CYP diploma. The fact that the latter has established an NGO centre staffed by a group of volunteers, whom he is now mentoring through the CYP diploma training, is testimony to the flow-on effects of the PYB training. The following comments taken from a PNG training evaluation report highlight that participants do intend

passing on the skills they learn at workshops and also indicate their expectations of what makes a good workshop:

- language of training (vernacular) and training materials simplified and translated to Tok Pisin;
- more examples in manuals, which participants can use effectively in follow ups;
- more workshops in the Provinces and rural areas;
- more Training of Trainers workshops;
- opportunities for youth leaders to attend training in other countries;
- assistance with follow-up planning for participants to organise their own workshops;
- introduce learning strategies especially to motivate women;
- use more young trainers for the training in future workshops; and
- use local trainers more often.

Systems/institutional capacity building

By way of contrast, the HRD support that the PYB had given to systems building activities was much easier to review due to the more purpose-driven focus of these activities and the specificity and visibility of outputs. As noted under TOR 2, YDA support to the national coordinating teams set up to prepare national youth policies and strategic plans of action had been a key factor in the progress made. The YDA's support for setting up financial and management systems for the SISF project was also highly regarded, as will be discussed under TOR 11.

The HRD component in this 'systems building training' featured on-the-job training in skills such as establishing group goals, agreeing to procedures to achieve these goals, putting these procedures in place and then abiding by these. After the training input, the local management teams had the time to practise, refine and adapt these skills to achieve the desired goals. Once learnt, these skills could be applied to other similar situations.

In sum, the PYB's HRD support to systems building activities represented a specific response to a specific need at a specific time. The review team saw this training as a most efficient use of PYB resources.

Training materials development for the Certificate in Leadership

The development of training materials for the Certificate in Leadership has been a long and resource-intensive activity for the YDA, including tasks such as writing and piloting materials (in FSM, Vanuatu and Kiribati in 2001 and 2002) and then adapting these materials. Progress in the certificate has been slower than anticipated: no certificates have been awarded as yet. This slow progress is not surprising given the view expressed by a University of the South Pacific (USP) staff member, engaged in a similar task, that the development of four certificate courses was the equivalent of a full-time workload.

The idea of crediting PYB training in this way was seen to be a sound HRD activity by those interviewed, especially if the certificate were to open up choices such as entry to further training or better job opportunities. At the same time there were questions about the amount of resources directed to this activity — was this the most effective use of YDA time, and did the focus on the certificate adversely affect other aspects of the PYB work plan including the YDA's ability to respond to other training requests? There were also questions about the need for this certificate given the increase in the number of leadership training programmes such as USP's Community Worker Certificate, which has a youth component. On this point, the review team was quite frankly amazed at the number, range and quality of training course outlines and materials shared with the team during the review visits, from certificate through to postgraduate levels, and including courses that combined face-to-face and online learning.

Some of these are set out in Table 6. As seen, some of these courses have in-house accreditation and some are accredited by a formal institution.

Table 6: Some of the training courses available for youth, 2004

Agency	HRD activity	Comment
Community Education Training Centre, SPC	Certificate of participation	Scholarships available for women from all SPC member PICTs. Flexible entry
University of the South Pacific	Certificate in Community Development	Delivered throughout the USP Distance and Flexible Learning Support Centre network. Includes a youth stream
Commonwealth Youth Programme	Diploma in Youth and Development Certificate in Youth Work	The diploma is available in the 52 Commonwealth countries, including the 12 Pacific Commonwealth countries where it is available on demand
Pacific Islands Association of NGOs and Unitec NZ	Graduate certificate for not-for-profit organisations	
UNICEF	Pacific Stars Life Skills Programme (Tonga, Solomon Islands, Vanuatu, Kiribati, RMI, FSM, Niue)	Over 2000 young men and women in Tonga have participated to date and 37 have completed the Train the Trainers course
Regional Rights Resources Team, UNDP	Short-term training through both formal and informal channels involving practical on-the-job exercises	
Fiji Women's Crisis Centre	Short-term training through both formal and informal channels involving practical on-the-job exercises	
Pacific Foundation for the Advancement of Women	Broad range of modules and resource materials	

Based on these and other views, the PYB should revisit the decision to continue developing the PYB Certificate in Leadership, as well as reconsidering the way to develop it. Any changes should be done with an eye to making provisions for youth who have already begun working towards the certificate.

One option would be for the PYB to recruit a consultant for a one-year period to review, revise and complete the certificate modules and prepare a plan for its delivery. This could include the PYB liaising with other SPC units (such as the Community Education Training Centre, CETC) and/or training agencies listed in Table 6 to discuss the possibility of accrediting training from their respective programmes to the proposed PYB certificate and vice versa. Following up this option would ensure community-based youth have access to certificated training.

Another option is for the PYB to request an accredited educational agency such as USP to take up this project in total, including making arrangements for passes already gained to be accredited towards that agency's programme. PYB materials already in hand could be offered to the chosen agency as resources.

Recommendation 5.1

That the PYB revisit the decision to develop the Certificate in Leadership.

Other materials

Materials prepared with PYB support included a partnership promoting an adolescent reproductive health pamphlet by the Solomon Islands Development Trust, and a self-esteem development pamphlet, which had been translated in English, I-Kiribati and French. A Bislama version of this pamphlet is also being prepared. As reported, over 900 participants had drafted and pre-tested the self-esteem pamphlet during the training and before the pamphlet was produced — this is another tangible HRD output.

Pacific Youth Awards for Excellence

At the meeting of youth Technical Officers (December 2002), it was proposed that:

countries establish their own award schemes as they see fit but with the inclusion of Youth of the Year and Youth Worker of the Year Awards in both male and female categories.

the regional award scheme be introduced by the PYB in 2003 but to be restricted to the award of Youth of the Year and Youth Worker of the Year Awards in the form of Commemorative Plaques to be presented by the PYB to all those who are selected for the above awards by member countries each year.⁹

No awards have been made under the proposed regional scheme. However, in 2001 and 2002, the PYB provided financial assistance to Samoa's Ministry of Youth to carry out its National Youth Initiative In-service Awards for Young People scheme. The Samoan scheme offers two categories of award — a group award and an individual award. Awards in both categories are presented annually at the National Youth Day held in May. The awards are advertised at least six months prior to this date, and booklets outlining conditions, criteria for the awards and applications are widely circulated. Staff members from the Ministry of Youth visit all applicants (groups and individuals) and select finalists for judging by a group appointed for this task.

The Ministry of Youth staff said they had found the workload in getting this scheme underway in the first year very exhausting. However, they expressed great satisfaction that these awards had encouraged 'better youth projects, improved documentation of projects and more national recognition of youth'. There had also been some global returns from this programme. Samoa's winning entries had been successful in the Pan Commonwealth Youth Awards (a CYP programme) in 2003 and then had won both the gold and silver awards at the World Commonwealth Secretariat Awards, ahead of entries from the other three Commonwealth regions.

The benefits associated with a youth award scheme are immeasurable, including gains in youth esteem and national recognition that youth do contribute to community, national and regional development. Investing extensive time in a regional Pacific Youth Award is not a priority at this stage: the PYB should focus on national-level awards, particularly in those PICTs that do not yet have these. The PYB should also review ways of putting in place a system of national–regional–global awards for PICTs that are not eligible for the Commonwealth scheme. The PYB could partner with the CYP in running a parallel scheme for those PICTs.

To conclude, two frequently asked questions about the PYB's HRD strategy were (a) was leadership the priority training requested by all PICTs? and (b) was it efficient use of PYB

⁹ The CYP has a regional youth award scheme for Commonwealth countries. Successful regional projects are eligible for the global Commonwealth Youth Award.

resources for the YDA to carry out such a large amount of national training, given the large number of skilled and experienced local trainers available who could do this, and the preference for local trainers and tailor-made training? Suggestions to reduce the YDA workload included more use of sub-regional meetings (e.g. geographic- or needs-based), skills exchanges, and twinning or mentoring arrangements. An example given was for Samoa to support Tonga in getting the youth policy process underway, while the Tonga National Youth Council could support American Samoa in developing its youth council. In line with the *PYB Strategic Plan 2003–2005* priority aim 3 of assisting the PYC and other youth organisations to build in-country capacity for youth development, the PYC could also recruit PYC members to coordinate local training. This would reinforce a national role for the PYC.

Taken together, these views suggest that the PYB could adopt more of a brokerage role for HRD activities. This role could include tasks such as: coordinating requests for training; collaborating with other partners in meeting these; developing a database of training materials and programmes available and a register of trainers of Pacific youth workers; and sourcing funding for youth worker/leadership training.

Recommendation 5.2

That the PYB play more of brokerage role in HRD training.

TOR 6

How does the PYB plan for and achieve sustainable outcomes and integrate gender issues into its work programme, and how does its work contribute to poverty alleviation?

Planning for sustainable outcomes is a complex task and especially so when this involves 22 PICTs. Sustainable outcomes relate, first, to the selection of activities to be included in the PYB work plan and, second, to the way these are implemented in relation to factors such as the relevance of the activity to the participants' identified needs, pre- and post-programme activities and measures put in place to ensure programme outcomes are picked up on and supported. Realistic monitoring and evaluation procedures and the use of social impact studies to document outcomes (intended and unintended) are also necessary to plot programme sustainability and to set the basis for further planning.

The *PYB Strategic Plan 2003–2005* does focus on activities likely to have longer-term or sustainable outcomes. National youth policies and strategic plans of action, the Certificate in Leadership training, the SISF project and the Pacific Youth Awards fall into this category. With respect to planning for sustainable outcomes from programmes, two points are noted. First, it would be beneficial for the PYB to highlight factors considered likely to contribute to sustainable outcomes, identify strategies to monitor these points and then carry out monitoring and evaluation at those points. As stated, these data are the platform for further planning. This strategy would be beneficial to the PYB's own planning but also in regard to the expectations the PYB holds for its collaborating national agencies. Second, the PYB plans sighted are quite generic in nature. This was discussed with the YDA who assured the team that in actual training the local content and context were added to these generic materials by local resource people. It would be valuable if this local content were recorded and, where appropriate, featured in subsequent planning. This information could be valuably shared in the form of publications on lessons learnt and best practices.

Recommendation 6.1

That the YDA, with support from the SPC Planning Unit, focus on identifying factors that contribute to programme sustainability for youth.

Gender

The PYB shares the same mandate and has a longstanding relationship with the Pacific Women's Bureau. Reports show the YDA secured funding for a Women's Triennium meeting, where the YDA presented a session. The YDA had also carried out collaborative training with staff from the Pacific Women's Bureau and was found to be well versed in gender issues, including the CEDAW requirements and the Pacific Platform of Action. His stated aim was to ensure that women and girls were included in all PYB programmes. It was also found that all PYB participation data were disaggregated by gender as a matter of routine; reportedly the PYB was the only SPC programme to do this.

As shown in Table 5, the PYB had achieved the goal of equitable access to training by gender. There was less evidence, however, that women's aspirations, needs and/or resources were taken into consideration in PYB programmes. Nor had there been efforts to determine the differential impacts of PYB programmes by gender, so as to identify where affirmative actions for women and girls may be necessary.

Recommendation 6.2

That the PYB, supported by the Pacific Women's Bureau and CETC, review its programmes with the aim of ensuring these take into account the needs of women and girls.

Poverty alleviation

As reported to the team, all of the PYB programmes are developed with an eye to poverty alleviation. For example, the national youth policies highlight vulnerable groups and identify strategies to address the sources of youth vulnerability, while the PYB's HRD training programmes teach skills that youth can use for their own advancement. However the PYB's SISF programme, underway in the 12 smaller PICTs, specifically targets unemployed young men and women between the ages of 16 and 24 years (see TOR 11). As outlined in the SISF planning document, this is the group seen to be most affected by unemployment and the group not usually targeted in development interventions. The SISF aim is to give youth the opportunity to 'participate productively in the development of their countries through in-country training programmes that are cost effective and relevant'. The training focus identified by the 12 member PICTs included fishing, boat construction, gardening, sports, arts/crafts, trades, and small business development.

Measuring what inroads PYB programmes have made in alleviating youth poverty is another matter. Deciding how poverty is defined (and addressed) poses several conceptual difficulties which will not be discussed. However, reports show the national SISF committees were having difficulty defining poverty and identifying groups that fitted those criteria. The PYB has a role to play here. Based on emerging research and in partnership with staff from the Asian Development Bank (ADB) based at SPC,¹⁰ the YDA should carry out a case study to document how Pacific youth define (and experience) poverty and also how they believe this situation can be addressed. Some of their suggested actions could be piloted by the PYB. These data could serve as the criteria for PYB programmes focused on poverty alleviation and for SISF planning as well.

¹⁰ ADB has a staff member at SPC assisting with the development of the ADB's third Pacific strategy, which has the aim of priorities for the poor.

Recommendation 6.3

That the PYB carry out a case study to document how Pacific youth define and experience poverty and how they believe this situation can be addressed.

Disabilities

Discussions with a very vocal NGO group in Suva resulted in the recommendation that the PYB document the experiences and needs of youth with disabilities, with a view to mainstreaming these identified needs into PYB programmes. This activity should be done in collaboration with groups such as Inclusion International and national IHC mechanisms.

