



Strategic Plan For
The Anglican Youth Commission in The Province of the West Indies

2017 - 2022



**Church in The Province
of
The West Indies - Youth**

MAY 2017

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THE CHARGE

In any organisation we need, ever so often, to engage in a process that calls upon us to review and reset its operation. On doing so we need as well to project the organisation forward. We need to plan. As the leaders of our young people in this Province, you must engage in your strategic planning exercise fully aware of the number and nature of the challenges facing our young people in this Region.

There are five critical areas, central to your ministry that you should address in your planning exercise. These are Family, Education, Employment, Illegal drugs, Violence, and Social Media. Out of these emerge many of the challenges facing our young people.

A brief look at the family. The Family along with the Church and the School are the primary moulding institutions for our young people. The Home is the key institution among the three. Many of our families and homes create the type of environments that make it almost impossible for the young in that family to live a good Christian life.

In the light of this, you must in this planning session, ask the questions:

- How can our Youth Ministry help young people in this situation?
- How can we strengthen our Christian model to offset the negative alternatives to which our young people are exposed?

We have done a lot of good work in our Youth Ministry programme in the Province. Draw on this. Explore what new ideas and methods you can add. We do all this as Anglicans. Anglicanism offers us an excellent blend of tradition, faith and contemporary issues without compromising our Christian standards.

It allows us to engage in exercises of re-adjustment, change and planning to ensure that our understanding and presentation of the faith speak with strength to the issues of the day. We have the Five Marks of Mission to assist us with this.

We need to keep our Youth ministry in the Province vibrant and relevant. We need to keep offering to our young people Christian alternatives. The majority of our young people are engaged in good and commendable activities. We need to do all we can to increase this number.

I do hope that this meeting will empower you to do even more to strengthen our Youth Ministry in our Province. May God strengthen and guide you as you reflect and strive to re-shape this ministry.

Your Friend and Archbishop,

The Most Reverend & Dr. The Hon. Dr. John Holder

FOREWORD

The Church in the Province of the West Indies (C.P.W.I.), recognizing the intrinsic value of every person, seeks through its ministry and mission to assist persons to become who they are – Children of God - and to fulfill their vocation. Through the work of its several Standing Commissions, it encourages dioceses, parishes and missions to be faithful to the Great Commission (Matthew 28: 19 – 20).

One of these is the Standing Commission on Youth. Its membership consists of representatives from the eight (8) dioceses in the Province. We thank God for the successive chairpersons and members who have served on this Commission over the years. Their labours have borne, and are bearing much fruit.

In keeping with the Commission’s mandate as outlined in the Provincial Canon 33: G (1)...”to make recommendations with a view to the improvement of work with youth in the Province”, the Commission has developed this strategic plan for Youth Ministry in the Province. This document is the end product of much prayer, study and reflection. We are extremely grateful for the guidance and contributions of persons outside of the Commission.

Practitioners will note that the Five Marks of Mission are the pillars on which rest much of what is written in the plan. This is important. Youth Ministry ought to be seen not as a “para church” but as an integral part of the whole ministry and mission of the church.

It is my hope and prayer that Diocesan Youth Departments and Youth Organizations throughout our Province will find this document helpful in their planning and delivery of ministry with our young people. I, therefore, commend this strategic plan to the relevant organs of our Province for ratification.

Remember “to fail to plan is to plan to fail.”

May we continue to nurture and support God’s children. To Him be the glory!

+Errol NECA
Chairman, PYC

The Philosophy and Ethos of Youth Ministry in a New World Order

A Reflection by Mr. Clifton Nedd, JP
Anglican Consultative Council Lay Member (CPWI)
Anglican Alliance Caribbean Facilitator
Diocese of the Windward Islands Youth Director

Delivered at Strategic Planning Session of the Provincial Youth Commission of the Church in the Province of the West Indies
Codrington College, Barbados, West Indies
May 30, 2017

Youth Ministry is primarily concerned with assisting young people to know Jesus, the Christ; and to develop an abiding relationship with Him as their Lord and Saviour. It is this relationship that causes them to become involved in the Mission of Christ, as manifested in his Church. Youth ministry should be assisting young people to live out their Baptismal Covenant both now and in the future. This is done by equipping them with skills for confronting future spiritual challenges while providing them with tools for overcoming the hurdles of the present day.

Young people need to be nurtured and moulded in a safe environment. Safe environments encompass both physical and non-physical spaces that are free from physical or emotional harm, and which promote sound Christian values and holistic human development.

Therefore, an essential component of any youth strategy is that it ought to illuminate the path to spiritual and personal development – mindful that young people, much like the Christ, need to grow in Wisdom, Stature, Favour with God, and Favour with Man (Luke 2:52).

The Anglican Consultative Council is focused on the theme of intentional discipleship. We would be interested in knowing how this strategic plan relates to this thematic objective and responds to our resolutions. ACC cannot command provinces and dioceses but we always hope that, recognizing our value as an instrument of unity, our advice would be ratified as provincial and diocesan decisions.

In an editorial for Premier Radio, the Archbishop of Canterbury Justin Welby has said that he would love to see young people “being disciples of Jesus, being witnesses to Jesus and being servants of the Kingdom.” Archbishop Justin spoke of the “extraordinary changes” in the landscape and atmosphere of Christian youth work over the past 25 years; and said that if somebody had been asleep for that time they would “notice how many more youth workers had been trained and deployed in the Church, notice how the Church is the largest provider of youth work in [many places], and you couldn’t help but notice some great practice and sacrifices.” As youth workers, do not undervalue the work that you already do.

Archbishop Justin imagines “seeing hundreds of thousands of young people thriving as disciples, as whole lives are lived towards Him. Across the Church it can be our tendency to offer experiences, good times, or fulfilment.

