

TRINIDAD AND TOBAGO



The Ministry of Sport & Youth Affairs

GLOBAL COALITION FOR YOUTH EMPLOYMENT

Draft National Action Plan



[23rd September 2019]

EXECUTIVE SUMMARY

Globally, there are 73 million unemployed youth and 620 million youth not seeking work. 600 million youth will enter the job market by 2030 with only 200 million jobs awaiting them. To meet the United Nation's Sustainable Development Goal of "*full employment for all young women and men by 2030,*" governments need to create over a billion jobs in the next 12 years. So this is no time for piecemeal solutions: solving the Youth Unemployment problem at scale will require national, government-led, policy-driven, system-wide solutions¹.

The Government of the Republic of Trinidad and Tobago, through the Ministry of Sport and Youth Affairs partnered with GCYE towards advancing Trinidad and Tobago's human capital development agenda and to create more opportunities for youth to secure a brighter future through meaningful employment and entrepreneurship.

One of the objectives of the GCYE Trinidad and Tobago is the development of a National Action Plan for Youth Employment. To identify solutions to this issue based on research and data, a gap analysis was conducted. The gap analysis involved the analysis of primary and secondary data on youth employment, government initiatives and the work of non-governmental organisations throughout Trinidad and Tobago.

This plan identifies quick wins which the Ministry of Sport and Youth Affairs can adopt in the short run to improve the country's current level of youth unemployment and underemployment. Additionally, long term policies and programmes are suggested to ensure that the issue of youth employment does not resurface in the years ahead.

The strategies identified are further group in the different age groups, as well as those specific to differently-abled youth and those living in institutions and complex situations. The timeline for implementing these strategies are also identified, with particular focus on the 2018-2019 and 2019-2020 fiscal years.

The plan concludes with a detailed communication strategy that takes into consideration several mediums to reach young persons and the general public. A detailed budget is also included, which outlines the funding required to accomplish these strategies.

¹ Draft Youth Job Creation Toolkit, Global Coalition for Youth Employment, May 2019

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1.0 BACKGROUND

The Global Coalition for Youth Employment (GCYE) is a consortium of individuals, Non-Governmental Organisations (NGOs) and institutions based in London, England with experience in providing youth with the requisite skills, knowledge and abilities that empower them to find, create, and establish decent livelihoods for themselves. The stated intent of this Coalition is to implement tried and tested youth employment solutions in participating countries, to avoid the frustrations of unemployment and underemployment among our youth. The Government of the Republic of Trinidad and Tobago, through the Ministry of Sport and Youth Affairs partnered with GCYE towards advancing Trinidad and Tobago's human capital development agenda and to create more opportunities for youth to secure a brighter future through meaningful employment and entrepreneurship. To this end, this partnership promotes youth empowerment, entrepreneurship, economic diversification, sustainable development and innovation.

To execute on this mandate the following activities were and are being implemented

- Creation of a National Board - Global Coalition for Youth Employment
- Preparation of country specific questionnaire
- Hosting of national launch and stakeholder soft launch
- Analysis of responses to questionnaire
- Preparation of national action plans for youth job creation
- Submission of interim budget for Board's operations and quick wins
- Preparation of first draft national plans
- Submission of draft National Action Plan to the Minister
- Launch & Implementation of approved National Action Plan
- Monitoring and reporting on activities on a quarterly basis

To date, the National Board has completed eighty (80%) of the above activities and as agreed and planned is hereby submitting, the Draft National Action Plan to the Honourable Minister of Sport and Youth Affairs to review and approve accordingly.

2.0 GUIDING PRINCIPLES OF THE NATIONAL ACTION PLAN

It must be noted, that the activities and actions decided upon by the Board and included in this plan were guided by agreed principles of:

- following the guidelines set by GCYE;
- utilising both primary and secondary research available;
- not reinventing the wheel but adopting and adapting best practices for youth job creation and entrepreneurship worldwide;
- determining the best quick wins given time and available resources;
- matching the Ministry's resources with the plans;
- matching actions with varying age groups ranging from 12 to 29 years, the Ministry's legal target age; and
- looking for greatest impact and reach whilst managing cost implications.
- Using technology and social media as a medium for reaching the youth population

With the above in mind, the following sections will highlight the gap analysis, identify the selected quick wins, discuss long term recommendations and detailed priorities and associated budget and timelines.

3.0 GAP ANALYSIS

In an effort to identify gaps in current offerings and the perception of young persons, primary and secondary data collection and analysis were undertaken. Primary data was conducted through a survey distributed throughout Trinidad and Tobago. The survey was designed to determine the following:

- education policies which have proven effective in achieving youth job creation, whether they exist across Trinidad and Tobago and the level of effectiveness;
- youth access to finance and mentorship and whether young people from all backgrounds are enabled to access enterprise funding;
- the effectiveness of the Private Sector as the source of most of the new jobs created in Trinidad & Tobago, the work they are doing on youth job creation, and how far the Government, and other stakeholders, are supporting them to meet their needs;
- youth unemployment as a problem and the change towards the creation of sustainable, modern employment opportunities; and

- other policies that the government and other stakeholders could pursue to create jobs for youth.

Although the aim was to receive responses from at least 500 respondents, 465 persons responded. Questions were quantitative in nature and required Likert-type responses over a range from zero to five, with zero expressing total dissatisfaction and five expressing total satisfaction.

Secondary data collection was done using four main sources, the National Youth Policy 2012 – 2019, Central Statistical Office mid year reviews, the Research Findings on Youth and the Future of Work in Trinidad and Tobago, produced by RBC Future Launch and the 2017 Publication – “ Are Oil and Gas Smothering the Private Sector in Trinidad and Tobago.

3.1 PRIMARY DATA ANALYSIS

An analysis of the responses provided was done and is detailed at **Appendix I**. However, a summary of the results of the survey is provided below.

3.1.1 Education

- Most of respondents were unaware of entrepreneurial programmes, business plan development and school enterprises in schools.
- The teaching of 21st Century skills and project based learning were rated as somewhat effective.
- Respondents were not aware of government-led apprenticeship programmes other than OJT.

3.1.2 Policies and Access to Finance and Mentorship

- Respondents do not believe that financial institutions offer preferential treatment to young entrepreneurs.
- Government support and mentorship for business is not viewed as being effective by respondents.
- Online sourcing of funds and equipment stock leasing are not being encouraged by the government.

3.1.3 Opportunities for Youth

- Government should encourage the implementation of job clubs.
- Respondents did not believe that there was any preferential treatment for youth start-ups.
- Respondents do not believe that any national recruitment strategy that currently exists is effective.
- They also believed that government should promote social enterprise and public work programmes for youth.

3.1.4 Survey Limitations

There were some limitations to the survey. The survey was developed by the overarching GCYE organisation. The GCYE (TNT) was able to effect some changes to the survey to make it more culturally sensitive, however major changes could not be made as the overall comparative data analysis would be affected.

The survey was found to be relatively long and respondents may not have been motivated to complete or complete honestly. They were also not asked to indicate their gender and therefore correlation between gender and the responses could not be made. Furthermore, all questions were not mandatory and therefore each respondent may not have answered each question. This limits correlation between demographic data and responses given.

3.2 SECONDARY DATA ANALYSIS

3.2.1 National Youth Policy 2012 – 2017²

The National Youth Policy was developed under the then Ministry of Gender, Youth and Child Development with the tagline ‘For every youth...a place, a purpose, a plan’. The policy was “developed to provide a single authority for the Government’s voice in all matters related to youth development”. It defined youth as between the ages of 12 to 29 years old, and further segmented the age group as follows:

- The Early Years (12 – 15 years)
- Transition Years (16 – 21 years)
- Mature Years (22 – 29 years)

² National Youth Policy 2012 – 2017: For every youth...a place, a purpose, a plan; published by the Ministry of Gender, Youth and Child Development; 2012

- Differently-abled Youth, Youth in Institutions and Youth in Complex Circumstances

The policy document provided further data on the demographic profile of youth in Trinidad and Tobago. Based on the data provided, as at the 2010 mid-year census by the Central Statistical Office, the demographic profile of youth in Trinidad and Tobago is as follows:

- there are 450,556 young persons between the ages of 12 – 29 years old;
- these youth make up 34.2% of the overall population;
- 229,619 of the youth identified are males;
- 220,937 of the youth identified are females;
- the youth labour force refers to those between the ages of 15 to 29 years old;
- the estimated youth labour force is 210,000 persons.

The policy also identified key concerns of youth. These concerns formed the basis for programmes to address challenges faced by young persons. They included:

- education and training, particularly for rural youth and differently-abled youth;
- employment and enterprise, including lack of qualifications and experience, unavailability of jobs, lack of information, discrimination and lack of respect, biased recruitment policies, outdated and insufficient youth programming, difficulties with starting business, and the lack of motivation;
- gender relations, with consideration for socialization and education, poor communication of gender roles, peer pressure, and the influence of the media;
- health, in terms of lack of sexual and reproductive health education, insufficient health education services, low level of privacy, unsafe sexual practices, sedentary lifestyles and lack of exercise, and dangers of second- hand smoke.

