



TURKS AND CAICOS ISLANDS
DEPARTMENT of YOUTH AFFAIRS
STRATEGIC PLAN
2008 - 2011

Acknowledgements

A journey is easier when you travel together. Interdependence is certainly more valuable than independence. The development of this strategic plan is the result of work and support by many people. It is a pleasant aspect that we have now the opportunity to express my gratitude to all of them.

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The chain of our gratitude would be definitely incomplete if we would forget to thank the first cause of this chain, using Aristotle's words, *The Prime Mover*. My deepest and sincere gratitude for inspiring and guiding the humble beings that compose the Department of Youth Affairs.

TABLE OF CONTENTS

Foreword by Dr. the Honourable Carlton Mills, *Minister of Education, Sports, Youth & Culture*

Preface by Ms Angela Forbes, *National Youth Director*

Chapter One	The rationale for Youth Development	7 - 9
	• TCI Government Vision for National Development	8- 9
Chapter Two	The Status of Youth Development in the TCI	9 - 12
	○ The context for the TCI Youth Department	9
	○ National Youth Policy	9 - 10
	○ Functions of the Youth Department	10 - 11
	○ Issues and challenges faced by the Department	11
	○ Existing structure	11 - 12
Chapter Three	Setting strategic direction for TCI youth development	13 - 16
	• Stakeholder Analysis	13
	• Environmental Scan	13 - 14
	• PEST Analysis	14
	• Situation Analysis	15
Chapter Four	The New Strategic Framework	16 - 17
	• Vision	17
	• Mission	17
	• Values	17
	• Priority Areas	17
	• Cross-cutting themes	20 -22
Chapter Five	The Implementation Strategy	22 - 30
	• Strategic Human Resource Plan	22 - 25
	• Interplay of Stakeholder Support	25 - 27
	• Young people's role in implementation	27 – 30
Appendix 1	TCI Youth Department SWOT: Resource capability mapping	31 - 32
Appendix 2A	Stakeholder Consultation Results	33 - 35
Appendix 2B	Stakeholder Consultation: A framework for strategic alliance	36
Appendix 3	Strategic Implementation Matrix	37
Appendix 4	Operational Plan (Log Frame)	38
Appendix 5	Youth Consultation Questionnaire	55 - 56
Appendix 6	Glossary	57
Appendix 7	Reference List	58

Foreword

Dr. the Honourable Carlton Mills, Minister for Education, Youth, Sports & Culture

“We the people of the Turks and Caicos Islands will build a society that is committed to, among other things, advancing livelihood and empowering all citizens, with economic and social opportunity to achieve their full potential, irrespective of social origin.”

(excerpt Draft Turks and Caicos Islands National Socio-economic Development Framework)

It is with great pleasure that I write this foreword in respect to an initiative that is designed to further enhance and promote programmes that will assist our young people to lead healthy and productive lives.

Premised on the vision that the Turks and Caicos Islands will develop well-rounded individuals by exposing the youth of our nation to a diverse range of skills, this document details a comprehensive and practical approach to achieving this objective.

In order to carry out their role and function effectively and efficiently as nation builders, it is my belief that the youth must be encouraged to be innovative and creative. They must be given opportunities to demonstrate and prepare for leadership and service. They must be given the opportunity to demand and exhibit high moral and ethical standards. As architects of this plan, youths have been afforded the fundamental right to have their opinions heard and their goals documented. Through the provision of resources it is the intention of my government to do whatever we can to bring into fruition the aspirations noted herein.

Indeed, the Turks and Caicos Islands is an exciting place to live. Through government led initiatives our economy is growing and by extension there are greater opportunities for youth development be it in the area of sports, education, the arts or entrepreneurship. But there are also threats. It is hoped that the programmes and activities of this plan would help our youth to circumvent pitfalls such as the global threat of HIV/AIDS and other communicable diseases, drug abuse, teenage pregnancy and juvenile delinquency. In essence, it is my hope that our

young people aspire to be the best individuals that they can be - for the good of all. When implemented, this Strategic Plan will help them to do so

Preface

Ms. Angela Forbes, National Youth Director

Preparation of this Strategic Plan was undertaken through a process of participation, consultation and discussion with a cross section of youth, youth related organizations and youth advocates.

Focus on young people, as a distinct part of the population of the Turks & Caicos Islands, having their own characteristics, problems, needs and interests, can be traced back to the 1980's when several initiatives were undertaken by the Government to address those distinct characteristics, problems, needs and interests. Among such initiatives were:

- The establishment of a National Youth Day Holiday, the last Friday in September of each year.
- The appointment of a National Youth Director
- The establishment of a Youth Desk within the Ministry of Education

The Turks and Caicos Islands much like the rest of the region and indeed the global community has experience problems with the youth populace howbeit to varying degrees.

In December 1995, The General Assembly at the United Nations recognising that young people are a major human resource for development and a key agents for social change, economic development and technological innovation adopted the World Youth Programme of Action to the year 2000 and Beyond which *“focuses in particular to strengthen national capacities in the fields of youth and to increase the quality and quantity of opportunities available to young people for full, effective and constructive participation in society”*¹.

In response, the government of the Turks & Caicos Islands has since:

- Established a Department of Youth within the Ministry of Education, Youth, Sports & Culture
- Strengthened both the human resource capacity and financial support available to the Department of Youth Affairs
- Developed a National Youth Policy
- Developed the Strategic Plan to support the Implementation of the Policy

This Plan sets out a new strategic direction for TCI youth development as well as the implementation strategy for the plan. It has three focal points:

1. Youth Business Development
2. Youth Participation and Representation
3. Youth Health and Well-being

Each of the three priority areas identified is presented in terms of principal issue, specific objectives and the actions to be taken to achieve those objectives.

¹ UN, World Programme of Action for Youth to the Year 2000 and Beyond

Implementation of the Plan requires the full enjoyment of all young people and the effective actions by the Governments to support actions taken.

The development of this Strategic Plan for the period 2008-2011 marks a turning point in youth development work here in the Turks and Caicos Islands; one where our goals are clearly defined.

It denotes a deepening commitment of the government to the youth of the islands as through its implementation it will mainstream programs and processes that lead to the holistic development and empowerment of our nation's future leaders.

For the youth of these beautiful by nature islands it:

- Provides a means by which the Ministry and Department of Youth Affairs can be held accountable since the document outline specific areas of development and timelines with which certain fundamental for youth development must be put in place.
- It further documents how the limited resources that we are given to work with can be put to use to receive maximum benefit.
- It allows the young people to see how they are being mainstreamed into the whole developmental process so that they may take advantage of the plethora of opportunities that are being made available as a result of the rapid economic growth being experienced.

In a nutshell it not only provides the roadmap by which young may have a 'voice' but it evidences that in this country 'youth matter too'.