But Jesus calls us to follow Him and there is no greater challenge.”

“Imagine if our young people set the pace in following Jesus, with all their hearts and souls and minds and strength, rejecting the narcissism of the culture, the self-obsession which destroys so much of our contemporary life: rather than revolving lives around themselves they orientate their whole lives around Jesus Christ. To see this will take investment and sacrifice, it will mean making this our priority; in prayer, time and resources.”

In the editorial, Archbishop Justin cited Shane Claiborne who said that we are losing people because we have made the Gospel too easy. Another theologian, from the Orthodox Church, puts it this way: We have replaced the salt with sugar. I add that it is important to be a church which indicates salvation as life both before and after death – because if becoming a follower of Jesus is only useful after one dies, some young people will opt to not take the gamble.

As you approach your work, therefore; consider:

- The Cup: - understand who am I? What baggage do I bring? What gifts do I bring?
 - o Is the cup empty or full – know that you cannot pour from an empty cup. Therefore, leaders need time for rest, for study and prayer, and for spiritual direction - to recharge and be refilled.

- The Context: - understand your context – Where are we?
 - o The New World Order in which we live can be expressed as “post Christendom”. Therefore, the approaches utilised in the era of Christendom cannot be applied. The Church, not only for its youth, needs to explore new ways of functioning from the side-lines. I highly recommend our book on intentional discipleship.

- The Church - Understand your Church – who are we? Understand be realistic about the realities of your church context – what exists to support you? What detracts? What are the constraints within which you operate?

- Your partners - Strengthen the relationships with parents, and with clergy. Create space for youth to meaningfully participate.

- Existing successes - Acknowledge ongoing work and seek to fill gaps: How is God already at work? Where can I help God with his work? – We often operate as though nothing existed before we arrived. As our Archbishop John Holder reminded us yesterday - Celebrate the things that are good and celebrate those who are doing good and commendable things. As you fill gaps do not facilitate those who are not doing good things.

Anglican Identity

When confronted with the results of tests indicating that his biological father was not the person whom he thought to be his father, Archbishop Justin Welby indicated, “I am who I am in Jesus”. Assist your young people to find an identity in Jesus. In my own life I say, my understanding of who I am in Jesus is informed by an Anglican understanding of God.

‘Youth’ is not a tangent Church, not a subset of the Church, not the core or heart of the Church and certainly not the future of the Church. Young people should be an integral and functioning part of all aspects of the life of the Church – mainstreamed molecules present in every cell – feeding and being fed. (“Teach as you grow and grow as you teach” – Bishop Sehon Goodridge).

We *must* make room for those who are not confessing members of our organisation. We must inform them of the existence of this room. We must have structures that make the rooms accessible – easy to access and easy to use. We must be intentional about including those who are not our members. (“The church is the only institution that exists primarily for the benefit of those who are not its members” – Archbishop William Temple)

Marks of Mission

The 5 Marks of Mission extrapolate some core concepts in understanding our faith:

In them we find

- The call to Worship,
- The call to Service,
- and the call to Witness
- o where witness is understood as:
 - + Holiness of living – obedience to the will of God – willing and working for God’s good pleasure (Philippians 2) shining as lights in the world – Sharing Christ’s light and not the light of self-interest (Philippians 2:10)
 - + Sharing the faith – telling our story through the lived example of the faith.
 - + Evangelism – sharing the faith with the objective of conversion.

In the 5th Mark of Mission we find a call for union with creator and creation, and with creation and itself; to heal the brokenness of the fall. Set your work in that context. Young people need to understand that relationship with God is not simply vertical but also horizontal (relationship with others and relationship with God’s creation).

The Anglican Alliance, created by the ACC, seeks to enrich the work of Churches in Marks 3, 4, and 5, focused particularly on Development, Relief, and Advocacy.

We do this work by connecting those with thematic similarities, lifting-up the work of those who are engaged key initiatives, and supporting efforts at empowering, enabling, sharing, and learning.

Now therefore:

- Inspire your young people to publicly talk about Jesus (a thing becomes an object when it is imbued with meaning) help them to find meanings in the Gospel.
- Pay attention to their temporal needs – Moses found out that man does not live on word alone. Value their struggles with growth in stature, facilitate and encourage them. Do not do be angry with complaints, as Moses did.
- Promote Christian alternatives that directly challenge the order of the day.
- Assist young people to deal with moral conflicts especially in the context of employment
- Order your own life – they are watching you.
- Ask yourself? Am I doing or am I enabling? Am I building and empowering? Where does this fit into the mission of God and by extension his Church?
- Be willing to decrease... it’s not about you. You’re not the story.
- And lastly, but most importantly, never lose sight of your theological and ecclesiastical context: All is sacred, all created by God and for God’s purposes.

I believe that the strategic plan for youth development should focus on formation first for youth leaders and then formation for the youth populace. Youth leaders are both leading people of God as well as preparing the next generation of Anglicans. As a youth director, I have found that my greatest challenge is that I am asking my youth leaders to give what they simply do not have – attempting to pour from an empty cup.

I believe that the needs of my youth leaders can be grouped into two big categories: Formation and Competencies:

Formation:

- Prayer life/life of prayer, spiritual discipline, “rules of life” and other similar ways of walking with God.
- A discipline of Bible study and religious/theological reading and reflection, including models for these and access to resources such as recommended reading lists.
- Opportunities to explore theology in an Anglican Context – An Anglican understanding of God.
- Opportunities to explore Anglicanism and the Anglican Communion – where we came from, who we are, where are we going, instruments of communion.

