



Formative Evaluation of the Youth Policy and Operational Strategy 2020 and Youth-Related Operations at the Caribbean Development Bank, 2020–2025

Evaluation Report: Volume II



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DETAILED EVALUATION METHODOLOGY

1.1 Overall Approach

The evaluation aligns with CDB's Evaluation Policy and ethical guidelines, CDB's Gender Responsive Evaluation Guidelines, ECG Good Practice Standards and Code of Conduct, as well as UNEG Norms and Standards. It also aligns with global evaluation standards, applying the OECD-DAC and complementary criteria stipulated in the TOR, namely: **relevance, coherence, preparedness, coordination, and gender-responsiveness**. The evaluation methodology integrated principles of impartiality by ensuring independent data collection and analysis and upholding confidentiality through secure data management and anonymisation. Furthermore, it actively promoted participation and respect for youth voices via youth-friendly methods and feedback mechanisms, with a strong emphasis on addressing gender equality and social inclusion throughout all stages to ensure equitable representation and benefit. Specifically, our overall approach to the evaluation was guided by the following parameters.

1.1.1 Formative

The evaluation embraced a formative approach, focusing on providing actionable insights and lessons to strengthen YPOS implementation rather than measuring outcomes. It concentrated on assessing strategic design, institutional readiness, and early implementation mechanisms, examining CDB's systems for operationalising the dual-track approach to youth mainstreaming and targeted interventions. Both the evaluation deliverables and the evaluation process offered capacity-strengthening opportunities by including interactive and iterative processes that engaged internal and external stakeholders throughout the evaluation.

1.1.2 Mixed-Methods

The evaluation team applied a mixed-methods approach, with an emphasis on qualitative methods and triangulation of evidence from multiple sources to ensure comprehensive and credible findings. Data collection combined document and literature review with consultations of diverse stakeholders. Thematic case studies and comparative analysis provided different types of insights on YPOS. Some quantitative analysis of investments in youth-targeted projects and the number of youth-targeted projects across various YPOS Pillars also informed analysis (see *Appendix 6*). This approach allowed the evaluation team to overcome data limitations identified in the Approach Paper by identifying where youth considerations have been mainstreamed across operations even without explicit YPOS tagging.

1.1.3 Utilisation Focused

The evaluation team prioritised utility by engaging key stakeholders throughout the process to ensure findings and recommendations were relevant, practical, and actionable. Consultations will also inform the forthcoming Dissemination and Use Plan, to validate the purpose, content and structure of dissemination products and dissemination processes, and maximise their utility for diverse audiences (including youth). A co-creation workshop with members of the ERG and other stakeholders identified from within CDB, youth representatives, and regional partners was also conducted to jointly refine and co-develop recommendations.

1.1.4 Participatory and Inclusive

Keeping with the YPOS principle of “**leaving no one behind**”, this evaluation ensured meaningful participation of diverse stakeholders—particularly youth—throughout the evaluation process. This included external youth actors in the ERG, as well as youth and youth-led organisations which were consulted during data collection. All youth were engaged through youth-sensitive methods and tools that were flexible to the needs and priorities of young people (e.g. school schedules or other responsibilities) and careful not to generate added burdens, and account for added safety measures to do no harm.

The Evaluation Reference Group (ERG) included three youth members appointed by the CDB Office of Independent Evaluation (OIE), who were systematically engaged throughout the evaluation process. Their involvement began during the inception phase through a kick-off call and one-on-one consultations and continued with reviewing and providing feedback on the inception report, participating in the co-creation workshop, and contributing to the final evaluation report. As ERG members, they offered valuable input on the key deliverables and helped shape youth-sensitive methodologies, while also facilitating connections with other youth stakeholders and organisations. The inclusion of youth in the ERG not only brought critical insights but also fostered intergenerational dialogue. The evaluation team was mindful of power dynamics and ensured that youth were treated as equal contributors throughout the process.

Beyond the ERG, **113 youth**¹ were also consulted during data collection, with efforts made to ensure inclusive and empowering engagement. This included creating opportunities for youth to influence how their stories were represented and leveraging young evaluators to bridge intergenerational gaps.

To support Collaboration and co-creation, the evaluation utilised accessible digital platforms using simple and easy-to-use digital tools (e.g. mobile polling tools such as Mentimeter², and virtual Collaboration whiteboards like “Mural”), which allowed youth to continue to contribute at their own speed and on their own time to reduce pressures, scheduling challenges and facilitate their inputs. Digital mechanisms were also complemented by in-person consultations with youth in-country as part of the field visits to extend reach to those that might struggle with internet connectivity or access to technology.

The evaluation team engaged a diverse group of youth—across social categorisations and identities such as gender, race, disability, socio-economic status and their intersections—through tailored approaches such as accommodations for disabilities, adapted formats for different age groups across the lifecycle, and in-person consultations for those with limited internet access.

Overall, with dedicated expertise in meaningful youth engagement, gender-responsive evaluation, inclusive and participatory approaches, and a team model that leveraged young evaluators and an ERG with youth members, the evaluation team engaged youth as active contributors to enhance ownership of evaluation findings and recommendations. The evaluation also engaged young and emerging evaluators identified in the region as co-facilitators to support group discussions with youth.

Importantly, the evaluation will be sure to close the loop with youth engaged in the evaluation during the dissemination phase, to clearly communicate how their views and voices were used to inform the evaluation; this will be a key consideration in the development of the Dissemination and Use Plan.

1.1.5 Gender Responsive (with an intersectional lens)

The evaluation aligns with CDB's guidelines for gender-responsiveness and social inclusion, including the principles rooted in CDB's Gender Equality Policy and Operational Strategy (GEPOS) 2019 and Gender Equality Action Plan. Inception interviews emphasised the importance of integrating intersectionality (one of the six main principles of GEPOS) in the evaluation; as such, the evaluation approach adopted an explicitly gender-responsive approach with an intersectional lens. Specifically, the evaluation examined how YPOS addresses disparities and root causes of inequality and its responsiveness to intersecting vulnerabilities to promote empowerment and equality among young women, men, and gender-diverse youth (including diversity across age, disability, ethnicity, socio-economic status, and geographic location).

The evaluation analysed gender-specific barriers and enablers and assessed gender and inclusion considerations for youth in CDB operations; this included consideration of power dynamics, gender roles, voice and equity. Data collection and analysis were sex- and age³-disaggregated, to the extent that disaggregated data were available.

The evaluation ensured a balanced representation of diverse perspectives in stakeholder consultations and case studies, with particular attention to intersecting vulnerabilities. Reporting highlights gender-responsive findings and provides recommendations that strengthen YPOS's capacity to address inequalities in youth development across BMCs.

1.1.6 Systems Oriented

The evaluation employed two analytical tools to support a systems orientation. First, the evaluation drew on the [Institutional and Organizational Assessment \(IOA\) Framework](#)⁴ to structure the assessment of CDB's preparedness to implement the YPOS. The IOA Framework (see **Figure 1** for adapted framework) was particularly well-suited for examining the complex institutional ecosystem supporting YPOS implementation as it systematically analyses four interconnected dimensions: organisational performance, organisational motivation, organisational capacity, and external environment. By mapping these dimensions and their relationships, the IOA Framework enabled the evaluation to identify both internal readiness factors⁴ and external enabling conditions, providing a comprehensive understanding of the systems that must work in concert for effective operationalisation of the dual-track approach to youth mainstreaming and targeted interventions. The four dimensions of the IOA Framework and how they were applied in this evaluation are described below.

Organisational Motivation:

- **History:** CDB's previous experience with similar targeted investment and mainstreaming approaches (such as gender mainstreaming under GEPOS) and how lessons learned have been incorporated into YPOS design.
- **Mission:** YPOS alignment with CDB's broader strategic priorities and mandate for poverty reduction.
- **Culture:** Collectively accepted understanding of how youth-responsive programming and youth participation align with the organisation's values and ways of working.

- **Incentives/Rewards:** Reasons for staff to integrate youth considerations into their work or engage youth.
- **Leadership Commitment:** Senior management buy-in and championing of youth development.

Organisational Capacity:

- **Structure(s):** Governance and operational structures for youth programming and mainstreaming.
- **Strategic Leadership:** Clarity of roles and responsibilities for YPOS implementation. Clarity of CDB's role/niche with regard to youth objectives. Stated vision and priorities for youth in CDB strategic documents. Shared understanding of the principles and central tenets of the YPOS.
- **Human Resources:** Staff capacity, knowledge, and skills related to youth development, youth engagement, and PYD approaches.
- **Financial Resources:** Allocation mechanisms for youth mainstreaming and targeted interventions.
- **Programme/Project Management:** Approaches to integrating youth considerations throughout the programming cycle (planning, implementation, monitoring/reporting); this refers to Country Engagement Strategies and operations.
- **Inter-organisational Linkages:** CDB's partnerships with youth-led organisations, development partners, and other stakeholders to be able to 'shift the needle'.

External Environment

- **Political:** Alignment between YPOS and regional/international youth development frameworks. Political will and support for youth development in the region.
- **Administrative/Legal:** Policy frameworks in BMCs that support or hinder YPOS implementation.
- **Social/Cultural:** Social norms and attitudes toward youth in BMCs that may affect implementation.
- **Stakeholder:** Relationships with youth organisations, government partners, and other development agencies.
- **Technological:** Readiness for leveraging technology and innovation for youth engagement.

Organisational Performance

- **Relevance of YPOS** to the evolving needs of Caribbean youth **and its alignment** with international, regional, national, and CDB priorities and frameworks.
- **Coherence:** Internal coherence among strategic pillars and anticipated outcomes, as well as external coherence with other CDB policies and regional/national frameworks.
- **Preparedness:** Institutional readiness, systems, and capacities established to operationalise the dual-track approach to youth mainstreaming and targeted interventions.
- **Coordination:** Coordination mechanisms within CDB (across departments) and externally (with regional and international partners) for implementing YPOS.
- **Gender Responsiveness (with an intersectional lens):** Integration of gender-responsive strategies, consideration of gender disparities, and promotion of gender equality across YPOS implementation.



Figure 1: Adapted version of the Institutional and Organizational Assessment Framework



Figure 2: Adapted Version of SEM Model

Box 1 YPOS Definition of SEM

SEM is a framework for understanding the interacting levels of a social system by employing an analysis of the individual, interpersonal, community, organisational and policy-enabling environment. It provides a method for examining the complexities and interdependences between the cultural, political, socio-economic, cultural, political, environmental and organisational determinants of behaviour by taking a holistic, systems-level approach to understanding. The SEM is a social psychology theoretical framework based on Lewin’s (1951) and Becker’s (1968) theory that behaviour results from **“the person, the environment, and the interaction between the two”**. (YPOS, p. 36)

Second, the evaluation drew on the Social Ecological Model (SEM) to inform the analysis of youth development interventions. The definition of SEM provided in the YPOS document, which the evaluation drew upon, is provided in **Box 1. Figure 2** demonstrates how each concentric layer represents a distinct level of influence on youth development. At the centre is the **individual**, encompassing personal characteristics such as knowledge, attitudes, and behaviours. Surrounding this is the **interpersonal layer**, which includes close relationships with family, peers, and mentors. Next is the **organisational/community level**, which includes institutions like schools, youth programmes, and workplaces, as well as the broader social and physical environment—such as neighbourhoods and local cultural norms. Together, these shape the opportunities, resources, and social conditions that influence youth development.

The policy/societal level encompasses national laws, regulations, and public systems, along with broader societal norms and structures that govern youth services and shape collective attitudes toward young people. International actors such as Multilateral Development Banks (MDB) (e.g., the Caribbean Development Bank), UN agencies, and global foundations or NGOs are not typically included in the SEM, as they are distant from the everyday realities of youth. Nevertheless, they can still exert meaningful influence by providing financing, technical assistance, and policy support to governments and regional institutions, shaping national priorities, that ultimately affect the environments in which youth grow and develop. These have been added in the figure as a final **global level**.

1.2 Methodology

1.2.1 Evaluation Matrix

An evaluation matrix was used as the foundation for the study's design and as a guide for data collection and analysis activities. *Table 1* below outlines evaluation criteria, questions and sub-questions, with the full evaluation matrix provided in *Appendix 2*.

The criteria included the OECD-DAC criteria of relevance and coherence⁵, as well as gender responsiveness with an intersectional lens, preparedness, and coordination. These criteria were stipulated in the evaluation's TOR, with a slight revision made during the evaluation's inception phase to include the concept of intersectionality alongside gender-responsiveness, as emphasised in inception interviews.

Table 1: Evaluation Criteria, Questions, and Sub-Questions

Evaluation Criteria	Evaluation Question And Sub-Questions
EQ 1: How sound is the YPOS design?⁶	
Relevance, coherence, and gender-responsiveness with an intersectional lens	<p>To what extent is the YPOS conceptual design and strategic framework informed by robust evidence and aligned with global and regional youth development frameworks and diagnosis?^{*7}</p> <p>How well does the YPOS align with the diverse needs, aspirations, and priorities of Caribbean youth, including those at risk of emigration?^{*8}</p> <p>How well has YPOS aligned the CDB’s work with youth priorities, needs or aspirations in three priority areas?</p> <ul style="list-style-type: none"> → youth economic empowerment → youth crime and violence → youth engagement in environmental resilience <p>How coherent are the YPOS strategic pillars and anticipated outcomes with the CDB’s strategy and results?</p> <p>To what extent is the YPOS coherent with national frameworks, including youth policies, education, employment, and security strategies that address youth vulnerability and talent retention in BMCs? ^{*9}</p> <p>To what extent does the YPOS design incorporate gender-responsive strategies, address gender disparities, and promote gender equality (with an intersectional lens)?</p>
EQ 2: What early implementation steps have been taken?	
Preparedness and gender-responsiveness with an intersectional lens	<p>To what extent have institutional mechanisms, resources, and capacities been established within CDB and BMCs to operationalise the YPOS?^{*10}</p> <p>To what extent are youth engaged meaningfully in informing the strategy of the CDB and in planning, monitoring, and implementation of YPOS and related initiatives?</p>
EQ 3: What factors have influenced early implementation?¹¹	
Coordination, preparedness, and gender responsiveness with an intersectional lens	<p>How effectively does the YPOS coordinate and align with the efforts of regional and international partners and stakeholders involved in youth development?</p> <p>How effectively does the YPOS coordinate and align with the efforts of regional and international partners and stakeholders involved in youth development?</p> <p>How have other internal factors affected YPOS implementation to date? (e.g., organisational motivation and culture, capacity)</p>

To respond to these questions, the evaluation used several methods for collecting data from various sources (and for various purposes). The content, nature and purpose of the main methods are described below.

1.2.2 Document Review

In-Depth Document Review

An in-depth, comprehensive review of documents was conducted during the data collection phase of the evaluation, expanding on the initial review conducted during inception. The types of documents reviewed are presented in **Box 2**, and a full list of documents consulted is presented in *Appendix 4*.

Portfolio Review

Key youth-focused investments made during the YPOS period (2020–2025), as well as some initiated slightly earlier during the YPOS design phase, were identified as part of the evaluation. Each project was documented with relevant details—such as location, approved funding amounts, and other pertinent information¹²—and mapped to relevant YPOS Pillars (see *Appendix 6*). This approach was triangulated with multiple data sources, including staff knowledge mapping through structured interviews with CDB personnel across departments to identify ‘hidden’ youth components in their work that may not be formally documented or publicised. This approach provided critical insights into how effectively the Bank has implemented both mainstreaming and targeted approaches to youth development. It also further supported the identification of silos and synergies; for example, areas for strengthening institutional coherence and horizontal Collaboration across the Bank, including in operations and human resources.

Thematic Case Studies

The TOR for this evaluation initially proposed thematic case studies centred on **three critical areas**: youth crime and violence prevention, youth emigration and talent retention, and educational systems and youth employability.

Following inception interviews and a preliminary review of relevant documentation, the evaluation team proposed—and was approved to use—revised themes that better align with stakeholder priorities and insights: youth crime and violence prevention, youth economic empowerment, and youth contributions to environmental resilience. Each of these is expanded on further below.

The purpose of the thematic cases was to illustrate several dimensions that may be helpful to inform future YPOS and future youth programming at the Bank, including: **a)** the nature of CDB financial and non-financial support and in the thematic area; **b)** how other actors in the region are engaging with youth in the thematic area; and **c)** opportunities for investment and partnership. Thematic cases are presented in **Appendix 8**.

Youth crime and violence prevention: Youth crime and violence prevention were confirmed by consulted stakeholders as pressing concerns across the region. Supporting this, the research study conducted by CDB to inform YPOS identified youth crime and violence as the 2nd most pressing issue for youth across the region, following employability.¹³ The final replenishment resolution of SDF 11 underscores the gravity of this issue, noting that **“the perpetrators of crime are disproportionately reflected among youth (age 18–35 years), many of whom experience violence, are socialised in sub-optimal conditions such as dysfunctional families without support and are susceptible to embracing gang cultures”** (p. 9).