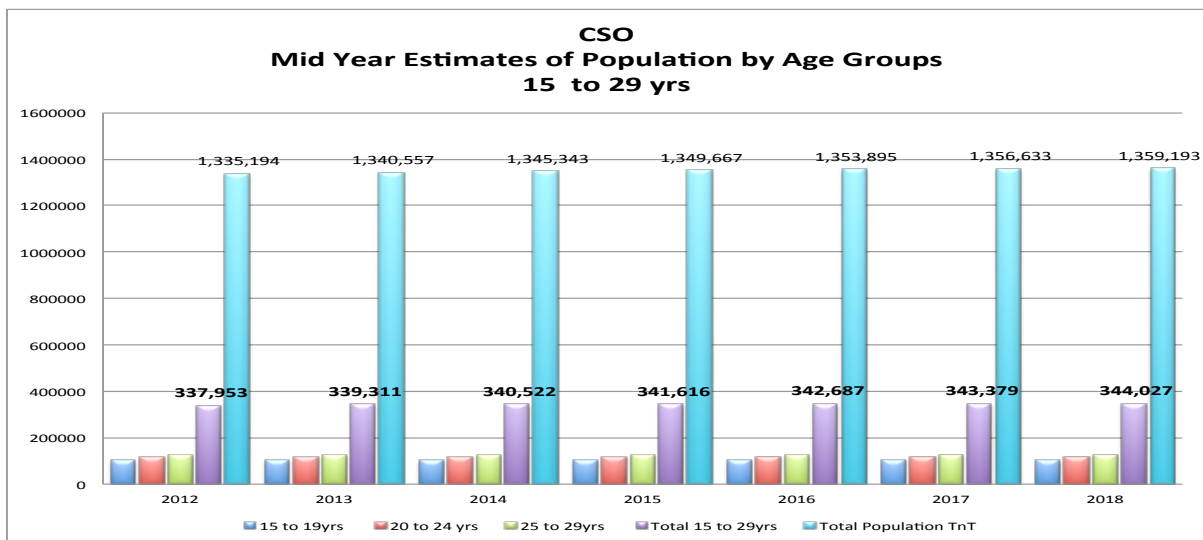
Although the National Youth Policy provides data that is vital to the development of appropriate programmes and addressing the concerns of youth, the data is almost 10 years old.

As such, the plan has to take into consideration the following assumptions:-

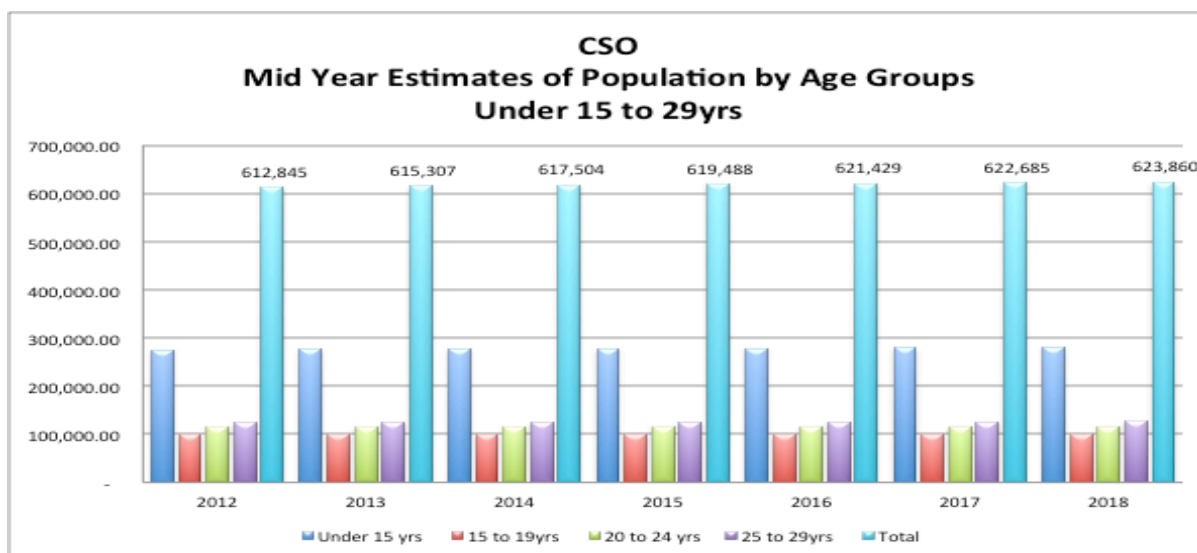
- the percentage of males in comparison to female youth may change downward due to the impact of gun violence, crime towards young men and male incarcerated
- the spike in migration of Venezuelan citizens to Trinidad and Tobago over the past year may affect the overall youth population in the country. That is if the Government has decided to include the temporary migran population into their programmes

3.2.2 Central Statistical Office of Trinidad and Tobago (CSO) – Mid Year Estimates of Population by Age Group

On September 16, 2019, the CSO’s website was accessed and it estimated that at mid-year 2018, the youth population between the ages of 15 to 29 years, stood at 344,027,000. If we include the under 15 years age group without limiting it to 12 years and above, the youth and child populations stands at 623,860³. See charts below. If one compares these numbers to the official numbers quoted in the National Youth Policy as at 2010, one can easily assume that there may have been slight increase in the youth population and as such, the poble[m] of youth employment and entrepreneurship remain the same.



³ https://cso.gov.tt/cso_statistics/mid-year-estimates-of-population-by-age-group/



3.2.3 Research Findings on Youth and the Future of Work in Trinidad and Tobago⁴

The data compiled in this report was sourced through focus groups and questionnaires with persons in the age group 14 to 29 years old in the Bahamas, Barbados and Trinidad and Tobago, with focus on the latter. The age group was further segmented into 14 to 19 years old and 20 to 29 years old, with responses showing variations between youths in Trinidad and Tobago.

Considering the responses by young persons in **Trinidad**, those **14 to 19** years old displayed the following:

- marked lack of self confidence among children from government schools;
- concern about lack of opportunities and access to internships and apprenticeships;
- a solutions oriented culture;
- lack of knowledge and awareness of programmes and initiatives that are available to young persons;
- a need for initiatives to help them transition from school to the world of work;
- need to develop self-awareness before choosing a career;
- concern that career fairs should be more intimate and helpful;
- self-employment as a viable option for some;
- wanting to be employed within existing establishments;
- lack of awareness of mentorship programmes and the organisations providing these services;

⁴ Research Findings on Youth and the Future of Work in Trinidad and Tobago; a report by Createfuturegood for RBC; 2016

- high level of interest in owning a business;
- most students do not know where to go to access information with regards to funding, programmes to gain work experience & training for self-empowerment;
- many did not have a clue about the future and how to go about transitioning to the workplace.

Those within the same age group in **Tobago** were similarly characterised as follows:

- unclear about making the transition from school to work;
- unaware of funding options/opportunities;
- lack of knowledge of what is mentorship;
- scant knowledge of existing programmes for career development.

In the **20 – 29** age group, youth in **Trinidad** were described as follows:

- intelligent, creative and willing, but left to find their way through the maze of transition;
- unable to find employment;
- lacking in experience
- appreciating the importance of trade and skills
- not being given the chance to contribute to our country's governance;
- feeling that there are not enough opportunities for youth in Trinidad and Tobago;
- not interested in traditional jobs;

In **Tobago**, the results for that age group was as follows:

- good sense of what they wanted to do professionally;
- they were able to access funding for their education and training through GATE and the Tobago House of Assembly's Financial Assistance Programme;
- after acquiring skills there were no proper avenues to practice and demonstrate skills or certification;
- there is a lack of jobs and placement spaces;
- migration is an option;
- need to be more skills training in areas such as resume writing, career choice, life skills at secondary school;
- they were not sure of mentorship.

3.2.4 2017 Publication – “ Are Oil and Gas Smothering the Private Sector in Trinidad and Tobago⁵”

In the article written by Jeetendra Khadan and forward written by Therese Turner-Jones General Manager, Caribbean Country Department Inter-American Development Bank, she indicated the following:

“Facing what looks like a prolonged period of economic contraction due to a sharp decline in energy fortunes, Trinidad and Tobago is increasingly looking towards the private sector to play a greater role in stimulating economic recovery and transformation

...Given the sense of urgency expounded for the private sector’s enhanced role in supporting economic growth, creating employment, and improving the economic welfare of the nation’s citizenry, we find that there is much work to be done. Firm-level performance indicators suggest that the majority of firms are either stagnant or declining. In addition, total factor productivity measured at the firm level is relatively lower in Trinidad and Tobago when compared with other countries in the Caribbean, labour productivity has been declining since the great recession, and private investment is significantly lower than the average for other small commodity-exporting countries.

Hence, a concerted policy effort is required to transform Trinidad and Tobago’s private sector into an engine of sustainable growth.”

The author then went on to review the challenges of the private sector of Trinidad and Tobago and analysed both firm and macro factors using data collected from surveys. Some of the results are pertinent to this national action plan and are as follows:

- Under the challenge “The perceived obstacles affecting the performance of firms” - ***inadequately educated workforce in 2014*** was the most serious obstacle.

⁵ Cataloging-in-Publication data provided by the Inter-American Development Bank Felipe Herrera Library. Khadan, Jeetendra. Are oil and gas smothering the private sector in Trinidad and Tobago? / Jeetendra Khadan. 2016

- Under the challenge of “Human Capital” – Both the micro and macro-level evidence shows that an inadequately educated workforce is a constraint to firm growth in Trinidad and Tobago. The findings suggest that enrolment rates have increased at all levels, but the quality of education has declined, particularly at the secondary level, while a large share of the country’s tertiary-level educated stock has migrated. A skills gap was estimated using firm-level data. The findings show that firms tend to hire employees below and above their minimum educational requirements for most job types, which suggests skill mismatches across most job types and education levels. To mitigate this problem, most firms provide training for their employees, and the evidence shows a positive association between training and performance insofar that firms that complain and train do better than those that complain and do not train.