Recommendation 6.4

That the PYB carry out a pilot study to document the experiences of youth with disabilities.

Youth as a career pathway

Visits confirmed that national youth agencies — government agencies and NGOs — were vastly under-resourced. Clearly ‘youth’ was not a priority ministry and perhaps not even a ‘proper job’ certainly not a career pathway. Many of those holding youth posts were ex-teachers, those looking for promotion in other fields and/or community educators. Youth agencies were also in the peculiar situation that dynamic leaders tended to move out as they got older — so representing a loss of experience, history and ‘face’ to youth issues. The review team found that PNG had an HRD strategy promoting degree level study for staff and CYP diploma study for members of the PYC. Apart from this, there was less understanding that working with youth required excellence in a specific body of knowledge skills and attitudes or, that sustaining and progressing the youth mandate required the services of a skilled and experienced cadre of youth professionals.

In planning for the Certificate in Leadership, the PYB has indicated that youth leaders require specific skills. Other examples of training options aimed at enhancing the skills of youth leaders have been noted in this report, including the option of accreditation by quality assurance agencies such as the New Zealand Qualifications Authority. The PYB as the lead regional agency for youth has a role to play in furthering debate on the issue of youth work as a profession and career pathway. This role would include identifying the sets of expertise and knowledge in youth issues and development strategies that a youth professional requires, and researching regional and global examples of how this issue is being addressed. These and other activities will reinforce that working with youth is a profession and will assist with setting in place the steps to achieve this goal.

Recommendation 6.5

That the PYB prepare a discussion paper on the professionalisation of youth work for tabling at the Second Regional Conference of Youth Ministers of the Pacific Community in 2005.

SECTION 3: STRATEGIC DIRECTIONS FOR THE PYB PROGRAMME

TOR 7

Priority needs in the sector, as expressed at national and regional meetings, in recent research and from stakeholders during fieldwork

Many of the priority needs for the youth sector expressed in reports, interviews and forums are predominantly issues-based, and solutions are targeted by issues-based agencies — such as the HIV Regional Strategy. Three priority needs cutting across the sector and explicitly raised in every discussion are: youth participation in decisions that affect their lives; strategies to ensure youth issues are taken account of in national decision-making forums; and planning for, identifying and promoting a regional voice for youth.¹¹ Each of these inter-related needs points to a questioning of the status quo, and a development stance on youth issues.¹² Each is a central issue in the governance agenda.

Youth voice — participation

We were listened to which was fabulous; we need an active youth forum; hopefully this forum is the beginning of the battle; I had not realized so many issues for youth were common through the pacific; the spirit of others at this forum will encourage me to do things, for I know my fellow leaders from other countries are thinking of me and doing the same. (Pacific Youth Forum, Brisbane, UNESCO, Peace Corps, TAFE)

While a youth ‘right to be involved’ view was not presented to the review team, there was a strong feeling that youth knew about and understood first hand the inter-related effects of the rapid social and economic changes on Pacific youth today and should have a chance to present their views. The ‘truth’ of the youth voice compared with official reports was mentioned, as was the view that youth participation led to better solutions. There were questions of who should speak for youth (age and status) and the insufficient (and ineffective) avenues for youth participation. How cultural values of respect hampered youth communication within families and communities and set the pattern for a youth ‘silence’ in national decision-making processes was also discussed, with deep emotion. This almost always led to discussions about youth having no one to share their concerns with, the need for counselling services, and related outcomes of this situation such as teenage pregnancies, suicide and issues of identity. Suggested points for PYB support included:

- training in collecting and interpreting data with a view to presenting an accurate picture of youth, and in advocacy, lobbying and media skills; and
- solid support for the Pacific Youth Council or congresses that are the traditionally recognised avenues for the voice of youth, and also for newer forums such as youth parliaments.

Youth participation and communication (within families, communities and national decision-making forums) and the inter-connectedness of youth issues were the central issues. Youth wanted to be involved, could make informed decisions, and were not being disrespectful

¹¹ These views are consistent with the recommendations of many Pacific reports — such as the Apia Urban Youth Survey (UNDP and Government of Samoa, 1996); a PNG study ‘Youth and Religion’ carried out by the Melanesian Institute (1992–1993); Samoa’s National Youth Policy (Government of Samoa, 2002); and the NGO report *Listening to Youth* (ECREA, 2002) — and with global views of youth needs as well.

¹² As defined in this report, a development approach involves measures aimed at changing prevailing attitudes and structures.

when they tried to present their views. A programme on youth participation and unravelling the factors influencing this in the Pacific's predominantly family-based societies is outlined below for consideration.

Youth issues on to national agenda and planning

'Youth' did not appear to be a national priority in terms of political will, budget allocations or administrative provisions. Further, while PICTs had committed to the *PYS 2005* and to developing national youth policies, there had been little sustained effort in following through on these commitments. There were strong views that for anything to change, Youth Ministries needed to be located in or next to planning departments. Suggested PYB support included:

- teaching youth how to strategise to achieve youth participation in national and community decision-making. What were the skills, processes and arguments youth could use? For example, there was great interest in the review team's news that PNG was considering the idea of establishing a 'nominal seat' in parliament for a youth representative and that the newly established PM Think Tank in Fiji included two youth representatives (both male);
- establishing baseline data to monitor changes in youth status. It was recommended that the seven national youth databases developed by SPC's Demography/Population Section under the ARD project become the first step in the development of a regional database; and
- determining how to identify and address legislative and juridical issues that impact on youth. A pilot case study in a PICT was suggested to identify strategic points for intervention.

Youth issues on to Pacific regional agenda

Views were that youth concerns must be on every regional decision-making table and that the PYB had a lead role in making sure this happened! Youth were rather tired of being labelled 'a political time bomb' by regional and national political leaders, especially when these comments were not backed up by actions (Recycled Youth Forum, PNG). Actions for the PYB included:

- offering a programme of solid, informed and comprehensive advocacy for youth concern at regional forums, especially the upcoming deliberations on the development of the *Pacific Plan* by the Forum Secretariat. This would help youth identify with a regional youth movement, a movement that is progressing and on target; and
- sourcing positive portrayals of youth to balance and replace the predominantly negative portrayal of youth in the media.

Clearly the PYC is well placed to play a lead role in lobbying for youth participation in decision-making and in strategising to ensure youth representation. For example, a requirement for the PYB's SISF project is that the national management committees established to run the scheme comprise: a representative from the ministry/department responsible for youth affairs (chair); the national youth council or the equivalent of a National Youth Service provider; the SPC contact in the national youth mechanism; two secondary school students (one male and one female); and one person under the age of 24 years to represent the private sector. Other strategies shared with the review team were from PNG, where consideration was being given to the idea of establishing a 'nominal seat' in parliament for a youth representative, and from Fiji, where the newly established Prime Minister's Think Tank in Fiji includes two youth representatives, both of whom are male.

It would be useful for the PYB to collaborate further with agencies and organisations already developing similar programmes aimed at ensuring the voices of groups not included in decision-making are heard. These agencies and organisations include national women's mechanisms and women's agencies such as the United Nations Development Fund for

Women (UNIFEM), Regional Rights Resources Team (RRRT), Fiji Women's Rights Centre, and Pacific Foundation for the Advancement of Women (PACFAW).

Recommendation 7.1

That the PYB document a set of Pacific strategies (or best practices) for increasing youth participation in regional, national and community decision-making forums. These should focus on both the attitudinal and structural factors influencing youth participation.

The inter-related impacts of changing times

Every youth is confronted with the task of attaining independence according to culturally relevant definitions. (UN, *World Youth Report 2003*)

Interviews revealed the extent to which Pacific youth are being affected by the rapid economic and social changes the Pacific is experiencing. Further, they showed how changes in family structures, such as the increasing number of nuclear and solo-headed families, have weakened the social institutions and customary ways that sheltered youth from the worst effects of development in the past. It was pointed out that much of the emerging data on youth are issues-focused — such as HIV/AIDS, substance abuse, educational access, unemployment and the effects of incipient poverty — as are the suggested strategies to address these issues. While extremely valuable, these touched only one aspect of what was described as a holistic issue involving the physical, social and economic, emotional and spiritual security of youth, and their feelings of identity in an increasingly globalised community. There were many reminders that it was necessary to apply an integrated or cross-cutting approach to youth issues; these could not be addressed in isolation. This belief is evident in the saying, *It takes a village to raise a youth*, which was quoted to the team. The ways rapid urbanisation had resulted in a generation of youth with little experience of the customary ways was also noted and, as reported, the lengthy civil strife in Bougainville had resulted in a generation of young parents who had never had a school experience.

While there was much discussion of the effects of changing times, particularly at national forums, it seemed that these issues tended to be placed in the 'too-hard basket' when looking for a way forward. Clearly, agencies needed assistance in understanding and formulating a strategy to address the cross-cutting effects of rapid change especially, how to achieve a balance between the traditional and modern ways. A PYB strategy could begin at regional level with dialogue aimed at understanding how the rapid social and economic changes the Pacific is experiencing are impacting on youth in the Pacific's predominantly family-based and semi-subsistence societies.

The recommended strategy would be to twin with an institution already carrying out research in this field, such as the Micronesia Seminar (FSM) or the University of the South Pacific, perhaps in partnership also with the Cultural Affairs Programme (SPC). Based on available research, the PYB could pilot a cross-cutting strategy on this issue. This recommendation fits the Auckland Declaration of the Forum Ministers (April 2004) that the core theme for the *Pacific Plan* be maintenance and strengthening of cultural identity and that the *Pacific Plan* make proposals on how cultural identity can best be strengthened.

Recommendation 7.2

That the PYB begin a regional dialogue aimed at identifying the inter-related effects of changing times on Pacific youth today, and especially their impact on the traditional ways.

TOR 8

Review current programme priorities and work programme against the review findings and suggest any appropriate adjustments at the strategic and operational levels. Highlight any current gaps in PYB activities that could provide opportunities for new SPC initiatives and those areas where the level of service could possibly be reduced taking into account the roles other organisations and regional and national levels have in the Pacific

Strategic

The PYB work programme is strategically focused. However, as has been discussed, the PYB should apply more of a development approach in all its activities, with the aim of teaching Pacific youth the skills they need to shape, with confidence, the future they want for themselves and their children. A development approach would include issues such as the blending of the traditional and the modern ways, the inter-related effects of poverty on Pacific youth today, the review of the differential impact of development interventions by factors such as gender, age, ethnicity, location and special needs, and the appropriateness of a youth rights strategy.

Operational

While the work programme gives the appearance of being a cohesive whole, opportunities for closer integration and synergies between activities have not been picked up on largely due to the lack of a clear centralising and purpose-focused core to the programme. As recommended above (Recommendation 1.2), youth policies and strategic plans are a natural driver for the PYB work plan; all activities should be viewed according to how these will advance the development of robust youth policies and strategic plans. For example, essential information about youth policies should be widely disseminated through a communication strategy utilising IT, print and radio. Balance is another issue. The heavy investment of resources in the Certificate in Leadership has undoubtedly influenced the YDA's capacity to respond to other requests for assistance. Similarly, the focus on developing the website has seen less attention to other information dissemination tools.

The YDA has developed sound networks with national youth mechanisms. At the same time, greater progress in the work plan could be achieved if the PYB followed each of the partnership-focused priorities listed in the *PYB Strategic Plan 2003–2005*, namely:

- working with Youth Ministries, regional and national youth councils and key youth stakeholders to develop holistic, gender-inclusive national youth policies and plans of action;
- collaborating with partner and donor organisations to develop, fund and conduct skills training programmes for young people;
- assisting the Pacific Youth Council and other youth organisations to build in-country capacity for youth development; and
- raising awareness of youth issues through collecting, compiling and disseminating relevant information at global, regional and national levels.

Establishing a range of partnerships and engaging in collaborative activities will (a) set the cross-cutting baselines for action needed to fulfil the PYB mandate in relation to expertise in the social, economic, spiritual and physical development of youth, and (b) assist the PYB in applying a many-levelled approach to youth issues — that is, with actions from community to national and regional levels by all civil society agencies, and with outputs targeted at policies and programmes. Partnerships also increase the potential for unexpected and often unintended beneficial spin-offs. Table 7 lists the activities of the current PYB programme in column two,

and in column three suggests how the focus could be beneficially changed. These and other points are discussed further under TOR 14.