The resolution also recognises addressing crime and citizen security as a key aspect of building social resilience, while also recognising that the YPOS as key avenue through which the CDB is working on this issue. The SEM approach helps illustrate the various layers of youth crime and violence, in which violence is often a more pervasive issue that starts at the interpersonal level but can lead to crime, which has a wider impact at the community and societal levels.

Youth economic empowerment: Insights from consultations with key stakeholders reaffirmed that youth employability remains a top concern across the region. While the original TOR emphasised education as the central lens, stakeholders advocated for a broader and more integrated approach—reframing the theme to focus on youth economic empowerment. This expanded perspective encompasses not only the responsiveness of educational systems but also the wider ecosystem influencing youth employment outcomes, across the SEM. It includes factors such as job availability and creation, access to relevant training and skills development, and structural barriers to labour market entry, progression, and retention—such as gender and other social norms, discrimination, and social exclusion—while carefully considering how youth can be empowered from multiple directions and through multiple avenues, in this context (rather than a deficit-based approach). This central focus on employment is further supported by the document review. The research paper that informed the YPOS identified employability as the most pressing issue facing youth in the region, and both the CDB Strategic Plan and the SDF 11 replenishment report underscore employment as a critical driver of poverty and inequality.

Youth contributions to environmental

resilience: Environmental resilience is one of five pillars of resilience in CDB’s 2022–2024 Strategic Plan, which are also determining the operational direction of SDF 11. The SDF 11 report describes building environmental resilience as “**enhancing the ability of natural and human systems to withstand, adapt, respond to and recover from environmental stresses and disasters while performing the necessary functions to support life...**”, encompassing areas such as environmental and biodiversity management, climate adaptation and mitigation, disaster risk management and sustainable energy solutions. SDF 11 has a special emphasis on climate change and climate finance in particular.¹⁴ In parallel, the YPOS has a dedicated pillar on “**supporting youth awareness, education, and action on climate change, disaster mitigation, environmental sustainability, and food security**”. Consultations with stakeholders emphasised that not only is this a pressing challenge in the region, but also an area in which youth are eager and interested to contribute and be agents of change through advocacy, community organising, policy engagement, research, innovation, and other means. Considering the role of youth is of great importance to ensure a just transition to environmentally resilient economies in the region.

1.2.3 Stakeholder Consultations

To capture diverse perspectives on YPOS design and implementation, the evaluation conducted semi-structured interviews and focus group discussions with key stakeholders, including CDB operations staff and management, sector specialists, representatives of youth-led and youth-serving organisations, government partners in BMCs, implementation agencies, and diverse youth who have and who have not engaged with CDB.

These consultations were designed to ensure gender balance and inclusion of marginalised youth voices. Virtual methods were employed for regional-level consultations, and in-person methods were used during field visits (**see Section 1.2.5 on field visits**). Particular attention was made to creating safe spaces and using youth-friendly methods for youth to share their experiences and perspectives on CDB's youth-responsive programming. *Table 2* below presents the number of stakeholders consulted across various groups. CDB staff as well as representatives from BMC governments and partner organisations are also named in the Stakeholders Consulted list in *Appendix 3*.¹⁵

More information regarding comparative review and field visits is presented in the following sections (**1.2.3 and 1.2.4 respectively**).

Due to time constraints, it was not possible to organise a focus group discussion with CDB's IPAG. As an alternative, the evaluation team shared a short questionnaire with the IPAG that received three responses, which were carefully reviewed by the evaluation team. The questions covered IPAG engagement with youth issues, potential value-add of creating stronger connections between IPAG's priorities and CDB's youth-focused efforts, and specific considerations for meaningfully engaging and including Indigenous youth, especially across the evaluation's three thematic case study areas.

Although not a direct consultation, it should also be noted that a member of the evaluation team also observed an online Youth Townhall for the 2nd Wider Caribbean Regional Risk Conference 2025. This was a session during which youth shared key priorities and during which the CDB's President provided an overview of the Bank's priorities and actions related to youth. This was used to inform evaluation analysis and findings. Mentimeter results from the Youth Townhall were captured and are also provided in *Appendix 5—Additional Supporting Analysis*.

Table 2: Stakeholders Consulted¹⁶

Regional Stakeholders (virtual)		Total: 49 (27 youth, 22 other); (25 F, 23M, 1 non-binary)
Category Of Stakeholder	Types Of Groups Or Organisations Included	Number Of Stakeholders Consulted
CDB	Select staff across CDB divisions who are doing youth-focused or youth-related work (e.g., youth focal points, officers assigned to countries where youth work is being conducted, etc.) Other CDB operational and strategic staff & sector specialists Senior and mid-level management (President and VP Operations) CDB YPOS Working Group members	15 (7F, 8M)
Young CDB	Young Professionals, Junior Professional Officers, other young staff members	3 (1F, 2M)
YPOS reference group members and other organisations and partners	CARICOM Secretariat, Organization of American States, UN Women Multi-Country Office for the Caribbean, University of the West Indies-Cave Hill Campus, Caribbean Disability Network, Independent Researcher on youth development in the Caribbean	7 (6F, 1M)
Regional FGDs and KIIs with youth	CDB Future Leaders Network (FLN), Caribbean Youth Climate Council (CYCC), youth with some experience with CDB, and youth with no experience with CDB	FLN: 13 (5F, 7M, 1 non-binary) Other: 8 (4 F, 4M) Total: 21 (9F, 11M, 1 non-binary)
Evaluation Reference Group Youth	Youth members of the Evaluation Reference Group	3 (2F, 1M)

Table 2: Stakeholders Consulted (cont.)**Saint Lucia (virtual and in-person)****Total: 47 (20 youth, 27 other); (23F, 24M)**

Category Of Stakeholder	Types Of Groups Or Organisations Included	Number Of Stakeholders Consulted
Government	Ministry of Youth Development and Sports, Youth Economy Agency, Saint Lucia Social Development Fund	7 (2F, 5M)
Youth Project Beneficiaries	Projects: Maritime Training for Yachting Sector Soufriere, Youth Economic Empowerment through Enterprise Pilot Project, Youth Economy Project, Youth Empowerment Project	3 M (Maritime Yachting) 1 M (YEETE) 2 (1F, 1 M) (Youth Empowerment) 5 (3F, 2 M) (Youth Economy) Total: 11 (4F, 7M)
Project Partners/Stakeholders	Maritime Training for Yachting Sector Soufriere: Soufriere Marine Management Authority (SMMA), Saint Lucia Social Development Fund (SSDF), Soufriere Regional Development Fund (SRDF), Pitons Management Association (PMA), Soufriere Yacht Services Association (SYSA) Youth Economic Empowerment through Enterprise Pilot Project: C.A.R.E. Ltd, Independent Consultants New youth centre (under development): Upton Girls Garden, Boys Training Centre, New Beginnings Transit Home	9 (4 F, 5 M) (Maritime Yachting) 2 (1F, 1M) (YEETE) 4 (4F) (new youth centre) Total: 15 (9F, 6M)
Other (youth-led organisations or youth representatives from organisations)	Caribbean Youth Environment Network Saint Lucia Chapter, Saint Lucia National Youth Council, Helen's Daughters, Orbotronics Ltd., Caribbean Climate Justice-Saint Lucia, United Nations Climate Change	9 (5F, 4M)
Other (organisations working with youth)	Organisations working with youth in Saint Lucia: Saint Lucia Youth Business Trust, UNDP, UNESCO, United Nations in Barbados and the Eastern Caribbean, Sir Arthur Lewis College	5 (3F, 2M)

Table 2: Stakeholders Consulted (cont.)

Belize (virtual and in-person)		Total: 61 (31 youth; 30 other); (25F, 36M)
Category Of Stakeholder	Types Of Groups Or Organisations Included	Number Of Stakeholders Consulted
Government	Ministry of Economic Transformation, Ministry of Education, Science and Technology, National Emergency Management Organization, Ministry of Sustainable Development, Belize Social Investment Fund, Climate Change and Solid Waste Management, Belize City Council, Ministry of Home Affairs and New Growth Industries, Beltraide/Ministry of Tourism, Department of Youth Services, Belize City Council, The Hub (Ministry of Human Development, Families Support & Gender Affairs), Project Staff	26 (9F, 17M)
Other Institutional Stakeholders	UNDP, Humana People to People to Belize (HPPB2), YMCA	4 (2F, 2M)
Youth	Belize: Former and current shadow youth council members, youth actively involved in their communities (e.g., doing youth work through sports, community projects, police officer, students, etc.), at-risk youth Belmopan: Rotaract Club, Belmopan Church of Nazarene, Belmopan City Council	Belize: 12 (6F, 6M) Belmopan: 19 (8F, 11M) Total: 31 (14F, 17M)

Jamaica (virtual and in-person)		Total: 61 (31 youth; 30 other); (25F, 36M)
Category Of Stakeholder	Types Of Groups Or Organisations Included	Number Of Stakeholders Consulted
Government and other institutional stakeholders	Ministry of Industry, Investment, and Commerce, Planning Institute of Jamaica, Ministry of Education, Skills, Youth & Information, Ministry of Health and Wellness, HEART NSTA Trust.	30 (21F, 9M)
Youth	Jamaica Youth Advocacy Network, Jamaica Climate Change Youth Council	35 (19F, 16M)

Table 2: Stakeholders Consulted (cont.)

Total Youth: 113	Grand Total: 222
Total Other: 109	(113f, 108m, 1 Non-Binary)

1.2.4 Comparative Review

The evaluation team conducted a light comparative document review to compare the Caribbean Development Bank's YPOS against the approaches of other MDBs regarding youth-focused policies and strategies or youth-related operations.

The primary purpose of the comparative review was to:

- **Identify best practices and innovative approaches:** Learn from how other MDBs design, implement, and evaluate their youth policies and strategies.
- **Contextualise CDB's YPOS:** Provide a broader understanding of common challenges and effective solutions in youth development within the MDB landscape.
- **Inform recommendations:** Highlight potential areas for strengthening CDB's YPOS based on successful models elsewhere.
- **Validate strategic alignment:** Assess if CDB's approach to youth development is consistent with international MDB trends and good practices.

The comparator selection process was based on the following selection criteria:

- **Institutional mandate and operational model:** Comparators have a similar operating model to CDB, as an MDB that provides a mix of loans, grants and technical assistance.

Given CDB is a regional MDB, comparator analysis included other MDBs with a primary regional geographic focus (particularly MDBs operating in other developing regions).

- **Youth portfolio:** To enable a relevant and applicable assessment of youth mainstreaming practices within a similar mandate, comparators were selected on the basis of having comparable experience and scale in managing youth-related operations and investments. This includes those that explicitly address youth development in their strategic documents, policies, or operational frameworks.
- **Youth policy framework:** Comparators were selected on the basis of having established youth policies, strategies, action plans, or other institutional frameworks for youth-related operations, allowing for a relevant analysis of their approaches.

Based on these criteria, the evaluation team conducted a light comparative review with the Islamic Development Bank (IsDB), African Development Bank (AfDB), Asian Development Bank (ADB), Inter-American Development Bank (IDB), and the World Bank. The comparative review is presented in *Table 12, Appendix 5—Additional Supporting Analysis*.

1.2.5 Field Visits

Data collection included field missions to three BMCs to conduct in-person consultations through key informant interviews and focus groups. The purpose of the field visits was to provide contextual insights into youth development and the positioning of CDB initiatives within specific country settings. These visits contributed directly to the development of thematic case studies and enriched the analysis of the enabling environment for implementing the YPOS across the findings. Importantly, the field visits offered a valuable opportunity for in-person consultations with a range of stakeholders, including youth whose perspectives would be difficult to capture through other means. Engaging directly with youth yielded insights which would not have been possible in formal documentation or remote interviews. These insights were critical for ensuring that the evaluation reflects grounded realities and proposes inclusive, youth-responsive recommendations.

The initial TOR noted that the selected countries should represent “**diversity in geography and implementation progress.**” Building on this guidance and scoping interviews, the evaluation team proposed a set of purposive country selection criteria outlined below:

- **Geographic Diversity:** Select countries that represent different sub-regions of the Caribbean to capture varying contexts and challenges.
- **Ethnic Diversity:** Select countries that represent ethnic diversity in the region, including varied communities within Indigenous, Afro-Caribbean, Indo-Caribbean, European-descended, Mixed Heritage, Chinese and Southeast Asian Caribbean, and other groups.
- **Thematic Relevance:** Select countries that offer rich data on the three thematic case study areas.
- **CDB Engagement Level:** Include countries where the Caribbean Development Bank has had significant engagement, particularly in youth-focused or youth-related work, as well as those where less work has been done or where there is potential for future Collaboration and work in this area.
- **Enabling Environments:** Include BMCs with varying levels of national policy contexts (e.g., well-established, emerging, nascent youth policy frameworks).
- **Accessibility and Feasibility:** ease of travel and logistics; safety and security considerations; presence of key stakeholders and institutions.

The evaluation team considered all CDB BMCs as potential locations for field visits. Based on the sampling criteria as well as suggestions from key CDB stakeholders in inception interviews and ERG members in their review of the inception report, the evaluation team ultimately conducted field visits in Jamaica, Saint Lucia, and Belize. A table outlining information according to each sampling criterion for the three selected countries is presented in *Table 3* below. Overall, these three countries together include both Small Island Developing States (SIDS), Small Coastal Developing States (SCDS), strong ethnic diversity, thematic relevance, varying levels of current CDB engagement coupled with opportunity for further engagement, and varying national youth policy frameworks. The team also considered accessibility and feasibility of travel.

Table 3: Field Visit Sampling

Country: Saint Lucia		Geographic Diversity: Small Island Developing State (SIDS)		
Ethnic Diversity	CDB Engagement Level	Thematic Relevance	Enabling Environment	Accessibility and Feasibility
<p>Black/African descent: 85.3%</p> <p>Mixed: 10.9%</p> <p>East Indian: 2.2%</p> <p>Other (European, Chinese, Syrian Lebanese, etc.): 1.6%</p> <p><i>Source: Saint Lucia 2010 Population and Housing Census</i></p>	<p>High</p> <p>6 youth-focused projects identified (incl. 2 with approved amounts over \$1 million)</p>	<p>Youth Economic Empowerment</p> <p>Youth Crime and Violence</p> <p>+ opportunity in the area of youth engagement in environmental resilience (see here)</p>	<p>Emerging</p> <p>Existing youth policy from 2003 (with review/ updating launched in 2015, but no new policy fully launched to-date)¹⁷</p> <p>Numerous initiatives related to youth launched by the government.</p>	<p>Flights: Direct flights available from London, UK. Flights from Jamaica and Montreal available with multiple stops/long travel times.</p> <p>Safety and security considerations: Hurricane season from June to November (weather advisories to be carefully monitored)</p> <p>Stakeholder availability: no public holidays identified which would affect stakeholder availability</p>

Table 3: Field Visit Sampling

Country: Belize

Geographic Diversity: Small Coastal Developing State (SCDS)

Ethnic Diversity	CDB Engagement Level	Thematic Relevance	Enabling Environment	Accessibility and Feasibility
<p>Mestizo: 51.7%</p> <p>Creole: 25.2%</p> <p>Maya: 9.8%</p> <p>Garifuna: 4%</p> <p>East Indian: 1.5%</p> <p>Source: Belize 2022 Population and Housing Census</p>	<p>Medium</p> <p>1 large youth-focused project identified (total budget of \$7.356 million, implemented from 2012–2021)</p> <p>No active youth projects</p>	<p>Youth Crime and Violence</p> <p>+ opportunity in the areas of youth economic empowerment and engagement in environmental resilience</p>	<p>Emerging</p> <p>2012 National Youth Development Policy</p> <p>2020–2025 National Youth Development Policy, currently being revised for 2026–2030</p>	<p>Flights: Flights available from London and Montreal with long travel times with long or multiple stops. Little to no flights available from Jamaica.</p> <p>Safety and security considerations: Hurricane season from June to November (weather advisories to be carefully monitored); travel advisories to exercise a high degree of caution due to high levels of violent crime.</p> <p>Stakeholder availability: The Belize government has advised travel in October due to independence month in September. In October, Indigenous People’s Resistance Day falls on October 13, 2025; this is a public holiday which may affect stakeholder availability.</p>

Table 3: Field Visit Sampling

Country: Jamaica

Geographic Diversity: SIDS

Ethnic Diversity	CDB Engagement Level	Thematic Relevance	Enabling Environment	Accessibility and Feasibility
<p>African descent: 76.3%</p> <p>Afro-European: 15.1%</p> <p>East Indian and Afro-East Indian: 3.2%</p> <p>Caucasian: 3.2%</p> <p>Other: 0.8%</p> <p>Source: University of the West Indies</p>	<p>Medium</p> <p>2 regional youth-focused projects identified, which included Jamaica as a key country</p>	<p>Youth Economic Empowerment</p> <p>Youth Crime and Violence</p> <p>+ opportunity in the area of youth engagement in environmental resilience</p>	<p>Well-established</p> <p>Up-to-date National Youth Policy 2017–2030 including a Popular Version</p>	<p>Flights: Flights available from Montreal, London, and elsewhere in the Caribbean region with reasonable travel times.</p> <p>Safety and security considerations: Hurricane season (weather advisories to be carefully monitored); travel advisories to exercise a high degree of caution due to high levels of violent crime (evaluation team is experienced in the country and context, including one evaluator based in Jamaica full-time)</p> <p>Stakeholder availability: no public holidays identified which would affect stakeholder availability</p>

1.2.6 Data Analysis

The evaluation team employed the following types of data analysis:

- **Descriptive analysis** to describe key characteristics of the YPOS and its dual-track approach, and of the CDB's youth-related portfolio, e.g. identifying patterns in disbursements and sectoral focus.
- **Content analysis** to identify themes and patterns emerging from document, literature, and portfolio review and from stakeholder consultations.
- **Quantitative analysis** to analyse available numerical data on youth-related investments and outcomes, including portfolio distribution across YPOS's six strategic pillars.
- **Comparative analysis** to compare CDB's YPOS against youth policies and strategies of other MDBs, to compare insights into CDB's institutional readiness by sub-region, themes, or sectors, and to draw on CDB's experience with mainstreaming issues such as gender.