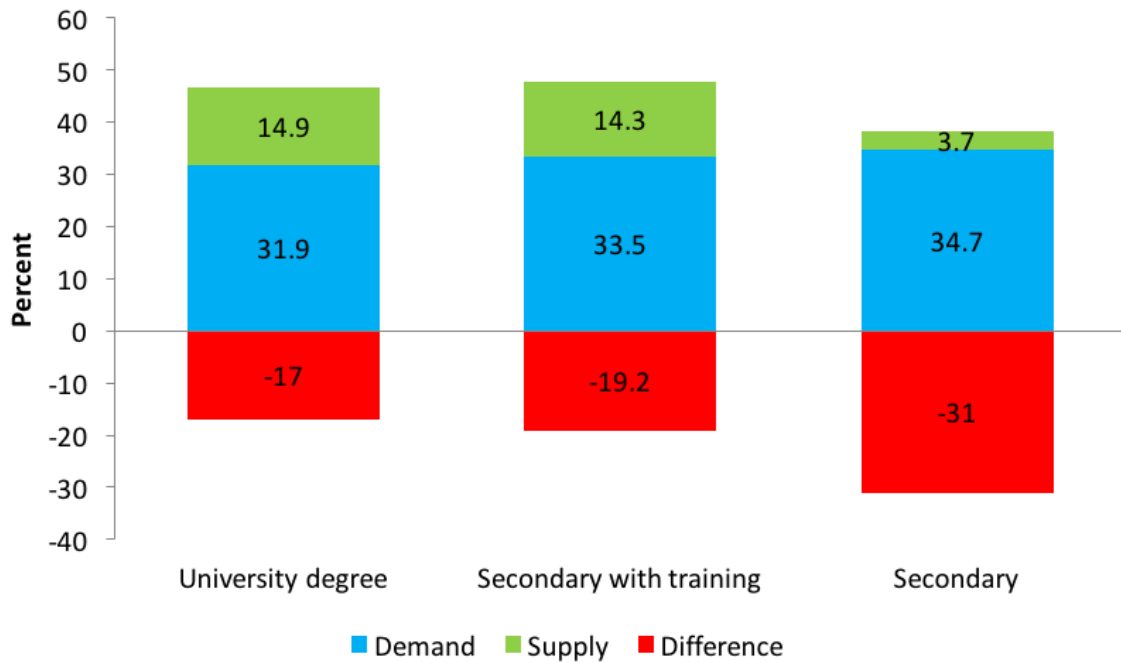
3.2.5. Highlights from – “Are Employers in Trinidad and Tobago just “whining”, or is the “skills” problem real”⁶

In the above mentioned article the author, yet again indicated the following:

“We find empirical evidence which supports the perceptions of businesspersons that a skills gap exists in Trinidad and Tobago. The evidence suggests an undersupply of workers with university degrees, secondary education, and secondary education with training. Underemployment also exists, particularly for university graduates.... In fact, the University of the West Indies tracer survey for Trinidad and Tobago shows that more than half of graduates from the largest faculty-Social Sciences-perceive their university degree to not be relevant to their current job. This is reflected in an increasing unemployment rate for Trinidad and Tobago graduates since 2009....” See Figure 1 below.

⁶ <https://blogs.iadb.org/caribbean-dev-trends/en/employers-trinidad-tobago-just-whining-skills-problem-real/>

Figure 1: Labour Demand and Supply Differentiated by Educational Level (percent)



The data provided in the two articles above have implications for job creation from the private sectors, the skills gap that exist and the potential to re-direct youth to entrepreneurship opportunities. As such, if this plan is to be effective, it must take into consideration these research studies and the impact of more relevant and country-need training and education at an earlier age.

3.2.6. Opening speech given by the CARICOM Secretary General, Amb. Irwin LaRocque, in Carifesta 2019⁷

In the above article, the author indicated that Amb. LaRocque underscored the importance of culture to the Region. He said that The transformative power of culture to promote social cohesion, respect for diversity, and resilience-building, was increasingly important for CARICOM. According to him, culture played a key role, as both enabler and driver of the Region’s development. This, he said, made CARIFESTA an important component in developing the Community’s creative and cultural industries.

⁷ <https://caricom.org/media-center/communications/news-from-the-community/trinidad-and-tobago-puts-on-spectacular-show-for-carifesta-xiv-opening>

“Our Heads of Government, at their Twenty-Sixth Inter-Sessional Meeting in The Bahamas in February 2016, expressed their clear commitment to leverage the human and cultural assets of the Community and support the development of the Region’s creative economy, for job creation, growth, and youth engagement,” he stated.

In light of the above, this plan has to also look at the non-traditional sectors, like the creative arts, agriculture/food, environmental, technological, social media and eco and niche tourism sectors, as positive and sustainable entrepreneurship alternatives for the educated and not-so educated youth of Trinidad and Tobago.

4.0 QUICK WINS

In keeping with our guiding principle of following the guidance set by GCYE; The GCYE has developed several quick wins that are best practices, were tried and tested globally and can be achieved in the short term to address some of the issues identified above. These quick wins represent activities that were recently implemented under the MSYA and can be continued or expanded to make it more effective and to reach more youth. In presenting these quick wins, the age groups which these projects cater to will also be identified.

4.1 SCHOOL ENTERPRISE CHALLENGE – 12 TO 15 AGE GROUP

A key initiative under the GCYE programme is the School Enterprise Challenge (SEC). This challenge allows students, with the support of their teachers, to develop businesses, which will generate additional income for their school or for a social cause. The School Enterprise Challenge is a global business start-up Awards Programme run by the international educational charity ‘Teach a Man to Fish’. It aims to create globally aware and socially responsible young entrepreneurs. The School Enterprise Challenge of GCYE was launched in Trinidad in February 2019 and Tobago in March 2019.

4.1.1 Rationale

The Ministry of Sport and Youth Affairs, as the entity with responsibility for advancing the youth agenda in Trinidad and Tobago, seeks to provide young entrepreneurs with an opportunity to exchange ideas, discuss trends, share experiences and to learn from their peers. The Ministry also aims to inspire young people to make their mark by unleashing their ideas to start new businesses, connect them with entrepreneurs, investors, policymakers and researchers, as well as support organizations, to advance economic growth and innovation in the country. It is premised on innovation and job creation and launching start-ups that bring ideas to life, drive economic growth and expand human welfare, and inspiring people everywhere through local, national and global activities designed to encourage a sustained entrepreneurial journey, which should begin at a young age, ideally through the school system.

4.1.2 Additional Training, Collaboration & Support

Six schools participated in the last cycle of the School Enterprise Challenge. However, the Board is of the belief that more schools should register for this programme and the newly recruited Youth Development Officers (YDOs) can assist with encouraging schools in their assigned areas to sign on to the programme.

In addition, support the programme by providing one day training in technology and innovation of their products and services so that there can be greater creativity and innovation to ensure that the enterprises are competitive in the global landscape.

It is being suggested, that The Ministry of Sport and Youth Affairs (MSYA) collaborate with other institutions that have similar school entrepreneurship programmes. Junior Achievement (JA) facilitates the Junior Achievement programme and since inception has reached over 150,000 students. Similarly, the Ministry of Education is now in its third year of its annual National Secondary School Entrepreneurship Competition (NSSEC) which is considered the Caribbean's largest youth focused initiative in Entrepreneurship simulation training. The competition has reached over one hundred (100) school teams from all over Trinidad and Tobago. It is also being suggested that MSYA consults with the Curriculum Officer with responsibility for business-related subjects in the Ministry of Education (MoE) to provide training and guidance to schools regarding their business ideas.

4.2 LEEAP (LIFE SKILLS, EMPLOYABILITY, ENTREPRENEURSHIP, ACTIVISM AND PATRIOTISM) – 16 TO 21 AND 22 TO 29 AGE GROUPS

The LEEAP programme focusses on skills training under five main areas – life skills, employability, entrepreneurship, activism and patriotism. It is executed in a modular format where young people can benefit from a range of topics, which include but are not limited to, money management, resume writing, workplace etiquette and drug awareness. LEEAP is a roving initiative that is executed from community to community at youth friendly spaces and community centres.

The GCYE Board believes that the LEEAP programme should be reviewed to determine its effectiveness in its current state. However, the Board also believes that a more comprehensive approach should be taken with each module of the programme. This will allow for enhanced learning and greater focus on all aspects of each element of the programme.

It is therefore suggested, that each element - life skills, employability, entrepreneurship, activism and patriotism be offered for a longer period in order to ensure the transference of knowledge and improvement of skills.

The Board is also suggesting that the non-traditional skills be included as new modules in the programme under Entrepreneurship component of the programme, such social skills, networking, proactive behaviour and mentoring. The increase in use of social media also warrants the inclusion of skills such as effective social media use, blogging and website usage.

4.3 40 UNDER 40 PROJECT – 12 TO 15 AND 16 TO 21 AGE GROUPS

The 40 Under 40 Project was launched by the MSYA in early 2019. The project involves the participation of 40 influential persons in Trinidad and Tobago who are under the age of 40, and who are expected to tour secondary schools and mentor the youth who are in form 4 of this country. So far a total of 10 tours were conducted and approximately 500 form four students reached.

From inception, the project has been a success as it acts as a source of inspiration to the many young form 4 students who interacted with these influencers and provided the influencers with a sense of purpose and willingness to positively influence other young people.

However, it is being proposed that a review of the project be conducted to identify additional ways of expanding the programme to reach more students and facilitate more lasting impressions on them. As such, the Board is kindly asking MSYA to consider using social media channels, MSYA branded communication channel, to share the stories and lessons of these influencers. An online link should be set up for questions posed by the youth to be answered by the Influencers, MSYA staff or other contracted staff. There should also be another link to send them to other online pages that can provide them with additional information suitable to youth development and success path.