Table 7: Suggested refocus for the PYB strategic work plan

PYB Programmes	PYB current response*	Suggested changes in focus
<i>Pacifika Aspirations</i>	Support to national gender-inclusive youth policies Pacific Youth Awards for Excellence	Youth policies and plans of action as the driving focus for PYB programmes Promotion of: <ul style="list-style-type: none"> • National Pacific Awards • career pathways for youth professionals • youth participation in decision-making
<i>Pacifika Advocacy</i>	Support to the Pacific Youth Council	Long-term support with the aim of developing a financially sustainable network Support to a range of agencies so as to capture the youth voice
<i>Youth-lead Pacifika</i>	Response according to country requests <ul style="list-style-type: none"> • Training for youth leaders • Piloting leadership training draft modules for compilation into the Certificate in Leadership as endorsed by CRGA 	PYB play a brokering role; establish network of trainers, exchanges, training materials databases Contract out the Certificate in Leadership Focus on skills to develop youth policies, including coordination of multi-sectoral teams; data collection and interpretation; lobbying, advocacy for youth issues on national agenda and through the media; mainstreaming youth in sectoral plans; analysing impacts on youth of legal and juridical processes and customary systems Research on: <ul style="list-style-type: none"> • youth participation • modernisation and changing times • poverty, special needs, gender
<i>Infoshare Pacifika</i>	<ul style="list-style-type: none"> • Website • <i>Youthlink</i> newsletter • Pamphlets 	Communication strategy — through website and print, best practices, research, and e-bulletin, Pacyouth, <i>Youthlink</i> Media training
<i>Pacifika Empowerment</i>	SISF support <ul style="list-style-type: none"> • skills training and entrepreneurial activities for 15–24 years age group • national committees to administer and manage the SISF 	Continue support, but retargeted to youth and poverty alleviation Support committees (financial and documentation skills) Identification of support needs for the awardees in the post-award stage Tracking of a sample of participants

TOR 9

Relationship of PYB and PYC, other relevant organisations/agencies in the region, noting constraints and opportunities and recommend appropriate future interaction between these entities

Priority 2 of the Pacific Youth Strategy is to collaborate with partner and donor organizations to develop, fund and conduct skills training programmes for young people

The *PYS 2005* was envisaged to be a collaborative undertaking, building on the important role in youth development played by the private sector, churches, NGOs, youth organisations, academic and research institutions and donor agencies, and recognising the cross-cutting and inter-related factors influencing youth experiences in these transition times. The many new players in the youth scene today make it even more important to know who is doing what, so as to identify programme gaps, duplications and places where agencies can complement and supplement each other's efforts. This information is vital.

Sometimes collaboration just happens, but usually this must be worked at¹³ and the nature of the partnerships will vary according to the agency, the reasons for collaborating and the resources for the task.¹⁴ As noted, the PYB's collaborative efforts were influenced by partner expectations, professional differences and simply 'taking the time' to connect. One option to address the time issue would be for the PYB to aim to deliver 50% of its programmes through collaborative or partnering efforts with other donor agencies. A major but not insurmountable constraint for the PYB's efforts to collaborate has been its location in Noumea away from the buzz of formal and informal discussions among donor agencies and civil society, which are a feature of daily life in Fiji. The team noted that SPC's Director-General, Dr Jimmie Rodgers, and the SPC Nabua staff continue to play a firm liaison role for the PYB. However, the review team noted instances where opportunities for collaboration had been missed. SPC management and the CRGA could consider the benefits of shifting the PYB to Suva or at least having a PYB staff member located there.

Partners

Partnerships with the regional agencies such as the PYC, CYP, Council of Regional Organisations of the Pacific (CROP agencies) and UN agencies discussed in this subsection are vital not only to share resources, but also to set the cross-cutting strategy that the *PYB Strategic Plan 2003–2005* requires. Partnerships will also open up opportunities for other beneficial spin-offs for youth development and create a pool of expertise from which alternative solutions can be created.

Pacific Youth Council

The review team had mixed feelings about what the future role and function of the PYC might be and how the PYB should support this regional NGO. The PYB support to the secretariat had not succeeded in setting the financial and/or programme base that an independent NGO requires. As noted, PNG is the only PICT of the four visited by the review team where the PYC has worked independently to build for itself a solid and respected place within the national youth policy and programme framework. PNG provides a model of what can be achieved in other PICTs.

Given the PNG example, the PYB's record as the regional youth NGO and its potential to be as empowering a partner to the PYB as the Pacific Arts Council is to SPC's Cultural Affairs Programme, as well as the truth that were the PYC to be dismantled it would be hard to establish a similar institution, the team recommend that the PYB support the PYC for up to a three-year term. The PYC members and the YDA should agree to the actual nature of the support. However, one option would be for PYB to recruit a full-time CEO for the PYC, with the job description of establishing a sound financial and programme base for this regional organisation. The CEO could:

- (a) identify regional programmes that can be actioned at a local level by PYC members;
- (b) source funding for core budget activities, following the PACFAW model;
- (c) generate revenue for the PYC by, for example, contracting services to prepare information packages and materials for the PYB; and
- (d) link up with national youth councils or their designated agencies and respond to requests for information.

¹³ See the *SPC Guidelines for Strategic Programme Plans* item 9.

¹⁴ Samoa's concept paper 'Principles of cooperation for collaboration and coordination between the Government of Samoa and the United Nations System' (Draft, July 2004) could be used as a resource for these discussions (Annex 7).

PYB financial support to the CEO post could be on a full-time basis for the first year and reducing over the three-year term. The CEO post need not be based in Noumea; in fact, it would probably be better placed in Suva or in PNG, both of which are close to donor headquarters. The PYC could consider altering the Constitution so that Executive members could be located in one PICT for each term of office.

To discuss this and other options, the PYB should first survey all 22 PICTs to ascertain interest in the PYC and what these groups are willing to commit to it. This could be followed by a workshop of interested groups, with the aim of reviewing the PYC Constitution and preparing an action plan for the future.

Recommendation 9.1

That the PYB support the recruitment of a CEO for the PYC for up to a three-year period.

Commonwealth Youth Programme

Like the PYB, the CYP is a youth agency with a Pacific regional operation, that targets the 12 Pacific Commonwealth countries.¹⁵ The CYP mandate parallels the PYB objectives. The CYP focus is on: youth enterprise development; youth networks and structures for good governance; youth worker education and training; and young people's economic, social and governance participation.

The CYP Pacific office is a valuable regional partner for the PYB in several ways. First, it is valuable as a source of information. The CYP accesses up-to-date information, data and research on youth through its mother agency, the Commonwealth Secretariat, and its links with the other regional programmes of the CYP. Through partnerships with the CYP, the PYB will be able to share in this valuable information, including training materials and case study materials piloted in other developing nations. The PYB can use this information to generate Pacific research and discussion on youth, especially in PICTs not served by CYP. Second, the CYP staff have considerable expertise and experience in youth programmes and can act as a think tank or sounding board for the PYB. Third, the PYB and the CYP could collaborate in regional activities, such as the Pacific Youth Awards Scheme and the CYP diploma.

CROP agencies

The members of the Council of Regional Organisations of the Pacific (CROP) team are extremely knowledgeable and experienced, and bring to discussions a wealth of information and experience from their own specific agencies. A meeting of CROP representatives made a substantial contribution to this review: their brainstorming of ideas and in-depth analysis of youth and development issues — ranging from policy to programmes and through gender, poverty and research perspectives — were much appreciated. The CROP team could be an informal Advisory Group for the PYB. This group of regional agencies is playing a central role in the formulation of the *Pacific Plan*.

UN cluster groupings

UNICEF is the lead UN youth agency in Fiji and PNG and, together with the United Nations Population Fund (UNFPA), is developing an exciting hub of youth-focused materials and innovative programmes, including policy and legislative strategies aimed at protecting children and youth. As noted, UNICEF will also be focusing on developing national child policies in PICTs, and the PYB could have some involvement in this.

¹⁵ The CYP staff of three are presently located in Brisbane, awaiting the decision by the Pacific Commonwealth Youth Ministers meeting to relocate back to the Pacific.

UNICEF's two main programmes are Life Skills and HIV/AIDS Prevention. The PYB could partner UNICEF in spreading these programmes beyond the four UNICEF pilot countries. The PYB could also use the cadre of peer educators trained under this project in its own in-country programmes.

UNICEF is also planning a communications programme featuring video and radio which will 'give a voice to children' to express their vision for the future and to strengthen their identity. Materials produced will be broadcast through the *Pacific Way* TV programme coordinated by SPC with support from UNESCO-Apia. Training activities for young reporters are planned in three to four PICTs to provide training in video production. Again, there is room for collaboration/partnerships with the PYB in this venture.

Gender

Support to PYB gender-related activities can be gained through collaboration with the UNIFEM Pacific Regional Office and women's NGOs, including PACFAW, the Fiji Women's Rights Centre and the Fiji Women's Crisis Centre, which focus on women's and family issues, policies, research and programmes. The Regional Rights Resources Team is another potential collaborating partner for the PYB. Each of these agencies can provide the PYB with expertise, materials and training resources, especially in relation to how to apply a development approach, including a youth rights approach.

Livelihood security and food protection, poverty alleviation

The Pacific Sustainable Livelihoods Programme (PSLP) of the United Nations Development Programme (UNDP) assists young entrepreneurs to enter the private sector, through activities such as the formation of Youth Entrepreneurs' Associations (Fiji, Samoa) and 'incubators' where young businesspeople can market their products and receive training and business advice. The PSLP is run in partnership with the CYP and with local agencies, such as the Small Business Enterprise Centre in Samoa. Training materials, strategies and ideas from the programme would be useful to the PYB work plan, especially in addressing the poverty alleviation goals and in the SISF programme.

The Future Farmers Project (FFP) of the Food and Agriculture Organization (FAO) is already linked with SPC through the Developing Sustainable Agriculture in the Pacific (DSAP) programme. The FFP carries out community-based extension training and research in sustainable systems for food security and income generation. Youth are the main groups targeted by this project, which is well established in Tonga.

Education

Each indicator in UNESCO's Education for All initiative targets youth. Specifically, EFA goal 4 aims at 'achieving a 50 per cent improvement in levels of adult literacy by 2015, especially for women, and equitable access to basic and continuing education for all adults'.

Research and training institutions, including NGOs engaged in research and training

Research and training institutions with which partnerships could be formed or strengthened include The University of the South Pacific, Solomon Islands College of Higher Education, University of Papua New Guinea, Institute of Public Administration in PNG, Micronesia Seminar in FSM, and non-formal education agencies such as Montford Boys Town and Don Bosco.

NGOs engaged in research and training include the Pacific Concerns Resource Centre, Foundation for the South Pacific International, and the Ecumenical Centre for Research, Education and Advocacy (ECEA).

Information

As noted throughout this report, there is an expectation that the PYB track, document, review and synthesise reports and research issued by government agencies, NGOs, donors, the media and research institutions and youth, and get this information out to youth agencies on a regular basis. Potential media links for the PYB include the Pacific Island News Association and FemLINK Pacific, the feminist newswire. UNESCO's Island Youth online is another potential link.

Pacific Island Youth online

Youth Visioning process is a new opportunity for you to get involved in planning for your island's future.

Youth from around the region can now have a say in the development of their countries and the region through *Youth Visioning for Island Living*. A website islandyouth.org has been created to connect island youth through discussions on issues pertaining to their islands or Small Island Developing States (SIDS). The website was an initiative of the Ministry of Education and Scientific Research in Mauritius and is now facilitated by UNESCO in an effort to boost youth interest, understanding, networking and opinions. 'This is a platform for island youths to have their input in the development of their islands,' Hans Thulstrup of UNESCO explained. He stressed on the importance of Samoan youth to join the website to discuss and share ideas with youth from around the world about issues in Samoa. In 1994 the Small Island Developing states met in Barbados to discuss their vision for their islands. A Programme of Action was prepared during that meeting and in January 2005 representatives from these islands will meet in Mauritius to review progress and plan new activities. The website is a lead up to the *Youth Visioning for Island Living* part of the meeting from the 7 to the 12th of January 2005. Youth from islands around the world are already logging on and launching into discussions about environmental, educational, social and cultural issues in their countries.

Source: Cherelle S. Jackson, *Observer*, July 2004

Community-based volunteers

The US Peace Corps has volunteers in most of the PICTs served by the PYB. The tremendous community-based resource that Peace Corps volunteers can be for the PYB is seen in Table 8, which shows data from the Micronesia Volunteer Roster (2004): out of a total 63 volunteers in Pohnpei, Kosrae, Chuuk, Yap and Palau, 36 are working in youth-targeted programmes.

Table 8: Micronesia volunteer roster, July 2004

(Batch 68–70, n= 63)	Number
Programme	
Youth Development	36
National Resources	21
Marine Resources	6
State	
Pohnpei	15
Kosrae	11
Chuuk	10
Yap	9
Palau	18
Sex	
Male	41
Female	22

The Director of the Fiji US Peace Corps told the review team that the Peace Corps is introducing a counselling focus in its orientation training because Peace Corps volunteers in the field have reported that a large part of their role today includes listening to youth — who say they have no one to discuss their issues of concern with, or to turn to for help. The need for counselling and guidance services for youth, and for training in counselling and guidance for youth workers supports the recommendation regarding the identification of the essential set of professional skills required by those engaged in youth work.

Collaboration strategy

The PYB can carry out a preliminary mapping exercise of youth agencies, documenting which agency is doing what and how in each of the PICTs. These baseline data will identify potential collaborating opportunities and programme gaps. Working from this database, the PYB could convene a working group of key agencies, with the purpose of establishing a Pacific Partners in Youth collaborating strategy and discussing the form this could take. Members of this initial group would include the PYC, CYP, UNICEF, UNDP, ECREA, UNIFEM, PACFAW and USP. Representatives from the media, some national youth mechanisms, NGOs and other interested parties could join as well. This meeting should take place either before or at the proposed Second Regional Conference of Youth Ministers of the Pacific Community.