I do not consider this Plan to be static or cast in stone, and therefore consultation towards improving and updating the selecting strategies, and ensuring more effective achievement of the desired objectives will continue to be solicited. To this end youth organizations, interested groups and the general public are invited to contact the Department and to submit any comments or suggestions which they may wish to make.

Chapter One

The rationale for Youth Development

World interest in young people has increased tremendously in recent times. With the adoption of the MDGs and the global consensus for its achievement, young people are increasingly becoming the focus of international attention². According to the World Bank³ there are 1.3 billion young people now living in the developing world - the largest-ever youth group in history and “there has never been a better time to invest in youth because they are healthier and better educated than previous generations, and they will join the workforce with fewer dependents because of changing demographics”.

As recently stated by the Commonwealth Secretary General, half the Commonwealth’s population are under 24 years of age (closer to three-quarters in many of our developing member countries), and youth issues in development are more relevant to the Commonwealth than to many others and are more urgent than ever.

Between 2000 and 2015, over one billion young women and men will enter the labour force, and currently there are not one billion new jobs waiting for them. He cites the “formidable policy questions” that attend the growing youth demographic. “Is there a clear relationship between development planning and demography in policy and practice? Are positive interventions planned to reflect these demographic trends, in training, employment and education activities? What should be the positive measurable outcomes of successfully engaging even a fraction of these young people in economic activity?”⁴

Nearer still to home at the level of the Caribbean Community (CARICOM) of which the TCI is an associate member, the 27th meeting of the Conference of CARICOM Heads of Government (CHOG), held in St. Kitts and Nevis in July 2006, discussed the situation of Caribbean youth and mandated the Council for Human and Social Development (COHSOD) to establish a Commission on Youth Development to provide a full scale analysis of the challenges and opportunities for youth in the CSME and to make recommendation on how to improve their well-being and empowerment within the following thematic priorities:

1. Adolescent and Youth Health and Reproductive Rights
2. Adolescent and Youth Protection
3. Adolescent, Youth Leadership, Governance and Participation
4. Social and Economic Empowerment Opportunities for Adolescent and Youth Development

² Foreword, UN World Youth Report 2005: Young People Today, and in 2015

³ World Development Report 2007: Development and the Next Generation

⁴ Commonwealth Plan of Action for Youth Empowerment (PAYE) 2007-2015

As a country, TCI subscribes to UN, Commonwealth and CARICOM treaties, standards and policies related to young people and their empowerment, and for the protection of human rights in general, of which youth rights are an important component.

TCI Government Vision for National Development

The Draft National Socio-economic Development Framework for Turks and Caicos contains a very explicit and coherent strategy to put the country on course for sustainable development that is to be in the reach of everyone. The Framework is described as “the first in a line of long-term strategic planning tools ... which provide a roadmap for future socio-economic development within the TCI for the next 10 years up to 2017/2018.”

The NSEDF Vision states that by 2017, “the Turks and Caicos will be a balanced, diversified and competitive economy which provides a high standard of living for all in a safe and secure environment where environmental protection is a cornerstone of all our development efforts.” To achieve this vision, the NSEDF outlines six main development priorities with corresponding strategies and actions to achieve sustainable development and to sustain levels of socio-economic success, as follows:

1. **People and Workforce** which deals with the development of our human capital as it relates to the general population/demographic issues and employment matters of national and regional concern.
2. **Education and Skills** which addresses human resources development with regard to the opportunities for and the provision of education and training for the all-round development of the population and the upgrading of the skills base of the workforce.
3. **Business and Enterprise** which addresses the factors relating to the productive sectors of the economy.
4. **Quality Living** which focuses on the factors that support social development.
5. **Protecting the Environment** which concentrates on measures geared at maintaining and enhancing environmental quality and integrity.
6. **ICT and Infrastructure** which focuses on factors relating to the development and upgrade of our transport and communication networks, and our water and wastewater and solid waste management facilities and systems, among others.

The sections on “Quality of Life’ speak specifically to the need to configure social services “to treat with the problems that may arise at each stage of the life cycle from the cradle to the grave and through all the age cohorts.” Development issues are particularly relevant to young people as they tend to be affected more than any other population cohort by socio-economic issues. Some of the key issues raised include:

1. Recovering capacity for self-actualisation where this has been breached;
2. Responding to those at risk of succumbing to negative influences generated at home or imported from abroad
3. Protecting youth at risk of dissonance in the value system;
4. Committing our population to lifelong education and training;

5. Empowering the population through social marketing of wellness, to reduce the spread of life style diseases;
6. Encouraging responsible sexual behaviour to control the spread of Sexually
7. Transmitted Diseases (STDs), and of HIV/AIDS in particular;
8. Arresting the proclivity to drug abuse;
9. Providing social protection to those of us in, or at risk of succumbing to, difficult economic and social circumstances,
10. Empowering our people to realise their fullest potential and equipping us to measure up to competition in the world at large, in every department in which we choose to compete, and
11. Supporting social integration and assimilation of the diverse groups that become residents and new citizens of our country.

Most importantly, the NSEDF provides the strategic direction for the diversification of the productive sectors in the areas of ICT, Tourism and Fisheries, and the expansion of the belonger business sub-sector particularly in respect of belonger entrepreneurship, access to credit and real estate. It therefore stands to reason that if the Turks and Caicos is to realize its vision for sustainable development, youth development must be effectively mainstreamed into:

1. All policies and programmes relating to diversification and expansion,
2. To policies geared towards to the creation of a facilitative environment for sustainable development; and
3. To empowering and enhancing human capital.

Situational analyses conducted for the development of this Strategic Plan with national stakeholders and with young people have effectively positioned the issues above in the specific domain of youth empowerment, thereby fully aligning this Strategic Plan within the context of the NSEDF. This is further detailed in Chapter 3.

Chapter Two

The Status of Youth Development in the Turks and Caicos Islands

The context for the Youth Department

Youth development in the Turks and Caicos Islands is administered and managed by the Department of Youth of the Ministry of Education, Sports and Youth Affairs. The Department is a relatively young one. There were challenges in finding an original mandate and/or policy statement relating to the establishment of the Department. However, there are existing documents that speak to current and future rationale and direction for the Department.

The aforementioned NSEDF posits a vision for youth development that commits the Turks and Caicos Islands to “develop well-rounded individuals by exposing its youth to a diverse range of skills and activities.”

National Youth Policy

The Department also has a key role to play in the implementation of the National Youth Policy, which is intended to integrate new approaches to youth empowerment. The Mission of the National Youth Policy is to “*create the framework and provide the appropriate initiatives and policies that would lead to the development, empowerment and enfranchisement of a cadre of youth to adequately satisfy the complete demands and requirements of the Turks and Caicos Islands.*”

The 2006 National Youth sets out clear objectives for the Youth Department, namely:

1. To harness and channel the energies of youth into the process of nation-building;
2. To promote a spirit of entrepreneurship among young people;
3. To build harmonious relations between Turks and Caicos Islands’ youth and develop a more caring society in the process;
4. To create an environment which will promote confidence in the TCI culture, thus equipping the youth to deal more effectively with negative influences;
5. To re-direct the lives of young people who manifest negative attitudes and dysfunctional social, emotional and behavioural trends.