- **Gender and social inclusion analysis with an intersectional lens** to examine how the YPOS and CDB's youth-related portfolio address the diverse needs and experiences of young people, considering factors such as gender, age, disability, ethnicity, socio-economic status, LGBTQIA+ identity, and geographic location. This involved disaggregating data where possible and analysing qualitative information to identify disparities, power dynamics, and specific barriers or opportunities for different groups of youth.

1.2.7 Challenges and Mitigation Strategies

Table 4 lists the main challenges faced by the evaluation and outlines the mitigation strategies which were deployed in response to each challenge.

Table 4: Challenges and Mitigation Strategies

Challenge	Mitigation Strategy
Insufficient project-level insights: due to a limited portfolio of youth-focused operations	<ul style="list-style-type: none"> → Conduct field visits to capture on-the-ground information about YPOS-related work in countries, even if that work was not 'directly developed under YPOS' (note: in-person consultations allowed for direct consultations with youth involved in CDB financed activities) → Focus evaluation questions on design, preparedness, and enabling environment rather than effectiveness or outcomes → Use the IOA Framework to systematically analyse institutional readiness factors that can support future implementation

Table 4: Challenges and Mitigation Strategies (cont.)

Challenge	Mitigation Strategy
<p>Data Gaps: limited age- and gender-disaggregated data as well as monitoring and evaluation information across CDB interventions.</p>	<ul style="list-style-type: none"> • Triangulate multiple data sources to compensate for limitations in any single source • Conduct targeted stakeholder consultations to fill information gaps
<p>Meaningful Youth Participation: ensuring authentic engagement within the evaluation timeframe presented logistical challenges.</p>	<ul style="list-style-type: none"> • Leverage CDB's existing connections with youth networks • Include young evaluators on the team to bring authentic youth perspectives to the evaluation process and bridge intergenerational gaps • Collaborate with a Youth Co-Facilitator for in-country field visits to provide important contextual insights and connect the evaluation team with relevant stakeholders (especially youth) • Use virtual tools to collect asynchronous input via digital platforms, ensuring they are low bandwidth to accommodate users with limited internet connectivity. Additionally, in-person consultations during field visits will help reach individuals without access to digital devices. • Balance depth versus breadth by prioritising meaningful engagement with a representative sample • Systematically integrate youth representatives into planned evaluation activities, such as the ERG and co-creation workshop • Mitigate power imbalances in the ERG to foster inclusive intergenerational dialogue. This includes mitigating power imbalances related to age, but also in privilege and experience among youth participants, ensuring that those who may feel less confident or empowered can contribute meaningfully alongside more articulate or privileged peers
<p>Tight timeline: The evaluation timeline was relatively compressed, with approximately 4 months from inception to final report submission. The data collection period also took place during hurricane season, which caused some disruptions.</p>	<ul style="list-style-type: none"> • Prioritise key informants and data sources based on their strategic importance • Employ efficient data collection methods, including remote data collection • Use team-based approach with clear division of responsibilities • Begin document review immediately upon contract signing • Develop and disseminate a questionnaire for the IPAG, as the tight timeline did not allow the possibility for scheduling and organising a consultation

Table 4: Challenges and Mitigation Strategies (cont.)

Challenge	Mitigation Strategy
<p>Capturing institutional readiness: Assessing preparedness for implementation when limited implementation has occurred requires innovative approaches.</p>	<ul style="list-style-type: none"> • Apply the Universalia/IDRC Institutional and Organizational Assessment Framework to systematically analyse organisational motivation, capacity, external environment, and performance • Draw lessons from CDB's experience with other policies to drive targeted investments and mainstreaming (e.g., GEPOS) • Conduct comparative analysis with other MDBs' youth strategies • Focus on identifying specific institutional mechanisms, resources, and capacities needed for successful implementation

1.2.8 Evaluation Timeline

Inception Phase (July–August 2025)

During this phase, the evaluation team conducted preliminary document review and scoping interviews with internal and external stakeholders to refine our understanding of the YPOS implementation context and further inform the evaluation design. The inception phase culminated with the approval of an Inception Report detailing the refined methodology, work plan, data collection tools, and case study selection, which will integrate feedback from OIE and ERG members.

Data Collection and Analysis Phase (September–October 2025)

Following approval of the Inception Report, the evaluation team implemented their data collection strategy. Data were continuously analysed using triangulation to identify emerging patterns and findings. The team conducted virtual data collection, field visits, and prepared internal field notes.

Synthesis and Reporting Phase (October 2025–January 2026)

The final phase focused on translating evidence into actionable recommendations. Synthesis, reporting and dissemination prioritised embedded learning and adaptation through interactive and iterative processes that encouraged reflection to further inform adjustments to implementation. To this end, the evaluation team facilitated a virtual co-creation workshop with the Evaluation Reference Group and a representative from Human Resources to collaboratively develop and refine recommendations. This participatory approach ensured recommendations are both evidence-based and operationally relevant to maximise uptake. Following the workshop, the draft report was revised to incorporate feedback and inform the recommendations. The Final Evaluation Report, to be submitted by late November 2025, will present a comprehensive assessment of YPOS with clear, actionable recommendations for strengthening its implementation.

The report will be no longer than 30 pages before annexes and use clear, accessible language, and include a corresponding executive summary and PowerPoint presentation. We will also develop the Dissemination and Use Plan and dissemination materials, including up to two PowerPoint

presentations (e.g. one on the case studies), and/or case study briefs to support knowledge sharing and utilisation of findings across CDB and its BMCs.

A detailed timeline is provided in *Table 5* below.

Table 5: Timeline and Deliverables

Phase	Key Activities	Timeline (2025–2026)
Scoping and Preparation	Early consultations with internal units, preliminary integration of youth-related portfolio, scoping interviews	April–May 2025
Selection of the Consultancy Firm / Contracting	Selection and onboarding of an evaluation firm or consultants; clarification of roles, work plan, and deliverables	June 2025 (Weeks 3 and 4)
Inception Phase	Scoping interviews with key stakeholders, ERG kick-off call, and drafting of Inception Report with the final Evaluation Matrix.	July 2025 (Weeks 1–4)
Inception Report Submission	Submission and feedback on Inception Report (IR)	August (week 3–4) Final IR: Sept.3
Data Collection Phase	Desk review of documents, and PCRs; structured portfolio analysis, key informant interviews (virtual), country field visits;	September (weeks 1–4) and October (week 1) September (weeks 2–4) Jamaica: Sept 29–Oct 17 Belize and Saint Lucia: Oct 6–10
Data analysis and Draft Evaluation Report	Triangulation of data, synthesis of findings across methods, drafting of early findings, and outline of report structure. Writing the full draft report and case study reports.	October (Weeks 2–4) Draft Report to OIE by: Nov. 3
Co-Creation Workshop	Collaborative session with CDB staff/ERG members and regional stakeholders to get feedback on preliminary findings and further refine actionable recommendations	November 6

Table 5: Timeline and Deliverables (cont.)

Phase	Key Activities	Timeline (2025–2026)
Revision of the Draft Evaluation Report	Internal review and integration of feedback from Management and key stakeholders Final report submitted by Evaluation Team to OIE with comments matrix	November 7–November 11 Revised Report to OIE by: Nov.24 (TBC)
Final Evaluation Report	Final revisions and quality assurance; submission of report to Management Response (MR)	November 28 (TBD)
Presentation and Dissemination Outputs	Board presentation; preparation of executive summary, PowerPoint presentations, learning products	December 2025

APPENDIX 2

EVALUATION MATRIX

The matrix covers the core dimensions addressed in the IOA Framework (see above) and reflects all evaluation questions outlined in the approach paper. In a few cases, we proposed to slightly modify the original evaluation questions or to add a question; these changes are indicated by “*”.

Table 6: Evaluation Matrix

Evaluation Question And Sub-Questions	Data Sources	Illustrative Indicators	Data Collection Techniques	Evaluation Criteria
EQ 1: How sound is the YPOS design?				
<p>To what extent is the YPOS conceptual design and strategic framework informed by robust evidence and aligned with global and regional youth development frameworks and diagnosis? *¹⁸</p> <p>How well does the YPOS align with the diverse needs, aspirations, and priorities of Caribbean youth, including those at risk of emigration? *¹⁹</p> <p>How well has YPOS aligned the CDB’s work with youth priorities, needs or aspirations in three priority areas?</p> <ul style="list-style-type: none"> → youth economic empowerment → youth crime and violence → youth engagement in environmental resilience 	<p>Documents:</p> <ul style="list-style-type: none"> • YPOS document & its underlying evidence base • CDB strategic plan, RMF, Development Effectiveness Review, SDF 10 and 11 Contributors Reports • Other relevant CDB policies/strategies, e.g. GEPOS • Global and regional youth development frameworks • Relevant national policies e.g. on youth economic empowerment, crime and violence, and the environment/climate • Youth policies/strategies of other regional development banks 	<ul style="list-style-type: none"> • Degree of alignment of YPOS with global and regional youth development frameworks • Degree of YPOS alignment with youth needs, aspirations, and priorities in the region • Stakeholder perceptions (incl. youth) of YPOS’ thematic areas of emphasis • Stakeholder perceptions (incl. youth) of the CDB approach to addressing crime and violence, environmental resilience, and youth economic empowerment 	<ul style="list-style-type: none"> • Document review • Consultations with CDB, YPOS Reference Group, and other regional organisations and partners • Consultations with government stakeholders in BMCs • Consultations with the FLN and youth from other regional organisations 	<ul style="list-style-type: none"> • Relevance; • Coherence; • Gender Responsive-ness with an intersectional lens

Evaluation Question And Sub-Questions	Data Sources	Illustrative Indicators	Data Collection Techniques	Evaluation Criteria
EQ 1: How sound is the YPOS design?				
<p>How coherent are the YPOS strategic pillars and anticipated outcomes with the CDB’s strategy and results?</p> <p>To what extent is the YPOS coherent with national frameworks, including youth policies, education, employment, and security strategies that address youth vulnerability and talent retention in BMCs?^{*21}</p> <p>To what extent does the YPOS design incorporate gender-responsive strategies, address gender disparities, and promote gender equality (with an intersectional lens)?</p>	<p>Stakeholders:</p> <ul style="list-style-type: none"> • CBD operational and strategic staff & sector specialists • Youth representatives • Government partners in BMCs • Implementation agencies and development partners 	<ul style="list-style-type: none"> • Alignment of YPOS with national youth policies and strategies • Comparison of YPOS design with the design of youth policies and strategies of other MDBs • Degree of gender-responsiveness through an intersectional lens in YPOS design • Extent to which YPOS takes into consideration various contributors to youth vulnerability, including those across the socio-ecological model²⁰ 		

Evaluation Question And Sub-Questions	Data Sources	Illustrative Indicators	Data Collection Techniques	Evaluation Criteria
EQ 2: What early implementation steps have been taken?				
<p>To what extent have institutional mechanisms, resources, and capacities been established within CDB and BMCs to operationalise the YPOS?^{*22}</p> <p>To what extent are youth engaged meaningfully in informing the strategy of the CDB and in planning, monitoring, and implementation of YPOS and related initiatives?</p>	<p>Documents:</p> <ul style="list-style-type: none"> • YPOS document • Appraisal reports • Portfolio/project/investment documentation • Sample of BMC-focused documentation • M&E plans and reports <p>Stakeholders:</p> <ul style="list-style-type: none"> • CBD operational and strategic staff & sector specialists • Youth representatives • Government partners in BMCs • Implementation agencies and development partners 	<ul style="list-style-type: none"> • Evidence of institutional mechanisms, resources, and capacities established within CDB and BMCs to operationalise YPOS • Youth perceptions of their own engagement in the planning, monitoring, and implementation of YPOS and related initiatives • Perceptions of other stakeholders regarding CDB' youth engagement approaches • Comparison of YPOS implementation with the implementation of youth policies and strategies of other MDBs 	<ul style="list-style-type: none"> • Document review • Consultations with CDB, YPOS Reference Group, and other regional organisations and partners • Consultations with government stakeholders in BMCs • Consultations with the FLN and youth from other regional organisations • Field visits to three countries for in-person consultations, particularly with youth and implementing partners 	<ul style="list-style-type: none"> • Preparedness • Gender Responsiveness with an intersectional lens

Evaluation Question And Sub-Questions	Data Sources	Illustrative Indicators	Data Collection Techniques	Evaluation Criteria
<p>EQ 3: What factors have influenced early implementation?²³</p>				
<p>How effectively does the YPOS coordinate and align with the efforts of regional and international partners and stakeholders involved in youth development?</p> <p>How well is the dual-track approach of YPOS understood and coordinated within CDB and reflected by ongoing operations?</p> <p>How have other internal factors affected YPOS implementation to date? (e.g., organisational motivation and culture, capacity) *</p> <p>How have external factors affected YPOS implementation to date? (e.g., policy, political, socio-cultural environments) *</p>	<p>Documents:</p> <ul style="list-style-type: none"> • YPOS document and any related guidance, tools, and plans • Partnership documents • Publications and strategies from partners • CDB corporate documents • CDB sector documents • CDB evaluations and reviews <p>Stakeholders:</p> <ul style="list-style-type: none"> • CBD operational and strategic staff & sector specialists • Youth representatives • Government partners in BMCs • Implementation agencies and development partners 	<ul style="list-style-type: none"> • Alignment of YPOS with the efforts of regional and international partners and other stakeholders involved in youth development • Evidence of both youth-focused and youth-mainstreamed operations at CDB, including those intentionally and unintentionally aligned with YPOS • Perceptions of CDB staff regarding organisational motivation, culture, and capacity for implementing YPOS • Stakeholder perceptions regarding external factors which affect YPOS implementation 	<ul style="list-style-type: none"> • Document review • Consultations with CDB, YPOS Reference Group, and other regional organisations and partners • Consultations with government stakeholders in BMCs • Consultations with the FLN and youth from other regional organisations • Field visits to three countries for in-person consultations, particularly with youth and implementing partners 	<ul style="list-style-type: none"> • Coordination • Preparedness • Gender Responsiveness with an intersectional lens

STAKEHOLDERS CONSULTED

This appendix presents CDB stakeholders and other organisations/partners consulted at the regional level. For a summary of regional FGDs conducted with youth as well as stakeholders consulted at national levels (during field visits in Belize, Jamaica, and Saint Lucia) see *Table 2 above in Appendix I*.