Recommendation 9.2

That the PYB recruit a consultant to carry out a mapping of agencies engaged in youth activities, as a preliminary activity for a regional meeting regarding a Pacific Partners in Youth collaborating strategy.

SECTION 4: PYB PROGRAMME MANAGEMENT AND CAPACITY

TOR 10

Review PYB programme management, appropriateness and timing of training courses, budget monitoring, reporting, activity design and implementation, and quality assurance

The PYB's quite ambitious work programme has been professionally managed and delivered. Programme documentation is available, well tabulated and itemised, it is available on the Internet, and filing systems are well kept. If anything, management decisions have tended to the conservative, focusing on doing what can be done rather than on proactive interventions. Clear budget monitoring and accountability procedures are in place. Concerns about the financial and programme reporting for the SISF are discussed under TOR 11.

SPC's internal quality assurance processes are extensive and meet donor requirements. The team reviewed a number of management guidelines produced by SPC Planning Unit, including papers on the Management of Programmes and Projects (2003); Small Project Proposals and Concept Papers; Writing Programmes and Project Progress Reports; SPC Report Preparation and Strategic Planning; and donor-specific proposal forms. These guidelines included training in organisational procedures, reporting formats, the standardisation of report trip templates and how to post to folders. SPC staff members are also urged to circulate programme proposals to other departments so as to ensure SPC employs a multi-sectoral approach in the analysis of potential programmes and implementation. As reported, the YDA has participated in SPC staff training on planning and programme management, and staff from SPC's Corporate Planning Unit reported that they have worked one-on-one with the YDA on these matters. The YDA also works closely with the Deputy Director-General (SPC Social Resources Division) on planning and management issues.

SPC's internal quality assurance processes are being met by the PYB, and there has been rigorous attention to keeping youth participation data by gender. More information on how the PYB programmes compare with those run by other youth agencies such as the CYP and the UNICEF Life Skills would be valuable. Useful, also, would be information about the way the PYB takes account of the national impacts of programmes with the view to setting a

platform for forward planning — by national mechanisms, the PYB and other SPC programmes and/or donor agencies. Strategies here could include social impact assessment, studies to examine the differential impact of training by gender (age, special needs groups) and tracking studies. These and other data are vital to the ongoing PYB programme and could contribute to the development of publications on best practice case studies for Pacific youth and/or lessons learnt.

Recommendation 10.1

That the PYB focus on monitoring and evaluating the national impact of services and training.

PYB capacity

A discussion of the capacity of the PYB relates to regional expectations of the PYB's role as lead agency for youth and the TA this requires, and also to SPC's vision of what the PYB role should be. As noted, given the PYB's limited resource base, the YDA has been remarkably successful in providing a range of selected services and training in the four programmes of the *PYB Strategic Plan 2003–2005*. These four programme areas include developing holistic, gender-inclusive, responsible national youth policies; strengthening youth organisations; increasing the number of skilled young people; and ensuring that the PYB is a clearing house for relevant information on youth activities.

Review findings have indicated the need for a shift in the emphasis of PYB programmes. The PYB is the regional agency mandated by the Pacific Youth Ministers, and enjoys the support of the SPC — the largest regional technical agency — to progress youth development at national and regional levels. As reported to the team, there is an expectation that the PYB: have expertise in youth development and development approaches; be lead advocate for youth at regional forums; be able to capture and respond to the voice of youth; and assist regional and national leaders in the task of devising a forward and proactive pathway for youth within the context of the Pacific family and community systems. This set of tasks requires that the PYB give priority to accessing and disseminating development information: the PYB is expected to provide up-to-date TA in policy and programmes, development issues such as the challenges at the interface between modern and customary ways, and avenues for getting youth voice on to national and regional decision-making agendas.

To fulfil this role, the PYB will need to develop firm networks with regional and national groups such as the CROP team, the PYC, the CYP, UN youth agencies, issues-based NGOs and the proposed PYB Advisory Group. The PYB also has a role to play in research including promoting regional databases on youth status, agencies engaged in youth work and youth educators. The urgency in the PYB taking this lead is reinforced in:

- emerging research showing youth are the main group affected by the rapid changes PICTs are experiencing today, as seen in the *Pacific Regional HIV/AIDS Initiative Report*, produced by the Australian Agency for International Development (AusAID); and
- recognition of youth in the *Pacific Plan* and expectations that the PYB be key agency in assisting in the development of a regional level strategy for youth within the framework of the *Pacific Plan*.

The review team was tasked with presenting a strategic work programme that would be achievable given the PYB's present resource base. Even with the best planning and an optimum level of collaboration, it will be difficult for the PYB to take the proactive role outlined in this report, using current resources. The recruitment of additional staff with very specific expertise and experience in youth development is recommended. These could be long-term volunteers. Options discussed to build PYB capacity included (a) that the culture, women and youth bureaux be combined, with the three agencies sharing the services of administrative staff including the communication and publications officer, and (b) that the

Pacific Women's Bureau and the PYB share a communication strategy. Both of these strategies were seen to compromise the identity, role and function of each of the three bureaux. The preferred options are that:

- the PYB have its own Programme Assistant, who has experience in youth activities (Recommendation 1.1); and
- SPC recruit an additional full-time staff member for the PYB, who has experience in communications and IT. A French speaker would be valuable in this position, given the inroads the PYB is making in the French-speaking Pacific territories.

These recommendations amount to the recruitment of 1.5 new positions for the PYB. Other specialist roles, for example a research component, could be fulfilled by the recruitment of short-term consultants. Note that the suggested recruitment of a CEO for the PYB is additional to the above.

Recommendation 10.2

That the SPC consider increasing the number of staff of the PYB.

TOR 11

Examine the efficiency and effectiveness of the Small Island States Fund in relation to its management and impact. Based upon findings, recommend if the fund should be continued, and if so, any changes to its *modus operandi*

The Small Island States Fund, introduced in 1998, was a bold intervention for the PYB and SPC for a number of reasons. Namely, the SISF:

- targets unemployed young men and women between the ages of 16 and 24 years with the aim of giving this group the opportunity to 'participate productively in the development of their countries' through in-country training programmes that are cost effective and relevant;
- targets the smallest PICTs,¹⁶ which often seem to miss out on development programmes. Distribution of SISF funds is on a per capita basis: Kiribati has the largest share and Pitcairn the smallest (see Annex 9); and
- includes male and female youth on the national management teams set up to administer the schemes, known as the Youth Empowerment Funds (YEF).¹⁷ The YEF management committee in each participating PICT comprises: a representative from the ministry or department responsible for youth affairs (chair); a representative from the national youth council or the equivalent of a national youth service provider; the SPC contact in the national youth mechanism; two secondary school students (one male and one female); and one person under the age of 24 years to represent the private sector. The YEF committees make decisions concerning access, and maximum and minimum limits of awards, and are responsible for all financial accounting and documentation required by SPC.¹⁸

In many PICTs, the SISF is also the only source of funding that targets youth and economic empowerment; an indication of its value nationally is seen in the fact that the Palau government has already made financial contributions to this pool of funds. SISF-related activities have also provided an entry point for other PYB activities, as will be discussed.

¹⁶ American Samoa, Cook Islands, Kiribati, Marshall Islands, Nauru, Niue, Northern Mariana Islands, Palau, Pitcairn Islands, Tokelau, Tuvalu, Wallis and Futuna

¹⁷ This strategy fits Recommendation 7.1 regarding strategies to ensure youth participation.

¹⁸ That is, YEF committees are authorised to expend 90% of funds transferred by SPC, retaining the remaining 10% to cover bank charges. They are responsible for all YEF financial and activity reporting and for reporting back to the PYB.

The YDA's support to the SISF has been aimed mainly at establishing the national management teams (the YEF committees), with the intention that the YEF will eventually be independent and nationally managed. Table 9 shows the SISF has supported awards ranging from group projects in the Marshall Islands to entrepreneur training in the Cook Islands, and in Nauru the YEF was used to pay USP fees. No downstream tracking of what awardees have done after the training experience was available to the team. However, anecdotal reports are that approximately 6396 awards have been made; in Nauru, 12 of the 112 participating young people have found full-time employment since the training, and 35% of Tuvalu participants are now employed. Awardees in the Cook Islands have established small businesses. The Marshall Islands have succeeded in making awards to youth from four of the outer atolls, which is in contrast with Tuvalu, which reportedly has had problems getting youth from outer islands to apply for these awards.

Comments have been made that indicated the YDA has been required to spend a lot of time on SISF activities because PICTs have failed to fulfil the reporting requirements. Some of the difficulties the YDA has tried to make right are not the fault of national management committees. For example, due to several administrative bungles Kiribati has not yet received its 2003 allocation from the fund, and Nauru's cash-flow problems have resulted in the YEF 2001 funding still being 'tied up' in a Nauru Government account in Sydney. Be that as it may, unravelling these and other administrative issues has used PYB resources which could have been used in other more development-related activities.

Table 9: SISF awards by PICT (1999 – 2002)

Country or Territory	% of total awards	Activities	Comments from Reports
America Samoa	12	2600 young people participated in a five-day event which included sessions on peer counselling, life skills, and culture, with presentations on marine and wildlife	Need to reconstitute the American Samoan Management Committee
Cook Islands	8	Leadership training Income generation projects	
Kiribati	16		
Marshall Islands	11	Sewing, canoe-making, gardening, food preservation	Funding is allocated to groups, not individuals
Nauru	6	112 participated in distance and flexible learning courses at USP	12 of 112 participants have found full-time employment since undertaking the training
Niue	5	Small enterprise development grants, e.g. art and craft	
Northern Mariana Islands	13	Leadership skills development Sports volunteers programme	
Palau	7	Summer youth employment programmes Skills training activities	Palau has secured extra-budgetary funding from other donors
Pitcairn Islands	4	No applicants in 2002	
Tokelau	5	Cultural tour to Porirua, Wellington sporting event	An individual was funded to undertake a six-month course and now works at Telecom
Tuvalu	6	USP distance and flexible learning courses in secretarial skills, computing and book-keeping	70% of young people accessing the programme were women; 35% of people accessing the funding found employment*
Wallis and Futuna	7	Planting and management of a kava plantation Youth training workshops	

* Improvement in success rates compared with 2001 when 75% dropped out of their chosen courses, and with 2002 when only 40% dropped out

Mid-term reviews of the SISF carried out by SPC in 1999 and 2002 highlighted significant reporting weaknesses and a standard reporting format was recommended. The continuing poor record of reporting brought a proposal by SPC (January 2003) for six-monthly progress reports to be filed so that PYB could ascertain when projects were failing to achieve interim milestones. The ongoing poor standard of financial and written reporting then led to the SPC decision to withhold any more funding until the completion of this review.

The PYB has employed a one-on-one strategy in meeting with individual YEF management committees to address these accountability issues. It is timely for the PYB to call a meeting of all of the chairs of the national YEF management committees to (a) reinforce the aims of the SISF, (b) emphasise PYB reporting expectations and deadlines, and (c) set and agree to a six-month plan of action for achieving effective and efficient reporting routines. One or more experts in small grants schemes and staff from SPC's Finance Section should be at this meeting. This meeting should be held within the next six months and prior to the 2005 Regional Conference of Youth Ministers of the Pacific Community. The meeting agenda should include discussion of the following issues.

Target groups

There is little evidence that SISF funding has been directed exclusively to 16- to 24-year-olds or to those who are underemployed. As seen from the activities listed in Table 9, 'economic' empowerment has also been variously interpreted as direct training in entrepreneur skills, the payment of school fees, and cultural trips. The SISF should refocus on the original aims of hardship alleviation through the development of income-generating skills, especially in agriculture, fishing, marketing and business management, for underemployed 16- to 24-year-olds.

Project data

As part of their reporting, PICTs need to keep databases on who is receiving awards (by location, age, gender), why these awards were given, and what the awardees are doing after the training. This information is necessary to analyse programme achievements and shortfalls and to indicate to the PYB and other donors the kinds of support systems that it might be beneficial to put in place to support awardees after the training experience. In its simplest form, a case study file could be kept for every application.

Issues related to finance and management

YEF committee chairs should pinpoint the exact sources of the financial and reporting problems they have been experiencing. The meeting can then share ideas and strategies to address these, including by identifying some routine organisational procedures and points for cross-checking. It would be useful for YEF management committees to identify their specific training needs as well and preferred strategies for addressing these. Skills sharing between PICTs could be piloted. For example, the Palau YEF committee could twin with the FSM committee, and Kiribati with Tuvalu in the drive to put in place straightforward, transparent and accountable organisational systems for this programme.

As stated, this meeting should also prepare an action plan for YEF committee chairs to report back on within six months.

Recommendation 11.1

That the PYB coordinate a meeting of all chairs of the national management committees of the SISF to devise a plan of action to enhance financial reporting and documentation processes.