The Ministry of Youth is given the clear mandate to oversee the implementation of the Youth Policy, and to facilitate the monitoring of the various programmes in the Youth Policy. The three main strategic goals for youth development in the Policy relate to the establishment of a Turks and Caicos Youth Service (TCYS), a Youth Business Development Scheme (YBDS) and a Youth Development Programme (YDP).

This Policy was developed in consultation over time with young people and their networks. The 2007 Manifesto of the Progressive National Party mirror these policy and programming objectives.

Functions of the Department of Youth Affairs

Over the past years the Department has set targets in the following areas:

1. To develop a National Strategic Plan to carry out the objectives of the National Youth Policy
2. To Integrate youth Perspectives and encourage youth participation in the Turks & Caicos Islands' broader social and economic development systems; and
3. Increasing initiatives for parental and community involvement in youth activities
4. Developing and enhance reading through the "Little Readers Club" on all islands

Most of these areas can be subsumed into the overall goal of the YDP of the National Youth Policy. Specific initiatives were also commenced in relation to business and enterprise development among young people, and to focus on positive youth interaction and self-esteem building, which are components of the proposed TCYS.

Some significant milestones of the Department include:

1. The launch of the National Youth Publication '*Xpress Yourself*' which has already published 2 editions
2. Annual Youth Camps
3. Bi-annual Rap Sessions on thematic areas determined by young people
4. Back to School Sessions
5. The Little Reader's Clubs
6. Annual National Youth Forums
7. The Annual National Observance of Youth Week; and
8. Youth Leaders Leadership Training
9. The National Youth Core
10. Launch of Youth Talk Show – *Holla Back*

Issues and Challenges Faced by Youth Department

The national documents referenced for this exercise reported several problems that impact the ability of the Department of Youth to successfully deliver products and service for the development and empowerment of young people. The problems relate to inadequate human and financial resources. The problems were described as:

1. Lack of funding, staffing and other resources for youth programmes;
2. Lack of funding to host programmes for staff on a regular basis;
3. Lack of proper systems for monitoring and evaluation of programmes, which is further exacerbated by a lack of adequate documentation in respect of programmes, and procedures;

The Director of Youth readily admits these shortfalls and has attempted to enhance operational capacity while also attempting to formulate the strategic framework for the Department. To this end, a major operational objective for the Department has been to facilitate increased access to quality training opportunities in skills relevant to youth development work and the job specifications of Youth Officers.

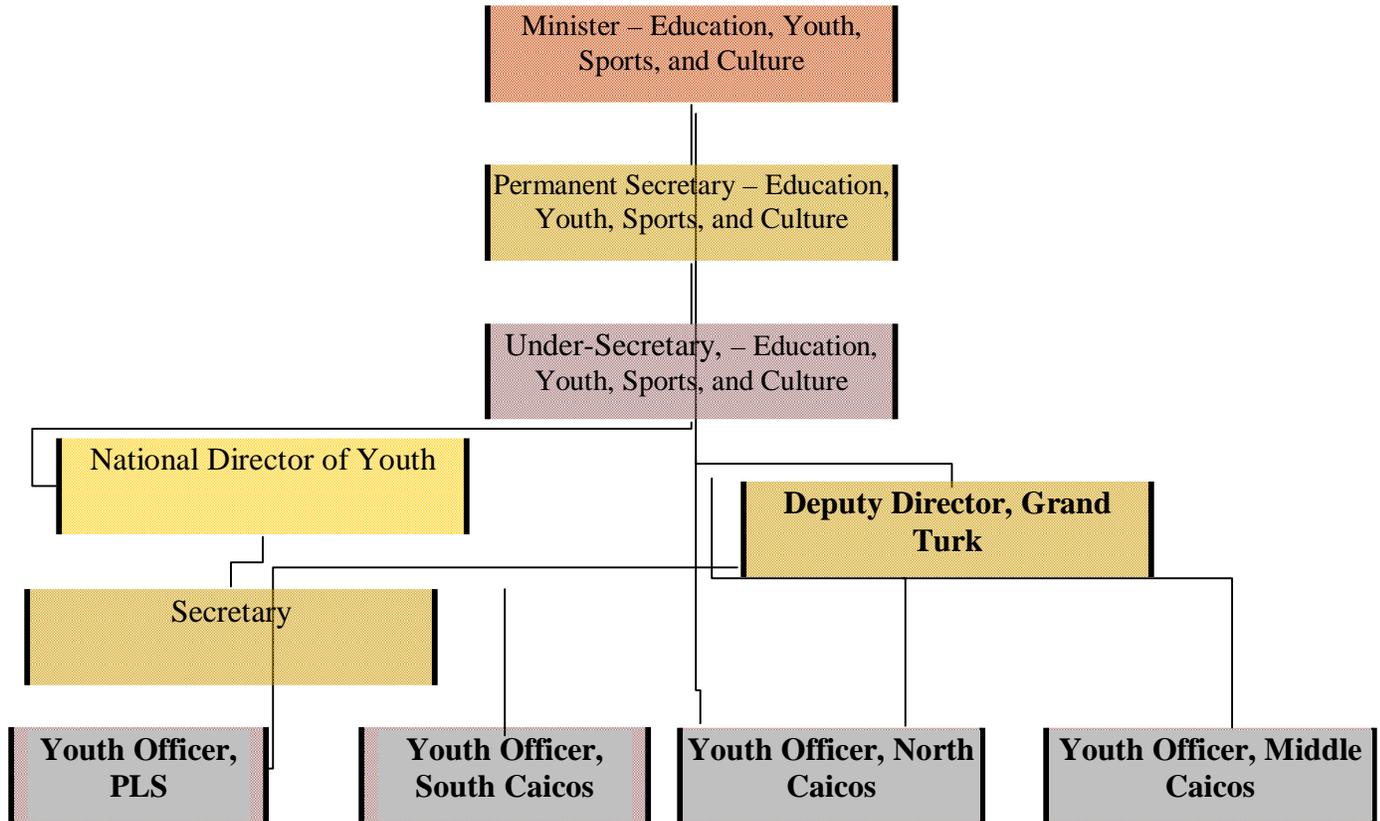
This is linked to the recognition that Youth Officers should possess both the professional skill sets and competencies and an enhanced understanding of the range of national issues and how they impact young people, in order to advocate for and contribute to the sustainable development goals for youth work in the Turks & Caicos Islands.

Existing structure

The Department is currently headed by a National Director who is directly responsible to the Permanent Secretary, Ministry of Education, Sports and Youth Affairs. The Director of Youth is supported by: a Deputy Director Youth, four Youth Officers and a Secretary.