Table 7: Stakeholders: CDB Staff

First Name	Last Name	Position	Gender
Anthony	George	Social Analyst, SSD	M
Arianna	Gialetti	Junior Professional Officer, Risk Analyst	F
Daniel	Best	President	M
Darren	Carter	Young Professional, Gender Equality	M
Edrea	Marques	Operations Officer (Civil Engineer), BNTF	M
George	Yearwood	Head of the BNTF	M
Glen	McCarvel	Portfolio Manager, Economic Infrastructure Division	M
Isaac	Solomon	VP Operations	M
Julian	McBarnette	Environmental Sustainability Analyst	M
Kemberley	Gittens	Social Analyst, SSD	F
Kendra	Butler	Social Analyst, SSD	F
Lavern	Louard-Greaves	Social Analyst, SSD	F
Lianne	Fingall	HR and Talent Management	F
Maria	Ziegler	Gender Specialist	F
Martin	Baptiste	Division Chief, SSD	M
Melissa	Felician	Strategy and Accountability Officer, SAO	F
Michel	Thomas	Senior Operations Officer, Private Sector Division	M
Shireen	Cuthbert	Communications Specialist	F

Table 8: YPOS Reference Group Members and Other Organisations and Partners

First Name	Last Name	Position	Organisation	Gender
Michele	Small-Bartley	Programme Manager, Youth Development	CARICOM	F
Maria Claudia	Camacho	Chief, Labour and Employment Section	Organization of American States	F
Mahalia	Jackman	Senior Lecturer and Head of the Department of Economics	UWI, Cave Hill Campus	F
Akilah	Dorris	Planning and Coordination Specialist	UN Women Multi-Country Office for the Caribbean	F
Angela	Davis	Planning and Coordination Specialist, and Technical Lead on Climate Change, Disaster Risk Reduction, and Women's Economic Empowerment	UN Women Multi-Country Office for the Caribbean	F
Andrew	Sharpe	Caribbean Disability Network	President	M
Dwynette	Eversley	Independent Researcher	N/A	F

Table 9: Evaluation Reference Group, Youth

First Name	Last Name	Position	Organisation	Gender
Ashley	Lashley	Executive Director	Ashley Lashley Foundation	F
Juliany	Minyeti Mendez	M&E Consultant	World Bank and Ministry of Economy, Planning, and Development of the Dominican Republic	F
Rahym	Ron Augustin-Joseph	Student, Caribbean Commonwealth Rhodes Scholar	University of the West Indies, Cave Hill Campus (Law student); incoming, Oxford University	M

Table 10: Stakeholders: Saint Lucia Field Visit

First Name	Last Name	Position	Organisation	Institution Type	Gender
Thomas	Leance	Chairman of Board	Youth Economy Agency	Government	M
Kendel	Emmanuel	Accountant	Youth Economy Agency	Government	M
Leanna	Wallace	Manager	Boys Training Centre	NGOs/CBOs	F
Elina	Monrose Henry	Residential Social Worker	New Beginnings Transit Home	NGOs/CBOs	F
Bernice	Francis	Manager	New Beginnings Transit Home	NGOs/CBOs	F
Jacqueline	Massiah-Simeon	Director	Upton Girls Garden	NGOs/CBOs	F
Velda	Joseph	Project Supervisor (Former)	Youth Empowerment Project	CDB	F
Joanne	Husbands	Project Coordinator (Former)	Youth Empowerment Project	CDB	F
Fabian	Isaac	Coordinator	Saint Lucia Youth Business Trust	NGOs/CBOs	M
Madgerie	Jameson-Charles	Principal	Sir Arthur Lewis College	Educational Institution	F
Lorraine	Nadia Nicholas	UN Country Coordination Officer for Saint Lucia	United Nations in Barbados and the Eastern Caribbean	United Nations	F
Kina	Nia Nicholas	Associate Program Specialist for Youth Engagement	UNESCO	United Nations	F
Yannique	John	National Officer	UNDP	United Nations	M
Lavorne	T. Verdant-Desir	Director of Youth Development Unit	Ministry of Youth Development and Sports	Government	F

Table 10: Stakeholders: Saint Lucia Field Visit (cont.)

First Name	Last Name	Position	Organisation	Institution Type	Gender
Rohan	Lubon	Deputy Permanent Secretary	Ministry of Youth Development and Sports	Government	M
Nickson	Barry	Youth and Sports Officer	Ministry of Youth Development and Sports	Government	M
Esther	Matthew	Community Gatekeeper (Former)	Youth Empowerment Project	CDB	F

Table 11: Stakeholders: Belize Field Visit

First Name	Last Name	Position	Organisation	Gender
Jerdie	King	Economist, Policy and Planning Unit	Ministry of Economic Transformation	M
Diane	Belisle	Director, Policy and Planning Unit	Ministry of Economic Transformation	M
Terri	Langford	Deputy Chief Education Officer	Ministry of Education, Science and Technology	F
Cecilia	Ramirez	Deputy Chief Education Officer	Ministry of Education, Science and Technology	F
Daniel	Mendez	National Emergency Coordinator	National Emergency Management Organization	M
Darlene	Haylock	Senior Sustainable Development Officer	Ministry of Sustainable Development, Climate Change and Solid Waste Management	F
Victor		Director, Sustainable Development Unit	Ministry of Sustainable Development, Climate Change and Solid Waste Management	M
Dorian	Avilez	Technical Officer	Belize Social Investment Fund	M
Amilin	Mendez	Team Leader, Inclusive Growth, Digital and Governance	UNDP	F
Ruth	Gonzalez	Partnership Development Officer	Humana People to People to Belize (HPPB2)	F
Eric	Cal	Partnership	Humana People to People to Belize (HPPB2)	M
Arthur	Usher	Manager	The Hub (Ministry of Human Development, Families Support & Gender Affairs)	M

Table 11: Stakeholders: Belize Field Visit (cont.)

First Name	Last Name	Position	Organisation	Gender
Cherese	Ferguson	Former Project Coordinator, Youth Community Transformation		F
Michael	Fritz	Program Manager, Youth Programming	Belize City Council	M
Rajiv	Ramsey	Youth Officer (former Shadow Youth Councillor)	Belize City Council	M
Christine	Smith	Executive Director	Restore Belize	F
Clara	Cuellar	Executive Director	YMCA	F
Andrew	Dawson	Director, Leadership Intervention Unit	Ministry of Home Affairs and New Growth Industries	M
Earle	Ritchie	Police Officer, Leadership Intervention Unit	Ministry of Home Affairs and New Growth Industries	M
Sarita	Bejarano	Manager, BTEC	Beltraide, Ministry of Tourism	F
George	Gentle	Manager, SBDC	Beltraide, Ministry of Tourism	M
Lincoln	Flowers Jr.	Behaviour Modification and Conflict	Department of Youth Services	M
Nomar	Bernbridge	Belize City	Department of Youth Services	M
Tanya	Danderson	YE and OTT	Department of Youth Services	F
Kristen	Jones	BMCMS	Department of Youth Services	F
Warren	Smith	BMCMS	Department of Youth Services	M
Jermaine	Crawford	Counseling and Wellbeing	Department of Youth Services	M
Indira	Loague	Director	Department of Youth Services	F
Kirk	Augustus	Planning unit	Department of Youth Services	M
Walton	Garbutt	Planning unit	Department of Youth Services	M

Table 12: Stakeholders: Jamaica Field Visit

First Name	Last Name	Position	Organisation	Institution Type	Gender
Dwayne	Haynes	Director	Ministry of Industry, Investment and Commerce	Government	M
Dahlia	Hoedlin	Principal Director	Ministry of Industry, Investment and Commerce	Government	F
Latoya	Franklin	Chief Technical Director	Ministry of Industry, Investment and Commerce	Government	F
Charles	Clayton	Programme Director	Planning Institute of Jamaica	Government	M
Charmiane	Muirhead	Technical Specialist	Planning Institute of Jamaica	Government	F
Sheree	Martin	MEL Specialist	Planning Institute of Jamaica	Government	F
Nicholas	Johnson	Technical Specialist	Planning Institute of Jamaica	Government	M
Vivene	Johnson	Senior Director	Ministry of Education, Youth, Skills and Information	Government	F
Jason	Ricketts	Youth Empowerment Officer	Ministry of Education, Youth, Skills and Information	Government	M
Yanique	Williams	Senior Director	Ministry of Education, Youth, Skills and Information	Government	F
Natalie	D'Oyen	Senior Director	Ministry of Health and Wellness	Government	F
Charmaine	Brimm	Technical Specialist	Planning Institute of Jamaica	Government	F
Kaysia	Kerr	Chief Executive Officer	Ministry of Health and Wellness	Government	F
Carol	Lord	Director	Ministry of Health and Wellness	Government	F

Table 12: Stakeholders: Jamaica Field Visit (cont.)

First Name	Last Name	Position	Organisation	Institution Type	Gender
Georgia	Rose	Psychologist	Ministry of Health and Wellness	Government	F
Nadeen	Willaims	Senior Director	Ministry of Health and Wellness	Government	F
Cheryl	Mclaughlin	Deputy Managing Director	HEART NSTA	Government	F
Ronique	Rhoden	Director	HEART NSTA	Government	F
Simone	Campbell	Snr. Programme Specialist	Ministry of Education, Youth, Skills and Information	Government	F
Lee-Ann	Walker	Policy Analyst	Ministry of Education, Youth, Skills and Information	Government	F
Orlando	Pinto	Programme Specialist	Ministry of Education, Youth, Skills and Information	Government	M
Ganesh	Shetty	Director	Ministry of Health and Wellness	Government	M
Kevin	Gouldborne	Director	Ministry of Health and Wellness	Government	M
Kimeberly	Wellington	Technical Specialist	Planning Institute of Jamaica	Government	F

LIST OF DOCUMENTS CONSULTED

CDB Documents

Policies, Strategies, and Strategic Plans

- CDB Strategic Plan Update 2022–2024. CDB. 2021.
- Gender Equality Action Plan 2020–2024 (incl. corrigendum 1). CDB. 2020.
- Gender Equality Policy and Operational Strategy. CDB. 2019.
- Youth Policy and Operational Strategy 2020. CDB. 2020.
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- CDB Annual Report 2024. CDB. 2025.
- CDB Annual Report 2023. CDB. 2024.
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Publications

- Caribbean Economic Review and Outlook 2024–2025. CDB. 2025.
- CDB's Youth Outreach Gives Voice and Opportunity to the Next Generation. CDB. 2024.
- CDB Approves Project to Improve Support for Youth Development in the Caribbean Region. CDB. 2017.
- Youth Are the Future: The Imperative of Youth Employment for Sustainable Development in the Caribbean. CDB. 2015.

Discussion Papers

- Updated Discussion Paper on the Role of the Caribbean Development Bank in Enhancing Citizen Security in the Region. CDB. 2024.

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- Annual Report 2023 and Financial Projections 2024–2026. CDB. 2024.
- Annual Report 2021 and Financial Projections 2022–2024. CDB. 2022.
- Mid-Term Review of the Special Development Fund 10. CDB. 2023.
- Replenishment of the Resources of the Special Development Fund (SDF 11), Resolution and Report of Contributors on SDF 11. Caribbean Development Bank. 2025.
- Replenishment of the Resources of the Special Development Fund (SDF 10), Resolution and Report of Contributors on SDF 10. Caribbean Development Bank. 2021.

Basic Needs Trust Fund

- Staff Report: Basic Needs Trust Fund, Tenth Programme (redacted). CDB. 2021.
- BNTF 10 completion report (access to document still pending)
- BNTF 11 staff report (access to document still pending)
- BNTF 9 case studies

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- Corporate Process Review of Managing for Development Results in the CDB. CDB and UMG. 2021.
- Review of CDB's Education and Training Policy and Strategy. CDB and UMG. 2023.
- Evaluation of the CDB's Gender Equality Policy and Operational Strategy. CDB and UMG. 2018.

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- Country Engagement Strategy 2022–2026, Belize. CDB. 2022.
- Country Engagement Strategy 2023–2025, Guyana. CDB. 2023.
- Country Engagement Strategy 2020–2023, Saint Lucia. CDB. 2020.
- Country Engagement Strategy 2024–2030, Suriname. CDB. 2024.
- Country Strategy Paper 2017–2021, Jamaica. CDB. 2017.

Appraisal reports and other project-level documentation

Note: below we list all documents we have available for each project that we have identified as being youth-focused or youth-related. In the ERG's review, we would appreciate if CDB Staff carefully review if any key documentation is missing, and if so, provide us with whatever else may be available.

Caribbean Congress on Adolescents Youth and Health:

- Notification of Approval—Caribbean Congress on Adolescents Youth and Health: Protecting Our Future by Promoting the Health and Well-being of Adolescents and Youth in the Caribbean—Regional. CDB. 2019.
- Notification of Approval—Caribbean Congress on Adolescent and Youth Health II: Building Back Better—Advancing and Safeguarding the Health and Well-being of Adolescents and Youth in the Caribbean—Regional. CDB. 2022.

Caribbean Summit on Youth Violence Prevention:

- Notification of Approval—Caribbean Summit on Youth Violence Prevention. CDB. 2019.

Climate Smart Agriculture—Guyana:

- Development of an Evidence-Based, Gender Equitable Framework for Climate Smart Agriculture Interventions—Guyana. CDB. 2017.

Caribbean Youth Empowerment / Youth Leadership (Future Leaders):

- Future Leaders Network manual (draft). CDB.
- Background documents: Meeting of the Future Leaders Network (Internal). CDB. 2023.

Caribbean Youth Leaders' Summit:

- Notification of Approval—Caribbean Youth Leaders' Summit: Promoting Youth Economic Empowerment—Building Synergies Towards Sustainable Caribbean Development—Regional. CDB. 2020.
- The 6th Caribbean Youth Leaders' Summit: "Promoting Youth Economic Empowerment—Building Synergies Towards Sustainable Caribbean Development"—Summit Report. CDB. 2020.

Haiti Youth Entrepreneurship Project:

- Haiti Youth Entrepreneurship Project—CTCS Network—TA Activities Quarterly Project Report. CDB and SOFIHDES. 2024.
- Technical Assistance Project—Pilot Youth Entrepreneurship Education and Training Programme in Haiti. CDB. 2021.

Maritime Training for Yachting Sector/Soufriere:

- ECDPG Presentation June 26, 2025, LLG (PowerPoint presentation). CDB. 2025.²⁵

Saint Lucia Youth Empowerment Project:

- Technical Assistance—St. Lucia Youth Empowerment Project. CDB. 2016.

Vybzing Regional Youth Outreach Programme:

- Notification of Approval—Vybzing Regional Youth Outreach Programme—Regional. CDB. 2019.
- Notification of Approval—Supporting Youth Employment Through a Youth Outreach Programme—Vybzing—Regional. CDB. 2019.

Youth Business Caribbean (Strengthening the Entrepreneurial Spirit of Caribbean Youth):

- Appraisal of Technical Assistance Project—Pilot Youth Business Caribbean Entrepreneurship Project Strengthening the Entrepreneurial Spirit of Caribbean Youth. CDB. 2018.
- Final Evaluation Report—Strengthening the Entrepreneurial Spirit of Caribbean Youth, 2019–2022. Paul Pounder, PhD, Project Leader. 2024.
- Strengthening the entrepreneurial spirit of Caribbean youth (SESCY).

Youth Community Transformation Belize:

- Appraisal Report on the Youth Community Transformation Project—Belize (incl. corrigendum 1). CDB. 2012.
- Project Completion Report—Youth and Community Transformation Project—Belize. CDB. 2021.

Youth Economy Saint Lucia:

- Appraisal Report on Youth Economy Project Saint Lucia. CDB. 2023.
- Project Supervision Report—Saint Lucia Youth Economy Project (12/31/2023–12/30/2024). CDB. 2024.
- YEA Performance Review—Youth Economy Project Saint Lucia (PowerPoint presentation). Youth Economy Agency. 2025.
- Saint Lucia Performance Review—Youth Economy Project Saint Lucia (PowerPoint presentation). Youth Economy Agency. 2025.
- Loan Agreement—Youth Economy Project — Saint Lucia. CDB. 2023.

Youth Employment and Empowerment through Enterprise Pilot Project:

- Saint Lucia Fashion Design Accelerator Final Report. Sandra Carr, CDB BNTF, CDB CIIF, Saint Lucia Fashion Council, Saint Lucia Social Development Fund. 2021.
- Supporting Young People with Start-Ups: Mentorship Program Reference Guide. Mark Hugh Sam (Mentor Consultant), CDB BNTF, and CDB CIIF. 2022.

Youth for Innovation and Resilience (Youth FIRE):

- Notification of Approval—Youth for Innovation and Resilience (Youth FIRE) Programme—Regional. CDB. 2023.
- Notification of Approval—Youth for Innovation and Resilience (Youth FIRE) Programme—Regional. CDB. 2024.
- Outcome Call to Action of the Youth FIRE Forum 2024 of the CDB's 54th Annual Meeting of the Board of Governors (Read to the Board of Governors on June 20, 2024). CDB. 2024.

Other/Non-CDB Documents

- Data Report: Trends in Caribbean Migration and Mobility. IOM. 2023.
- Latin American and Caribbean Youth and the 2030 Agenda for Sustainable Development: An Examination from within the United Nations System. Working Group on Youth of the Regional Collaborative Platform for Latin America and the Caribbean. 2022.
- ONE Caribbean Framework. IDB, IDB Invest, and IDB Lab. 2023.

- Summary of the Caribbean Youth Dialogues for the 2025 ECOSOC Youth Forum. ECOSOC. 2025.
- The CARICOM Youth Development Action Plan (CYDAP) 2012–2017. CARICOM. 2012.
- The Commonwealth Plan of Action for Youth Empowerment 2007–2015. Commonwealth Youth Programme/Commonwealth Secretariat. 2007.
- The Youth Agenda: Turning Insight into Action for a Nation Reimagined (News Article). Xpress—Trinidad & Tobago. 2025.
- CDB Honours Commitment to Youth Transformation with Launch of YEA Project in Saint Lucia. Kaieteur News Online. 2024.
- Study finds Caribbean Youth Facing High Rates of Depression and Anxiety. CARICOM & UNICEF. 2025
- Summary of Youth Priorities and Recommendations on Climate and Resilience. Caribbean Youth Dialogues / ECLAC. 2025.
- Caribbean Synthesis Report on the Implementation of the Lisbon Declaration. ECLAC. 2020.
- Championing a Data-Driven Approach to Youth Development in the Caribbean. Commonwealth. 2025.
- Regional Overview: Latin America and the Caribbean. UNFPA & ECLAC. 2011.
- The Impact of Climate Change on Child and Youth Poverty in Latin America and the Caribbean. UNICEF & ECLAC. 2025.
- Genu Antigua fact sheet. UNICEF & OECS Commission.
- Youth Regional Overview: Latin America and the Caribbean. United Nations. 2013.
- World Youth Report. United Nations. 2018.