4.4 AIM HIGH (APPRENTICESHIP, INTERNSHIP AND MENTORSHIP) – 16 TO 21 AND 22 TO 29 AGE GROUPS

This project intended to encourage entrepreneurship in various sectors by combining practical occupational training with technical experience. It was targeted towards youth and designed to develop skills in industries such as trade, creativity, and marketing so that participants are better trained to make the transition from school to the workplace and particularly the world of entrepreneurship. AIM High was implemented in August 2019 for youth between the ages of 16 to 29 yrs and targeted 40 young persons.

4.4.1 Rationale

AIM stands for Apprenticeship, Internship and Mentorship. It involves a 5 month programme that focuses on two months of stipend paid apprenticeship and internship during the vacation period and three months of mentorship to assist participants in transitioning back to school, work or business and charting their positive path forward.

The components of the AIM High Programme are as follows:

- **Apprenticeship** – targets youth who are interested in starting a business with the following areas of focus:
 - Trades
 - Creative Sector
 - Technology

- Media
- Tourism
- **Internship** – targets youth who are interested in gaining exposure to a chosen field within an organisation. Organisations targeted were:
 - Private institutions
 - NGOs
 - Alumni Associations
 - Membership Associations
- **Mentorship** – all Participants were peered with mentors from the 40 under 40 influencers group. Other approved mentors were identified from private and NGO sectors and they assisted mentees in using their Personal Development Plans to help craft their next steps in life. The process was overseen by the National Mentorship Expert at MSYA.

The youth participants derived the following benefits from the AIM High programme:

- Stipend valued at TT\$2,500.00 per month
- Training in specified areas
- Hands on/practical career experience
- Completion certification
- Assistance with business, career and educational advancement
- Assistance with life choices
- Networking opportunities

After preliminary review of and feedback from participants about the pilot of A.I.M. High programme during July to August 2019, it is suggested that the programme should continue with some modifications. The modifications are as follows:

- Extend the programme to others outside of the LEEAP programme and particularly from the “at risk” communities
- Increase the total numbers to larger percentage of youth
- Form relationships with employers at least five months before the programme kicks off
- Match the interns or apprentice’s interests with the opportunity available
- Provide orientation training to the participating employers
- Provide an official performance assessment

- Once funds are available facilitate the personal development plan component

4.5 GLOBAL ENTREPRENEURSHIP WEEK (GEW) – 22 TO 29 AGE GROUP

For one week in November each year, 170 countries come together to celebrate the inspirers, the idea generators and the drivers of economic growth, also known as global entrepreneurs, innovators and job creators. GEW provides a platform for countries to engage in connecting entrepreneurs with collaborators, mentors and stakeholder groups in order to develop a network of synergistic partners and new opportunities. GEW is supported by the Kauffman Foundation and is endorsed by a significant amount of world leaders and has a network of more than 15,000 partner entities, including the Government of Trinidad and Tobago.

Youth Business Trinidad and Tobago (YBTT) is the entity that promotes GEW in Trinidad and Tobago, and the GCYE believes that collaboration with YBTT is a key strategy to supporting youth entrepreneurship.

In Nov 2018, MSYA held their very 1st GEW event that was titled “Inspire, Ignite and Innovate”. The programme attracted about 200 young persons who were either professionals, wanting to start business or are young entrepreneurs. They were inspired by the stories of other experienced Business persons, Entrepreneurs and Motivational speaker. Given the positive feedback the Board is suggesting that this event becomes an annual calendar event for MSYA. This year (2019), GEW will take place from November 18 to 24.

Given the significance of GEW, The Board is suggesting that MSYA should

1. Expand the current format of this event and host an all day event with various activities, including booths from various Business support entities such as banks, lawyers, accountants, export company, NEDCO, Min of Legal affairs, etc
2. Create mini business pitch competitions and business simulation games for the youth to access. Special financial incentives and funding options can be negotiated with the by banks and other financial institutions and offered to young budding entrepreneurs
3. Invite a prominent and famous Entrepreneur with youth appeal from abroad
4. Search out local youth who are living abroad and who have successfully charted their path in non-traditional and technological sectors and select them to be featured speakers at the GEW event

5. Hire an international expert for a local guided mastermind Skills Hub.
6. Maintain the inspirational conversations with other successful TnT entrepreneurs from all sectors, especially the non-traditional sectors
7. Provide a space for local entertainers to showcase their talents and share their entrepreneurial experiences
8. Support this event with a robust project, communication and media plan

5.0 LONG TERM POLICY RECOMMENDATIONS

Improving the lives of young persons and creating avenues for securing 21st century careers will not happen overnight. Significant policy and legislative changes must take place to effect change in the long-run. The GCYE therefore recommends policy changes regarding youth business, access of funding and resources, and partnerships.

5.1 SCHOOL ENTERPRISE POLICY

Building on the career fairs in schools, the GCYE recommends the establishment of a component that focuses on entrepreneurship. This can be as a one-day event, in addition to the regularly scheduled career fairs. The policy can be a collaborative effort with the Student Support Services Division of the Ministry of Education and the National Training Agency. We believe that a focus on entrepreneurship will send a strong signal of the Ministry's drive to support youth in business. It should be a policy of MSYA to be involved or have a presence in every school career fair. This can be done through their YDOs

5.2 ESTABLISHMENT OF NGO BOARD

This Board's mandate will be to review NGOs and Civil Society Organisations that are registered with MSYA and who may be offering programmes or services focused on youth entrepreneurship, employment, job creation and mentorship, and make recommendations to strategically partner with them. MSYA can negotiate to have youths attend or benefit from these programme or services. The Board will also be asked to design the framework and guidelines for financial or non-financial support for this initiative. Some examples are

- Junior Achievement - Innovaton Camp and Road to Success Programmes
- Youth Business of Trinidad and Tobago – Jump Start, Sky's the Limit, Shell Liverwire, Bright Ideas & GEW programmes
- We Say YES Organization - We Say Y.E.S. programme

- Dream Big Foundation – One day career showcase day, annual youth entrepreneurship summit and international career fair

We see this board and this action as critical since MSYA needs other institutions to deliver on this mandate.

5.3 ESTABLISHMENT OF PUBLIC PRIVATE PARTNERSHIPS FOR JOB CREATION OPPORTUNITIES

It is recommended that the Ministry builds working relationships with the various Chambers of Commerce and coordinates semi-annual meetings with them on job creation, skills required and research on the future of work. MSYA can also negotiate to obtain listing of all jobs vacancies relevant to youth employment and post these on their websites and various social media platforms.

Partnerships can also be built with private companies who take on the role of connectors to employment or entrepreneurship programmes. These may include Republic Bank Limited, First Citizens Limited, RBC Royal Bank Limited, the University of the West Indies and the Arthur Lok Jack Global School of Business.

This strategy also provides an opportunity to build positive relationships with other governmental institutions, such as Youth Training and Employment Partnership (YTEPP), On-the-Job Trainee Programme, Civilian Conservation Corps, and the Youth Energised for Success Programme of the Tobago House of Assembly. MSYA can negotiate with these institutions to offer entrepreneurial training at a subsidised cost.

5.4 GOVERNMENT TO GOVERNMENT PROGRAMMES

Through collaboration with other government to government or international institutions, the MSYA can create employment, entrepreneurship and mentorship opportunities for the young people of Trinidad and Tobago. Examples of some of these programmes are as follows:

- NEO – New Employment Opportunities (IDB)
- YUTE - Youth Upliftment Through Employment
- CYES - Caribbean Youth Empowerment Programme

- Passport to Success
- Youth Business Caribbean

5.5 INTERACTIVE ONLINE PLATFORM

The development of an interactive online platform will contribute to the Ministry remaining relevant to changes in information gathering and communication. The platform can be linked to the Ministry's main website to allow users access to information on youth employment and entrepreneurship.

The purpose of this portal is twofold; the first phase will involve providing access to information on all Government and private sector programmes that target youth, addressing the concern raised in the gap analysis regarding the lack of information on available programmes. The second phase will enhance the level of interaction, with training videos posted, thereby reducing the need for training activities to be planned and coordinated at one location. The reach will be greater using this medium and will allow for increased monitoring.

5.6 PREFERENTIAL LOAN RATES

MSYA can partner with Ministry of Finance and Planning and Development to develop preferential loans and grants to young people that have businesses or ideas that will contribute to sustainable economic growth. Loans should be consider for business ideas focused on agriculture, technology, innovation, the arts and other non-traditional sectors. These loans would be for financial startups, asset financing for equipment and machinery, mortgages, credit card financing, personal loans and expansions.

The Board is suggesting that the Ministry compiles an updated list of private financial institutions that provide young entrepreneurs with interest-free or low interest loan to cover the expenses of starting or growing their business and negotiate lower rates or government-assisted rates. The Ministry can also offer its endorsement to institutions that are pro-youth in their financing services, and in return promote their financial offers, such as loans, for young entrepreneurs throughout our activities.

5.7 INCENTIVISED VOLUNTEERISM

Volunteerism is a major quality that contributes to a person's development. It is believed that young persons should be encouraged to volunteer by allowing their involvement in groups and NGOs to contribute towards credits for admission into undergraduate programmes.

Young persons can be encouraged to become actively involved in NGOs registered with the Ministry of Legal Affairs and with MSYA. These organisations will then be required to prepare reports on the applicant's participation, prior to their admission to the desired programme. These experiences will allow young persons to explore and discover their interests, gain working experience, build their self esteem, assist with personal development and empower them to consider NGO work as a viable option.