The organisational structure is shown at Figure 2. The Deputy Director and Youth Officers perform functions outlined in the job description attached as ***Appendix 1***. The job description and required skill sets assume basic entry-level qualifications and skills as they relate to developmental and participatory youth work.

Figure One- Existing Operational Structure of the Department of Youth



A major strategy has been to woo young people directly into the Department to provide indicators for policy and programme development and so that they can become part of the implementation process as peer advocates for youth development. Youth leaders such as the CARICOM Youth Ambassadors and the Commonwealth Youth Representative play strategic roles in organizing and implementing programmes for youth and are valuable resources and role models.

Youth participation however, has had limited success, especially in the Family Islands where there is a great need for young people to mobilize themselves into effective and positively reinforcing networks that can segue into a national youth network.

Couple therefore with the innate operational challenges is the challenge of motivating and empowering a cadre of youth who play lead roles in the design and delivery of youth empowerment outputs.

Chapter Three

Setting strategic direction for TCI youth development

Stakeholder Analysis

The National Youth Policy clearly states that the Ministry of Education, Youth and Sports cannot single handedly implement the wide range of programmes identified in the Policy. It further establishes that a comprehensive and coordinated response to the needs, concerns, problems and opportunities warrants the concerted efforts of various sectoral Ministries and development partners.

An important concern, therefore for the Youth Department was to involve existing and potential stakeholders in the framing of the Strategic Plan. The main considerations were:

1. To ensure that the services to be provided would meet the expectations and satisfaction of all customers and stakeholders:
2. To interrogate with these customers and stakeholders their preferred success model of a department providing the ideal blend of youth development programming and delivery to sui the national context; and
3. To receive their views on how they could ideally contribute and support this image / model of success.

Stakeholder input was factored into the strategic planning process at three important levels:

1. An initial stakeholders forum of Government partners that interrogated the internal and external issues impacting youth development and how stakeholders' inputs could positively impact the findings
2. A stakeholder validation forum that was used to evaluate the strategic framework for implementability and engage buy-in for the achievement of goals and objectives.
3. A Youth Forum to evaluate the strategic framework, suggest specific youth-centric programmes for the achievement of goals and objectives and agree on mechanisms to engage youth in the implementation process.

Environmental scan

The main findings of a SWOT Analysis undertaken by the staff of the Department at the beginning of the strategic planning process provided an excellent basis for the initial engagement with the stakeholders. In terms of the *internal* scanning, the Department was asked to focus on its attributes that were helpful for achieving the objective of youth development (strengths) as well as those attributes of the organization that were harmful to achieving the objective (weaknesses).

The *external* conditions that could be helpful to achieving the objective or could provide enhanced competitiveness (opportunities) and those that could be harmful (threats) were analysed for their political, economic, social, technological, and environmental influences.

The PEST identified a set of critical / strategic issues in TCI reflecting the stakeholders' needs, wants, and desires in relation to young people and their development, as well as some indication on the Youth Department's capacity to deliver products and/or services in response to their trends. This is detailed at Appendix 1.

The PEST findings can be summarised as follows:

Political

Changing political agendas and priorities affect national stability and youth development. Issues such as constitutional alignment/ reforms can be unsettling and divert attention from youth development. More importantly, there is no youth involvement in national governance and democracy structures, no formal youth governance structures or traditions and a tendency towards political partisanship that can be unproductive.

Economic Issues

The unwillingness of nationals to accept certain jobs and a poor preparation for the world of work and bad work ethic were core issues reported. The implications of the h High cost of living to young people seeking to establish themselves coupled with h High utility rates; High interest rates; and High mortgage rates were viewed as major stumbling blocks for their advancement. The skill level of the workforce was deemed not adequate for demands of industry and economic development and there were equity issues discussed around the composition of work force – with expatriates dominating manual and labour sectors.

Social Trends

A range of social issues affecting youth were reported including: teenage pregnancy; HIV and AIDS and STIs; the introduction of new cultures and lifestyles; large shifts of people to Providenciales and resultant implications for the other islands and for life quality in Providenciales; more lifestyle diseases affecting youth such as obesity, hypertension, diabetes, etc; drug abuse; eroding family structures; poor and unproductive attitudes to work; the influence of American and bombarding of emerging dominant cultural influences from Haitian, and Jamaican influences; social discord within cultures; and the large migrant population (66%).

Technological Trend

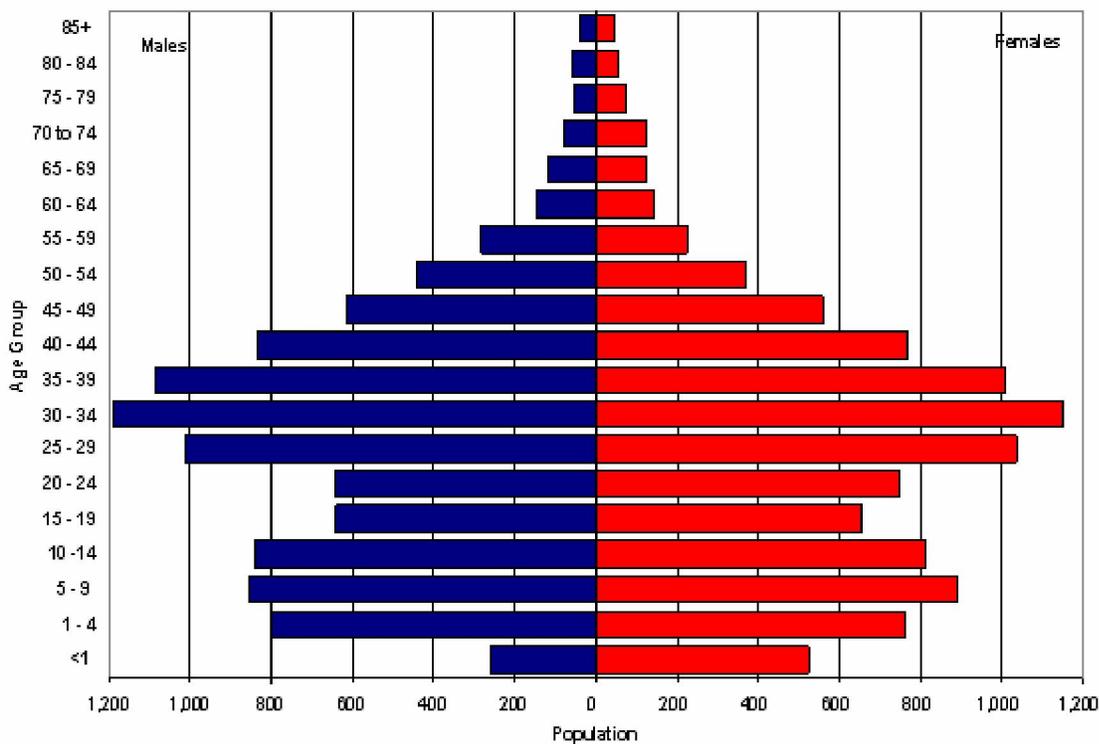
While young people's access and exploitation of technology offered tremendous opportunities for their own development and national development, concerns were raised about the negative influences of technology and that young people needed to be trained not to abuse technology.