Competences:

- Ability to conceptualise, develop, and manage programmes and projects using participatory models which are grounded in prayer and bible study
- Ability to discern their context and make best-use of the resources and opportunities that their context provides
- Child protection
- Confidentiality
- Conflict prevention and management,
- Not counselling; but the art of listening to young people, offering sound advice, and knowing when to refer them for professional counselling and spiritual direction as well as how to encourage them to meet with professional counsellors and clergy.
- Not spiritual direction; but youth leaders must understand that the primary purpose of their ministry ought to be supporting and resourcing young people as they develop a relationship with God – Youth leaders should be equipped to perform this role: to point young people to Sacramental Life – to hold human existence as being between two worlds (one physical and one spiritual) and to appreciate that there are dimensions around us that we cannot now perceive.

Therefore, I believe that the program should give primary and urgent focus to assisting youth leaders in their own spiritual walk, then point them to how they can assist the young people whom they lead. Several of the offerings by Codrington College will be useful in this regard and it will be imperative for the commission to consider the role of Codrington in its work. Indeed, Codrington has a role in making priests, but perhaps we can better engage with Codrington in the process of making Royal Priests (1 Peter 2:5).

Resources we have available include:

1. ‘Agents of Change’ – Project Planning and Management tool for Church workers
2. Church and Community Mobilisation processes
3. Pilgrim Discipleship resource
4. Anglican Communion Thematic Networks (Youth, Family, environment, safe church etc.)
5. Specialised technical and internship support as well as resource links.

In an era of competing interests, wherein the Church is no longer considered the authority, post Christendom, we need to prepare better leaders who, through their service, will better equip those in their company.

May God give us the Grace to know his will, and knowing it, graciously perform it. Amen.

Your partner in the work,

Mr. Clifton Nedd.

EXECUTIVE SUMMARY

This Strategic Plan has been developed for the Youth Commission of The Anglican Church in the Province of the West Indies, hereinafter referred to as PYC, to aid the execution of the PYC's organisational and operational activities as it takes the vanguard of ministry to youth within the Province. The Commission's Secretariat engaged Hensley Sobers Ph.D. to guide the commissioners in the development of the plan. Dr. Sobers was involved in coordinating the Provincial Synod Plan of Action, from which the Commission received its mandate.

Under the facilitation of Dr. Sobers and his team, the participants embarked on a 4 and ½ day workshop retreat at Codrington College in Barbados, out of which emerged the fundamental theme, *"Transforming the Provincial Youth Commission to ignite and invigorate Youth Ministry"*.

Out of the reflection, meditation and dialogue undertaken during those days the Commission sought to define, refine and build out its identity as champion of the youth work in the CPWI.

As part of that chosen identity, the PYC established the following hallmarks:

- ✠ A compelling **Vision**: "To be an instrument creating the environment for dynamic youth ministry"
- ✠ The focus of the work is encapsulated in the Five **Marks of Mission**:
 1. To proclaim the Good News of the Kingdom.
 2. To teach, baptise and nurture new believers.
 3. To respond to human need in loving service.
 4. To seek to transform unjust structures of society, to challenge violence of every kind and to pursue peace and reconciliation.
 5. To strive to safeguard the integrity of creation and sustain and renew the life of the Earth.
- ✠ The **Core Values** expressed in St. Paul's exhortation to the church at Galatia regarding the defining virtues of Christian life:
 - + Love
 - + Joy
 - + Peace
 - + Patience
 - + Kindness
 - + Goodness
 - + Faithfulness
 - + Gentleness
 - + Self-control.

Arising from these cardinal points, the Commission orients itself to carry forward the ministry and the mission of the Gospel to engage, inspire, equip and enrich the youth in all the constituent territories of the Province; from ages 13 – 40, given the dynamics of our Caribbean context; for a vital life in Christ.

ACKNOWLEDGEMENTS AND APPRECIATION

The Secretariat of the Provincial Youth Commission and SIMS would like to formally acknowledge the participation and invaluable contributions made by the following persons and groups. Your support to this effort is greatly appreciated and the process has been blessed by your input:

- The Most Reverend Dr. the Honourable John Holder; Bishop of Barbados and Archbishop of the West Indies
- Mrs. Elenor Lawrence; Provincial Secretary
- The Right Reverend Leroy Brooks; Chairman
- Reverend Erma Ambrose; Acting Chairperson
- Dr Michael Clarke; Principal, Codrington College
- Reverend John Rogers; Rural Dean & Parish Priest, Diocese of Barbados
- Reverend Davidson Bowen; Youth Chaplain & Parish Priest, Diocese of Barbados
- Mr. Clifton Nedd; Anglican Consultative Council CPWI Lay Representative & Youth Director, Diocese of the Windward Islands
- Sharon Lamy; Youth Director, Diocese of Trinidad & Tobago and Coordinator of the PYC Secretariat
- Tiffany Hall Sweeting; Youth Director, Diocese of The Bahamas and Turks and Caicos
- Craig Mears; Youth Director, Diocese of Jamaica and the Cayman Islands
- Julian Cadogan; Youth Director, Diocese of Guyana
- Deon Mayers; Acting Youth Director, Diocese of Barbados
- Sheree Mark; Representative, Diocese of North Eastern Caribbean and Aruba
- Heather Ward, youth representative, Barbados
- The members of the Youth Department of the Diocese of Barbados, who acted as host to the Retreat
- The members of the Provincial Synod 2015
- All members of youth ministry at every level: Provincial; Diocesan; Deanery; Parish; community, who will partner with the Commission in this work.