5.8 AFFIRMATIVE ACTION POLICY

Affirmative action is the practice of favouring individuals belonging to groups known to have been discriminated against previously, through the allocation of resources, designing of programmes and providing employment targeted at these individuals.

The National Policy on Persons with Disabilities was developed so that persons with disabilities can "enjoy equality of opportunity and treatment in respect to being able to earn a living and be accepted in the workplace. In addition, there must also be the opportunity to earn equal pay on an equal basis with other employees." The Government, through the Ministry of Social Development and Family Services, has agreed to encourage "affirmative action to ensure persons with disabilities who have the required skills and qualifications are given an opportunity for employment"⁸.

The GCYE is proposing that the Affirmative Action policy should target youth, including those differently-abled, previously incarcerated and in complex situations. Private and public sector organisations should be mandated to employ a minimum number of persons under the age of 30 years old. Furthermore, incentives should be given to organisations that employ differently-abled youth, previously incarcerated youth and youth in complex situations.

⁸ Revised National Policy on Persons with Disabilities; Ministry of Social Development and Family Services; July 2018

5.9 COLLABORATION WITH NON-GOVERNMENTAL ORGANISATIONS (NGOs)

There are several active youth based NGOs across Trinidad and Tobago, that operate on a community as well as a national level addressing both youth employment and entrepreneurship opportunities. NGOs thus contribute to youth development in Trinidad and Tobago, and inherently in their programmes, support the United Nations Sustainable Development Goals.

Therefore, it is imperative that the Ministry develops strategic partnership with those NGOs, both at the national and community levels, in an effort to support the national youth development policy of the Ministry. It should also adopt a more facilitation and policy making role to encourage NGOs to continue their youth employment and entrepreneurship activities.

Some effective programmes of NGOs which the Ministry can collaborate with are highlighted subsequently.

5.9.1 Junior Achievement of Trinidad and Tobago

Junior Achievement is the world's largest organisation dedicated to educating students in primary and secondary schools about entrepreneurship, work readiness and financial literacy through experiential, hands-on programs. Since its inception Junior Achievement of Trinidad and Tobago has impacted the lives of over 150,000 students.

Through a dedicated volunteer network, Junior Achievement of Trinidad and Tobago provides programs for students in primary and secondary schools. They provide young people with the knowledge and skills they need to own their economic success, plan for their future and make smart academic and economic choices.

Some of the programmes executed by Junior Achievement that the Ministry can collaborate with in executing are as follows:

- TTDF/JA Camp – Junior Achievement of Trinidad and Tobago in collaboration with the Trinidad and Tobago Defence Force (TTDF) hosts a ten day live-in camp for young men July and for young women during the July/August vacation. Students between the ages of 13 and 16 years old are targeted and the camp is facilitated by members of the TTDF and Junior Achievement as it seeks to address behavioural and emotional issues that prevent students from reaching their full potential. Using a hands-on approach, the camp exposes all participants to:

- Life Skills
 - Attitude adaptation
 - Entrepreneurship
 - Financial Literacy
 - Career Choices
- JA Innovation Camp – This camp targets students between the ages of 13 and 18 years old. It is a one-day, intensive experience that engages students with entrepreneurial and collaborative learning opportunities. The students are divided into teams and are all presented with the same hypothetical social challenge and given the goal of finding a creative and innovative business solution to the social challenge presented. The challenge is usually aligned with a certain social issue or challenge that the sponsoring company is interested in. For example, the challenge could be to design a marketing campaign that could be used to better reach youth.
 - Road to Success – Junior Achievement of Trinidad and Tobago and the Scotia Foundation team up for Road to Success. The partnership seeks to equip students with the tools they need to better plan their future and make choices that sync with their values and academic choices. The time requirement for these programs range from five to seven, 45 minute sessions-based on the school schedules.

5.9.2 Youth Business of Trinidad and Tobago (YBTT)

Youth Business Trinidad and Tobago was launched in February 2000 and has been granted charitable status by the Ministry of Finance. Since its launch, YBTT has provided loans to numerous citizens of Trinidad and Tobago, who are now successfully running their own business.

YBTT uses a four- pronged approach which involves:

- a. Providing business start-up capital without collateral. This is primarily in the form of loans at comparatively low interest rates and repayable over a period of up to forty-eight (48) months. This is a valuable resource to young entrepreneurs who generally do not own property against which they can leverage capital.
- b. Assigning experienced business mentors to the young entrepreneurs to provide the guidance and support needed to address challenges encountered in managing their

businesses. YBTT recruits and trains these volunteer mentors from the private and public sectors from among persons who have business acumen and experience. This approach is tried and tested and businesses are more likely to survive when an experienced mentor is assigned to assist them.

- c. Training or providing training opportunities for young entrepreneurs in the skills they need to successfully manage their businesses. This includes life skills, financial management and business planning. The training has been continually refined based on feedback and evaluation forms from both trainers and trainees.
- d. Organising networking events such as mentor mixers and business clubs to afford young entrepreneurs the opportunity to share experiences and exchange ideas with their peers and mentors and to be motivated by successful and experienced entrepreneurs.

Some programmes executed by YBTT which the Ministry can collaborate on are as follows:

- Jump Start Programme – entrepreneurship education, support and grant funding
- Business Education – Taxation, financial courses, podcasts and other initiatives
- Sky’s the Limit - Online Caribbean Mentorship
- Entrepreneurship Research
- Shell Livewire Bright Ideas Programme – accelerator programme that supports setup, growth, expansion and job creation in specific industry
- HP Life E – Learning with Youth Business Caribbean, which is a free global eLearning platform
- Global Entrepreneurship Week Programme – Showcasing Entrepreneurship activities throughout Trinidad and Tobago

5.9.3 We Say Y.E.S.!!! Programme

We Say Y.E.S. Organization (WSY), is a Not-For Profit organisation that was officially registered in 2016. The We Say Y.E.S. Organisation is devoted to the administration and

ongoing development of the We Say “Y.E.S!!!” Programme, a programme focused on youth entrepreneurship, self-empowerment and parent empowerment. The programme, which was piloted in 2013, targets youth from ages five to 16 and is delivered over a six-year period. To date, WSY has trained over 364 youth from several communities including communities from East Port-of-Spain, Arima and Tobago.

The programme has been developed to be a positive alternative programme for youth of under resourced communities and can give “at-potential” youth, renewed hope, valuable skills and choice by introducing them to entrepreneurship, self-empowerment tapping into their talents and potential and encouraging them to contribute to their community.

We Say Y.E.S. believes that exposing youth to entrepreneurial and self-empowerment concepts, skills and attitudes early in their life will derive the following benefits:

- Build youth imagining, thinking, research, problem solving, language and calculation skills
- Assist youth in becoming creative and innovative
- Discover some of their hidden talents and potential
- Build their confidence levels
- Aid in becoming a more positive citizen

The We Say YES programme is executed at the following levels:

- Beginners Level – Basics Entrepreneurship and Self-Empowerment
- Junior Level – Tapping into Talents and Potential and converting that into Entrepreneurial Opportunities
- Seniors Level – Advance Level of Tapping into Talents and Potential and converting them into Entrepreneurial Opportunities
- Achievers – Partnering with external organizations to continue personal development, education, career or entrepreneurship

In support of GEW week, WSY also hosts a Youth Expo to showcase products and services produced by youth between the ages of five to 16 years and over.

5.9.4 One Seed for Change Organisation

The One Seed for Change Organisation has initiated a programme entitled Rural Youth and Women Empowerment through Agricultural Entrepreneurship (RYWEAE). It enables vulnerable and challenged youth with the entrepreneurial skills to start their own agriculture-related business as a form of rehabilitation and financial advancement.

The Once Seed for Change Organisation has successfully conducted programmes at youth facilities throughout Trinidad and Tobago and has launched a business incubator called 'Hope For Tomorrow' to guide and support graduates from its programme upon leaving the facility.

5.10 AWARDS

5.10.1 Business Awards

To encourage businesses to support the development of youth in business, as well as employ young persons who are differently abled or in special circumstances, it is proposed that an annual award ceremony be held.

The ceremony will identify those businesses who go beyond their general business activities and implement programmes that impact the lives of youth. Those who recognise the need for affirmative action and employ those persons whose lives are impacted to physical and social challenges will be highlighted and recognised.

5.10.2 Youth Awards

It is being recommended that MSYA celebrates youth in entrepreneurship and job creation, during the annual youth awards in the areas such as Youth in Sports, Education, Fashion, Music, Drama, Science, Technology, Trades, Culinary Arts, Theatre Arts, Volunteerism, Medicine, Social Media and Literary.

6.0 RECOMMENDED PRIORITIES

The GCYE is recommending that the following programmes and activities be a priority of the Ministry during the 2019-2020 fiscal year as it seeks to contribute to youth employment in Trinidad and Tobago. The priorities are in keeping with the Ministry's different classifications of youth.

6.1 12 TO 15 AGE GROUP

- Continuation of the Schools Enterprise Challenge in secondary schools, with the YDOs working along with the Curriculum Officer with responsibility for business-related subjects to provide training and guidance to schools regarding their business ideas. SEC can also be executed in collaboration with Junior Achievement.
- Continuation and expansion of the 40 Under 40 project, conducting a review of the project and identifying additional ways to facilitate lasting impressions on the students and youth participating.
- Development of the web portal to provide information on viable career choices.
- The inclusion of entrepreneurship and 21st century careers as a key focus at career fairs at schools.
- Partnering with NGO's who delivers youth entrepreneurship programmes
- Literacy programme developed that targets under-performing youth in form one to three, thereby aiding their transition from primary to secondary school.