Situation analysis

These findings were weighed against the NSEDF analysis on TCI youth. The Report echoed the PEST analysis in citing issues and challenges affecting youth as follows:

- Lack of sensitisation of the public to the importance of youth work;
- Limited patriotism as their knowledge base of their historical context is limited
- Inadequate participation of youth in the formulation of policy that affects them;
- High rate of unemployed females;
- A lack of Work Ethics;
- Lack of facilities to host youth recreational activities on individual islands;
- Increase in drug and alcohol abuse, marijuana being the drug of choice;
- Teenage pregnancy, violence in schools and communities, and social marginalisation apparently on the increase due to the lack of youth programmes and recreational facilities; and
- Lack of institutional structure to treat with issue of foreign (Haitian) youth.

Figure 1: TCI Population by age and gender



The age cohort for *youth* as defined in the National Youth Policy ranges from 10 to 35 years. Children aged 10-14 represent 37% of the population. The youth cohort aged 15 to 29 accounts for about 33% of the population.⁵ Together these segments make up the core beneficiary range for the National Youth Policy.

The NSEDF Report alluded further to the challenge of growing into adulthood in a society undergoing rapid social change. The dynamics of a large migrant population in the school system were explored where youth encounter a teaching body comprised largely of non-nationals, especially at the secondary level. The issues cited in the PEST relating to erosion of culture and values as a result were upheld. The societal pressures and impacts on TCI youth living among relatively high numbers of foreign youth in the TCI and on the non-Belonger youth who, according to some, are not easily offered a true sense of belonging in the TCI were also mentioned.

The NSEDF likewise reported an increase in drug use, and alcohol abuse among our youth and the growth and development of gangs in Providenciales. The incidence of teenage pregnancy was

⁵ Figures extrapolated from the *National Socio-Economic Development Planning Framework for the TCI: Social Sector Situational Analysis Report*.

also referenced as a social issue, since complications of pregnancy accounted for eight per cent of all discharges in the 15 to 19 age groups.⁶

Chapter Four

The New Strategic Framework

The Department of Youth Strategic Plan 2008-2011 is our attempt to respond to dominant and emerging national trends that will impact young people and their development. In developing the Plan, the Department is satisfied that it has successfully addressed concerns about the core business areas and domains in which it we must produce concrete and sustained results if we are to be regarded as successful by internal customers and by our main beneficiary population, the youth of TCI.

In order to remain relevant and achieve development targets, the Youth Department will require increased resources, collaborative partnerships with government and private sector and sustained commitment from the Government. We will continue our work with internal and external customers to endorse the rights-based approach to youth development through the genuine participation of young people in development and the adoption of an integrated approach to youth mainstreaming within national policies and other broader development agendas. This approach is already clearly indicated for the implementation of the National Youth Policy.

We recognise that effective youth development must be based upon scientific evidence to establish the relevance, scope and appropriateness of programmes and their implementation. Adequate resources and time will therefore have to be devoted into research-based programme development and implementation.

In today's world of information technologies and given the Government's focus on ICTs in the TCI economic diversification portfolio; there is a demonstrable need for the Department to harness up-to-date information and data as the basis for decision-making and planning as well as facilitate young people's access to and use of ICTs.

The limitations of the Department have already been cited in the NSEDF. Indeed, the point was clearly made that **“the lack of funding, staffing and other resources for youth programmes, means that there is little by way of mitigation”** of the problems facing youth and their development.

⁶ *National Socio-Economic Development Planning Framework for the TCI: Social Sector Situational Analysis Report*

Vision

We exist as the premier youth- centric organisation through which young people are the agents and architects of their own development, of nation-building and for advancing TCI's global image.

Mission

The Youth Department is the catalyst for the holistic development of TCI youth so that they can reach their full potential and contribute continuously towards positive national development.

Values

We extol the value of patriotism, dignity, ambition, participation, respect, integrity, self-assurance, independence and motivation in all we do *for youth, with youth, by youth.*

Priority Areas

Goal 1 Youth business development (YBD)

To develop a strong entrepreneurial and business ethic among young people and to facilitate opportunities for young people to be employed on a sustainable basis.

Strategic Objectives

1. Support the creation of a *work ethic*, career pathing and guidance programme for at risk young people by 2009
2. Expand the scope of the TCI schools programme to four primary schools within the planning period to target ages 7 to 10 years to create appreciation, awareness and culture for **business and entrepreneurship**.
3. Enhance the capacity of at least 15 persons per year to become gainfully self-employed with effect from May 2008.
4. Facilitate access of at least 10 young people per year to financial assistance for business start-up/scale up with effect from May 2008.
5. Create a job preparation and mentorship facility that will prepare at least 25 youth per year into career fields of choice with effect from July 2008.

Critical Assumptions

1. Compulsory work experience and preparedness programme must target all high school students not only vocational students
2. Wood work, culinary arts, clothing and textiles departments must be upgraded in schools to provide ready linking to in-school enterprise development

3. Introduction of traditional craft e.g. straw work in schools as value-adding for youth business development and innovative ideas to generate business by focusing on TCI culture and heritage.
4. Collaborative support, infrastructure and facilities must be secured for an after school programme for skills building for YBD. The NAP facilities are available.

Goal 2 Youth participation and representation (YPAR)

To provide opportunities to young people for their views to be heard and for them to contribute effectively to community and nation-building.

Strategic Objectives

1. Strengthen the capacity of at least 20 young people for leadership in communities, for national development and in democratic youth governance structures within the planning period.
2. Advocate for the involvement of at least two schools on each island to introduce a student /schools council to give youth competence in self-government and democratic behaviour by May 2009.
3. Promote the participation of at least 15 young people per year in environmental protection, in cultural preservation and national pride at community and national levels.
4. Create an annual award scheme to recognise excellence in youth achievement and provide opportunities for creative, cultural and heritage expression of talents by June 2008.
5. Strengthen the capacity of at least 10 young people on each island to support the implementation of the National Youth Policy within the planning period.
6. Promote the implementation of youth mainstreaming in at least 2 pilot initiatives by June 2010

Critical Assumptions

1. An after- school programme will be created to focus on culture and heritage
2. A Youth managed and run Talk show will be designed featuring young people speaking on youth issues, which will also contribute to public speaking and self-confidence and esteem building
3. Student will have wider opportunities to interact with their peers on all islands- a project of exchanges within islands can be designed. Ensure rotation so that more students are involved.
4. School and Education authorities will support and strengthen the role and place of student councils and unions to develop understanding and appreciation for democratic and governance processes.
5. There will be greater opportunities for young people to participate in national boards, fora and other governance initiatives and processes at national and regional levels.