METHODOLOGY

Strategic Process

The Commission employed a participatory approach in the development of the Plan, based on the following principles:

- a. Respect for others, self and the process, as representative stewards entrusted with the mission
- b. Free and frank, open-minded sharing of ideas
- c. Valuing differences in an orientation towards achieving effective results
- d. Maintaining a participative environment, including consensus-building

Key elements included the formulation of a Strategic Philosophy for the Youth Commission; conducting a Situational Analysis to get a true picture of the context the Commission is operating in; the identification of central Developmental Pillars to form the structure on which the work plan over the next three (3) years will be based; and a Strategic Charter to operationalise PYC's mandate.

STRATEGIC PHILOSOPHY

The strategic philosophy provides a holistic sense of character, definition and direction to the Commission, based on a Vision - a powerful statement that highlights the ministry the Commission is focused on, providing a mental picture of its identity and intent; tenets of Mission - a comprehensive set of actionable beliefs that specify the PYC's commitment to its key stakeholders, expressing its reason for being; and Core Values – the governing principles for the Commission as part of the Church as one body, applicable to both the sacred and the secular spheres of practical living.

OUR VISION: *“The Provincial Youth Commission will be an instrument creating the environment for dynamic youth ministry”.*

OUR TENETS OF MISSION are the Five Marks of Mission for the Church:

1. To proclaim the Good News of the Kingdom.
2. To teach, baptise and nurture new believers.
3. To respond to human need in loving service.
4. To seek to transform unjust structures of society, to challenge violence of every kind and to pursue peace and reconciliation.
5. To strive to safeguard the integrity of creation and sustain and renew the life of the earth.

CORE VALUES: Our core values are drawn from Paul's exhortation found in Galatians 5:22:

1. **Love:** *giving individual, personal care and compassion for others, demonstrating sensitivity to the needs in people; showing respect to God, for order and system, for the rights and privileges of others and self; extending goodwill.*
2. **Joy:** *expressing thankfulness, contentment and gladness through the way we approach this world and the next; practicing the art of appreciation in all dimensions of our life; giving thanks and praise.*
3. **Peace:** *exhibiting calm and serenity in times of trouble; controlling one's temper and the temptation to react to the meanness in others; promotion of harmonious community by our attitude and actions.*
4. **Patience:** *exercising sustained endurance and perseverance; forbearance towards the faults or infirmities of others; the habit of awaiting events or outcomes without complaint.*
5. **Kindness:** *the orientation to give care to others; acting in the interest of or for the well-being and comfort of others; demonstrating compassion and empathy.*
6. **Goodness:** *committing to personal excellence and virtue; taking responsibility for own actions; overcoming the tendency to blame others for difficulties; being aware of and responsible for the development of one's gifts and uniqueness toward the common good.*
7. **Faithfulness:** *living up to the commitments that are a part of our belief; our Christian stewardship and devotion.*
8. **Gentleness:** *demonstrating awareness and conviction that being considerate is a Christ-like virtue; maintaining open-mindedness and tolerance to the differences among people.*
9. **Self-control:** *the ability to practise self-discipline in the various aspects of living; exemplifying high standards of deportment and comportment.*

SITUATIONAL ANALYSIS

The participants also reviewed and assessed the contemporary landscape extending across the eight (8) Dioceses of the Province, in terms of human resources, programmes/activities and technology, image and stakeholder relationships, finance, organisation and government, as well as the effects of the external environment, with regard to the political, economic, social/cultural and technological trends and aspects. Much thought was given to patterns seen to emerging at the micro and macro levels impacting the youth, which will both present opportunities and pose threats for ministry over the short and medium term. These internal strengths and weaknesses, considered against the backdrop of the surrounding opportunities and threats informed the priorities for the Commission over the next few years.

STRENGTHS

- There is a structure in place to support youth ministry
- Motivated and experienced leaders, who have expertise
- Support from the Diocesan Bishops
- Relatively large groups of youth within our scope
- Networking, sharing resources & competencies among youth leaders
- Technical competence for training
- There are a number of programmes in place to respond to the needs of the co-workers with Christ.
- The Commission operates within an established structure
- Key members of clergy, youth leaders and laity are available to provide spiritual guidance, comfort and trust.

WEAKNESSES

- The current structure is not always efficient
- Lack of training for volunteers
- Insufficient practical attempts at evangelisation
- Technology not adequately utilised
- Lack of available tangible incentives to give/ share with the youth
- Overwhelmed by competing activities
- The response to some programmes depends on the personality and charisma of the particular facilitator leading out
- Weak branding
- Insufficient programmes to facilitate diverse spiritual development
- The Youth Commission is unknown in some areas of the Province and unrecognised in others where it may be known
- Lack of a budget for youth workers
- Lack of supporting resources
- Unfavourable church-political climate with regard to the clergy
- A degree of trust/comfort approaching clergy
- Orientation to events only

OPPORTUNITIES

- To make better use of technology to harness its potential and the ever-changing uses
- To provide forums to allow clergy to have interactions with parishioners outside of church setting
- To engage the relatively large groups of youth within our scope
- To create avenues of encouragement for increased Servers within the churches
- To involve the youth within the church setting, not creating a divide with separate services or events
- Nurture the youth to express and challenge the system they grow in Wisdom, Stature, Favour with God, and Favour with Man
- To address questions from the very young as they try to understand the teaching of the Church
- To develop the entrepreneur spirit within the youth of provinces
- Using the present interest of some youth in the currently popular supernatural shows to explain spirituality in the Christian context

THREATS

- Continued traditional social contexts influencing decision-making in a rapidly changing world
- Effects of the economic downturn
- Overlooking the questions on Scripture from the young
- Not allowing the youth to express their views and challenge the system, while nurturing their development
- Ignoring the changing use of technology
- Not capturing the economic potential from youth entrepreneurship

DEVELOPMENTAL PILLARS:

Out of the five Marks of Mission, the needs of our stakeholders and the situational analysis, the strategic priorities for the Commission over the period coalesce into four Developmental Pillars, conceptualised as being aligned to the four arms of the Cross:

- I. *Development of Mind, Body and Spirit:* for all youth - communicant; church-going and unchurched
- II. *Service to Humanity*
- III. *Promotion of Social and Economic Justice*
- IV. *Safeguarding the Integrity of Creation*

THE CHARTER FOR MINISTRY AND MISSION

A Charter framework was constructed, which indicates the programmes/initiatives; specific objectives; required activities; target dates and accountabilities for the PYC's work plan to be embarked on over the next five (5) years, 2017– 2022, in pursuing its mandate.