6.2 16 TO 21 AGE GROUP

- Continuation of the AIM High Programme, with greater focus on the mentorship element of the programme, which is to continue for two-months after the internship period.
- Expand 40 Under 40 project to provide mentorship to young persons within this age group.
- Offer grants/subsidies for approved entrepreneurial training at recognised institutions.

- Develop policy to allow for volunteerism credits being applied to undergraduate programmes.
- Support entrepreneurship programmes by youth servicing entities such as Youth Business Trinidad and Tobago (YBTT) and the Youth Training and Employment Partnership (YTEPP).
- Establish a one-day mentorship and aspiration programme where young persons can experience ‘A Day in the Life of’ someone pursuing the career they are interested in.

6.3 22 TO 29 AGE GROUP

- As in the previous age group, continuation of the AIM High Programme, with greater focus on the mentorship element of the programme, which is to continue for two-months after the internship period.
- Development of youth business loans at low interest rates that target persons within this age group. Loans should be financial as well as asset based.
- As stated previously, support entrepreneurship programmes that target this age group by entities such as YBTT and YTEPP.
- Implementation of Government to Government/CARICOM exchange programmes.

6.4 DIFFERENTLY-ABLED

- Affirmative action policy that incentivises the employment of young persons who are differently-abled.
- Encourage the creation of access areas for differently-abled persons at all office buildings.

6.5 YOUTH IN INSTITUTIONS AND YOUTH IN COMPLEX SITUATIONS

- Affirmative action where businesses receive incentives for employing previously institutionalised youth and youth in complex situations.
- Stronger support given to NGOs with programmes implemented in prisons.
- Expand the 40 Under 40 project to include visits to institutions such as youth training facilities, prisons and orphanages.
- Establish entrepreneurship training targeted at young persons in this category.

7.0 TIMELINE FOR IMPLEMENTATION

The timeline below was developed to provide a guideline for the implementation of activities and programmes identified above.

7.1 FISCAL 2018-2019

<p>SEPTEMBER 2019</p> <ul style="list-style-type: none"> ● Schools Enterprise Challenge in collaboration with Junior Achievement and monitored by YDOs ● Continuation of the 40 Under 40 Project ● Support NGOs working in institutions and communities

8.2 FISCAL 2019-2020

<p>OCTOBER 2019</p> <ul style="list-style-type: none"> ● Review of AIM High Programme 	<p>NOVEMBER 2019</p> <ul style="list-style-type: none"> ● Develop strategy for online platform ● Entrepreneurship component included in career fairs ● Expanded LEEAP programme (focus on Life Skills and Employability) 	<p>DECEMBER 2019</p> <ul style="list-style-type: none"> ● ‘A Day in the Life of’ project
<p>JANUARY 2020</p> <ul style="list-style-type: none"> ● Small grants training ● Entrepreneurial support by YDOs in schools ● Implementation of Literacy Programme 	<p>FEBRUARY 2020</p> <ul style="list-style-type: none"> ● Volunteerism policy developed ● Expanded LEEAP programme continues (focus on Entrepreneurship) 	<p>MARCH 2020</p> <ul style="list-style-type: none"> ● Youth business loan policy developed
<p>APRIL 2020</p> <ul style="list-style-type: none"> ● Launch of the first phase of the online platform 	<p>MAY 2020</p> <ul style="list-style-type: none"> ● Entrepreneurship component at career fairs 	<p>JUNE 2020</p> <ul style="list-style-type: none"> ● ‘A Day in the Life of’ project

		<ul style="list-style-type: none"> Expanded LEEAP programme continues (focus on Activism and Patriotism)
JULY 2020 <ul style="list-style-type: none"> AIM High Programme begins (Apprenticeship and Internship components) Phase two of online platform launched 	AUGUST 2020 <ul style="list-style-type: none"> AIM High Programme continues (Apprenticeship and Internship components) Government to Government /CARICOM exchange programmes 	SEPTEMBER 2020 <ul style="list-style-type: none"> AIM High Programme continues (Mentorship component)

8.0 COMMUNICATION STRATEGY

One critical success factor for the GCYE is the execution of its communication strategy. The board has developed a Communication Strategy to support and raise the public and youth’s awareness of the GCYE Campaign initiatives. The strategy aims to attract the targeted stakeholders that contribute to youth development, invest in programmes that contribute to youth development and employment, promote the pursuit of careers that will contribute to our country’s economic development in the long-run and promote the pursuit of entrepreneurial ventures. The detailed Communication Strategy is attached as **Appendix II**.

9.0 BUDGET

The GCYE has developed a budget for the projects and programmes recommended in this action plan. To execute these activities, the Board is recommending the allocation of The detailed budget is attached as **Appendix III**.

10.0 CONCLUSION

The level of unemployment present among young people in Trinidad and Tobago can only be reduced if a focused approach to creating opportunities and supporting youth entrepreneurship

is taken. The partnership between the Ministry of Sport and Youth Affairs and the GCYE is a strategic one, and can help propel the idea of youth entrepreneurship and improving our country's economy.

By focusing initiatives on the different age and social groups within the definition of youth, the Ministry will implement programmes that have long term impact on our future generations. Collaboration with the number of non-governmental organisations who already reach our vulnerable youth is also key, as it allows for a better use of all resources available.

Effectively communicating the opportunities available to young persons is also key; knowledge and access to opportunities have been major issues in the past and we must strive to not repeat mistakes made. Only by reaching young persons directly, where they congregate, both in person and online, will the programmes included within this document be implemented and accessed effectively.

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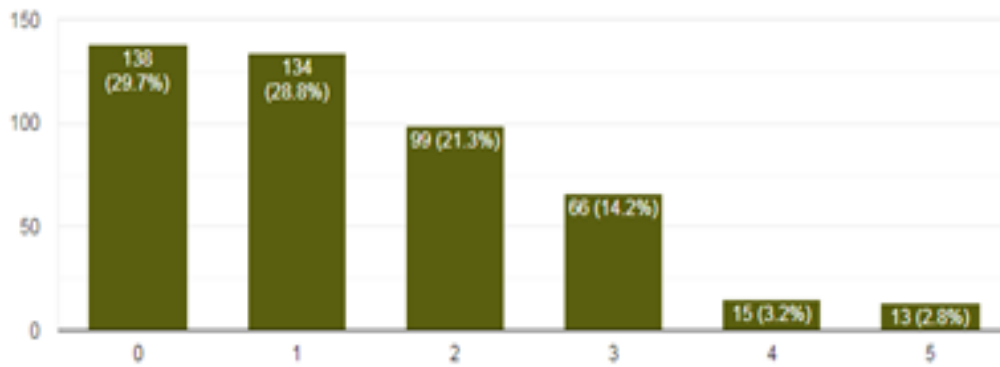
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APPENDICES

APPENDIX I SURVEY RESULTS

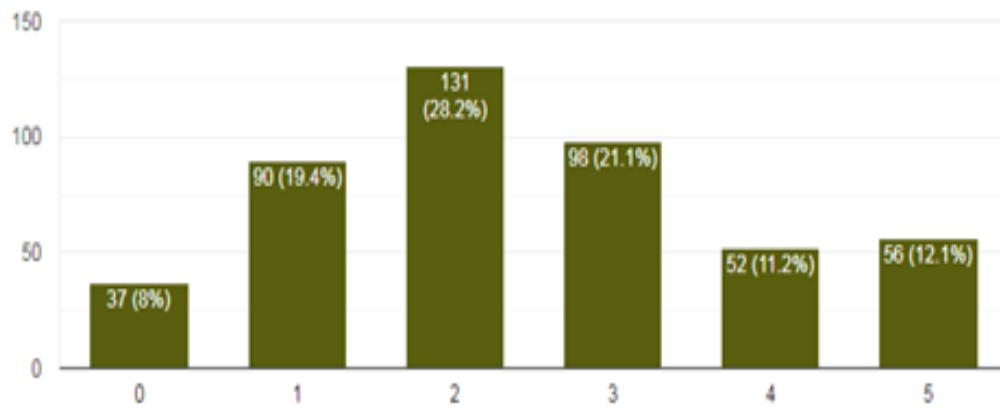
Is entrepreneurship Education on the National Curriculum in every school?

465 responses



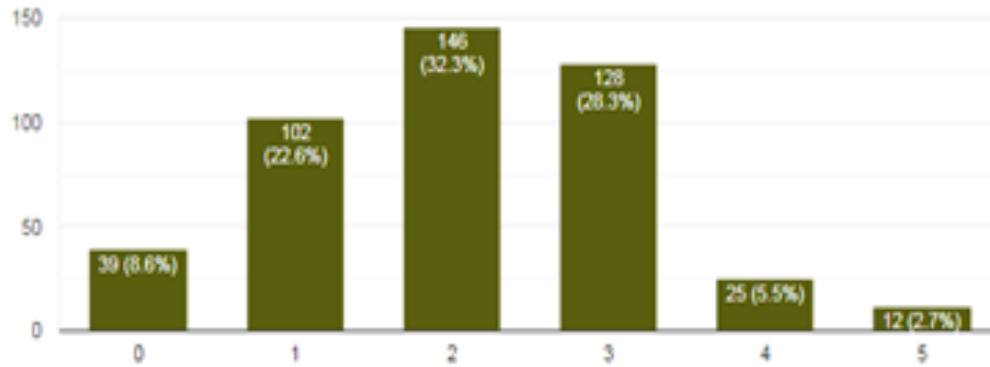
How effective is the teaching of 21st Century Skills?