Goal 3 Youth Health and Wellbeing (YHW)

To create opportunities for young people to access healthy behaviour and lifestyles and to improve their social and emotional health and wellbeing.

Strategic Objectives

1. Facilitate the establishment of programmes in schools that promote physical, mental and emotional wellbeing by the end of the planning period in collaboration with other stakeholders by the end of the planning period;
2. Contribute to the strengthening of youth peer education community advocacy and outreach programmes on each island within the planning period.
3. Contribute to the creation of a social inclusion/ second-chance programme to re-integrate young offenders into mainstream development by April 2009.
4. Promote youth focused crime- prevention programmes in all school and communities by September 2008
5. Contribute to the creation of opportunities for young people especially at risk youth to participate in sporting and other exchanges within the islands and regionally that will help them to adopt and advocate for healthy lifestyles and healthy behaviours within the planning period.
6. Contribute to the strengthening of family and community relationships so that they become a resource pool to help young people with their values, life style issues and coping skills within the planning period.

Critical Assumptions

1. Authorities will introduce a Stay in School” programme for high-risk youth drug users, youth impacted by drug-related activities) as an alternative to their being expelled or incarcerated, with a voluntary community outreach/service component.
2. All youth offenders will benefit from psychological/ emotional assessment to measure wellness prior to sentencing.

Cross-cutting Themes

Education and life long learning

The education of young people is a life-long process. According to UNESCO, it is based on four pillars: *learning to know, to do, to live together* and *to be*. Formal, informal and non-formal education are inter-related and critical components of this process. Formal education in schools from primary through to tertiary institutions is as important to youth as the opportunities created to acquire attitudes, values, skills and knowledge from daily experience, from family, friends, peer groups, the church, the media and other influences. No less relevant is the non-formal education which will play a major role in meeting the learning needs of young people across all

programme areas to support the acquisition of life skills and the development of attitudes based on an integrated value system.

In this context, educating young people involves the collective responsibility of a range of stakeholders in order to provide young people with opportunities for the continuous development of their capabilities as an individual, and in order for them to contribute positively as a member of society.

The Youth Department will work with these stakeholders to ensure this inclusive and integrated approach is adopted for and with young people at their relevant life cycles. In particular we will seek to **ensure that the education and learning needs of at risk youth, and school drop-outs as a result of teenage pregnancy, crime, misdemeanors, and other social circumstances** are met systemically.

TCI patriotism, culture and identity

Young people are a vital resource for strengthening and defining the TCI culture and identity and for promoting respect and tolerance for diversity. Because of the level of diversity in the TCI, the issue of building national pride and patriotism is very significant, both for Belongers, and children who were born elsewhere but have lived the majority of their lives in the TCI. Positive value and socialization are grounded in a sense of belonging and pride in oneself and one's country. This must be a critical undertaking for youth development with all strategic partners. Some mechanisms to support this process are very rudimentary but essential and value-adding over time, such as encouraging the use of the National Song for all Youth Assemblies; in schools; using the flag; reinforcing the importance of the National Anthem; mounting country tours to build knowledge and appreciation for what is the TCI essence; reintroducing traditional games e.g. hoops, and marbles strategically for learning and leisure; and developing school competitions that highlight cultural festivals and traditions.

The Youth Department will focus on our unique cultural diversity and heritage in implementing all programmes which will also serve to increase **inter-generational linkages** between young people and adults, and **reinforce family values and traditions**.

Environmental protection

Environmental protection is a cornerstone of all national development efforts. Young people therefore have a vital role to play as part of the coordinated national thrust for **environmental conservation and protection** for their own benefit and the benefit of future generations. Current projects such as clean-up campaigns are important and rely heavily on youth involvement. While successful, youth participation in the environment must not only be curative but focus on environment and development education and awareness-raising for youth, with action campaigns and projects being led and sustained by youth at island levels, at the national level and through youth-led regional and international participation.

Youth development through sports and sporting activities

Sports and physical activity are critical tools for the development and self-actualization of young people. Theme-based sporting activities will be used to reach special groups of young people in and out of the school environment, and especially at community levels. Young people clearly articulate that they want opportunities that merge sports with music and entertainment as a healthy avenue for development and socialization.

Rights-based and asset-based development

We advocate the **rights of young people** to be heard and to effectively participate in building a nation that is safe and secure. As such, all work for young people, with young people and by young people will be participatory, empowering, accountable and rights-respecting. This is fundamental to our belief in the **centrality of youth** to every sphere of nation building and that youth people are **vital assets** who must be allowed to take up meaningful roles for our sustainable development.

ICTs and technology

Young people must be able to optimally access and harness the benefits of ICTs and technology at all stages of their personal and professional development and as an outlet for networking and expression. The Youth Department will work to establish the ***TCI Youth Net*** linking young people of all the Turks and Caicos and Family Islands for this purpose. Overtime our TCI youth will be able to take advantage of technological opportunities to bring about change, improve the efficiency and effectiveness of youth development, and contribute to national social and economic development. Across all programme areas, we intend to **contribute to the creation of access to knowledge and skills for young people to gain constructive control of technological progress and ICTs.**

Evidenced-based approach

The Youth Department must be able to make informed decisions in collaboration with stakeholders to achieve our mission of “the holistic development of TCI youth”. While enhancing our internal capacity for **research and analysis to develop a credible database and body of knowledge on youth issues**, we will also strengthen the capacity of young people and their networks to adopt an evidenced based approach to youth policy development and implementation.

Mainstreaming

The Youth Department will work with government departments to integrate youth issues across key sectors such as tourism, off shore financial services, agriculture, health, poverty reduction,

and education, among others, by ensuring that relevant policies and development agendas take full account of their impact on young women and men and their development. We will also adopt this **mainstreaming** approach to youth development with the private sector.

Chapter 5

The Implementation Strategy

Strategic Human Resource Plan

The central purpose of the youth development worker has been described as facilitating “the personal, social and educational development of young people and to empower them to explore their optimum potentials and to play an assertive and constructive role in the regeneration of their communities, and ultimately the development of their countries”⁷.

This definition is fully in sync with roles and functions envisaged for staff of the Youth Department in relation to the implementation of the Strategic Plan. However, the constraints and changes facing the Department have already been documented. The challenge for the Department of Youth Affairs operating within the context of youth empowerment and engagement is to be functionally and intrinsically proficient in core operating competencies in youth development work, such as:

1. Formulating and developing policies in governmental and non-governmental agencies
2. Facilitating the personal, social and educational development of young people
3. Working face to face with young people in a variety of settings in accordance with core values of youth development work
4. Plan, manage and develop youth development work
5. Enable young people to assess their environment and to implement appropriate responses with other workers in allied fields of development.