Strategic Charter

Development Pillar: Development of Mind, Body and Spirit

Mark of Mission # 1: To proclaim the Good News of the Kingdom

Programmes/Initiatives	Specific Objectives/Goals	Activities/Action Steps	Performance Deliverables/Indicators	Milestones/Target Dates	Position/Accountability
1. Surveying the needs of the youth and designing programmes to meet these needs	1.1 To make the gospel message more relevant to the youth	1.1.1 Develop a needs questionnaire and adapt it for use in respective Dioceses	> Google Forms & hardcopy questionnaire completed	Commence November 1, 2017 End November 30, 2017	Youth Commission in conjunction with relevant Diocesan Councils and consultation with Commission on Ministry
		1.1.2 Administer Questionnaire as well as interview Bishops, Priests, and Youth Directors	> Interviews conducted and Questionnaires administered	Commence December 1, 2017 End January 31, 2018	
		1.1.3 Complete analysis of data collected from the survey	> Analysis conducted	Commence February 1, 2018 End February 28, 2018	Youth Commission
		1.1.4 Have conversations about the needs of the youth at each of the levels of the Church	> Dialogue conducted at successive levels: <ul style="list-style-type: none"> ➤ Parish ➤ Deanery ➤ Diocese ➤ Province 	Commence March 1, 2018 End March 31, 2018	Parishes and Groups Youth Coordinator Youth Director Youth Commission

Programmes/Initiatives	Specific Objectives/Goals	Activities/Action Steps	Performance Deliverables/Indicators	Milestones/Target Dates	Position/ Accountability
1. Surveying the needs of the youth and designing programmes to meet these needs	1.1 To make the gospel message more relevant to the youth	1.1.5 Design and implement programmes to address needs identified	>Programmes executed	April 1, 2018	Youth Commission Youth Coordinator Youth Director Youth Commission
		1.1.6 Develop and deploy videos to raise awareness of the initiative	> Widespread awareness achieved	April 1, 2018	Parishes and Groups
2. Developing youth-oriented facilitation materials for engagement activities, e.g. Bible Study programmes; retreats/camps; blogs and vlogs	2.1 To strengthen the Province's capacity for impactful formation of youth	2.1.1 Design and develop materials	> Materials developed	July 31, 2018	Youth Commission in conjunction with relevant Diocesan Councils and consultation with Commissions on Mission, Christian Formation and Youth Youth Directors
		2.1.2 Train youth leaders and other facilitators on effective use of the new materials	> Youth leaders and facilitators trained		
		2.1.3 Deploy materials	> Materials deployed		
		2.1.4 Monitor and evaluate effectiveness	> Monitoring & Evaluation conducted		
		2.1.5 Engage in continuous improvement	> Ongoing refinement and enhancement of tools, materials and methods		

Development Pillar: Development of Mind, Body and Spirit

Mark of Mission # 2: To teach, baptise and nurture new believers

Programmes/Initiatives	Specific Objectives/Goals	Activities/Action Steps	Performance Deliverables/Indicators	Milestones/Target Dates	Position/ Accountability
2. Developing additional avenues for worship and ministry	2.1 To enhance the relevance of Christian expression in our cultural context	2.1.1 Consult with relevant Commissions regarding the forms/genres through which our worship and ministry can be expressed	> Approved indigenous forms of worship and ministry identified	Commence November 1, 2017 End November 30, 2017	Youth Commission in conjunction with relevant Diocesan Councils and consultation with relevant Commissions
	2.2 To capture the interest and edify the awareness of liturgy and worship for youth workers and leaders	2.2.1 Source required expertise to assist in the development of Handbooks or Manuals to guide the forms of expression determined out of the consultations	> Qualified resource persons selected and handbooks/manuals being followed	Commence December 1, 2017 End February 28, 2018	
	2.3 To promote the creative arts ministry of the Church	2.3.1 Identify individuals for training	>Trainees selected	Commence January 1, 2018 End February 28, 2018	
		2.3.2 Institute Creative Arts training programmes	>At least one creative arts workshop conducted per annual Church calendar	Completed November 30, 2018	

Programmes/Initiatives	Specific Objectives/Goals	Activities/Action Steps	Performance Deliverables/Indicators	Milestones/Target Dates	Position/ Accountability
2. Developing additional avenues for worship and ministry	2.4 To enrich and enlarge the ministry of the Altar Servers/Acolytes (in accordance with the culture and practice in each particular Diocese)	2.4.1 Liaise with the Commission on Liturgy	> Satisfactory feedback from Commissions received	December 1 to December 31, 2018	Youth Commission in conjunction with relevant Diocesan Councils and consultation with relevant Commissions
	2.5 To promote greater and wider integration of youth into worship & renewal personal encounter experiences	2.5.1 Broaden youth participation emphasis for retreats such as Happening; Cursillo; Conclave (Bahamas); Risen and Real (Trinidad)	> Significant increase in youth participation and satisfaction in these experiences	Commence June 1, 2018	Youth Commission in conjunction with relevant Diocesan Councils and consultation with relevant Commissions
3. Promoting Provincial Youth Gathering	3.1 To strengthen youth's spiritual development and discovery	3.1.1 Encourage Dioceses to host Deanery camps and provide incentives to Dioceses for reaching selected attendance targets each year	> Increased Residential or Open-Air camps hosted	Commence June 1, 2018	Youth Commission in conjunction with relevant Diocesan Councils and consultation with relevant Commissions