464 responses



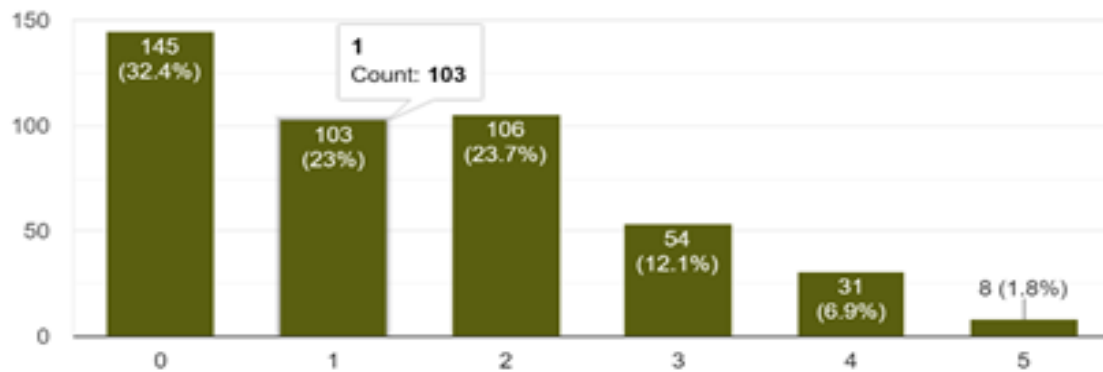
How good are the Government-managed Apprenticeships & Work Experience schemes?

452 responses



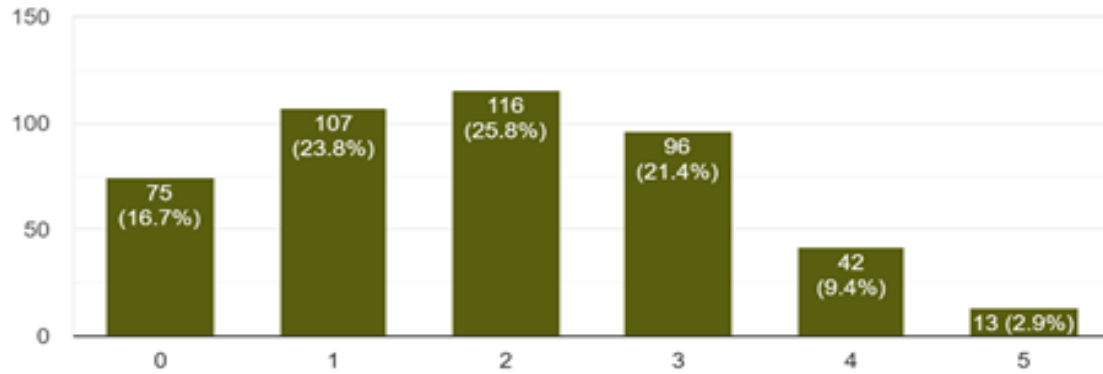
Do Banks offer other preferential loan arrangements to young entrepreneurs?

447 responses



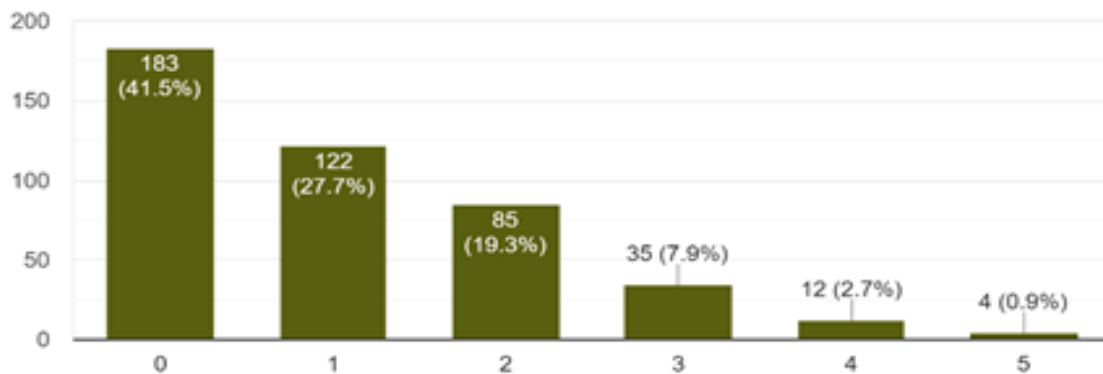
Are there government-supported business mentorship programmes ?

449 responses



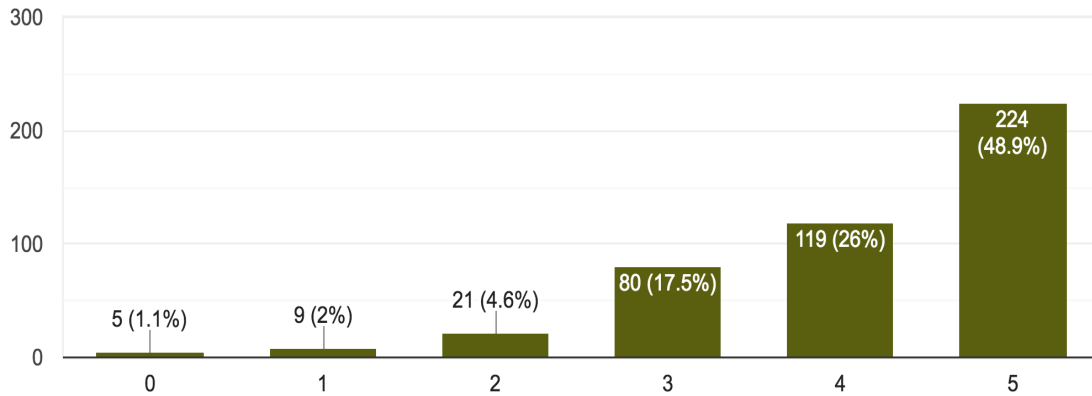
Does government support / promote Equipment-leasing or stock loans to youth?

441 responses



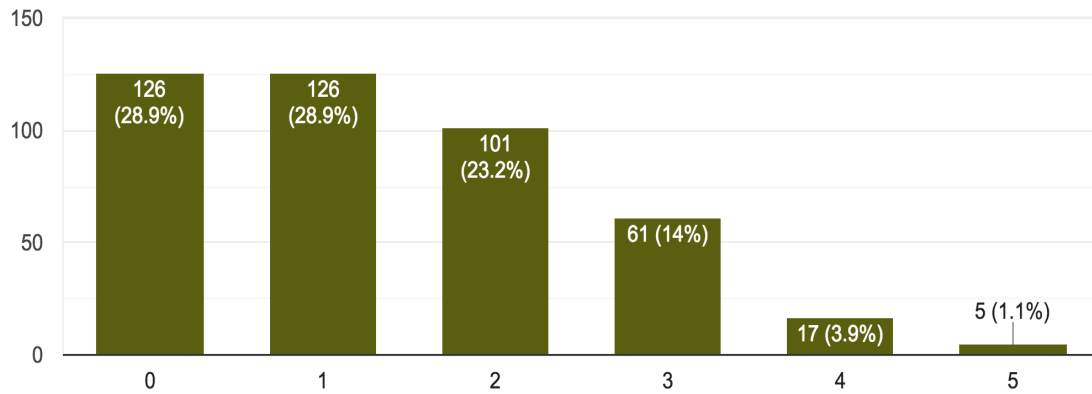
Jobs Clubs - Should government encourage / fund schools to set them up?

458 responses



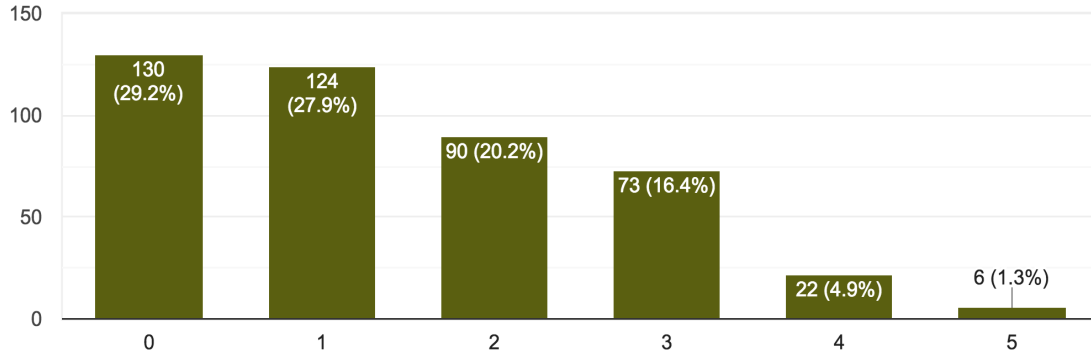
Does the government do preferential procurement from youth-led start-ups?