This means that youth development workers must come on board with a core range of skills to execute the professional functions required of them and must embody the distinctive character of the work – not only the specific knowledge and skills required, but its ethos. It also means that the discipline of Youth Development Work has to be reconfigured upwards within the Public Service to attract and retain the appropriate caliber of staff.

The existing youth Officers will require extensive upgrading training to plan, manage, and discharge activities, and monitor performance consistent with the implementation of the three strategic goals and the integration of cross-cutting themes in all work for youth in the Turks & Caicos Islands.

⁷ *Human Resource Development for the New Millennium: A Strategy for the Commonwealth Youth Programme* - curriculum framework document detailing the philosophy, competencies, and relevant specification for the Commonwealth Diploma in Youth Work.

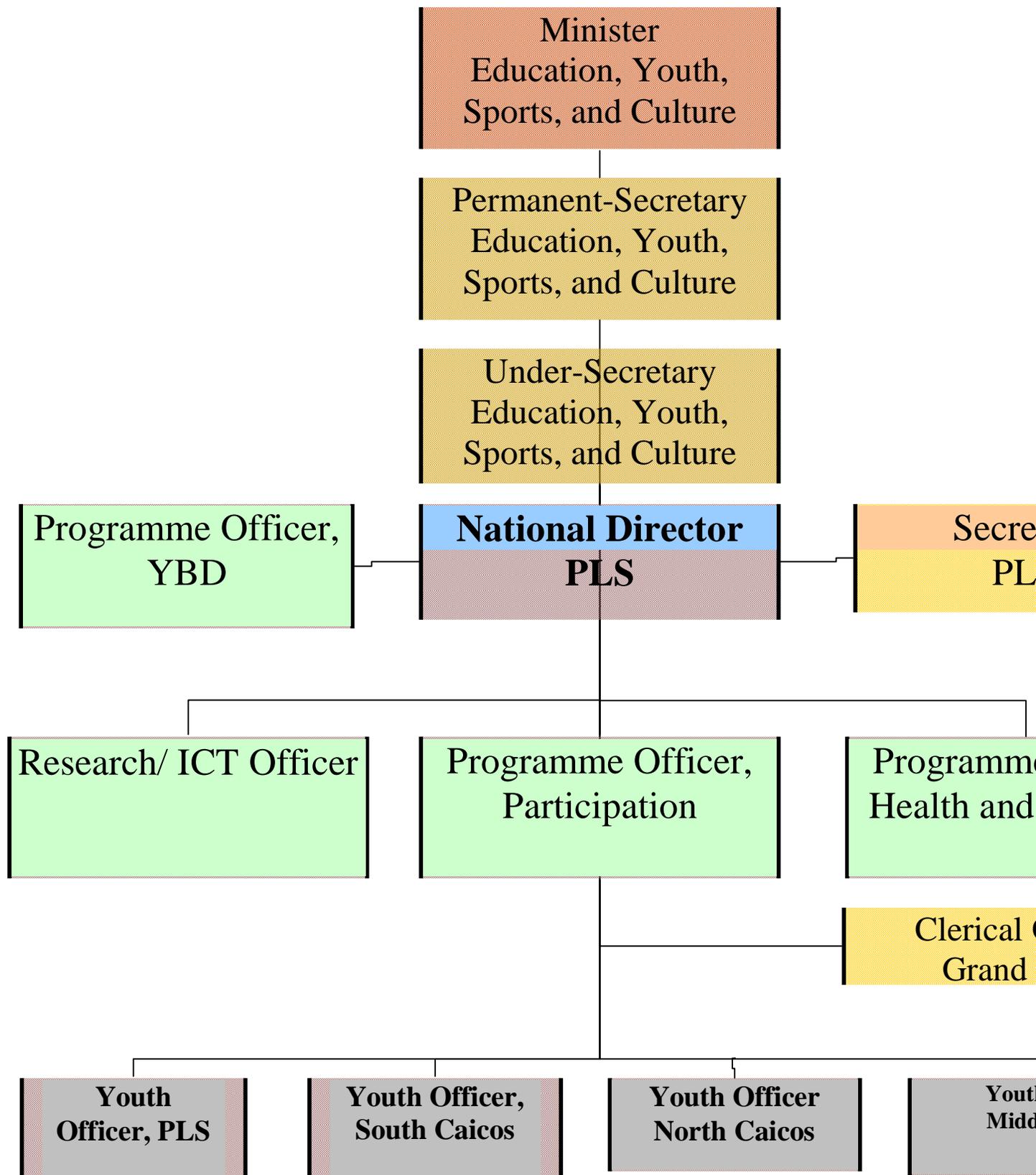
Such systemic implementation will require skills and competencies at a higher level of academic formulation. These will be specific to programme management, training facilitation, participatory research and research methodologies; policy analysis; and project monitoring, reporting and evaluation.

In view of the foregoing, the Department will be reconfigured through the creation of the following posts:

- 1 Programme Officer, Youth Business Development to manage programming in relation to Goal No. 1
- 1 Programme Officer, Youth Participation and Representation to manage programming in relation to Goal No. 2
- 1 Programme Officer, Youth Health and Wellness to manage programming in relation to Goal No. 3
- 1 Research and Technical Officer for research-based programme development and implementation and for ICTs for decision-making and planning.

The proposed strategic human resource structure is at Figure 3. Job specifications for all new posts are attached at Appendix 5 A-D respectively.

Figure 3: Strategic Human Resource Structure from 2008



Some of the key enablers for the work of the Youth Department in relation to the new Strategic Plan will be:

1. Compiling and packaging statistics on youth development
2. Developing a youth database
3. Compiling up to date information on all major programmes of stakeholders to advise and inform youth, mainly from social service sectors- health and education
4. Developing standard youth-friendly information packages in collaboration with stakeholders
5. Developing in cooperation with the Education Ministry a comprehensive prep kit for young people going to study abroad
6. Influencing policy formulation across all sectors of national development to ensure a favourable impact on young people and their development
7. Research capacity and skills for the Department
8. Capacity building for youth officers in all areas
9. Developing a set of performance indicators for youth work
10. Programme monitoring and evaluation

The existing Youth Officers will also need special impact training in relation to social issues of specific interest and concern to youth in communities such as health and wellness, sexual transmitted diseases, teenage pregnancy, and drug and alcohol abuse so that they can better support and service young people's needs in these areas.

Over time and through natural progressions, there should be an upgrade of the entry level qualifications for Youth Work in Turks and Caicos Islands to the Diploma in Youth Development Work or an Associate Degree in Social Work or related qualifications.