SPC management of the SISF

The amount of administrative paperwork carried out by the PYB in managing the SISF does not represent a strategic use of the YDA's expertise, resources or time. One option is for the financial management of the SISF (including disbursement of funding, financial reporting and receipt of annual financial reports from the national YEF management committees) to be transferred to the Finance Section of SPC's Corporate Services Division. This separation would free the PYB to focus on training to strengthen the capacity of YEF teams, and on activities aimed at increasing the corpus of the SISF fund by promoting the programme more widely to donors. Another option would be for the PYB to contract a management team to undertake the activities related to SISF finances. This could be a locally based agency.

Recommendation 11.2

That SPC and the PYB consider options to divest the financial management of the SISF.

TOR 12

Ability of the PYB programme to attract funding from donor agencies to develop its activities (excluding SISF)

The realisation of the impacts of what are often called 'youth issues' on Pacific quality of life has brought a new focus on youth and youth issues. This is seen at global level (UN, *World Youth Report 2003*) and, closer to home, in the high-level deliberations of the Forum Eminent Persons Group, the Retreat of Pacific Islands Forum Special Leaders (Auckland, April 2004) and the identification of 'youth' as an issue in the proposed *Pacific Plan* (Apia, August 2004). The Auckland Declaration charged the Secretary General to prepare a *Pacific Plan* that would:

Listen to the needs and aspirations of the burgeoning population of young people in the region and recognize the impact of bigger and more youthful populations on the resources required for education and vocational training health care and job opportunities (Other recommendations 11)

The PYB can capitalise on this drive. Once a more focused and strategic role for the PYB work programme is developed, the YDA and the SPC management team will be well placed to explore opportunities to broaden the PYB funding base through a renewed effort to source new and additional funding.

The YDA has been moderately successful in attracting extra budgetary funding through well-targeted approaches. The main funders during the review period were traditional partners — the Government of France, New Zealand Official Development Assistance (NZAID), AusAID and United Kingdom's Department for International Development (DFID)¹⁹ — and newer donors Taiwan/ROC, Sasakawa Pacific Island Nations Fund and UNFPA. This funding was given for the SISF, youth programmes (in seven PICTs), activities related to national youth policy, equipment (computer systems for the newly formed Tokelau youth forum), and regional meetings of youth technical staff and the PYC, as well as to enable Pacific delegates to attend international meetings. The YDA has also benefited from donor support through collaborative activities carried out with the UNESCO Pacific Regional Office, CYP, the US Peace Corps and UNFPA, to name a few, and with other SPC programmes.

¹⁹ Funding through the DFID is no longer available.

UNICEF (Suva) is an example of a small number of donor agencies interviewed that expressed tremendous goodwill towards the PYB, specifically with an eye to the potential for collaborative and complementary activities.

Recommendation 12.1

That the YDA work with the SPC Executive to identify sources of new and additional funding and make systematic targeted approaches to potential donors and partners. To this end, SPC should also seek agreement from PICTs and support from the Forum Pacific Leaders to source a funding pool for youth activities similar to the Global Fund.

TOR 13

PYB collaboration with other SPC programmes and strategies to ensure appropriate future contributions are provided

Regional statistics indicate that a large proportion of those served by SPC programmes are youth, and this was confirmed in interviews with SPC programme staff. The SPC management guidelines emphasise that staff should circulate programme proposals to other departments so as to ensure SPC employs a multi-sectoral strategy. Given these two points, how are youth factored in to SPC programmes, and where can gains be made?

The review team interviewed staff from SPC's Corporate Services Division and from many of the SPC programmes based in Noumea. In Fiji, interviews were carried out with the Deputy Director-General, the Principal of the CETC, the Director of the ARD project (at the CROP meeting) and the Director and staff from the DSAP programme. While SPC staff expressed a lot of goodwill towards the PYB, the main factor influencing collaborative efforts was that 'everyone is busy trying to meet their own key indicators for donors'. It was not clear either that staff saw any benefits to be gained from collaborating with the PYB or applying a youth focus in their planning.

The team found the PYB has good networks with programmes in the Social Resources Division, but less so with those in other SPC divisions. More collaboration with the CETC would have been expected, and is desirable, given the similar mandates and target groups of the two units. CETC graduates can be a valuable in-country training resource for the PYB, assisting in leadership training, gender training²⁰ and research, for example.

Youth and the PYB were recognised by SPC programmes in a number of ways — from the role of the YDA as a sounding board, through to shared activities (e.g. PYB collaboration in the ARD project) and PYB membership of SPC Missions, such as the Mission to Tokelau. The optimum level of PYB involvement (and recognition of youth) was found in the Pacific Action for Health Project where the YDA had been involved in all phases of the project cycle — from design through management and implementation to evaluation — and PYB collaboration was written in to the project document. This example represents the optimum level of collaboration with the PYB, and one that other SPC programmes could aim for. Other potential collaboration points raised in the review include those listed in Table 10.

²⁰ It was noted by the Principal of the CETC that the CETC's gender-related modules had been taught by the Women's Development Officer (SPC) but that practice had been discontinued this year. The nutrition modules are still being taught by the Health section (SPC).

Table 10: Potential points of PYB collaboration with other SPC programmes

SPC programme	Collaborative action with PYB
Pacific Women's Bureau	Collaborative research to: <ul style="list-style-type: none"> • review the gender focus of PYB programmes • review the youth focus of Pacific Women's Bureau programmes
Demography/Population Section	Collaboration to expand the youth databases developed through the ARD project so that they cover other PICTs
Cultural Affairs Programme	As in Recommendation 7.2, research on the influence of changing times on youth
Community Fisheries Section and DSAP	Both these programmes feature a community-based approach in which youth are the major target groups; both programmes welcome more solid collaboration with the PYB
Public Health Programme	Research and understanding of the cross-cutting factors influencing the mental health of youth; this was mentioned as the 'missing' dimension of youth issues

The SPC role

The SPC role is, first, to keep reminding staff that SPC is the major regional TA agency and that programme proposals should be circulated amongst departments so as to ensure SPC employs a multi-sectoral approach.

Second, SPC's role is to raise awareness amongst colleagues not only that targeting youth has value and makes good sense but also that SPC has a responsibility to do this — as in the Millennium Development Goals, the *PYS 2005* agreed to by Pacific Youth Ministers, and the *PYB Strategic Plan 2003–2005*. As noted, the *Pacific Plan* will also reaffirm a commitment to youth.

Third, SPC's Planning Unit and the PYB can provide information and training about strategies staff can use to factor a youth perspective in to their activities. These strategies could include:

- **participation checklists**, which are the most minimal of indicators and do not convey information about how a programme has addressed youth needs and why, and/or potential downstream activities emerging from the programme. However, participation lists are a starter. SPC could require that the participation lists for all SPC programmes list participants by gender and by age group;
- **mainstreaming youth in planning and programmes**, as in the Pacific Action for Health Project; and
- **programmes and programme linkages**, where SPC sections plan a specific youth-targeted programme in every project cycle, and hold six-monthly meetings of staff to share information about current and proposed programmes with the aim of preparing a matrix of possible links and entry points between programmes.

Another suggestion was to make 'Youth and Sustainable Development in the Pacific' the focus point of the next CRGA meeting, which would signal SPC's serious intentions with regard to youth development and youth issues.

Recommendation 13.1

That SPC put into place strategies to ensure a focus on youth in all SPC programmes.

SECTION 5: PYB STRATEGIC PROGRAMME PLAN

TOR 14

Review the *PYB Strategic Plan* against the review findings and make specific recommendations for revision

The *PYB Strategic Plan 2003–2005* is a dynamic framework, able to absorb the changes recommended in this review. These suggestions, as outlined in Table 7, are not so much for a change in PYB programmes but more for a change in the way PYB delivers these. For example, it is recommended that the PYB adopt more of a brokerage than a hands-on role in HRD (Recommendation 5.2). Also recommended is that the financial management of the SISF be undertaken by SPC's Finance Section (Recommendation 11.2) so releasing the PYB from these administrative duties.

Strategic focus

Two suggestions are made regarding the focus of the *PYB Strategic Plan 2003–2005*.

A development approach

Review findings emphasise the need for the PYB work plan to adopt a development approach (Recommendation 4.1). The PYB is the regional agency mandated by the Pacific Youth Ministers. There is an expectation that the PYB will have technical expertise in youth issues, emerging strategies, research and debate, including in regard to strategies at policy and legislative levels. This TA is vital if the PYB is to fulfil its role as lead advocate for youth at regional and national forums and key resource for Pacific leaders as they seek to develop the *Pacific Plan*. As part of this, the PYB has a role to play in identifying data gaps and promoting research in areas such as the inter-related effects of poverty on Pacific youth, the differential impacts of development by age and gender, and the experiences of youth with disabilities. Adopting a development approach will place the PYB firmly in line with global conventions such as CEDAW and CRC, with the governance agenda and with the MDGs.

Coordinating and collaboration strategy

A development approach will require that the PYB play a role that is focused on gathering, collating, critiquing, testing and disseminating information rather than on hands-on training. The PYB must be able to provide up-to-date information and advice on policy and programmes, including alternative strategies to ensure the voices of youth are heard in national and regional decision-making forums. PYB will need to form strategic partnerships, drawing on the strengths and resources of SPC's TA, donor agencies, NGOs and faith-based organisations. The PYB should also establish firm relationships with regional and national 'think tanks', such as the CROP team, the PYC (Recommendation 9.1), the CYP, UN youth agencies, issues-based NGOs (Recommendation 9.2) and the proposed Advisory Board (Recommendation 1.3). These partnerships fit the spirit of the governance agenda. A PYB communication strategy is recommended (Recommendation 2.3), as is a PYB collaboration strategy (Recommendation 9.2).

For its part, the PYB must promote the *PYB Strategic Plan 2003–2005* and other regional commitments regionally and nationally. As noted, a significant number of people working in youth-related fields were not aware of the *PYS 2005*. Knowledge about and ownership of the *PYS 2005* are the aims.

Centralising focus for the PYB work plan

The review team recommends that preparation of national youth policies and strategic plans of action be the driving force for all PYB activities (Recommendation 1.2). All activities of the PYB staff and partners should be designed to demonstrably contribute to this focus.

Specific activities

The main additions to the PYB work plan suggested are a PYB communication strategy (Recommendation 2.3); more serious focus on a PYB collaboration strategy (Recommendation 9.2); and research on development issues such as the effects of changing times on youth (Recommendation 7.2), the gender impact of youth programmes (Recommendation 6.2), the experiences of youth with special needs (Recommendation 6.4) and how Pacific youth experience poverty today (Recommendation 6.3) are other areas for PYB research.

Solid monitoring and evaluation of PYB activities are also recommended. Important tasks include social impact assessment, tracking studies (Recommendation 10.1) and the compilation of materials on best practices in youth programmes and lessons learnt (Recommendation 6.1).

Issues related to management and staffing

The shift in emphasis of the PYB programme will require changes in job descriptions and ideally an increase in PYB staff by at least 1.5 posts. That is, recommendations are to increase the Programme Assistant to a full-time post (Recommendation 1.1) and to recruit an additional staff member with expertise and experience in communications. Financial support for the recruitment of a CEO for the PYC for a maximum period of three years has also been recommended (Recommendation 9.1).

The divesting of financial reporting for the SISF to the Finance Section (SPC) or to a contracting agency is also recommended (Recommendation 11.2).

ANNEX 1: TERMS OF REFERENCE — REVIEW OF THE PACIFIC YOUTH BUREAU

1. PURPOSE OF THE REVIEW

The Review will assess the achievements of the Pacific Youth Bureau (PYB) since 1998, review youth issues in the Pacific, examine the effectiveness of the PYB management and recommend future directions for the PYB.

2. RATIONALE AND BACKGROUND

This review is part of a multi-year programme of reviews that the Secretariat of the Pacific Community (SPC) is undertaking as part of its integrated approach to performance planning and measurement. SPC has listed the PYB for independent review at this time in order to inform the Conference of Youth Ministers of the Pacific Community scheduled to meet in 2005 of the progress of the PYB and confirm its future mandate.

The genesis and framework of PYB activities can be understood in the context of youth in the Pacific region. The proportion of young people in the populations of SPC's 22 island member countries and territories is growing. Of the total population of over 8 million, some 1.6 million are aged between 15 and 24 years. This age group comprises about 20 per cent of the total population of Pacific Island countries and territories (PICTs). The proportion of the population in this age group is projected to grow at an annual rate of 2.2 per cent. From a demographic viewpoint, the age group represents one of the most dynamic elements in Pacific Island societies.

The rapid rise in the number of young people will increase demand for essential social services like education and health, as well as for employment opportunities. As a result, government budgets and services directed at young people will be under even more pressure.

Allied with these population pressures is a set of problems resulting from changing societies and the introduction of values that may clash with traditional cultural norms.

Other problems include lack of consultation with young people when decisions are made in areas that affect them and inadequate educational opportunities that leave many young island people with limited skills and life choices. The performance of PICT economies has generally been disappointing, resulting in few job opportunities for the growing number of young job seekers.

Crime, including crimes committed by youth and in particular by young men, is reported to have risen in many PICTs. Lifestyle health issues ranging from lack of physical exercise and inappropriate nutrition to substance abuse (e.g. alcohol and drugs) are a growing problem among youth in the region.