436 responses



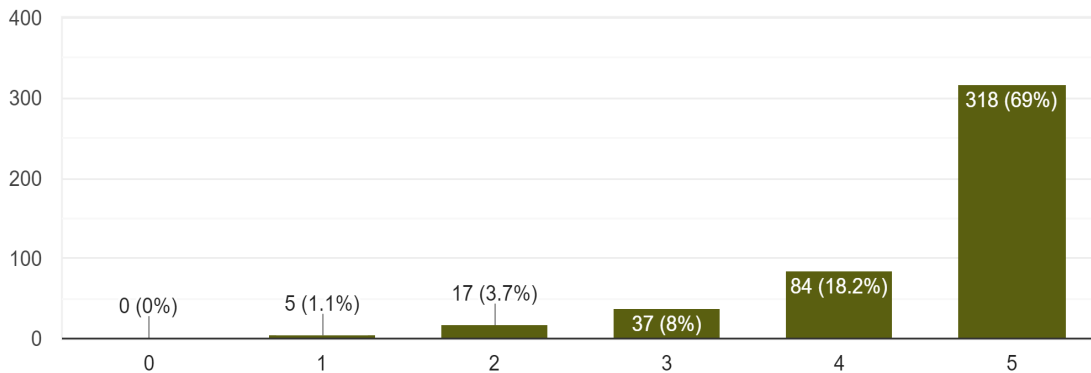
Does the government have a national strategy for the economic empowerment of young people with disabilities?

445 responses



Should the government do more to promote Social Enterprise throughout T & T?

461 responses



APPENDIX II

GCYE Communication Strategy

Introduction

The Global Coalition for Youth Employment Trinidad and Tobago National Board is a multi-sectoral action oriented team of vibrant professionals who all want to achieve a common goal, reduction of youth employment and instilling a greater sense of entrepreneurial skills and mindset into our young people.

Our communication strategy is geared towards bringing greater awareness to the existence of the various initiatives of the Ministry of Sports and Youth Affairs geared towards training, employing and developing young leaders.

Objectives

- Increase awareness of programmes and initiatives that contribute to youth development and employment.
- Improve the level of access to Government programmes targeted at youth.
- Encourage private sector investment in programmes that contribute to youth development and employment.
- Promote the pursuit of careers that will contribute to our country's economic development in the long run.
- Promote the pursuit of entrepreneurial ventures and non-traditional career paths

Target Groups

- TG1: Youth 12-15 years old
- TG2: Youth 16 to 22 years old
- TG3: Youth 23 to 29 years old
- TG4: Parents of those in the categories listed above
- TG5: Organisations involved in youth development
- TG6: Organisations involved in entrepreneurial development
- TG7: Private Sector Investors/Donors

Key Performance Indicators

- KPI-1: 50% increase in participation of schools in the September 2019 cycle of the Schools Enterprise Challenge.
- KPI - 2: Increased awareness of and enthusiasm towards programmes of the Ministry of Sports and Youth Affairs measured by programme registration numbers, attendance and feedback.
- KPI-3: Increased participation and successful completion of GCYE programmes.
Target: 85% Subscription Rate, 80% Graduation rate

Communication Channels

An outline of the different communication channels that will be used for the target groups identified is shown below.

Branded Promotional Materials for Giveaways (TG 1,2,3,4,5,6,7)

Strategy:

Various events and activities require engaging materials to incentivize students and other members of the community to participate. An assortment of functional, relevant and youth friendly branded promotional items will be used to keep the programme's core messaging remembered by participants long after it has concluded.

Goals:

- Visibility of programme and Ministry
- Incentivize youth participation in activities
- Functional usage for youth

Potential Challenges:

- Selection of appropriate items
- Management of giveaways

Utilisation of '40 Under 40' Influencers (TG 1,2,3,4,7)

Strategy:

The Ministry recently launched the '40 Under 40' project. This initiative involves the youth of Trinidad and Tobago being exposed to 40 of the country's young movers and shakers. These professionals share stories and experiences along the road to success.

Influencers can be provided with information on the policies being implemented by the GCYE, as well as the subsequent programmes that are developed. This information should then be shared on their social media profiles, as well as during speaking engagements and mentorship sessions.

Influencers can be made to regularly produce content in collaboration with the GCYE Board to share across traditional and social media platforms to keep motivation and positivity front of mind of our young people.

Private sector organizations can also be engaged through the marketing value being their brands can expect to gain by being affiliated with such a programme and the reach that our influencers can bring.

Goals:

- Inspiration and motivation for youth
- Career guidance and mentorship opportunities

Potential Challenges:

- Coordination of Influencers
- Youth to influencer interaction time

Animated Role Model Youth (ARMY) (TG 1,2,3)

Strategy:

The GCYE Animated Role Model Youth (ARMY) is a representation of our goal for well rounded, skilled, accepting young people who are “waging a war” on youth employment, nationally and globally. These characters will be crafted, animated and placed in various real life situations to connect with young people on various important issues and topics, ranging from the Regional Youth Employment agenda and opportunities to the importance of skills development, patriotism and volunteerism.

Goals:

- Representation of underserved categories of youth
- Promoting understanding, support and inclusivity amongst young people
- Sharing and engaging youth on important topics of interest

Potential Challenges:

- Categories of youth not represented
- Engaging scripting and animation

Youth Digital Platform and Social Media (TG 1,2,3,4,5,6,7)

Strategy:

Attention of our target groups is online now more than ever. Online presence is imperative to our dissemination of information, marketing and the overall success of our planned initiatives.

Our research has shown that youth are highly unaware of current and upcoming youth activities of the MSYA and various other arms of the Government. We propose the implementation of a vibrant, engaging Youth Digital Platform that includes up-to-date programme information, showcases youth work across the country and region. This platform will also serve a means of data collection with various on-going quizzes and surveys being used to gain ongoing perceptions and feedback on programmes.

This platform should also include the Animated Role Model Youth representing modern, skilled, aware and accepting young people faced with different circumstances and overcoming these. (eg. Willy, a disabled young man excelling in school with a booming social life)

In the latter stages of development, the Board recommends to use this platform to host a variety of online training sessions and courses in various 21st century skills, allowing for remote, on-demand administration and transfer of skills tailored to our local context and using local examples.

Our young people are also especially concentrated on major social media platforms including Facebook and Instagram, and our presence here is vital to reach these audiences. A consistent stream of locally and internationally curated content on our core themes of youth empowerment, youth entrepreneurship, youth employment and youth advocacy is key to keeping our messaging and upcoming events front of mind.

These platforms also allow for ultra-targeted digital advertising that will be vital in raising awareness, answering questions, collecting emails and ultimately bridging the evident communication gap shown from our primary research.

The Board can enable a greater level of sharing of youth focused events, activities and opportunities through our well-managed digital channels. This will require an investment in the form of website development, storyboard and character development, content creators/curators, digital advertising specialist, paid advertising spend and supporting software to manage operations. This can be done either through outsourcing an Agency with oversight by an assigned member of the board/ MSYA staff or creation of a sub-committee designated to managing and growing our Digital Channels.

Goals:

- Increase awareness of programmes.
- Increase youth subscriber listing for e-mails and phone numbers.
- Increase the number of followers on each digital medium.
- Obtain feedback on what new programmes/skills young people want to learn
- Administer quizzes and other data collection means digitally and cost-effectively
- Obtain feedback on programmes in which that the target audience has participated.

Potential Challenges:

- Cost of campaign development
- Limited direct interaction with the audience.
- Social media is becoming crowded with information.

Youth-focused Event Partnerships (TG 5,6)

Strategy:

A common theme amongst organisations in these target groups is the lack of requisite resources to execute their projects. An opportunity is therefore presented in allocating funding towards sponsorship and partnership with various events and groups within these target audiences.

This will allow the GCYE to build our local brand recognition and equity with other stakeholders within the space, fostering positive relations and providing a means for us to get more direct access with the entire spectrum of target groups. As these events require a cross-section of our target audiences to be successful, our contribution to these events will showcase our commitment to enacting meaningful change.

Goals:

- Improvement in the quality of events being executed that tailor to the target groups.
- Access greater audience to share work being done in youth development and youth employment.

Potential Challenges:

- Ensuring that common goals of each entity are met.
- GCYE might not get the level of recognition desired.

Annual Communications Budget

Branded Promotional Items - \$60,000TTD

5000 Promotional Giveaway Items
Branded Apparel for Giveaways (including for ARMY)
Pull-Up Banners - AIM & LEEAP
Pull-Up Banners - GCYE ARMY
5000 Tri-Fold Brochures - including information on all projects we are undertaking

Event Partnerships Allocation- \$60,000TTD

Trinidad and Tobago Youth Convention
Entrepreneurship Development Weekend
Other highlighted events

MSYA/GCYE Online Platform and Social Media - \$180,000TTD

Social Media Profile Creation and Maintenance
Digital Advertising Management
Youth Portal Creation and Maintenance
Online Giveaways and Prizes

GCYE Animation Role Model Youth (ARMY) Campaign - \$50,000

Storyboarding, Scripting and Concept Development
Animation Costs for 5 short episodes
ARMY Posters for Community Centers and other youth friendly spaces

GCYE Content Creation - \$50,000

Video and Audio Production (including content with 40Under40)
Live Recording and Streaming
Photography
Graphic Design and Animation

TOTAL: TT\$400,000

APPENDIX III

**Estimates Budget for
2019-2020**

GCYE Actions	Impact	Estimated Budget (TT\$)	Notes
Aim High	100 youth to be reached	\$600,000.00	Using \$6000.00 as average cost per intern/apprentice
A day in the Life Of	100 youth	\$20,000.00	Mobilisation Fees
Career Fairs	Participating in 100 schools	\$500,000.00	Mobilization and setup fees of \$5,000.00 per fair
Literacy Programmes	5 centres targeted 25 youth between the ages 12 – 15yrs	\$312,500.00	Reach at least 25 participants in selected ‘at risk’ communities @ \$2,500 each at 5 locations
Preferential Loans/Grants		\$1,000,000.00	Total fund to access
NGO funding		\$1,000,000.00	Total Fund to access
Communication		\$400,000.00	Total items as outlined in communication strategy
		TT\$3,132,500.00	