- Human Mobility and Development in Latin America and The Caribbean: A Story Of Resilience.
- Youth Volunteering: Supporting Youth Engagement in COVID-19 Response. UNDP & UN Volunteers.
- World Population Prospects 2022. UNDESA Population Division. 2022.
- COVID-19 Pandemic Triggers 25% Increase in Prevalence of Anxiety and Depression Worldwide. WHO. 2022.
- Guyana's Low Carbon Development Strategy 2030. Government of Guyana. 2022.
- Caribbean Nations Launch EU-Style Deal to Let Citizens Work Freely Across Borders. The Guardian. 2025.
- After Hurricane Melissa, Jamaica Shows the world what resilience Looks Like. Forbes. 2025.
- Youth Unemployment and the "Brain Drain" Crisis. Michael Roberts. 2025.
- The Case for Climate Education in Latin America and the Caribbean. EarthDay.org.
- More than One in Six Young People Out of Work Due to COVID-19. ILO. 2020.
- A Generation in Transition: Rethinking Youth Employment in the Caribbean. ILO. 2025.
- International Migration in the Caribbean (Background paper). Jaupart, P. 2023.
- Guide to the United Nations Junior Professional Officer (JPO) Programme. The Global Humanitarian.
- Project Profile: Jamaica Southern Plains Agricultural Development. UKCIF. 2021.
- Scaling Up Digital Learning and Skills to Drive Education Recovery. UNESCO. 2021.
- The Value Added of Meaningful Youth Engagement in the Caribbean. UNESCO. 2024.
- 'Data', the Crime-Fighting Superhero. United Nations Barbados and the Eastern Caribbean. 2023.
- Change-makers: Empowering Youth for Inclusive Societies. World Bank. 2024.
- The Caribbean's Education System: What Do Declining Pass Rates Reveal? World Bank. 2025.
- Youth As a Smart Investment. World Bank & Inter-Agency Network for Youth Development. United Nations.

For informing comparative review:

IsDB:

- Investing in Youth: IsDB Interventions in Youth Development—Education. IsDB. 2021.
- Investing in Youth: IsDB Interventions in Youth Development—Economic Empowerment. IsDB. 2021.
- Investing in Youth: IsDB Interventions in Youth Development—Engagement. IsDB. 2021.
- IsDB Youth Development Strategy 2020–2025. IsDB. 2019.

AfDB:

- "African Development Bank Group to introduce changes to prioritise investing in Africa's young people". ILO. 2025.
- Jobs for Youth in Africa: Strategy for Creating 25 Million Jobs and Equipping 50 Million Youth 2016–2025. AfDB. 2015.
- The African Development Bank Group Ten-Year Strategy 2024–2033. AfDB. 2025.

ADB:

- "ADB Youth for Asia". ADB. Accessed 2025.

For informing field visits:

Saint Lucia:

- “National Youth Policy Under Review”. Government of Saint Lucia News. 2015.
- “Saint Lucia Puts Youth at the Forefront of Climate Action”. UNICEF. 2025.
- Saint Lucia 2010 Population and Housing Census. The Central Statistical Office of Saint Lucia. 2010.

Suriname:

- Suriname 2012 Census. Census Office Suriname. 2013.

Jamaica:

- National Youth Policy 2017–2030—Popular Version. National Youth Policy Working Group and Adolescent Policy Division of the Ministry of Education, Youth, and Information of Jamaica. 2019.
- Revised National Youth Policy 2017–2030. Government of Jamaica. 2017.
- Jamaica. University of the West Indies. Accessed 2025.

ADDITIONAL SUPPORTING ANALYSIS

Table 13: MDB Youth Policies and Strategies Comparison

MDB	Youth Policy/Strategy Summary
Caribbean Development Bank (CDB)	<p>CDB's Youth Policy and Operational Strategy (YPOS) 2020–2025 is a Bank-wide policy and strategy that covers youth development as a whole.</p> <p>Although an Action Plan was drafted, it has not been operationalised.</p>
Islamic Development Bank (IsDB)	<p>IsDB Youth Development Strategy (YDS) 2020–2025: focuses on 2 objectives—supporting young people to be productive and economically empowered, and engaged and responsible—with three pillars, each with dedicated strategies for investing in youth development (education, economic empowerment, engagement).</p> <p>Youth Development Action Plan (YDAP) 2020–2024 operationalises the YDS (note: the YDAP is not available online)</p>
African Development Bank (AfDB)	<p>The AfDB has a dedicated Jobs for Youth in Africa Strategy 2016 – 2025. It is also currently rolling out a Youth, Jobs, and Skills Marker System in collaboration with ILO (modelled after its successful Gender Marker System and online dashboard). The Marker System is aligned with the Bank's 10-Year Strategy which places Africa's youth at the centre of its development priorities.</p>
Asian Development Bank (ADB)	<p>ADB does not have a youth policy or strategy. However, it does have an initiative called ADB Youth for Asia that aims to mainstream youth participation in ADB operations, positioning young people as active co-leaders in development solutions.</p>
World Bank	<p>Children and youth: a framework for action was developed by the World Bank in 2005. Through the operational model of the World Bank, youth are mainly integrated through country partnership frameworks and sector-specific strategies.</p>
Inter-American Development Bank	<p>Although the IDB has various youth-related initiatives and programmes, it does not have a Bank-wide youth policy/strategy/ action plan.</p>

What are the biggest needs, concerns, priorities or aspirations for the youth in the Caribbean?



Figure 3: FLN Mentimeter Response: Youth Priorities in the Caribbean

What are the biggest needs, concerns, priorities or aspirations for the youth in the Caribbean?



Figure 4: Youth Engaged with CDB Response: Youth Priorities in the Caribbean

Which of these climate change impact have you PERSONALLY experienced or witnessed in your community in the last year?

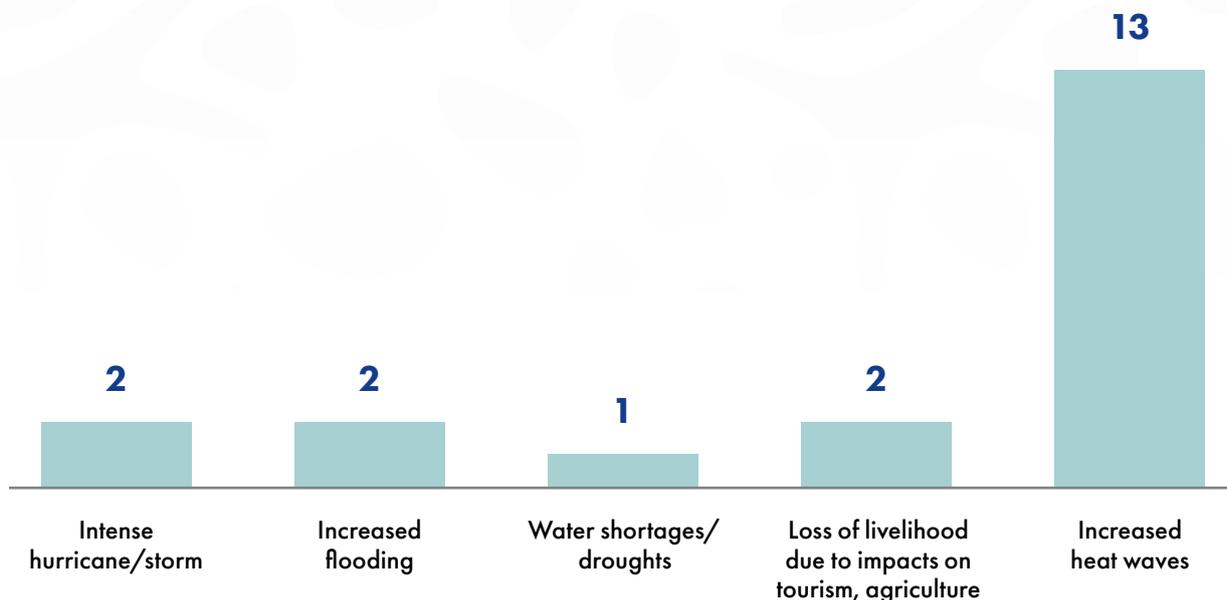


Figure 5: Youth Townhall Mentimeter Results: Personal Experience with Climate Change

How would you want your government to allocate 100 points among the below. What are your priorities?

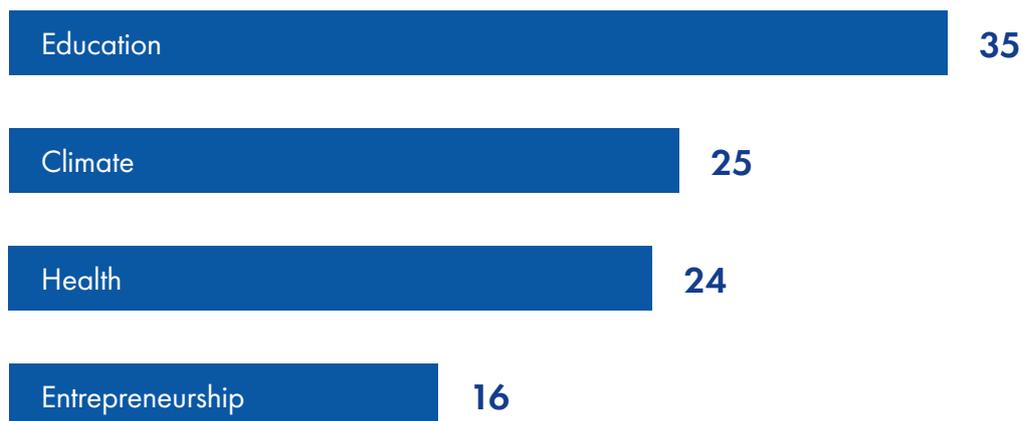


Figure 6: Youth Townhall Mentimeter Results: Priorities for Government

Table 14: CDB YPOS and Strategic Plan (SP) Alignment

Thematic Area	SP 2020–2024	YPOS 2020–2025
Employment, Entrepreneurship, and Economic Growth	<ul style="list-style-type: none"> • Improve private sector development and competitiveness • Promote MSME growth 	<ul style="list-style-type: none"> • Support youth innovators and entrepreneurs • Deliver capacity-building in financial literacy for youth • Expand youth access to the labour market • Provide capacity-building support for BMCs in skill needs anticipation
Education & Training	<ul style="list-style-type: none"> • Enhance quality education and training • Promote universal access and participation • Provide 21st Century learning spaces 	<ul style="list-style-type: none"> • Build youth social and intellectual capital via quality education • Support socially inclusive and gender-responsive pedagogy and curriculum reform
Citizen Security, Crime, & Violence	<ul style="list-style-type: none"> • Support Citizen Security through the BNTF Mainstream education in social and emotional intelligence and life skills 	<ul style="list-style-type: none"> • Support youth-led citizen security and peacebuilding programming • Support youth-friendly psychosocial and mental health programmes
Civic Engagement & Participation	<ul style="list-style-type: none"> • Support stakeholder engagement and empowerment in education, including effective student governance • Community development and empowerment of vulnerable groups 	<ul style="list-style-type: none"> • Establish mechanisms for youth-led research, analysis and information, education and advocacy • Support the establishment and operations of a regional youth network • Deliver programme of support for training of youth in parliamentary procedures and leadership

Table 14: CDB YPOS and Strategic Plan (SP) Alignment (cont.)

Thematic Area	SP 2020–2024	YPOS 2020–2025
Data and Evidence-Based Policy	<ul style="list-style-type: none"> • Enhance development effectiveness through results-based management • Conduct evidence-based decision-making through deepening stakeholder engagement 	<ul style="list-style-type: none"> • Deliver training and develop/adapt tools for youth responsive, PYD programming in CDB and BMCs • Undertake research and advocacy on youth development, the economic value of youth inclusion/economic cost of youth exclusion
Gender Equality and Inclusion	<ul style="list-style-type: none"> • Use technology to expand education and training to underserved communities • Address gender in regard to access to educational opportunities, private sector participation, climate impacts, gender-based violence, etc. • Align with the SDGs in support of the poorest and most vulnerable 	<ul style="list-style-type: none"> • Increase CDB and BMCs capacities for delivering gender-responsive and inclusive youth mainstreaming and youth-targeted interventions • Support the establishment of early identification and intervention systems to support vulnerable and at-risk children, youth and their families
Climate Change & the Environment	<ul style="list-style-type: none"> • Mobilise concessionary resources to support BMCs’ climate action agendas • Scale-up adaptation and climate resilience (including through community-driven interventions) • Support an enabling environment for climate action. 	<ul style="list-style-type: none"> • Undertake research and identify solutions for climate resilience, disaster mitigation, food security and environmental sustainability with youth and youth-serving organisations

Table 15: Mapping of National Youth Policies in BMCs

Country	Name Of Policy	Date	Age Range	Popular Version?	Key Pillars/Priority Areas	New Draft In Development?	Link
Anguilla	The Anguilla National Youth Policy (2021–2031) (DRAFT)	2021	N/A	No	<ol style="list-style-type: none"> 1. Enhancing youth economic participation 2. Prioritising inclusive and active youth participation across all development sectors in Anguilla 3. Creating safe spaces, peaceful communities and nurturing environments 4. Providing access to quality holistic health services and promoting well-being 5. Improving the institutional arrangements and policy environment for positive youth development in Anguilla 	This one is still in draft/not official	Not available online, although referenced in government documents: https://gov.ai/document/exco/2021/Mn-21-37.pdf
Antigua & Barbuda	Antigua and Barbuda National Youth Policy	2021	12–35	No	<ol style="list-style-type: none"> 1. Quality Education and Capacity Building 2. Youth Unemployment and Human Capital Development 3. Creative Industries and Entrepreneurship 4. Environmental Sustainability 5. Gender, Leadership and Social Change 6. Values and Spiritual Development 7. Protection, Safety, and Security 8. Health, Sports, and Psychosocial Support 9. Media & Department of Youth Affairs 	No	https://www.scribd.com/document/627537826/Antigua-and-Barbuda-National-Youth-Policy-2021

Table 15: Mapping of National Youth Policies in BMCs (cont.)

Country	Name Of Policy	Date	Age Range	Popular Version?	Key Pillars/Priority Areas	New Draft In Development?	Link
Barbados	National Youth Policy of Barbados	2011	15–29	No	<ol style="list-style-type: none"> 1. Employment 2. Education 3. The Family 4. Core Values 5. Gangs 6. Housing 7. Lifestyle Diseases 8. Political Participation 9. The Environment 	New draft policy shared on Facebook in 2023 but no update following that	BarbadosNationalYouthPolicy.pdf
Belize	National Youth Development Policy of Belize	2012	15–29	No	Broadly focused on positive interventions, comprehensive policies, healthy environments for youth	<p>Official policy in force: 2012 version.</p> <p>Draft update (2020–2025): Exists but not implemented.</p> <p>Next steps: Revision for 2026–2030 underway; consultations ongoing.</p>	BLZ-CC-46-01-POLICY-2012-eng-Belize-Youth-Development-Policy.pdf

Table 15: Mapping of National Youth Policies in BMCs (cont.)

Country	Name Of Policy	Date	Age Range	Popular Version?	Key Pillars/Priority Areas	New Draft In Development?	Link
Cayman Islands	Cayman Islands National Youth Policy	2000	N/A	No	<ol style="list-style-type: none"> 1. Wider spectrum of educational priorities 2. Training and employment 3. Sustainable social/economic/physical development with due regard for environmental conservation 4. Institutions and services for young people 5. Participation of young people in decision-making forums 6. Healthy lifestyles free of substance misuse 7. Healthy lifestyles free of premature, premarital and extramarital sexual activity 8. Healthy lifestyles free of acts of violence 9. Gender equality 	There may be a new one under development—unclear	https://faolex.fao.org/docs/pdf/cay193435.pdf
Dominica	National Youth Policy of the Commonwealth of Dominica	2004	N/A	No	<ol style="list-style-type: none"> 1. Youth, drugs and violence 2. Youth, recreation, physical education, sports and culture 3. Youth and Education 4. Youth, employment and the economy 5. Youth, community and social responsibility 6. Youth and health 	<p>Current official policy: 2004 version.</p> <p>Revision status: No formal update as of yet.²⁶</p>	https://www.youthdivision.gov.dm/images/doc/NationalYouthPolicyofDominica2004.pdf

Table 15: Mapping of National Youth Policies in BMCs (cont.)

Country	Name Of Policy	Date	Age Range	Popular Version?	Key Pillars/Priority Areas	New Draft In Development?	Link
Grenada	The National Youth Policy of Grenada	2003	16–30	No	<ol style="list-style-type: none"> 1. Socially accepted values and attitudes 2. Relevant education 3. Adequate health education and healthcare facilities 4. Healthy lifestyles 5. Technical and vocational training 6. Employment opportunities 7. Training and support systems for enterprise and small business development 8. Sporting, artistic, and recreational opportunities 9. Collaboration of Government and NGOs in the provision of youth services 10. Leadership training for young people 11. Participation in political, economical, social, and cultural life 	No indication that a new one is under development ²⁷	https://faolex.fao.org/docs/pdf/grn193522.pdf
Guyana	National Youth Policy of the Cooperative Republic of Guyana 2015–2020	2015	14–35	No	<ol style="list-style-type: none"> 1. Youth Identity and Empowerment 2. Youth Employment and Entrepreneurship 3. Education and Market-Driven Skill Development 4. Youth Leadership, Participation and Representation 5. Youth Safety, Health, and Well-Being 	The 2015 policy expired in 2020, and no new official policy has been adopted since then. There are ongoing youth initiatives but no talk of a new policy	https://parliament.gov.gy/documents/documents-laid/5856-national_youth_policy_2015_of_the_co-operative_republic_of_guyana.pdf

Table 15: Mapping of National Youth Policies in BMCs (cont.)