Development Pillar: Service to Humanity

Mark of Mission # 3: To respond to human need in loving service

Programmes/Initiatives	Specific Objectives/Goals	Activities/Action Steps	Performance Deliverables/Indicators	Milestones/Target Dates	Position/ Accountability
1. Teaching self-reliance skills and promoting Entrepreneurship	1.1 To break the dependency syndrome and to empower people to stand as equal to others	<p>1.1.1 Create criteria or benchmarks which define the essential characteristics for a good youth entrepreneurship programme</p> <p>1.1.2 Distribute the criteria to evaluate submissions from Diocesan programmes and promote programmes</p> <p>1.1.3 Design and implement an award/emulation programme for outstanding Diocesan initiatives in youth entrepreneurship</p>	<p>> Criteria for youth entrepreneurship programme developed and approved</p> <p>> Receipt by Dioceses acknowledged and interests in participating expressed</p> <p>> Award Programme launched, with criteria being used to evaluate Diocesan programmes</p>	Commence November 1, 2017 End June 31, 2019	<p>Provincial Youth Commission</p> <p><i>(Diocesan Youth Structures:</i> Commissions on Ministry, Family Life, Human Rights and Social Justice, and Stewardship)</p> <p>Provincial Youth Commission</p> <p><i>(Diocesan Youth Structures:</i> Commissions on Ministry, Family Life, Human Rights and Social Justice, and Stewardship)</p>

Programmes/Initiatives	Specific Objectives/Goals	Activities/Action Steps	Performance Deliverables/Indicators	Milestones/Target Dates	Position/ Accountability
1. Teaching self-reliance skills and promoting Entrepreneurship	1.2 To eliminate the issue of economic disenfranchisement and social degradation	1.2.1 Encourage each Diocese to host sensitisation Town Hall meetings about the value of free enterprise and create training manuals to support youth entrepreneurship training and implementation	> Town Hall meetings convened and Training Manuals developed	Commence January 1, 2018 End March 30, 2018	Provincial Youth Commission (<i>Diocesan Youth Structures:</i> Commissions on Ministry, Family Life, Human Rights and Social Justice, and Stewardship)
		1.2.2 Collaborate/adapt existing small business training programmes within Dioceses and countries	> Collaborative partnerships formed	Commence April 1, 2018 End June 30, 2018	Provincial Youth Commission (<i>Diocesan Youth Structures:</i> Commissions on Ministry, Family Life, Human Rights and Social Justice, and Stewardship)
		1.2.3 Encourage and facilitate a trade fair for regional entrepreneurs at each PYG	> Trade Fairs activated	Commence April 1, 2018 End July 31, 2018	Provincial Youth Commission (<i>Diocesan Youth Structures:</i> Commissions on Ministry, Family Life, Human Rights and Social Justice, and Stewardship)
2. Establishing and partnering with charitable/service organisations and causes	2.1 To inculcate a lasting sense of community and charitable stewardship in our youth	2.1.1 Create and capitalise on avenues to involve the youth in giving back to society and the less fortunate	> Increased, sustained youth presence and participation in charitable and service activities	August 31, 2018	(<i>Diocesan Youth Structures:</i> Commissions on Ministry, Family Life, Human Rights and Social Justice, and Stewardship)

Development Pillar: Promotion of Social and Economic Justice

Mark of Mission #4: To seek to transform unjust structures of society, to challenge violence of every kind and to pursue peace and reconciliation.

Programmes/Initiatives	Specific Objectives/Goals	Activities/Action Steps	Performance Deliverables/Indicators	Milestones/Target Dates	Position/Accountability
1. Organising special sessions of discussion, debate and learning	1.1 To frame responses to address social issues that affect our Caribbean nations without making any doctrinal decisions	1.1.1 Identify institutions and resource persons to lead or conduct such education and training as to enfranchise, empower and foster responsibility of citizenship	> Institutions committed to formulate specialised delivery	April 2018	Youth Commission in conjunction with relevant Diocesan Councils
2. Developing Chaplaincy, Pastoral Care and Social Care practitioners	2.1 To educate and train youth leaders in methods relating to the development of spiritual, social, emotional and economic dimensions of human life	2.1.1 Identify trainers within Dioceses to facilitate learning, unlearning and re-learning	> Trainers sourced and engaged to tailor the programme for delivery within Diocese	August 2018	Youth Commission in conjunction with relevant Diocesan Councils
		2.1.2 Advocate for legislation and canonical provisions in ensuring the fair treatment of all marginalised, and disenfranchised groups	> Constitution, Canons and Regulations revised accordingly	January 2019	Youth Commission in conjunction with relevant Diocesan Councils

Programmes/Initiatives	Specific Objectives/Goals	Activities/Action Steps	Performance Deliverables/Indicators	Milestones/Target Dates	Position/ Accountability
3. Producing and disseminating educational material	3.1 To encourage the responsible use of cyberspace	3.1.1 Organise an online campaign about Cyber-bullying	> A series of video clips/presentations developed and being utilised	November 2018	Youth Commission in conjunction with relevant Diocesan Councils
	3.2. To leverage and take advantage of Social Media to minister to a wider cross-section of our populations in the reach of the Province	3.1.2 Conduct training sessions with Youth Workers/Leaders to improve their knowledge, skills and attitude to the power of Social Media with respect to challenging violence and promoting peace and reconciliation	> Annual Education and Training sessions conducted > One session at clergy conference and/or Synod Council explored	May 2018	Youth Commission in conjunction with relevant Diocesan Councils
		3.1.3 Lobby for Dioceses to incorporate 'Social Media as a Mission Field' In-training and/or sensitisation of clergy and laity in transforming unjust structures and practices in our societies	> Training and sensitisation conducted	July 2018	Youth Commission in conjunction with relevant Diocesan Councils