3. THE PACIFIC YOUTH BUREAU

The PYB is based in Noumea and is one of several programmes within SPC's Social Resources Division. In response to the challenges noted above, the PYB was launched in July 1998 at the First Regional Conference of Youth Ministers of the Pacific Community in Papeete, French Polynesia.

The same conference also agreed on the Pacific Youth Strategy 2005, which aims to create and maintain genuine opportunities for young people to play an active role in the economic, social, cultural and spiritual development of their societies, and mandated the PYB to

coordinate the strategy's implementation. This strategy guides the work of the PYB and includes six programmes that form the platform for youth activities in the region towards the year 2005:

3. Pacifika Aspirations, which focuses on full participation of young people in development.
4. Challenge Pacifika, which calls for urgent action to implement positive practical responses to emerging issues including education, employment, youth health, the environment, juvenile delinquency and the promotion of peace.
5. Youth-lead Pacifika, which focuses on skills development and capacity building through appropriate training.
6. Pacifika Advocacy, which highlights the important role played by the private sector, churches, NGOs and youth organisations in youth development.
7. Infoshare Pacifika, which focuses on collection, compilation and dissemination of information on youth development.
8. Pacifika Empowerment, which focuses on assistance to the 12 SPC Small Island States and supports entrepreneurial initiatives from young people in all member countries and territories.

In adopting the Pacific Youth Strategy 2005, youth ministers and senior government officials from SPC member countries and territories, and representatives from NGOs and regional and international agencies, acknowledged the need for a broader and more integrated approach to address youth challenges at both the national and regional levels.

SPC, for its part, reorganised the way it supported youth programmes and renamed its former Youth and Adult Education Programme (which had been established in 1965) to Pacific Youth Bureau (PYB). As well as facilitating youth development projects, the PYB helps train youth and community workers in appropriate skills. It collaborates with various SPC programmes on activities of mutual interest. For instance, it works with the Public Health Programme on non-communicable diseases, HIV/AIDS and adolescent reproductive health.

To ensure effectiveness in carrying out its programmes, the Pacific Youth Bureau developed a Strategic Plan for the period 2003 to 2005.

The goal of the PYB, which it shares with the Pacific Women's Bureau, the Cultural Affairs Programme and the Community Education and Training Centre²¹, is "empowered Pacific Island women and young people and strong cultural identities." To fulfill its mandate to implement the Pacific Youth Strategy 2005 and achieve the common goal mentioned above, the PYB Strategic Plan includes four objectives:

9. Holistic, gender-inclusive and responsive national youth policies developed by PICTs
10. Strengthened youth organisations
11. A greater number of skilled young people
12. Young people better informed about regional trends and best practice in youth development.

The principal PYB partners are youth-oriented government and non-government agencies in the PICTs. In addition it works on specific youth issues with organisations such as the Commonwealth Youth Programme, the Foundations of the Peoples of the South Pacific (FSP), the Pacific Youth Council, the U.S. Peace Corps and relevant UN agencies.

The PYB employs one full-time professional staff person (the Youth Development Adviser) and a Project Assistant, whose position is shared with the Pacific Women's Bureau. The Adviser position is funded through SPC's Core Budget whilst PYB's activities and the Project Assistant position are largely financed through non-core funding. Past and present financial supporters have included France, French Polynesia, New Zealand, New Caledonia, the

²¹ All three are SPC programmes.

Sasakawa Pacific Island Nations Fund (SPINF), Taiwan/Republic of China and the United Kingdom. The Bureau's total estimated budget for 2004 is CFP²² 27,850,000, equivalent to approximately USD 278,500. The PYB's website may be found at <http://www.spc.int/youth>

4. SCOPE OF SERVICES

The Review team will address the following aspects of the PYB's role, purpose and work programme:

Overview

13. Summarise the current and recent past (since January 1999) work programme of the PYB, based on an analysis of relevant documents and stakeholder feedback.

Performance and Service Delivery

14. Review the PYB's performance since January 1999 against the four programme objectives and key performance indicators. This review is to be based on an analysis of programme documents, reports, national youth policies, stakeholder feedback, fieldwork research and other relevant resources. Review the PYB's outputs (that is the results that the programme is largely responsible for) and, very importantly, outcomes of programme activities (Has the programme made a difference to its clients? Is there evidence of impact?) Particularly during fieldwork, note evidence of programme outputs passed on to intended beneficiaries and document programme outcomes.
15. Solicit feedback from stakeholders on the quality, quantity and timeliness of services provided by the PYB and how these services could be further improved. Analyse stakeholder responses and summarise into specific recommendations.
16. Analyse the extent to which the PYB has met the identified needs of youth.
17. With specific regard to human resource development, review the approaches used by the PYB to build capacity in SPC member states
18. Note the extent to which the PYB plans for and achieves sustainable outcomes, how it integrates gender issues into its work programme and how its work contributes to poverty alleviation.

Strategic Directions of the PYB Programme

19. Summarise priority needs in the sector, as expressed, for example, at national and regional meetings, in recent research and from stakeholders during fieldwork.
20. Review current programme priorities and work programme against the review findings and suggest any appropriate adjustments at the strategic or operational levels. Highlight any current gaps in PYB activities that could provide opportunities for new SPC initiatives and those areas where the level of service could possibly be reduced — taking into account the roles other organisations at regional (e.g. multilateral agencies such as UNICEF, UNESCO, etc.) and national levels have in the Pacific.
21. Review the relationship between the PYB and the PYC, other relevant organisations/agencies in the region, noting constraints and opportunities and recommend appropriate future interaction between these entities.

PYB Programme Management and Capacity

22. Review PYB programme management capacity. This includes PYB programme management, the appropriateness and timing of training courses, budget monitoring, reporting, activity design and implementation, as well as programme quality assurance.
23. Examine the efficiency and effectiveness of the Small Island States Fund (SISF) in relation to its management and impact. Based upon findings, recommend if the fund should be continued, and if so, any changes to its *modus operandi*.

²² CFP: French Pacific Franc

24. Assess the ability of the programme to attract funding from donor agencies to develop its activities (aside from SISF).
25. Comment on the effectiveness of the PYB in collaborating with other SPC programmes and recommend strategies to ensure appropriate future contributions are provided.

PYB Strategic Programme Plan

26. Review the PYB Strategic Plan against the Review findings and make specific recommendations for revision.

5. SCHEDULE

The tentative schedule for the Review is as follows:

- June 2004 for preliminary Review related research and planning.
- Briefings and consultations with the relevant SPC staff in Nouméa from July 5 – 9 to review programme documentation at SPC headquarters in Nouméa
- Field visits to a number of PICTs selected by SPC to meet stakeholders. The countries the Team will visit other than New Caledonia are PNG and Fiji. The Team Leader will also visit FSM whilst the Assistant Team Leader will visit Tonga.
- Written briefing for the Secretariat on preliminary findings and recommendations and presentation of first draft report to SPC, Nouméa, New Caledonia by 28 July
- SPC to comment on first draft report by mid-August.
- Preparation and submission of the final draft report within 2 weeks following comments from SPC.
- SPC comment on final draft report by mid-September.
- Final report to SPC by 30 September 2004.

ANNEX 2: INTERVIEWS AND CONSULTATIONS BY REVIEW TEAM

SPC Executive

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Yves Corbel
Richard Mann

Director-General
Deputy Director-General
Director, Corporate Planning

SPC Programmes, Noumea

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Ueta Fa'asili
Aliti Vunisea
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Tony Lower
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Dr David Gowty

Youth Development Adviser
Fisheries Management Adviser
Community Fisheries Officer
Lifestyle Health Adviser
Women's Development Adviser, Pacific Women's Bureau
Programme Assistant, PWB and PYB
Cultural Affairs Adviser
Health Promotion Adviser — Tobacco and Alcohol
Demography and Population Adviser
Pacific Action for Health Project
Global Fund Manager
Adviser, HIV/AIDS and STI Project
Behaviour Change Specialist (HIV/AIDS and STI)
Planning Adviser

SPC Programmes, Suva

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David Abbot
Galumalemana Nuufou Petaia

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Team Leader, DSAP
Participatory Extension Officer, DSAP
Development Economist, ADB and SPC
Principal, CETC

In-country interviews

New Caledonia

Pastor Daniel Caihe

President, Association pour l'animation Theologique et Socioculturelle

Papua New Guinea

Robert Titi
Joe Mesa
Jeff Prime
Joseph Klapat
Lily Tua
Mary Tendui
Hon Lady Carol Kidu
Dr Robert Crittenden
Rick Steele
John Bomai
Jeff Prime
Miriam Midire
Gary Wiseman
Peter Lund
Dr Pagelio
Gayle Tatsi-Mision Yaki
Maryline Kajoi
Eileen Seri
John Bomai
Allan Paeke
Regina Kagl
Priscilla Kare
Mrs Nori

Acting Commissioner, National Youth Commission
Vice President, Pacific Youth Council (PNG Desk)
First Secretary, AusAID, Australian High Commission
Secretary for Community Development
Executive Secretary, National YWCA
General Secretary, National Council of Women, PNG Officer
Minister for Community Development
Australia Community Development Project
Director, Anglicare Port Moresby
Youth Desk Office, PNGCC
First Secretary, AusAID
Assistant Resident Representative, UNFPA
UNDP
Deputy High Commissioner, New Zealand High Commission, PNG
Acting Secretary, Ministry of Education
Assistant Director, Gender and Development Division
Gender and Development Planner, Gender and Development Division
Principal Project Adviser, Gender and Development Division
Youth Desk Office, PNGCC
CEO, National Youth Commission
UNICEF PNG AIDS Project
YWCA
Red Cross

PNG Youth Forum

Joseph Andape
George Mulungu
Jimmy Guriza
James Gani
Pari Kaymoo
Lawrence Martin
David Kinina
Albert Kamara
Patrick Akinai
Eric Andaya
Joe Kaim
Joe Mesa
Oscar Kari
Ian A. Lapu
Charlie Inawai
Charlie K. Nouairi
Fabian Benito

Livin Moimo
Bawai Laiam
Desmond Venigo
Robson Steven
Daniel Ove
Kawa Teknik
Syed Kemi Aiwa

Tonga

Polotu Paumga
Paula Ma'u
Sitela Taupaki
Manitasi Leger
Lakepa Youth Group
Mary McCoy
Betty Blake

Dr V. Fakava
Paula Bloomfield
Anana Youth Group
Rev. Fili Lilo
Maofanga Youth Group
Siu Fanupo
Sione Taumoefolau
Sione
Viliani Takau
Drew Havea
Gwenda Kendrew
Olivina Tuiono
Hanoli Vi'
Kilisitina Tuaimoi'api

Fiji

Josefa Matai
Vani Samuwai

Iliesa Tuikenatabua
Laufitu Taylor
Sandra Bernklau
Alisi

Informal Sector Youth Association (ISYA)
ISYA
Recycle Youth
ISYA
ISYA
Moresby South Youth Council
Recycle Youth
Special Youth Project
National Youth Council
ISYA
Enga/ISYA
PYC Desk
Coordinator (Moresby South)
Executive Officer, ISYA
Coordinator, ISYA
S/Coordinator, ISYA
6 Mile Recycle Youth and non-communicable diseases informal sector
Youth Leader, Ward 3
Chairman, Badili United Youth Group
Youth Worker, PYC Desk
Kumapi Youth Group (PYC Desk)
POM Youth Training Institute
Chairman, Arere Youth Group
Countryside Youth Group Inc, Non-communicable Diseases-ISYA

Prime Minister's Office
Prime Minister's Office
AusAID, Australian High Commission
TNYC, Coordinator, Pacific Stars Life Skills Programme

Management Adviser, TNYC
Legal Rights Training Officer, Catholic Women's League, Children and Women's Centre
Deputy Director, Ministry of Agriculture
Minister of Education

Free Wesleyan Church

Pacific Action for Health Project, Family Health Association
Secretary General, Red Cross
Central Planning Unit
Director of Education
US Peace Corps and President, TNYC
Salvation Army
Ministry of Education (Youth and Culture)
National Council of Women
Ministry of Finance

Director, Ministry of Youth, Employment Opportunities and Sports
Principal Youth Officer, Research Training and Development, MYEOS

Divisional Youth Officer, Central/Eastern Division, MYEOS
Acting Director, PACFAW, Fiji
Coordinator, RRRT
Ministry of Women

Mark Lewis
Eileen Cronin
Ana Vesikula
Nemani Bainivalu

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Leisi Traill

UN Agencies Task Force

Gillian Mellisop
Dr T.O. Royan-Myint
Judith Leveillee
Holly Doel-Mackaway
Mereia Carling
Andrea Pickering

NGO Forum

Ecelini Weleilakeba
Asera Naisara

Sereki Korocowini
Archana Mini
Andrew Peteru
David Hesaie
Zaied Abdul
Rajendra Sharma

CROP meeting

Dr Ana Taufeu lungaki
Dr Helen Tavola
Viane Amato Ali
Steven Vete
Monika Fong
Dr Rufina Latu
Aleki Sisifa
Galumalemana Nuufou Petaia
Dr Graham Roberts
Elenoa Seru