Country	Name Of Policy	Date	Age Range	Popular Version?	Key Pillars/Priority Areas	New Draft In Development?	Link
Jamaica	National Youth Policy 2017–2030	2017	15–29	Yes	<ol style="list-style-type: none"> 1. Education and Training 2. Health and Wellbeing 3. Employment and Entrepreneurship 4. Youth Participation 5. Social Inclusion and Reintegration 	No	https://youthjamaica.gov.jm/national-youth-policy/
Montserrat	National Youth Policy of Montserrat (Draft—never adopted into law)	2013	10–30	No	<ol style="list-style-type: none"> 1. Economic Participation 2. Education and Training 3. Sports and Recreation 4. Youth and Culture 5. Health 6. Drugs, Violence, and Crime 7. Youth and Religion 8. Youth Participation in Clubs and Organisations 9. Living Environments 	A new version of the policy for 2022–2030 is currently under development, with a committee appointed to revise and finalise it	https://www.gov.ms/wp-content/uploads/2022/10/ms_Youth_Policy_Draft_2013.pdf
Saint Kitts & Nevis	Federal Youth Policy and Strategic Implementation Plan 2023–2027 (Draft—never adopted into law)	2023	12–35	No	N/A	This version was submitted for internal review and Cabinet endorsement as of December 2021, but there’s no confirmation yet that it has been officially passed or published in full.	Not available

Table 15: Mapping of National Youth Policies in BMCs (cont.)

Country	Name Of Policy	Date	Age Range	Popular Version?	Key Pillars/Priority Areas	New Draft In Development?	Link
Saint Lucia	National Youth Policy of Saint Lucia	2016–2021	N/A	No	N/A	Draft Policy completed in August 2016. Public consultations on draft completed in May 2018. Unclear if ever approved by Cabinet. Consultations with government indicate that a new NYP is under development.	Not available
The Bahamas	National Youth Policy of the Bahamas	2014	15–35	No	<ol style="list-style-type: none"> 1. Education, Technology & Capacity Building 2. Employment, Social Enterprise & Young Professionals 3. Health, Sustainable Livelihoods & the Environment 4. Youth in Conflict with the Law, Youth Justice & Safety 5. Inclusion in the Decision-Making Process & Youth Empowerment 6. Streamlining National Youth Development Goals 	No indication that a new one is under development	https://ufdcimages.uflib.ufl.edu/AA/00/08/63/94/00001/National%20Youth%20Policy%20of%20the%20Bahamas%202014-2021.pdf

Table 15: Mapping of National Youth Policies in BMCs (cont.)

Country	Name Of Policy	Date	Age Range	Popular Version?	Key Pillars/Priority Areas	New Draft In Development?	Link
Trinidad & Tobago	National Youth Policy of Trinidad and Tobago 2020–2025	2020–2025	10–35 (note: this is a widening of the previous policy's range of 12–29)	No	<ol style="list-style-type: none"> 1. Prioritising youth economic participation and empowerment 2. Harnessing youth social and intellectual capital 3. Facilitating inclusive and active youth participation in civic and democratic life 4. Creating safe spaces, peaceful communities, and environments 5. Accentuating holistic youth health and wellbeing 6. Emphasising youth contributions to rural transformation, agricultural production, and food security 7. Supporting youth action on climate change, environmental sustainability, and climate justice 8. Creating an enabling environment for positive youth development. 	No indication that a new one is under development	https://www.scribd.com/document/627118569/National-Youth-Policy-2020-2025

Table 15: Mapping of National Youth Policies in BMCs (cont.)

Country	Name Of Policy	Date	Age Range	Popular Version?	Key Pillars/Priority Areas	New Draft In Development?	Link
Turks & Caicos Islands	Turks and Caicos Islands National Youth Policy 2020–2025	2020	10–35	No	<ol style="list-style-type: none"> 1. Enhancing young people’s economic participation and economic empowerment 2. Facilitating inclusive and active youth participation in the Turks and Caicos Islands democratic and community life 3. Creating safe spaces, peaceful communities, and environments 4. Positively impacting youth health and well-being in the Turks and Caicos Islands 5. Supporting positive youth action on climate change, environmental sustainability, disaster mitigation and food security 6. Enhancing policy environments, legislative and institutional frameworks for positive youth development 	No indication that a new one is under development	https://online.fliphtml5.com/pejq/jjyv/#p=20
Virgin Islands	Virgin Islands National Youth Policy and Strategic Framework 2014–2019	2014	N/A	No	<ol style="list-style-type: none"> 1. Education and Training 2. Employment and Entrepreneurship 3. Care, Safety and Protection 4. Sports and Recreation 5. Health and Wellness 6. Identity, Culture and Social Cohesion 	There is no publicly available update or replacement policy beyond 2019	https://bvi.gov.vg/sites/default/files/resources/virgin_islands_national_youth_policy_print_final.pdf

CDB YOUTH-FOCUSED PROJECTS

The table below was developed from an Excel spreadsheet provided to the evaluation team, with additional projects identified added. The columns “if regional—location”, “end year”, “other partners/organisations involved”, and “Relevant YPOS Strategic Pillar” were also added by the evaluation team based on appraisal reports and other available project-level documentation. The mapping against YPOS Strategic Pillars shows numerous youth-focused projects relevant to Pillars 1, 2, 3, and 5. There were no identified youth-focused projects related to Pillar 4 (climate change and the environment) nor Pillar 6 (enhancing CDB, BMC, and partner capacities for youth development interventions).

Table 16: CDB Youth-Focused Projects

Project Title	Investment Type	Country	If Regional – Location	Approval Year	End Year	Approved Amount	Financial Contributors	Other Partners/ Organisations Involved	Relevant Ypos Strategic Pillar
Supporting Youth Employment Through a Youth Outreach Programme Vybzing - Regional	TA	TCI	Turks and Caicos	2019	2019	\$67,210	TCI Government	Ministry of Education, Youth, Sports and Library Services (MEYSL), Invest Turks and Caicos Islands (Invest TCI) and the Centre for Entrepreneurial Development (CED)	Pillar 1
Caribbean Congress on Adolescents Youth and Health: Protecting Our Future by Promoting the Health and Well-Being of Adolescents and Youth in the Caribbean	TA	Regional	Trinidad and Tobago	2019	2020	\$15,000	Pan American Health Organization (PAHO), UNAIDS, UNFPA	CARICOM Youth Department, Caribbean Coalition for Sexual and Reproductive Health, Pan Caribbean Partnership Against HIV/AIDS (PANCAP), regional youth networks, and United Nations Agencies, which include UNAIDS, UNICEF, UNFPA and PAHO	Pillar 3

Table 16: CDB Youth-Focused Projects (cont.)

Project Title	Investment Type	Country	If Regional –Location	Approval Year	End Year	Approved Amount	Financial Contributors	Other Partners/ Organisations Involved	Relevant Ypos Strategic Pillar
Caribbean Youth Leaders' Summit: Promoting Youth Economic Empowerment –Building Synergies Towards Sustainable Caribbean Development	TA	Regional	Trinidad and Tobago	2020	2020	\$140,000	Commonwealth Secretariat, ILO, Government of T&T	Caribbean Regional Youth Council (CRYC)	Pillar 1
Caribbean Congress on Adolescent and Youth Health II—Building Back Better—Advancing and Safeguarding the Health and Well-Being of Adolescents and Youth in the Caribbean	TA	Regional	Jamaica	2022	2022	\$20,000	PAHO, UNAIDS, UNFPA	CARICOM Youth Department, Caribbean Coalition for Sexual and Reproductive Health, and regional youth networks, and United Nations Agencies, which include UNICEF, UNFPA and PAHO	Pillar 3
Youth Economy Project	Capital	St. Lucia	N/A	2023	Ongoing	\$6,742,200	To be confirmed	Ministry of Youth Development and Sports	Pillar 1
Youth for Innovation and Resilience (Youth FIRE) Programme	TA	Regional	Saint Lucia	2023	Ongoing	\$170,510	Government of St. Lucia	No specific partners mentioned in available documents	Pillar 5
Youth for Innovation and Resilience (Youth FIRE) Programme	TA	Regional	Online + Canada	2024	Ongoing	\$94,950	UKCIF	Global Affairs Canada, DMZ Tech Incubator at Toronto Metropolitan University	Pillar 5

Table 16: CDB Youth-Focused Projects (cont.)

Project Title	Investment Type	Country	If Regional –Location	Approval Year	End Year	Approved Amount	Financial Contributors	Other Partners/ Organisations Involved	Relevant Ypos Strategic Pillar
Youth and Community Transformation Project	Capital	Belize	N/A	2012	2021	\$5,200,000	Government of Belize	Ministry of Education, Youth, and Sports, Samuel Haynes Institute of Excellence, YMCA, Yabra Community Policing Resource Centre, Youth for Future Resource Centre, National Institute for Culture and History, National Sports Council	Pillars 2 and 3
Youth Entrepreneurship Education and Training Programme	CTCS	Haiti	N/A	2021	Ongoing	\$610,700	Société Financière Haïtienne de Développement S.A.; L'Institut National de Formation Professionnelle	No other partners mentioned in available documents, beyond the two contributors	Pillars 1 and 2
Strengthening the Entrepreneurial Spirit of Caribbean Youth, 2019–2022	CTCS	Regional	Barbados, Saint Lucia, Trinidad and Tobago, Jamaica and Dominica	2018	2024	\$286,598	Inter-American Development Bank/Youth Business International, Barbados Youth Business Trust & other youth-business trusts	No other partners mentioned in available documents, beyond the contributors	Pillars 1 and 2

Table 16: CDB Youth-Focused Projects (cont.)

Project Title	Investment Type	Country	If Regional –Location	Approval Year	End Year	Approved Amount	Financial Contributors	Other Partners/ Organisations Involved	Relevant Ypos Strategic Pillar
Youth Empowerment Project	Capital	St. Lucia	N/A	2016	Ongoing	\$3,660,000	Government of Saint Lucia	No other partners mentioned in available documents, beyond the contributors	
Maritime Training for Yachting Sector/Soufriere	BNTF	St. Lucia	N/A	To be confirmed	To be confirmed	To be confirmed	To be confirmed	To be confirmed	Pillars 1, 2, and 3
Youth Employment and empowerment through Enterprise Pilot Project	BNTF 9 and Cultural and Creative Industries Innovation Fund (CIIF)	St. Lucia	N/A	2020	To be confirmed	To be confirmed	To be confirmed	To be confirmed	Pillars 1 and 2
Caribbean Summit on Youth Violence Prevention	To be confirmed	Regional	Guyana	2019	2019	\$44, 000	UNICEF, CARICOM, COMSEC, USAID	UWI, UNICEF, and others (e.g., “local NGOs” broadly mentioned in available documentation)	Pillars 2 and 3

RECOMMENDATIONS MAPPING

Table 17: Mapping Recommendations, Findings and Conclusions

Recommendation	Findings	Conclusions
Recommendation 1: CDB should designate a YPOS Champion and Alternate within senior management to spearhead implementation of the policy across the Bank.	Findings 1, 11 and 18	Conclusion 3
Recommendation 2: CDB should develop and resource an Action Plan that identifies a clear path forward for implementing YPOS 2026 – 2029.	Findings 1–3, 11 and 18	Conclusion 3
Recommendation 3: CDB should invest in its own capacity in priority areas required to scale up youth development programming.	Findings 1–7, 11, 12–15	Conclusion 1, 2 and 3
Recommendation 4: CDB should strengthen the FLN to enable it to play a more substantive role in corporate strategic planning and country level processes, in collaboration with other youth organisations in the region.	Findings 8–10, and 16	Conclusions 1 and 2
Recommendation 5: CDB should strengthen its partnerships in support of an enabling environment for more impactful youth development policy and programming.	Findings 8–9, 13, 17	Conclusion 4
Recommendation 6: CDB should establish a dedicated Youth Fund with concessional financing that incentivises large-scale targeted youth development initiatives in BMCs.	Findings 11 and 18	Conclusion 3

THEMATIC CASE STUDIES

Introduction

In consultation with key stakeholders during the inception phase, the thematic case studies focus on the following agreed-upon themes: **(1)** youth economic empowerment; **(2)** the prevention of youth crime and violence; and **(3)** youth inclusion in environmental resilience and climate action. The purpose is to illustrate how CDB, alongside other actors in the region, are engaging youth in these priority areas, and to highlight opportunities for future investment and partnership. The thematic case studies are intended to provide deeper context and background to complement the Findings of the evaluation report, which outline the nature of CDB financial and non-financial support for each thematic area (see Findings 4, 5, and 6).

They extend beyond the evaluation findings to provide a richer picture of the thematic landscape and to inform the design and implementation of the next YPOS and future youth programming at the Bank. It is important to note that the case studies are descriptive and they are not exhaustive: they do not capture every initiative underway, but instead present key highlights, background information, and relevant statistics to ensure a shared understanding of the issues at hand. Each case study offers a general overview of CDB's contributions and the approaches of other partners, while also outlining a way forward by identifying strategic entry points, considerations for programming, and recommendations to strengthen youth development policy and practice.

(1) Youth Economic Empowerment

Context

Youth comprise a significant portion of the population across the Caribbean Development Bank (CDB) Borrowing Member Countries (BMCs), with over 11 million people aged 15–29 in the region.²⁸ Empowering this large youth cohort economically is vital for sustainable development and poverty alleviation. In the last five years (2020–2025), Caribbean countries have faced the dual challenge of recovering from the COVID-19 pandemic while tackling longstanding issues of high youth unemployment, skills mismatches, and underemployment. Consequently, youth economic empowerment has become a priority across the Caribbean. Across the CDB's 19 BMCs, empowering youth is seen as essential for sustainable development and social stability and is defined as a priority area in Pillar 1 of the CDB's YPOS.

Youth and the Labour Market: As of 2023, the average youth unemployment rate in the Caribbean was approximately 24%, meaning that nearly one in four young job seekers could not find work.²⁹ This rate is about **2–3 times higher** than the unemployment rate for adults, a gap that has endured for years. Indeed, youth joblessness has consistently outpaced overall unemployment—a pattern exacerbated by the pandemic downturn in 2020 and only partly improved during the subsequent recovery. The pandemic also led to a sharp decline in youth employment opportunities. Even as overall economies began to recover by 2022–2023, youth unemployment persisted. According to CDB's 2024–2025 regional economic review, youth unemployment rates remained in double digits in most BMCs.

For example, Saint Lucia, Grenada, and Barbados reported youth unemployment around 20%, and The Bahamas and Jamaica around 18%.³⁰ Even better-performing economies like Trinidad and Tobago and Belize still had about 15% of their youth labour force unemployed. These figures were higher than the national overall unemployment rates, which had fallen to single digits in many countries by 2024. In fact, the review noted that the gap between youth and overall unemployment exceeded 10 percentage points in several countries (e.g., Jamaica, Grenada, The Bahamas, Barbados). This disparity highlights the challenges of integrating young people into the labour market, even in the context of emerging labour shortages across the region in sectors such as tourism and construction.³¹

Gender Disparities: These challenges have a critical gender dimension. Young women in the Caribbean tend to have higher unemployment rates (25.6%) than young men (21.6%), despite often attaining higher levels of education.³² In one assessment of young people in Antigua and Barbuda, it was noted that female youth unemployment was 30% compared to 22% for males in the same age group.³³ This pattern is evident throughout the region; young women have the highest unemployment rate among all working-age demographics.

Youth Not in Education, Employment or Training (NEET): At the peak of the pandemic in 2020, about 31% of Caribbean youth (ages 15–24) were NEET—nearly one in three young people—compared to 19% in Latin America.³⁴ High youth NEET rates point to a risk of long-term exclusion of a generation from sustainable livelihoods. The data also show that young women were more likely to be NEET than young men, reflecting gendered barriers to both education and work that were

reaffirmed by key informant interviews.³⁵ These gendered barriers include unpaid caregiving and occupational segregation in some sectors.