Programmes/Initiatives	Specific Objectives/Goals	Activities/Action Steps	Performance Deliverables/Indicators	Milestones/Target Dates	Position/ Accountability
4. Creating Social Partnerships	4.1 To better manage situations of conflict, sub-cultures, peace building, reconciliation and rehabilitation	4.1.1 Liaise with Non-Governmental and Community-Based Organisations for support towards the achievement of our goals	>Agency identified	Commence November 2017	Youth Commission in conjunction with relevant Diocesan Councils
	4.2 To create avenues for engagement of Youth with societal issues	4.2.1 Identify and work with agencies addressing social issues such as incarceration of juveniles; violence against women, men and children; illegal drugs; Human Trafficking; those at risk of gender-based and sexual violence and other issues	> At least two mission activities over the period (including having joint efforts)	Commence January 2018	
		4.2.2 Plan and organise 'Think Tank' sessions to identify areas of concern among youth	> 'Think Tank' sessions held	Commence February 2018	

Programmes/Initiatives	Specific Objectives/Goals	Activities/Action Steps	Performance Deliverables/Indicators	Milestones/Target Dates	Position/ Accountability
4. Creating Social Partnerships	4.2 To create avenues for engagement of youth with societal issues	4.2.3 Plan and coordinate workshops for training in Advocacy for youth leaders	> Workshops completed	Commence May 2018	Youth Commission in conjunction with relevant Diocesan Councils
		4.2.4 Participate in Joint task forces e.g. road march, feeding program etc.	> Events staged	Commence July 2018	Youth Commission in conjunction with relevant Diocesan Councils
	4.3 To attract funding, donations and/or sponsorship for programmes designed toward the development of our communities	4.3.1 Develop and pursue a funding plan to finance programmes and initiatives geared toward the 4 th Mark of Mission	> Financial support committed	Commence January 2018	Youth Commission in conjunction with relevant Diocesan Councils

Development Pillar: Safeguard the Integrity of Creation

Mark of Mission # 5: To strive to safeguard the integrity of creation and sustain and renew the life of the earth.

Programmes/Initiatives	Specific Objectives/Goals	Activities/Action Steps	Performance Deliverables/Indicators	Milestones/Target Dates	Position/ Accountability
1. Teaching a Broader Understanding of “Stewardship of Creation”	1.1 To change individual’s attitudes towards safeguarding the environment by focusing on pressing resource and pollution issues such as materials, energy, water, food, and climate	1.1.1 Advocate the establishment of Provincial Sunday to highlight environmental vulnerabilities and management	> Provincial Sunday established as the time to emphasise “Stewardship of Creation”	Commence January 2018 with a view to 1 st Provincial Sunday being celebrated February 2019	Youth Commission in conjunction with relevant Diocesan Councils and consultation with Commission on Mission
		1.1.2 Obtain relevant Commission and Diocesan agreement and promote the idea of the youth leading the recognition and celebration of Provincial Sunday	> Cooperative Agreements formed	Commence January 2018 through to end of Church Year 2018	Youth Commission in conjunction with relevant Diocesan Councils and consultation with Commission on Mission

Programmes/Initiatives	Specific Objectives/Goals	Activities/Action Steps	Performance Deliverables/Indicators	Milestones/Target Dates	Position/ Accountability
1. Teaching a Broader Understanding of “Stewardship of Creation”	1.2 To increase the advocacy role of the Church toward changing behaviours in the treatment of God’s creation	1.2.1 Develop a cadre of Individuals to champion the cause in each Diocese and engage in entrepreneurial efforts in the arena of food and freshwater production, developing a mix of energy sources, flood regulation and conservation of recreational spaces	>Cadre of champions selected and deployed	Commence November 2017 and continue throughout 2018	Youth Commission in conjunction with relevant Diocesan Councils and consultation with Commission on Mission
		1.2.2 Develop a social media project that includes incentives to change habits	>Increased responses to Social Media project	Commence November 2017	
2. Adopting a short-term plan promoting reduction, reuse and recycle	2.1 To raise awareness of the vulnerability of the Caribbean region because of the habits of its citizens in relation to waste management	2.1.1 Develop the Sunday School programme to promote effective lifelong habits in the collection, treatment and recycling of solid waste/trash, as well as shifts in consumption patterns geared towards waste reduction	>Awareness, consciousness and environment-friendly practices increased	Commence January 2018	
			>Feedback from Parents and Schools that children are implementing the best practices	Commence November 2017	

Programmes/Initiatives	Specific Objectives/Goals	Activities/Action Steps	Performance Deliverables/Indicators	Milestones/Target Dates	Position/ Accountability
3.Promoting “Greening” in Parishes whilst cultivating a culture of responsible, efficient consumption	3.1 To encourage the involvement of our youth in the thrust to ensure that the natural environment will be healthy for future generations	<p>3.1.1 Institute a vegetable gardens, tree planting and natural spaces competition</p> <p>3.2.1 Encourage each Diocese to collaborate with relevant agencies & organisations in their Diocese with interests and expertise in the areas undertaken</p> <p>3.3.1. Encourage parishes to include environmental considerations in all decision making processes</p>	<p>> Awards and Recognition programme implemented</p> <p>> Social Partnerships with Government & Non-Governmental Organisations established</p>	<p>Commence January 2018</p> <p>Commence October 2018</p>	<p>Youth Commission in conjunction with relevant Diocesan Councils and consultation with Commission on Mission</p>