Samoa

Edna Tait
Heikko Bamman
S. Plemmons
Charmina Saili

Federated States of Micronesia

Osaia Santos

Pertina Albert
Julia Freed
Largo Edwin
Rainer Jimmy
Gary Bloom
Jane Elymore
Mr Elymore
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Project Officer (Media/Culture), Ministry of National Reconciliation & Unity
Project Officer, Ministry of National Reconciliation & Unity
Project Officer, Research, Ministry of National Reconciliation & Unity
Assistant Project Officer, Ministry of National Reconciliation & Unity

Resident Representative, UNICEF Pacific
Programme Officer, UNICEF
Project Officer, Adolescent Development, UNICEF
Legal Officer, Child Rights, UNICEF
Child Protection Consultant, UNICEF
UNFPA

YWCA

Assistant Secretary, National Council of Women and Catholic Women's Youth
Youth For Christ and Youth Assembly of the Fiji Islands
Regional Health Programme Officer, FSPI
Regional Health Programme Manager, FSPI
Government Programme Officer, FSPI
Administrative Officer, Fiji Muslim Youth Movement
President, Fiji Disabled People's Association

Director, IOE, University of South Pacific and PRIDE
Social Policy Adviser, Forum Secretariat
South Pacific Tourism Organisation
Forum Secretariat
Forum Secretariat
Director, ARD Project, SPC (Fiji)
Head, Agriculture, SPC (Fiji)
Principal, CETC, SPC (Fiji)
Fiji School of Medicine — Public Health
Lecturer, Fiji School of Medicine

Head, UNESCO Pacific Regional Office, Apia
Acting Head, Pacific Regional Office, FAO (Farming Systems)
Director, US Peace Corps — Apia Office
UNDP Samoa Regional Office — Samoa Government Youth Team

National Youth Activity Coordinator, Department of Health, Education and Social Affairs (HESA)
ARH Programme Director, Multi-purpose Youth Programme
UN Volunteer, Youth and Community Services
Programme Assistant, Peace Corps Micronesia
US Peace Corps
AusAID Director for Micronesia States
Gender Officer, HESA
Health Statistician, HESA
Coordinator, Girl Scouts, Pohnpei
Intern Researcher, Micronesia Seminar
Director Research & Pastoral Micronesia Seminar

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ANNEX 4: PACIFIC YOUTH POPULATION (ESTIMATES, 2002)

	Country or territory	Youth age definition (years)	Total male	Total female	Total youth population	% of total population	2002 total population*	Last Census year	Census total population**
1	American Samoa	13–30	10,342	9,731	20073	33	60,017	2000	57,291
2	Cook Islands	15–34	2,524	2,792	5316	30	17,855	2001	18,027
3	FSM	15–34	18,459	18,395	36854	33	110,656	2000	107,008
4	Fiji Islands	15–24	82,083	77,931	160014	19	823,321	1996	775,077
5	French Polynesia	15–24	22,910	21,851	44761	19	239,805	1996	219,521
6	Guam	14–24	14,153	13,417	27570	17	160,074	2000	154,805
7	Kiribati	15–29	10,453	10,844	21297	25	86,862	2000	84,494
8	Marshall Islands	15–24	5,725	5,665	11390	21	53,226	1999	50,840
9	Nauru	15–34	2,095	2,084	4179	35	11,914	1992	9,919
10	New Caledonia	15–24	21,496	20,755	42251	18	229,323	1996	196,836
11	Niue	14–35	287	272	559	32	1,721	2001	1,788
12	Northern Marianas	15–24	4,121	6,384	10505	14	73,270	2000	69,221
13	Palau	15–35	3,939	3,124	7063	36	19,861	2000	19,129
14	Pitcairn	15–35	3	4	7	15	47	1999	47
15	Papua New Guinea	15–25	586,156	548,633	1134789	21	5,471,228	2000	5,190,786
16	Samoa	12–29	30,303	27,033	57336	32	177,763	2001	176,848
17	Solomon Islands	14–29	66,559	64,672	131231	30	439,361	1999	409,042
18	Tokelau	15–35	212	220	432	28	1,516	2001	1,537
19	Tonga	14–35	17,984	17,086	35070	35	101,115	1996	97,784
20	Tuvalu	14–34	1,525	1,416	2941	29	10,054	1991	9,043
21	Vanuatu	15–24	16,674	16,603	33277	17	199,625	1999	186,678
22	Wallis and Futuna	15–24	1,616	1,563	3179	22	14,721	1996	14,166
	Total		919,619	870,475	1,790,094	22	8,303,335		7,849,887

Note: * 2002 Mid-year population estimate

** Total population enumerated at last Census

ANNEX 5: FIELD VISIT REPORTS — PNG, FIJI, TONGA AND FSM

Papua New Guinea	
Review visit	11–15 July 2004
Youth Forum	12 July 2004 in Port Moresby
Youth definition	15–25 years (although the national youth policy is directed to young people in the age range of 12–35 years)
National youth mechanism	Official national focal point is Department of Social Development.
National non-government organisation	The PNG National Youth Commission (NYC) is a fully funded statutory body established by legislation with its own budget and staff. It is headed by a Commissioner and is housed within the Department of Social Development. The NYC hosts the PNG Desk of the PYC. The 1st Vice-President of the PYC staffs this desk.
Voice of youth	Interim National Youth Council — newly elected members but not yet established
PYB contact	Trainer, Youth Leadership Training Workshop, September 2003 Facilitator, Commonwealth Secretariat Workshop on strengthening youth-to-youth support programmes to halt and reduce the spread of HIV/AIDS, April 2003 Technical assistance, National Youth Policy, 2002 Technical assistance, Pacific Youth Council Awareness Workshop, 2002
Status of national youth policy	The National Executive Council approved the National Youth Policy for Papua New Guinea on 14 January 1997. The National Youth Policy focuses on integrated human development to enlarge the choices that people have to improve their lives. The policy is being reviewed to reflect the current philosophy of development rather than welfare.
Key youth issues	Major issues identified through the consultation and supporting documents: unemployment; law and order (pickpockets, car theft); drug and alcohol use; broken families; teenage pregnancy; school leavers and street kids
Identified human resource development needs	Vocational skills development; appropriate and culturally sensitive counselling education related to reproductive health, family planning and STDs. A large number of youth leaders are participating in CYP Diploma in Youth and Development.
Current priorities for action (government and non-government)	Finalising the review of the National Youth Policy; support for income-generating projects; awareness-raising programmes including adolescent reproductive health, HIV/AIDS, drugs and alcohol; establishment of more effective community, district provincial and national youth councils. Increased commitment and collaboration with regional youth networks.
CEDAW	Ratified in 1995 and still to report
CRC	Ratified
EFA	Has a report

Tonga	
Review visit	15–20 July 2004
Youth Forum	Lakepa Youth Group, 15 July; Anana Youth Group, 16 July; Maofanga Church Youth Group, 18 July
Youth definition	14–35 years
National youth mechanism	Ministry of Education
National non-government organisation	The Tonga National Youth Congress is an NGO set up in 1990 to assist the Ministry of Education in identifying youth objectives and programmes. The TNYC is currently focusing on national youth volunteers service, HIV/AIDS, micro-finance, future farmers (FAO) and life skills training (UNESCO)
Voice of youth	Tonga Youth Parliament (TYP) was established in 2002. TYP focused on health issues in 2002 and employment in 2003. In 2004 it explored issues around the election process.
PYB contact	Trainer, Leadership and Self-esteem Development Workshop, March 2003 Financial support, Pacific Conference of Churches Youth Division, 2000 Financial support to TNYC for training national volunteers service, 2000
Status of national youth policy	The Minister has given clearance for the development of the Tonga National Youth Policy.
Identified human resource development needs	Income-producing arts and crafts training; small business skills; sports development and coaching; information and communication technology skills. Specific skills for youth leaders: submission writing; computer training; and sports training
Key youth issues	Unemployment, education (particularly for early school leavers), relationship and gender issues, reproductive health, loss of cultural and traditional values, self-esteem, prostitution, environmental issues, dependence on aid, globalisation and impact of trade on island economies
Current priorities for action (government and non-government)	Establishment and consolidation of the micro-finance scheme; planning for the National Youth Parliament (to include a referendum on the voting age)
CEDAW	Not ratified
CRC	Ratified
EFA	Has a report

<i>Fiji</i>	
Review visit	21–24 July 2004
Youth Forum	No — but forum with representatives from key NGOs 22 July 2004
Youth definition	15–24 years
National youth mechanism	Ministry of Youth, Employment Opportunities and Sports
National non-government organisation	National Youth Congress of the Fiji Islands has recently been replaced by the Youth Assembly of Fiji Islands, which, together with a new Provincial Youth Forum, will make up a soon-to-be-established national youth advisory body.
Voice of youth	Fiji National Youth Parliament
PYB contact	Technical assistance, national youth policy development, 1999, 2000 Trainer, Leadership Development, 1999 Trainer, Leadership, confidence development and adolescent health, 2000 (sub-regional workshop) Technical assistance, establishment of the National Youth Congress 1999 Facilitator and financial support, 2nd General Assembly of the Pacific Youth Council, 2000 (regional meeting)
Status of national youth policy	Draft form. Plan to present to Cabinet in September
Identified human resource development needs	Non-formal education programmes (particularly targeting school leavers and unemployed young people) in vocational skills training, attitudes, values/virtues; life skills and parenting education; media education; drug prevention programmes and sex education
Key youth issues	Unemployment, illicit drug use, alcohol abuse, smoking, crime, sexually transmitted infections, racial intolerance, peer pressure, suicides and the generation gap
Current priorities for action (government and non-government)	Research into youth issues; increased collaboration at national level and coordination to maximise use of limited resources; increased resources for youth programmes, counselling services, intercultural programmes to promote harmony, gender sensitisation; increased percentage of educational programmes on radio and TV
CEDAW	Ratified
CRC	Ratified
EFA	Has a report

Federated States of Micronesia	
Review visit	16–18 July 2004 (arrived Friday p.m., departed Sunday 11.30 PM)
Youth definition	15–34 years
National youth mechanism	At national level, a Youth Unit within the Department of Health, Education and Social Affairs coordinates the Government Youth Program. The Unit is headed by a National Youth Coordinator responsible to the secretary for the management of national youth programme. Each state (Pohnpei, Chuuk, Kosrae, Yap) has a Youth Interest Office located within the Office of Social or Community Affairs. These Youth Interest Offices are managed by a State Youth Coordinator and responsible for the day-to-day running of youth programmes.
National non-government organisation	The National Youth Council is a team of State Youth Coordinators combining with the National Youth Coordinator to coordinate youth services and programmes in FSM. They meet annually to present reports on activities and set work plans for the coming year. They also discuss issues of common concern and emerging trends in youth development.
Voice of youth	The national youth forums
PYB contact	Technical assistance (Yap), National Youth Policy Development 2001 (conducted national youth policy development training for State Youth Coordinators, 9 th FSM Annual Youth Leadership Conference) Training services, Leadership and project planning (Kosrae) Technical assistance (Kosrae), National Youth Policy Development, 10 th FSM Annual Youth Leadership Conference, 2002
Status of national youth policy	Final draft stage — not yet endorsed by Cabinet
Key youth issues	Access to education, substance abuse, identity issues
Identified human resource development needs	Draft National Youth Policy identifies: leadership skills; employment skills; vocational, livelihood and trade skills; environment/conservation education; youth health; physical education; peer counselling; substance abuse/recovery programme; developing parenting curriculum; community development programme; Convention on the Rights of the Child.
Current priorities for action	Draft National Youth Policy identifies: development and endorsement of National Youth Policy for FSM; assisting and supporting development of organisational systems and capacities for youth development at all levels; cultural development skills; counselling and treatment services.
Status of CEDAW	Not ratified
Status of CRC	Ratified
Status of EFA	Has a report

ANNEX 6: STATUS OF NATIONAL YOUTH POLICIES, 2004

Country or territory	National youth policy status					
	Consultation stage	Final draft stage	Endorsed/ adopted	Implementation stage	Review stage	<i>Not applicable</i>
American Samoa	Yes	Yes	–	–	–	
Cook Islands	Yes	Yes	2003	Yes	–	
FSM	Yes	Yes	–	–	–	
Fiji Islands	Yes	Yes	–	–	–	
French Polynesia	Yes	Yes	2002	–	–	
Guam	–	–	–	–	–	X
Kiribati	Yes	Yes	2000	Yes	2005	
Marshall Islands	Yes	Yes				
Nauru	Yes	Yes	1998	Yes	2003/4	
New Caledonia	–	–	–	–	–	X
Niue	Yes	Yes	2003	Yes	–	
Northern Marianas	–	–	–	–	–	X
Palau	Yes	Yes	–	–	–	
Pitcairn	–	–	–	–	–	X
Papua New Guinea	Yes	Yes	Yes	Yes	2004/5	
Samoa	Yes	Yes	Yes	Yes	–	
Solomon Islands	Yes	Yes	Yes	Yes	–	
Tokelau	Yes	Yes	Yes	Yes	–	
Tonga	–	–	–	–	–	X
Tuvalu	Yes	Yes	–	–	–	
Vanuatu	Yes	Yes	Yes	Yes	Yes	
Wallis and Futuna	–	–	–	–	–	X

Source: PYB data, 2004



Principles of Cooperation

for

Collaboration and Cooperation

between

The Government of Samoa and the United Nations System

I. Preamble

This Principles of Cooperation (POC) expresses the understandings and intentions of the Government of Samoa and the UN System in Samoa concerning responsibilities and contributions of the identified Parties in regard to the Samoa Joint Youth Program. This POC defines the broad areas of collaboration and cooperation between the Government of Samoa and the UN System in Samoa that includes: the FAO, the UNDP, the UNESCO, the UNFPA, the UNICEF, the UNIFEM, the WHO and the WMO in the planning, implementation, monitoring and review of the Samoa Joint Youth Program.