Structural Factors and Mismatch: The persistently high youth unemployment coexists with paradoxical labour market gaps. Employers in some industries report difficulty finding skilled workers, even as large numbers of youths remain jobless. The interview conducted for the evaluation with HEART/NSTA Trust (a statutory agency of Jamaica’s Ministry of Education, Skills, Youth, and Information), underscored that youth economic empowerment in Jamaica is being advanced primarily through skills development, work-based learning, and entrepreneurship, grounded in the Technical and Vocational Education and Training (TVET) and Competency-Based Education and Training (CBET) models. Training is demand-driven and aligned with industry needs, while apprenticeship and internship programmes are designed to bridge the education-to-employment gap and address the problem of skills mismatch. Entrepreneurship is now seen as a core pathway to empowerment, with youth motivated by autonomy, creativity, and digital income opportunities, supported through grants, mentorship, and business incubation. However, empowerment is hindered by barriers such as financial constraints, low prestige of TVET, and a mismatch between youth interests and labour market demand. Some of these challenges, particularly the mismatch between youth interests and labour market demand, have also been noted in CDB’s TVET interventions.³⁶

CDB and Other Partners’ approach

Active Labour Market Programs: Many BMCs have expanded programmes like job placement services, apprenticeships, and training stipends for unemployed youth.

For example, some countries instituted emergency youth employment projects post-COVID to absorb young workers into public works or community service jobs. In Jamaica and the Bahamas, government-funded digital skills training and apprenticeship programmes were ramped up to help youth gain experience while earning an income. Both Jamaica and Trinidad and Tobago continued their On-the-Job Training (OJT) programme, which subsidises wages for employers who take on young trainees. These programmes aim to bridge the work experience gap and prevent long-term joblessness among youth.

Skills and Vocational Training: There is a strong emphasis on aligning training with labour market needs. TVET programmes have been updated in fields like construction trades, culinary arts, agribusiness, and Information and Communications Technology (ICT), which have good employment prospects. There is opportunity for TVET approaches to also be further tailored to the needs and priorities of young people. In Saint Lucia, for instance, a Youth Skills for Inclusive Growth project (supported by the World Bank) trained young people in tourism-related skills coupled with life skills coaching. Regionally, CDB has supported the development of competency-based qualifications and occupational standards to ensure that skills training is recognised and valued by employers across CARICOM. Expanding internships and mentorship in the private sector is another strategy—connecting youth with employers through short-term internships can lead to permanent jobs.

Entrepreneurial Training for Self-Employment: Recognising that the formal job market cannot absorb all new entrants, many initiatives encourage youth entrepreneurship. By equipping young people to start their own micro-enterprises or freelance careers, these programmes create

alternative routes to livelihoods, especially in communities with limited wage employment opportunities. The **Youth Economy Project in Saint Lucia** is funded by the CDB and implemented by The Youth Economy Agency (YEA). It provides a mix of grants and loans to young people ages 18–35 years who wish to start a business. The core idea is to provide beneficiaries with access to credit, technical assistance and mentorship through their entrepreneurial journey. Notwithstanding challenges inherent in promoting entrepreneurship as an alternative form of youth employment, the programme has shown the value of combining training, mentorship, and blended finance.

Targeted Support for Vulnerable Youth: Consultations and field visits for the evaluation strongly suggest that youth need tailored interventions to integrate into the economy. “At-risk” youth—including those who dropped out of school, have been in conflict with the law, or live in impoverished areas—benefit from holistic programmes combining remedial education, counselling, and job skills. Saint Lucia’s Youth Economic Empowerment through Enterprise (YEETE) Pilot Project implemented through the BNTF is one such example. Similar community-level initiatives exist in Jamaica, Belize, and other countries, often with support from the USAID or UN agencies, aimed at empowering marginalised youth and diverting them from antisocial paths through job opportunities.

Way Forward

Future priorities for youth economic empowerment include:

- Embedding **financial literacy** and **digital entrepreneurship** into youth policy frameworks and curricula.
- Anticipating future economic trends (such as AI, green transitions, and digital trade) and equip young people with adaptable, cross-sectoral competencies.
- Shifting from remedial youth programs to a **lifelong learning ecosystem** that integrates re-skilling and mobility across the life course.
- Addressing structural inequalities by embedding **gender, disability, and rural inclusion** as design imperatives, not add-ons.
- Prioritising sectors and training models that attract and retain young women, especially in STEM, green industries, and entrepreneurship.
- Recognising unpaid care, mobility, and safety as economic barriers affecting women's economic participation.
- Institutionalising **youth data ecosystems**—with real-time tracking of training uptake, employment outcomes, and skills demand.
- Strengthening partnerships with **national statistics offices and labour observatories** for standardised youth indicators.
- Supporting **entrepreneurship and pathways into traditional job markets**, acknowledging that entrepreneurship alone cannot solve unemployment or ensure economic stability.

The future of youth economic empowerment depends on balancing innovation-driven skills (digital, creative, entrepreneurial) with traditional sector revitalisation, ensuring that training systems evolve alongside new economic realities.

(2) Youth Crime & Violence

Context

Across the Caribbean, crime and violence have created significant constraints to human development, social resilience, economic stability, and social trust. The region continues to record some of the world's highest homicide rates, with violence exerting disproportionate pressure on young people and urban communities. Unfortunately, these are not isolated incidents but sustained maladaptive trends that shape the social and economic outlook of the region.

In 2024, Jamaica reported 1,141 homicides, representing a 19 percent decline from 2023 but still ranking among the highest per-capita rates globally.³⁷ Trinidad and Tobago, by comparison, recorded more than 620 murders in 2024, prompting a nationwide state of emergency as firearm violence escalated.³⁸ Haiti has become a humanitarian emergency, with over 5,600 people killed in 2024 amid gang control, political instability, and state collapse.³⁹ Elsewhere in the region, Saint Lucia continues to face persistent gang-related shootings concentrated in Castries and Vieux Fort, with authorities reporting a sharp rise in firearm offences and youth-involved homicides in 2024.⁴⁰ Barbados, though comparatively stable, recorded a noticeable uptick in gun-related assaults and robberies during 2024—an unusual shift for a country long considered low-crime, spurring renewed calls for firearm amnesty and youth-outreach programmes.⁴¹ Belize also remains affected by violent crime in urban zones such as Belize City, where gang rivalries continue to drive homicides despite the government's ongoing mediation and social-outreach efforts.⁴²

Meanwhile, the Bahamas and Turks and Caicos Islands, though geographically smaller, continue to experience spikes in lethal violence linked to firearm circulation and narcotics trafficking⁴³—with the latter registering one of the highest homicide rates per capita in the world.⁴⁴

While the nature of the problem varies by country, there are shared common threads: firearms-enabled violence, organised criminal networks, interpersonal disputes, and gender-based violence. Firearms trafficking remains the primary multiplier of lethality with over 70 per cent of seized weapons in the region traceable to U.S. sources.⁴⁵ In many communities, gang conflicts, turf protection, and revenge killings have normalised cycles of fear and retaliation, while everyday violence, such as school fights, domestic abuse, and sexual assault, adds to an atmosphere of insecurity.

Caribbean young people sit at the centre of this challenge—both as perpetrators and victims. Regional data consistently show that young men aged 15–29 constitute the majority of homicide victims and offenders.⁴⁶ Juvenile institutions across Jamaica, Trinidad, and Belize remain overcrowded with young men incarcerated for property crimes, robbery, and firearm offences. Yet behind these figures are deeper socio-cultural realities including exclusion, trauma, unemployment, and weak community support.

Gender Disparities: A deeper analysis reveals stark yet complex gender contrasts as men and boys continue to dominate firearm and gang-related violence, often driven by hyper-masculine norms that equate power with aggression and economic survival with illicit opportunity. However, the narrative is not exclusively male as women and girls are increasingly visible—not only as victims but also as agents and facilitators within criminal economies.

Across several Caribbean territories, women play active roles in organised crime networks: serving as couriers, intelligence links, or financial conduits; managing contraband logistics; or engaging directly in violent acts tied to retaliation or defence. Their participation often stems from relational proximity: partners, relatives, or affiliates of gang members, but also from independent agency shaped by poverty, coercion, and survival within patriarchal systems. At the same time, women remain disproportionately affected by the consequences of violence: sexual exploitation, intimate-partner abuse, and the emotional and economic toll of caregiving in contexts of chronic insecurity. Thus, the gendered dynamics of crime and violence are not binary but intersecting, reflecting both male dominance in overt acts of violence and the growing, often invisible, participation of women in the structures that sustain them. Gender-responsive design must, therefore, move beyond protection to include the realities of participation, accountability, and reintegration for both sexes.

Theoretical Framework: Crime and violence are closely related but conceptually distinct phenomena. **Crime** refers to conduct prohibited by law and subject to prosecution, such as robbery, gun possession, or fraud. **Violence**, meanwhile, is defined as “the intentional use of physical force or power, threatened or actual, against oneself, another person, or against a group or community, that either results in or has a high likelihood of resulting in injury, death, psychological harm, or deprivation”.⁴⁷ The distinction matters because each demands different prevention and response strategies. In Caribbean contexts, crime might take the form of an armed robbery at a petrol station in Kingston or cocaine trafficking through Suriname’s coastal ports.

Violence, however, could be a domestic assault in Saint Lucia or a school fight in Belize that never enters the criminal-justice system. Both erode social cohesion, but they require different entry points for intervention: one through law enforcement and justice reform, the other through social-service and community systems. The same distinction applies to reduction versus prevention. **Reduction** seeks to curb existing crime through deterrence, policing, and incarceration, while **prevention** addresses the underlying drivers—poverty, trauma, inequality, social norms, and limited opportunity. Strategically, Caribbean policy must combine both—targeted enforcement that disrupts active offenders alongside long-term investments in education, parenting, and youth empowerment that prevent future violence. Specifically for youth, risk factors accumulate across four domains:

- **Psychological:** exposure to trauma, poor emotional regulation, and untreated mental-health challenges can heighten impulsivity, aggression, and susceptibility to peer or gang influence.
- **Behavioural:** early conduct issues, substance use, or defiance often emerge as coping mechanisms and left unaddressed, they normalise antisocial patterns and increase the likelihood of offending.
- **Social:** weak family supervision, negative peer networks, and school disengagement reduce protective factors and limit access to positive identity formation and mentorship.
- **Economic:** persistent joblessness, low literacy and skills, and financial insecurity push youth toward informal or illicit survival strategies and make reintegration more difficult.

Additionally, considering the youth life cycle as defined in YPOS, evidence has shown that age shapes vulnerability, social resilience, and violence production.

- **Ages 10–14:** early conduct issues, exposure to family violence, and academic disengagement often mark initial risk.
- **Ages 15–18:** represent the critical transition where gang recruitment, identity formation, and community pressures converge.
- **Ages 19–29:** see the highest rates of both victimisation and perpetration, driven by unemployment and social marginalisation.
- **Ages 30–35:** tend toward desistance but remain vulnerable to recidivism without reintegration support.

CDB's policy framework must therefore treat crime and violence as interconnected but distinct, aligning justice-sector reform (crime reduction) with family- and community-based prevention (violence prevention). Evidence-based global frameworks such as INSPIRE⁴⁸ and the UNODC Crime Prevention Guidelines offer relevant guidance but require contextual adaptation to Caribbean realities.⁴⁹

CDB and Other Partners' approach

A review of regional interventions reveals a broad spectrum of approaches from community transformation to institutional strengthening. CDB Programmes provide important models:

- The **Youth and Community Transformation Project in Belize** established community hubs, safe spaces, and vocational training for high-risk youth, integrating social services and infrastructure development.
- The **Youth Empowerment Project in Saint Lucia** had several integrated programs which supported youth court diversion and recidivism reduction, provided after school and out of school programming, used arts as a tool for peacebuilding, and strengthened community policing.

Other partners have also significantly contributed to crime and violence prevention initiatives in the region. The United States Government's Caribbean Basin Security Initiative (CBSI) and its associated programmes, such as USAID's Youth Resilience, Inclusion and Empowerment (Y-RIE) across the Eastern and Southern Caribbean, have prioritised youth skills, psychosocial support, and family interventions. In Jamaica, USAID's Positive Pathways and Local Partner Development have built community-level resilience, strengthened NGO capacity for youth engagement and linked youth with key prevention services, including culturally tailored psychosocial and economic development support. Additionally, the Pan American Development Foundation (PADF) is currently implementing the CREATE Project in Jamaica under the U.S. State Department's Bureau of International Narcotics and Law Enforcement Affairs (INL).

The initiative focuses on community security, violence interruption, and counter-recruitment, while also integrating Crime Prevention Through Environmental Design (CPTED) principles—improving physical spaces, lighting, and community infrastructure to reduce opportunities for crime and enhance perceptions of safety. The Citizen Security and Justice Programme (CSJP), funded by the Inter-American Development Bank (IDB), stands as one of the region's most documented examples of integrated youth case management-linking policing, family support, and employability. Meanwhile, CariSECURE, a partnership between UNDP and USAID, has strengthened data systems across the Eastern and Southern Caribbean, allowing for evidence-driven policy planning through institutional capacity strengthening efforts.

Across these programmes, several patterns emerge with the most effective initiatives being multi-layered, combining community-based outreach with systemic reform. They focus on high-risk youth, integrate social and economic components, and build trust between communities and institutions. Many are increasingly **trauma-informed, gender-sensitive, and evidence-driven**. What remains inconsistent is **long-term sustainability, data harmonisation, and region-wide coordination**—precisely where CDB can add unique value.

Way Forward

The CDB can play a transformative role in shaping a coherent regional framework for youth crime and violence prevention. Its comparative advantage lies in bridging social development with citizen security, mobilising financing and technical support that move beyond fragmented projects toward system-level reform through holistic and integrated approaches. CDB's strategic direction should prioritise five guiding principles:

1. Balance crime reduction-focused enforcement and justice system capacity—with violence prevention—investments in families, schools, and communities.
2. Calibrate interventions by age and risk level to ensure appropriate service intensity, design, implementation and targeting.
3. Embed trauma-informed and gender-responsive design across all programming to address the psychological and social dimensions of youth vulnerability.
4. Promote multi-stakeholder coordination that unites governments, civil society, community organisations, academia, and development partners through structured referral pathways, shared accountability, and data exchange.
5. Institutionalise monitoring, evaluation, and learning (MEL) frameworks to ensure evidence-based decision-making.

Building on these principles, key recommended strategic approaches and implementation strategies include:

1. **Trauma-Informed Care:** Youth services must adopt trauma-informed principles recognising that many at-risk youths are themselves survivors of violence. Training educators, social workers, and police in trauma awareness and safe-interaction practices can improve engagement, reduce re-traumatisation, and strengthen youth resilience. Embedding this approach across community, school, and justice settings redefines how institutions interact with vulnerable young people.

2. **Risk-Level Monitoring and Tracking:** CDB should standardise youth-risk assessment tools and digital tracking systems. Using the CariSECURE model, countries can monitor youth engagement, service referrals, and behavioural outcomes. Disaggregating data by age, sex, and location will allow real-time learning, early warning, and adaptive programme management.
3. **Social and Life-Skills Development:** Caribbean youth need structured opportunities to build emotional intelligence, conflict resolution, teamwork, and civic responsibility. Embedding life-skills training into school curricula, after-school clubs, and sports or arts programmes can shift social norms away from violence and towards cooperation, identity, and positive masculinity.
4. **Family-Based Interventions:** Families are often the first line of prevention. Parenting empowerment programmes such as positive parenting workshops, home visits, and family therapy reduce intergenerational transmission of violence. CDB can help scale such interventions region-wide, ensuring they reach both urban and rural communities.
5. **Youth-Focused Safe Spaces:** Safe spaces anchored in schools, community centres, and youth hubs offer immediate protection and long-term engagement. These centres should provide integrated services—counselling, academic support, vocational guidance, and recreation—serving as entry points for case management and early intervention.

6. Reintegration and Recidivism-Prevention

Support: Youth exiting correctional or juvenile facilities require structured reintegration packages that include education bridging, vocational placement, identification support, and behavioural therapy. Investing in these transitions prevents recidivism and supports community reintegration.

7. Institutional Capacity Strengthening:

Effective delivery depends on capable institutions. CDB can invest in digital MIS systems, staff training, supervision frameworks, and safeguarding protocols to strengthen youth-serving agencies. Robust institutional capacity underpins every other intervention.

8. Youth-Tailored Psychosocial Support:

Mental-health and psychosocial services should be central to youth programming, not peripheral. Group therapy, counselling, and peer-support networks help youth process trauma and build coping strategies. Embedding such services within safe spaces normalises help-seeking and improves long-term well-being.

9. Multidimensional Workforce and

Economic Development: Prevention cannot succeed without opportunity. CDB should expand programmes linking at-risk youth to education, apprenticeships, entrepreneurship, and micro-enterprise financing. Training should match emerging economic sectors—green industries, orange economy, blue economy, digital services, hospitality, logistics—and include targeted support for young women entrepreneurs.

CDB's engagement in youth crime and violence prevention has strong potential. By combining trauma-informed care, data-driven risk management, and economic empowerment,

the Bank and its partners can together move Caribbean societies from reactive enforcement to proactive transformation. The goal is not only to reduce homicide rates but to create communities where young people feel safe, valued, and capable of shaping their own futures.