IMPLEMENTATION STRATEGIES

Youth ministry is very sensitive to the fact that all the best and most detailed planned intentions only have value if and when they make an impact on the lives of the individual youth. Therefore, to actualise the aforementioned programmes, plans and activities, the Commission must pay close attention to the following:

1) **Implementation Leadership:**

As the Commission must, of necessity, act as a distributed hub because of the geographical realities of the Provincial territory, separated by many waters, the Commissioners shall take on individually take lead on the various areas of focus as Champions. The PYC as a whole is to create the space in which units of action closer to the youth themselves can bring to bear their talents, skills, abilities and motivation to bring the initiatives to reality. Therefore, the PYC will lobby, advocate, inspire and engage partners in the eight Dioceses; including the bishops, clergy, Youth departments and laity, to effect change through the deaneries right down to parish and youth group level.

2) **Communication and Coordination**

Effective communication to and engagement of all the Commission's stakeholders on the thinking, aspirations and intent of this Plan is key to achieving any and all of the objectives outlined. Major emphasis must be paid to gaining buy-in and consensus of important influencers and the persons to put the programmes into effect. In particular, the Commissioners must transfer knowledge, skills and facilitate the development of enriching experience to grow leaders amongst the youth.

3) **Technology and Resource Management**

The Secretariat is challenged to leverage technology and innovative ideas to monitor, evaluate, inform and support the work utilising the "ignition" model; spreading out across the entire Province, lighting fires of passion and purposeful action as it ripples outward. A key role of the Secretariat will be keeping detailed records to enable the Commission to be a learning organisation and build a legacy of youth ministry in the Region. Champions of the Plan and its attendant programmes are to be cultivated, empowered, equipped and deployed in every area of influence throughout the Province and the required resources for each initiative be sourced and/or developed.

4) **Recognition and Celebration**

The Provincial Commission is also charged with cultivating a culture of recognition and celebration of youth ministry. The Commission shall encourage and incentivise creativity, accountability and achievement on the ground, by providing a framework by which the efforts, dedication and commitment of our extraordinary young people are brought to the fore. The PYC shall institute and host an annual Awards, Recognition and Celebration ceremony, distinct from Provincial Youth Gathering, to highlight the full picture of the mission across all eight Dioceses and facilitate sharing and affirmation of those who contribute to its progress in the most substantial ways.

EXHORTATION

In this era of strategic planning I feel privileged to have been with you; the passionate, technologically savvy youth leaders of this diverse Province of ours; formulating a workable strategy to be more intentional about Youth Ministry.

They say that we are one Caribbean and that is evident in more ways than one. LIAT airline is one of those icons, and I think that for the 2nd year running we had Junkanoo carnival in the Bahamas, carrying on the tradition of Caribbean festivals. We, of course, have our regional University and the Church, and through the game of cricket it is apparent that we can come together from our various lands to produce a team. I have never known of Bahamians on the team, nevertheless they know about cricket because it is listed as their national sport. Neither to my knowledge was there a Belizean, but I am sure they know the game. Cricket is perhaps not the best analogy to draw, since we are on a losing streak, but when we consider our church it may be the most appropriate, since more of our young players are not batting and bowling as we believe they should. Despite this reality, as in cricket - we must not give up on investing in these treasures in earthen vessels.

As persons who interact unswervingly with young people and are very passionate about providing a space and a safe environment for them to be motivated to be able to choose the Christian alternatives, we spent these few days sharing, discussing and brainstorming the role of the Provincial Youth Commission.

We have committed to being “an instrument creating the environment for dynamic youth ministry”. Youth Ministry within the context of the Caribbean embraces individuals between the ages of 14-35. However, there will be varying levels of programmes based on age levels.

That we can draw from programming already identified in the provincial strategic plan is an asset. It certainly provides the opportunity for youth and adults to dialogue and engage.

By all means, seek to develop and source your own initiatives for we do live in a quick and ever-changing, highly complex world.

Our ministry is to persons who are exposed and who live in nuclear families, single parent, same gender families and dysfunctional families; the whole gamut; so it is necessary for this Commission to avail itself of constant training, since you are the ones most likely to be the person on the ground in your Diocese.

Finance continues to be a sore point in all our dioceses, therefore it is incumbent that you explore opportunities and programmes where such can be obtained. However, these ventures must be sought after in consultation with your diocese. Never forget the structure of the Church; it is a strength.

Let me caution that there is a natural bias to reach out to our own; nonetheless we are commissioned in Matthew 28 to go out and make disciples of the whole world. Note as well that our traditional description of parish-focus mandates that we must be inclusive.

As we heard from the late Archbishop William Temple, ‘...The church is the only institution that exists primarily for the benefit of those who are not her members’. Hence: ministry to **all youth**.

The Commission will embrace the Five Marks of Mission, fuelled by Galatians 5, the Fruit of the Spirit.

My friends, your charge is not easy but it is vital to building God’s kingdom on earth. As a church, we must still be proud of our sacramental heritage ‘outward visible sign of God’s inward spiritual grace’ this enables us to realise that unless God is in it we cannot survive. This document therefore must not be another one to rest on the shelf; since we have produced it seeking God’s guidance let us promote it, live it and work it.

My sincere thanks to Dr. Sobers and his team for guidance in this exercise. To Dr. Clarke, Principal of the noble institution Codrington College and to the College staff and students, thank you for the delightful hospitality. To you the participants for this labour of love for ministry in God’s church - always avail yourself to him.

For the effective implementation of this plan you must see yourselves as the advocates championing the cause of youth ... noting always that you are the frame, not the body.

Let us go forward, bearing the torch.

Reverend Erma Ambrose