This POC represents a harmonized, strategic alliance between the Government of Samoa and the UN System in addressing the identified development needs of the youth population of Samoa as stated in the National Statement of Development Strategy, the National Youth Policy and other relevant national policies and plans.

The POC Parties will coordinate, collaborate and undertake concerted efforts to achieve the goal and objectives of the Samoa Joint Youth Program as follows:

Goal: To improve the social and economic development of Samoa and reduce poverty through a more socially and economically productive youth population.

Objectives:

- To improve the self-worth of poor Samoan youth and promote the development of income generating activities, including initiatives that promote leadership and entrepreneurship amongst the youth;
- To support informal and vocational training activities for unemployed poor youth to improve their earning opportunities and self-identity;
- To capitalize on initiatives promoted by youth and civil society to help the youth of Samoa become better integrated into society and more economically productive;
- To strengthen collaboration between government ministries and other agencies in the delivery of activities both individually and jointly in support of the youth of Samoa;
- To harness the support of donors and the various agencies of the UN system in their areas of specialization for the youth sector; and
- To support development in the Samoa Youth Sector through strategic alliances between the UN System in Samoa and the Government of Samoa for the planning, implementation, monitoring and review of the Samoa Joint Youth Program.

The Parties are dedicated to creating and maintaining clear linkages in the planning, implementation and monitoring the development process for the Samoa Joint Youth Program to ensure proper sequencing of activities and avoid duplication and gaps.

The Parties recognize that the need for coordination in the youth sector development agenda extends beyond the Parties to this POC



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II. Executing Authorities and Implementing Partners

The **Executing Authorities** for Parties for the POC will be:

- For the Government of Samoa; represented by Ministry of Foreign Affairs

The **Implementing Partners** for the POC will be:

For the Government of Samoa:

- The Ministry of Foreign Affairs
- The Ministry of Finance
- The Ministry of Women, Community and Social Development
- The Ministry of Education, Sports and Culture
- The Ministry of Health
- The Ministry of Agriculture, Forestry and Fisheries
- The Ministry of Commerce, Industry and Labor

For Civil Society in Samoa:

- SUNGO and other relevant NGOs and community based groups as determined by the National Steering Committee and Technical Advisory Group.

For the UN System in Samoa:

- UN RC Office
- UNFPA, UNICEF, UNDP, FAO, UNESCO, UNIFEM, WHO, WMO and other UN and Bretton Wood Agencies as determined by the National Steering Committee

Other development/ implementing partners are welcome to join this POC with the approval of the Government of Samoa.

III. The parties agree as follows:

a. Mechanisms of Cooperation

Strategic policy and overall monitoring

A National Joint Youth Program Steering Committee (JYPSC) chaired by the Ministry of Finance (MOF) and includes representatives of all Parties (including relevant government line ministries) will be established to determine policy directions, review progress and achievements against the Project Implementation Document and the Annual Work Plans in order to provide a shared and coherent approach to program management.

Technical support and operational oversight

A Technical Working Group (TWG) chaired by the CEO of the MWCSO and consisting of representatives of all Parties (including relevant line ministries and NGOs) will be established to provide technical support to the National JYPSC and the Program Implementation Unit (PIU) in the implementation of program activities including advising on sub-program criteria and selection. The TWG will meet quarterly or more frequently as required.

Program Implementation Unit: The operational implementation of the program will be coordinated and managed by a PIU to be located within the MWCSO. It will consist of a Program Manager, Program Policy Analyst, Program Accountant, Program Assistant and the Principal Youth Officer. The PIU will provide the link between the JYPSC, the TWG and the implementing partners. The PIU will provide secretariat support to the JYPSC and the TWG.

Resource Input

Relevant parties will provide resources either financial, personnel, technical assistance, training or in kind to the Program as they see fit. The Government of Samoa will provide counterpart contribution of US\$34,842 in kind specifically, identified personnel and shared operational costs.



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b. Responsibilities of Executing and Implementing Agencies
General

The Parties will implement all youth related activities sponsored by relevant UN agencies through the Joint Youth Program – Talavou. The Parties will utilize the National JYPSC, the TWG and the PIU as the key mechanisms for input and coordination in the planning, implementation and monitoring of the Joint Youth Program. The Implementing Partners will acknowledge all the Parties in the implementation and public communication of program activities

The Parties will ensure the transparent, timely sharing of appropriate and relevant information pertaining to the Joint Youth Program through, timely correspondences, including an email network and participation at the JYPSC and T W G meetings.

National Steering Committee and Technical Working Group

The National Joint Youth Program Steering Committee (JYPSC) will be responsible for overall strategic and monitoring oversight of the Program through its biannual meetings and based on the 6 monthly program progress reports from the PIU. The Technical Working Group (TWG) will be responsible for technical and operational oversight and monitoring of the program using the monthly program progress reports from the PIU and during its regular meetings at least quarterly.

Program Implementation Unit

The CEO of the MWCS D and the Manager of the PIU will be responsible for operational day-to-day monitoring of the Program based on the performance indicators and milestones in the Annual Work Plans and the Samoa Joint Youth Program Document.

The PIU Manager will be responsible for monthly reporting using a reporting format mutually agreed to by all Parties to the CEO of MWCS D, the Technical Working Group and the Chairperson of the JYPSC. The PIU is responsible for quarterly financial and narrative reports to the TWG and 6 monthly financial and narrative reports to the JYPSC.

The PIU will raise community awareness of the program, help draft proposals where needed, maintain project accounts and monitor performance of the core program and sub-projects in collaboration with the JYPTWG. Initiatives proposed for assistance will be submitted by the PIU to the TWG for advice and the JYPSC for approval. The PIU will establish a system of vetting, prioritizing, and developing proposals and also for monitoring progress and reporting on outcomes. The PIU will develop annual work plans in collaboration with the TWG and to be approved by the JYPSC.

The PIU will be responsible for ensuring all important Samoa Joint Youth Program information including monthly program progress reports from the PIU are disseminated to all the Parties as necessary. Program documents, Terms of References, schedule of visits of consultants, advisors, visitors relevant to the Samoa Joint Youth Program will be shared between all Parties through the PIU. The Implementing Partners will provide one copy each of all production prepared under the Program to the PIU and RC Office for dissemination to the JYPSC, the TWG and the UNCT.

c. Government of Samoa

The MWCS D and the MOF will by Cabinet directive establish the National Joint Youth Program Steering Committee and the National Joint Youth Program Technical Working Group with Membership and Terms of Reference as detailed in the Joint



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Youth Program Concept Paper. The MOF will provide chairmanship of the JYPSC and the MWCSO will provide chairmanship of the TWG. The PIU will provide secretariat support to both Committees.

The MWCSO will establish the PIU within its Youth Division with relevant personnel as detailed in the Joint Youth Program Concept Paper. The CEO of the MWCSO and the Manager of the PIU will provide overall day-to-day management oversight of the Samoa Joint Youth Program. Identified positions within the MWCSO will be seconded to the PIU to provide technical and operational support to the unit. The Government of Samoa will continue to pay for these positions' salaries under counterpart contribution.

The relevant line ministries will provide regular and consistent representation and contribution to the Samoa Joint Youth Program through the Steering Committee and the Technical Working Group.

d. UN Agencies

- All UN Agencies will:
 - Provide regular and consistent participation and representation at the JYPSC and TWG committee meetings.
 - Provide relevant technical assistance in their areas of expertise to relevant components of the Program as and when requested
 - Ensure all country and regional programs with relevant activities to the Samoa Joint Youth Program and general youth development in Samoa are linked to the Samoa Joint Youth Program and that the common policy mechanism of the Samoa Joint Youth Program is utilized for country projects.
 - Ensure the sharing of all relevant country and regional information with the JYPSC and TWG.

IV. General Provisions

1. This Principles of Cooperation shall be for the duration of 4 years (from 1st June 2004 - 1st June 2008). Duration of the program can be revised at the mutual agreement of the parties involved.
2. This Principles of Cooperation may be terminated by either one of the Parties following thirty (30) days written notice to the other parties.
3. This POC may be amended through an exchange of letters between the Parties. The letters exchanged to this effect shall become an integral part of the POC.
4. Any difference, dispute, or controversy arising out of this agreement shall be resolved amicably through negotiations among the parties.
5. This POC shall enter into force on the date of the last signature by the Parties.

V. Implementation Schedule

Upon signature of and this POC, implementation will commence based on the Talavou Joint Program Concept Paper and the detailed project Implementation document to be prepared by the Program Implementation Unit.

Signed at Apia, in quadruplicate, this 31st day of May 2004.

For the Government of Samoa	For the UN System in Samoa

ANNEX 8: STATUS OF YOUTH COUNCILS/CONGRESSES IN PICTS

Country or territory	Status	Comments
American Samoa	✓	Little information on activities
Cook Islands	X	Disbanded in 1996
FSM	✓	Meets annually and meetings are well documented
Fiji Islands	✓	Establishing a Youth Assembly of Fiji Islands and Provincial Youth Forum
French Polynesia	✓	Formally established by local legislation and funded by government
Guam	X	
Kiribati	X	
Marshall Islands	✓	Works closely with government
Nauru	✓	Works closely with government
New Caledonia	X	Youth development coordinated by the provinces
Niue	✓	Works closely with government
Northern Marianas	✓	Formal entity established through legislation
Palau	✓	Established by legislation. Works closely with government
Pitcairn	X	
Papua New Guinea	✓	Statutory body. Housed within the Department of Social Development
Samoa	X	
Solomon Islands	✓	Government-sponsored organisation
Tokelau	✓	The National Youth Council has three chapters — one on each atoll.
Tonga	✓	NGO, but receives some funding from government
Tuvalu	✓	No government funding
Vanuatu	✓	Government-sponsored; situated within the Ministry of Education
Wallis and Futuna	✓	Some government funding for activities

Source: Youth Development Adviser, SPC

ANNEX 9: ALLOCATION OF SISF, 1999–2002

Recipient	Population (as at Nov. 1997)	Allocation for 1999 (in CFP units)	Allocation for 2000 (in CFP units)	Allocation for 2001 (in CFP units)	Allocation for 2002 (in CFP units)
Kiribati	70,000	3,020,000	2,336,000	3,640,000	1,920,000
CNMI	55,000	2,530,000	1,898,000	2,957,500	1,560,000
American Samoa	45,000	2,210,000	1,752,000	2,730,000	1,440,000
Marshall Islands	40,000	2,050,000	1,606,000	2,502,500	1,320,000
Cook Islands	20,000	1,410,000	1,168,000	1,820,000	960,000
Palau	15,000	1,250,000	1,022,000	1,592,500	840,000
Wallis & Futuna	15,000	1,250,000	1,022,000	1,592,500	840,000
Nauru	10,000	1,080,000	876,000	1,365,000	720,000
Tuvula	10,000	1,080,000	876,000	1,365,000	720,000
Niue	2,000	830,000	730,000	1,137,500	600,000
Tokelau	2,000	830,000	730,000	1,137,500	600,000
Pitcairn Islands	50	760,000	584,000	910,000	480,000

Source: Youth Development Adviser, SPC

ANNEX 10: SISF AWARDS BY PICT (1999 – 2002)

Country or Territory	% of total awards	Activities	Comments from Reports
America Samoa	12	2600 young people participated in a five-day event which included sessions on peer counselling, life skills, and culture, with presentations on marine and wildlife	Need to reconstitute the American Samoan Management Committee
Cook Islands	8	Leadership training Income generation projects	
Kiribati	16		
Marshall Islands	11	Sewing, canoe-making, gardening, food preservation	Funding is allocated to groups, not individuals
Nauru	6	112 participated in distance and flexible learning courses at USP	12 of 112 participants have found full-time employment since undertaking the training
Niue	5	Small enterprise development grants, e.g. art and craft	
Northern Mariana Islands	13	Leadership skills development Sports volunteers programme	
Palau	7	Summer youth employment programmes Skills training activities	Palau has secured extra-budgetary funding from other donors
Pitcairn Islands	4	No applicants in 2002	
Tokelau	5	Cultural tour to Porirua, Wellington sporting event	An individual was funded to undertake a six-month course and now works at Telecom
Tuvalu	6	USP distance and flexible learning courses in secretarial skills, computing and book-keeping	70% of young people accessing the programme were women; 35% of people accessing the funding found employment*
Wallis and Futuna	7	Planting and management of a kava plantation Youth training workshops	

* Improvement in success rates compared with 2001 when 75% dropped out of their chosen courses, and with 2002 when only 40% dropped out