Youth Inclusion in Environmental Resilience

Context

The Caribbean is widely recognised as one of the most climate-vulnerable regions globally. These exposures derive from multiple factors including: geographical location (hurricane corridors, coastal low-lying zones, small land masses), high dependence on tourism and agriculture, limited adaptive capacity (due to the small size of many states), and increasing frequency/intensity of climate and disaster events. As a result, the Caribbean—particularly the group of Small Island Developing States (SIDS)—face acute and escalating climate risks and environmental threats, such as accelerating sea-level rise, more frequent and intense hurricanes, droughts and coastal erosion that undermine livelihoods, education and migration prospects for youth across small island and coastal states. This further exacerbates other regional challenges, such as related to economic empowerment: According to OECD data, between 1980 and 2020 the Caribbean (15 countries) suffered 322 disasters triggered by climate-related hazards over that period, affecting 24 million people, contributing to an average annual economic loss of 2.13 % of GDP due to climate-related extreme weather events. Because the region has relatively small economies, these losses are highly significant in relation to fiscal capacity and resilience.⁵⁰

Impacts on Young People: These climate-related risks and vulnerabilities are disproportionately affecting young people, with climate-related shocks increasing the likelihood of poverty and displacement among youth, disruption to livelihoods, mental-health stressors and migration risks, with gaps in climate-sensitive social protection, education and health systems leaving youth cohorts especially vulnerable.⁵¹ These dynamics intensify the urgency of youth-centred resilience programming that combines adaptation, disaster risk reduction, green skills development and livelihoods support. Analysis projects that climate change will push millions more children, adolescents and youth into poverty in the Caribbean unless targeted resilience and social protections are scaled up.⁵² However, comparative regional evidence points to persistent deficits in data, financing and institutional capacity to translate youth climate ideas into scaled action. National and regional assessments consistently call for better disaggregated data on youth vulnerability and climate impacts, more concessional and seed financing targeted to youth-led solutions, and strengthened pathways from youth innovation (incubation, mentoring, market linkages) to policy influence and investment.

Youth in the Caribbean have been increasingly vocal and active in relation to climate and environmental challenges. For example, a survey conducted by Pan American Health Organization (PAHO) and UNICEF through the U-Report platform in early 2024 found that among just over 1,370 young people in Barbados, Eastern Caribbean countries and Trinidad & Tobago, 80 % reported thinking about how climate impacts their health, and nearly 70 % called for large-scale efforts to address climate-health linkages.⁵³

According to youth consulted as part of this evaluation, climate change was one of the top agreed priorities and preoccupations for young people across the Caribbean. Youth across the region are increasingly vocal about these impacts and more engaged in advocacy. Moreover, at the Youth Townhall during the 2nd Wider Caribbean Regional Risk Conference 2025, youth shared firsthand experiences of climate impacts, particularly heat waves, and emphasised that climate action should be a regional priority. However, focus groups with youth leaders in Belize revealed that many do not personally identify with climate issues, viewing it rather as a global issue in which their specific role is less clear. These insights underscore the need not only for youth inclusion but also for actively fostering leadership and ownership in environmental resilience initiatives.

Specifically, young people consulted expressed priorities and concerns concentrated on food systems remaining import-dependent across the region (with the exception of Guyana); young people often perceived agriculture as unprofitable, with ecosystem restoration and climate-smart farming unevenly prioritised by governments and development partners. Additionally, youth consulted emphasised that their priorities focused largely on practical, livelihood-oriented needs. For example, these included access to concessionary finance and seed funding for community adaptation and youth 'green businesses', technical training in climate-smart agriculture, aquaponics and disaster risk reduction (DRR). Moreover, young people expressed the need for further opportunities to participate meaningfully in negotiation and policy spaces such as UNFCCC COPs to ensure that Caribbean youth solutions gain regional and global traction.⁵⁴

Youth consultative inputs during this evaluation repeatedly highlighted that without market linkages, mentorship and viable business models, climate-smart technologies alone will not retain young people in agriculture or other resilience sectors. While there is clear motive to drive growth in agriculture in-country, historical tensions often contribute to negative connotations associated with working in this sector that frequently deter youth. This raises the importance of innovation to attract young people to this sector. Finally, Indigenous youth in particular hold deep ecological knowledge and cultural practices that are central to the region's resilience and biodiversity management, offering an avenue for aligning ancestral stewardship with modern sustainability.

Cross-cutting dimension of emigration: There is a clear climate-migration nexus, whereby environmental stress and limited local opportunities combine to accelerate youth emigration, depleting islands of talent and weakening long-term resilience. OECD regional analyses point to constrained domestic prospects and structural drivers, compounded by climate risk, that drive migration pressures across Caribbean countries.⁵⁵ Consequentially, youth demand interventions that turn climate action into dignified, income-generating pathways, and without this, climate vulnerability will continue to drive skilled youth out-migration and undermine national resilience.

CDB's and Other Partners' approach

CDB's Strategic positioning on youth inclusion in climate: Environmental resilience forms one of the five core pillars of the Caribbean Development Bank's (CDB) 2022–2024 Strategic Plan and serves as a guiding principle for the implementation of SDF 11, whereby particular attention is given to addressing climate change, with climate finance identified as a strategic priority.

The institutional Climate Resilience Strategy, 2019–2024⁵⁶ provides a framework for integrating youth inclusion in environmental resilience. Moreover, the Climate Change Project Preparation Fund (CC PPF)⁵⁷ provides a mechanism for BMCs to design adaptation projects (which may include youth). CDB positions climate and environmental resilience as an institutional priority, framing it as integral to its mission of reducing poverty and transforming lives across the hazard-prone Caribbean. The Bank adopts an integrated approach by mainstreaming climate and disaster risk into planning and project design, advancing adaptation and resilience across social, environmental, productive, financial and institutional pillars, and mobilising concessional and concessional-like finance to scale climate action. CDB also emphasises knowledge, capacity building and regional coordination (including platforms and partnerships) to accelerate uptake of resilient investments and to translate evidence into policy and project pipelines. YPOS's also has a dedicated Pillar of Action focused on youth awareness, education, and action in climate change, disaster mitigation, environmental sustainability, and food security. While CDB's YPOS creates the mandate to engage youth in environmental resilience, the operationalisation of youth dimensions within climate work is considered partial.

Examination of CDB's portfolio reveals a gap in the intersection between youth inclusion and environmental resilience or climate action: while some projects are explicitly focused on climate and the environment (e.g., BNTF coral reef restoration project in Saint Lucia and UKCIF Southern Plains Agricultural Development Project in Jamaica), they are not youth-specific (although they include youth as beneficiaries); no youth-focused projects also focus on climate and the environment.

Internal shifts toward proactive, regionally coordinated programming are emerging, and institutional units (agriculture/rural development, private sector, SSD) possess technical expertise and pilotable entry points for youth-focused and youth-led environmental resilience. CDB's reporting indicates a large share of projects finance climate-sensitive activities, with stakeholders reporting approximately 40% of projects financed under the SDF are climate-aligned activities.⁵⁸ However, youth dimensions are not consistently made explicit within these mainstreamed projects, representing a missed opportunity to link climate financing with youth empowerment and livelihoods. Stakeholder consultations highlighted the following CDB initiatives targeting youth inclusion in environmental resilience:

→ **Climate-smart agriculture pilots and small grants:** Based on stakeholders consulted, CDB-supported activities in some countries such as through the Youth Economy Project in Saint Lucia have contributed to greenhouse and shade-house adaptations that reduce heat exposure and increase productivity. These pilots demonstrate proof-of-concept for youth-led aggrotech but require further scaling support, with young people identifying the need for additional mentorship, market linkages and finance in order to be sustainable. Other examples include the formerly mentioned BNTF coral reef restoration project in Saint Lucia that and the UKCIF Southern Plains Agricultural Development project in Jamaica which both include youth as beneficiaries.⁵⁹

→ **Youth representation in negotiation and convening spaces:** CDB has built youth participation into some TA packages that fund youth attendance at UNFCCC COP events and side-meetings (e.g., coverage of airfare, per diems and participation costs) for selected youth from regional NGOs, FLN and CYEN networks. Practically, CDB's TA has supported youth presence at COPs to enable youth to present regional perspectives on climate risk and resilience. Funding youth attendance at COPs and related side events has raised regional youth visibility at global negotiations and offered learning opportunities that build negotiating and networking capacity.

Other regional initiatives targeting youth inclusion in environmental resilience and climate adaptation, not carried out by the CDB but by other organisations and partners, include:

→ **Academy for Global Youth Leadership Empowerment—Caribbean (AGYLE Caribbean):** AGYLE Caribbean is a targeted youth-capacity-building initiative launched in June 2021 during Latin America & the Caribbean Climate Week (LACCW) under the support of UNFCCC and other partners including UNICEF, the Alliance of Small Island States (AOSIS), the Caribbean Community Climate Change Centre, the EU Delegation and others.⁶⁰ Outcomes include establishing training modules, online/face-to-face learning, mentoring, supporting youth delegates from Barbados, Saint Vincent & the Grenadines and Jamaica participated through the AGYLE channel.

→ **Youth IRIE Climate & Tech Hackathon:**

This is a recent regional youth innovation initiative led by Youth IRIE (in the Caribbean) and partners.⁶¹ It involved a “Climate & Tech Hackathon” designed to empower Caribbean youth to develop tech-based solutions (IoT, sensors, early-warning systems, data visualisation, climate-smart farming) for climate-related issues. The initiative focuses on combining traditional/local ecological knowledge with tech innovation; categories include sensor monitoring, early-warning alerts, education/awareness tools.

Although CDB is clear on its priorities in youth and environmental resilience, the synergy with specific youth-focused climate initiatives (e.g., CYEN, AGYLE, Youth IRIE) appears to be under-documented or under-utilised.

Way Forward

While CDB possesses strong enabling mechanisms, such as its Climate Resilience Strategy (2019–2024) and the recently launched CC PPF, there remains an important gap and opportunity to mainstream youth considerations across climate and environmental resilience investments. Addressing this gap offers a key opportunity for CDB to lead in embedding youth inclusion as a core, measurable outcome of its climate investments.

Across BMCs, practitioner experiences illustrate both the promise and the persistent barriers in this space. For instance, young entrepreneurs are responding to strong demand for climate-smart agriculture but continue to face barriers including high equipment costs, technical specifications, and governance limitations within cooperative structures.

Meanwhile, many youth organisations lack the institutional capacity, networks, and financing pathways needed to access climate funds or participate in global decision-making forums. Mainstreamed climate finance often omits explicit youth targets, meaning that climate investments rarely translate directly into youth livelihood outcomes. Young innovators report difficulties moving from idea generation—such as youth climate labs or community adaptation projects—to securing seed funding, mentorship, and market linkages. The absence of structured incubation, systematic mentorship, and limited regional representation in platforms such as the COP further constrain the visibility and scaling of Caribbean youth solutions.

Learning from successful regional and international models provides useful direction for CDB. Civil society and youth networks such as CYEN, the CDB’s Future Leaders Network (FLN), and CARICOM Youth Ambassadors illustrate how peer learning, regional convening, and small-grant mechanisms can unlock innovation and participation. Global initiatives, such as the Climate Technology Centre & Network’s Youth Climate Innovation programmes and Climate-KIC partnerships, show that combining technical expertise, capacity building, and investor matching leads to higher conversion of ideas into pilot projects and scalable enterprises. These approaches also demonstrate the importance of sponsored visibility and market exposure, helping youth innovators move from ideation to commercialisation and policy influence.

Lessons learned from these models point to the value of cohort-aligned seed funding, structured mentorship, technical incubation, deliberate market linkages, and transparent mechanisms that connect youth outputs to national and regional decision-makers. To move from episodic consultation to sustained youth inclusion in climate-resilience, CDB should:

- Embed explicit youth objectives, indicators and budget lines across all climate and resilience investments. This will require naming youth as beneficiaries (with age-disaggregated targets) and tracking youth-specific outputs and outcomes alongside climate metrics.
- Prioritise technical-capacity building and employability for youth in green/blue economy sectors, such as renewable energy, coastal-zone management and climate-smart agriculture, by embedding targeted youth-skills modules into resilience infrastructure and data-projects.
- Integrate youth quotas or performance-indicators within the CC PPF pipeline.
- Deepen partnerships such as with CYEN and Indigenous institutions in adaptation planning and invest in pathways that allow youth to leverage their knowledge and ancestral heritage.
- Funding youth-led initiatives and providing leadership opportunities for youth on climate adaptation activities.

- 1 Including youth who are currently engaged with CDB and youth who have no current engagement CDB.
- 2 Note that while Mentimeter is a 'live' polling tool, it can be kept open for an extended period for participants to continue to contribute even after a live focus group or co-creation session is over.
- 3 Specific age was not collected in most cases. Stakeholders were mainly identified as youth (under 35) or other (over 35).
- 4 Developed by Universalis and the International Development Research Centre (IDRC)
- 5 Note that it is too early in YPOS implementation to assess the OECD-DAC criteria of effectiveness, efficiency, impact, and sustainability.
- 6 Reflecting the question from the approach paper "What strengths, gaps, and opportunities exist within the YPOS to enhance its strategic effectiveness?"
- 7 Reference to national youth development frameworks were removed in this question to avoid repetition with sub-question below focused on national frameworks.
- 8 Merges original questions: "How well does the YPOS align with youth needs and priorities identified within the Caribbean region?" and "How well does the strategy reflect the aspirations, concerns, and developmental needs of Caribbean youth, especially those at risk of emigration?" to reduce overlap
- 9 Merges questions "To what extent is the YPOS coherent with key regional youth development frameworks, national youth policies and strategies of Borrowing Member Countries (BMCs)?" and "How aligned is the YPOS with regional and national education, employment, and security policies that seek to reduce youth vulnerability and foster long-term retention of talent in the Caribbean?" Removes reference to regional youth frameworks which are covered in the first sub-question.
- 10 Merges questions "What conditions have been established or are required to ensure the implementation of the YPOS?" and "What early lessons can be drawn to support a responsive and inclusive implementation strategy? [...]".
- 11 We omitted the question "How can CDB further enhance its institutional role and development financing to act as a catalyst for youth-centred development [...]" given that, in our view, it is a higher-level question suited to guide the formulation of overarching conclusions and recommendations rather than targeted data collection.
- 12 This information was gathered through key informant interviews and available documentation.
- 13 Note that the evaluation team has not yet received this research report but was informed of this research finding through stakeholder consultations.
- 14 The SDF-specific climate finance target will be set at 35% for the first two years of the SDF 11 period and may be increased to 40% for the final two years. CDB's existing portfolio-wide climate finance target will aim to allocate 30% of own resources (including, but not limited to, SDF) as climate finance. The Bank-wide target will be assessed after two (2) years with consideration for increasing to 35%." (SDF Replenishment report, pg. ii)

- 15 In general, youth consulted are not presented in the Stakeholders Consulted list, with the exception of youth who are staff at the Bank (i.e., 'Young CDB', Young Professionals, and Junior Professional Officers)
- 16 Rows with font in blue are youth.
- 17 Several news articles in the last few years signal the launching of a new youth policy coming soon, but it is not clear if this has actually taken place.
- 18 Reference to national youth development frameworks were removed in this question to avoid repetition with sub-question below focused on national frameworks.
- 19 Merges original questions: "How well does the YPOS align with youth needs and priorities identified within the Caribbean region?" and "How well does the strategy reflect the aspirations, concerns, and developmental needs of Caribbean youth, especially those at risk of emigration?" to reduce overlap
- 20 Merges questions "To what extent is the YPOS coherent with key regional youth development frameworks, national youth policies and strategies of Borrowing Member Countries (BMCs)?" and "How aligned is the YPOS with regional and national education, employment, and security policies that seek to reduce youth vulnerability and foster long-term retention of talent in the Caribbean?" Removes reference to regional youth frameworks which are covered in the first sub-question.
- 21 i.e., interpersonal, organisational/community, policy/society, and global
- 22 Merges questions "What conditions have been established or are required to ensure the implementation of the YPOS?" and "What early lessons can be drawn to support a responsive and inclusive implementation strategy? [...]".
- 23 We omitted the question "How can CDB further enhance its institutional role and development financing to act as a catalyst for youth-centred development [...]" given that, in our view, it is a higher-level question suited to guide the formulation of overarching conclusions and recommendations rather than targeted data collection.
- 24 Note that at the inception stage, country engagement strategies were reviewed only for a sub-set of countries to inform the selection of field visits. The sub-set was informed by document review and stakeholder consultations.
- 25 This PowerPoint presentation provides an overview of integrating gender and youth into BNTF operations, including through the BNTF Youth Empowerment Framework. There is one slide dedicated to a case study of the Maritime Training for Yachting Sector project or "Boat Boys".
- 26 Note that the [Caribbean synthesis report on the implementation of the Lisbon Declaration on Youth Policies and Programmes](#) (2020), pg. 43, states that a draft for the period of 2017–2022 was awaiting approval. However, this draft is not available online and there is no further information available indicating that it ever passed.
- 27 Note that the [Caribbean synthesis report on the implementation of the Lisbon Declaration on Youth Policies and Programmes](#) (2020), pg. 43 states that a 2015–2020 NYP was approved in 2015 and is active. However, there is no further information available online about this policy and its status.

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- 60 UNCCC. (2025). [Caribbean Academy for Global Youth Leadership Empowerment \(AGYLE\) is launched!](#)
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