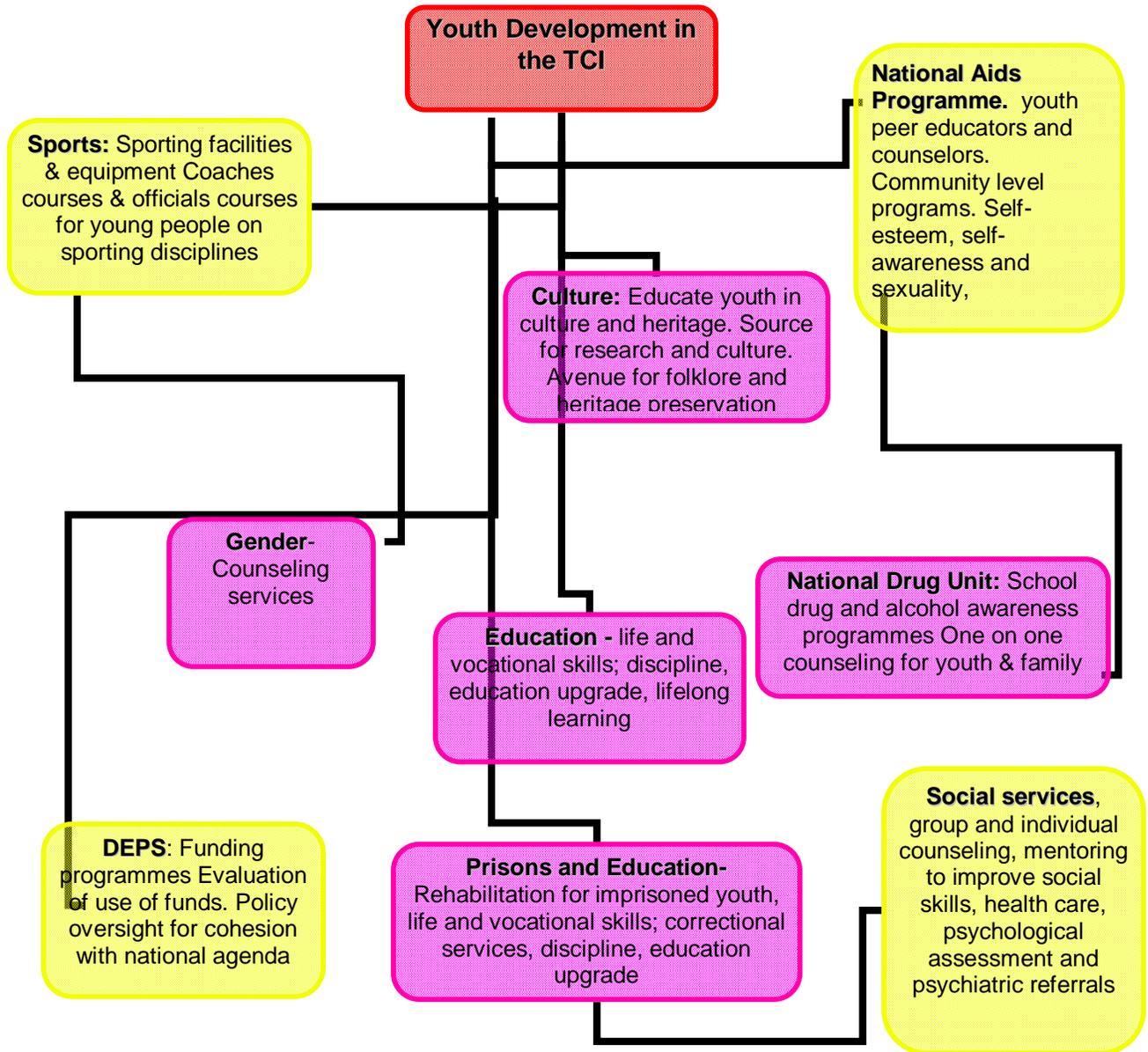
Interplay of stakeholder support for Youth Development

The Plan will be implemented through the development and execution of programmes and activities that match the stated strategies. The logical Framework for implementation of the Plan is at Appendix 3. The logical framework translates the plan into detailed programmes including monitoring and evaluation indicators. The logical framework will be also used as a tool to measure progress and assess impact.

As clearly established through the highly consultative process that accompanied the crafting of the Department's Strategic Plan, its implementation will likewise heavily depend on the coordinated support and resources of key partner Government agencies and departments in particular those servicing youth needs in education, health, drug and substance abuse, sports, culture, corrective services, social and rehabilitative services and development funding. The roles of the private sector, the media, the church, family and kinship networks and of youth leaders and peer advisors and all categories of young people are critical and non-negotiable.

Some of these critical relationships are illustrated in Figure 4, with specific detailing on this interplay in relation to the implementation of the strategic goals and objectives at Appendix 4.

Figure 4: Interplay of stakeholder support for Youth Development



The core strategic partnerships locally will be more effectively defined as part of the overall implementation framework. Relationships with agencies such as the Commonwealth Youth Programme, CARICOM, Departments of Youth in the Caribbean, and Youth Business Trusts among others regionally will be strengthened to support TCI's strategic implementation. The purpose of such strategic relationships will be to:

- exercise influence, improving the Department's advocacy and lobbying position;
- mobilise resources and improve programme delivery;
- create networks for the development of consensus;
- effect organisational growth and development;
- produce a common approach, rationale and methodology to all youth development across all sectors that are also in conformity with the Government's National Vision for socio-economic development in the Turks and Caicos Islands.

Young people's role in implementation

Young people must be the agents and architects of their own empowerment. The Department's vision recognises the fundamental role that young people must play in the implementation of the Strategic Plan and by extension the National Youth Policy, which has a clear and intrinsic operating linkage with the Strategic Plan.

Young people's views were integrated into the Department's Strategic Plan through three main avenues:

1. The National Forum held in February 2006, which was an opportunity to get feedback on key issues facing youth in the TCI and their recommendations on how the Department could enhance products and services to Youth; and
2. A Youth Symposium on November 03, 2007. This took the form of a discussion on the draft strategic framework for the Department, with the young people giving specific feedback on all the goals and objectives and suggested enabling strategies to support the Department's mission to be a "catalyst for the holistic development of TCI youth".

A structured youth survey was also administered at the November Symposium that sought specific reactions from young people on youth development: how they saw their role in the process and what they would do if they were part of the process driving youth development. Interesting, 100% of the respondents felt that young people should become more involved in the work of the Youth Department. This conscious recognition of their place in the decision-making process was tempered by their feelings of exclusion from mainstream development. When asked about the areas of development in TCI in which young people have the least say or involvement, the majority of views related to their exclusion from "politics and government decisions". Young people also scored heavily their exclusion from decision-making in relation to "tourism and development". Given that the TCI's economic development is heavily linked to its tourism product, this clearly reinforces the view that young people feel excluded from the mainstream of development.

There are tremendous implications therefore for the DOYA in how we mainstream youth empowerment with a range of stakeholders through this Strategic Plan.

In further support of their commitment to youth empowerment and development, a group of the participants committed themselves to work continuously with the DOYA in their own communities as a “Youth Volunteers Corps”. They saw their work being concentrated on peer support and guidance, but they recommended that they benefit from select training so that they could counsel and refer their peers for further help on what they identified as core causes for concern within the TCI youth population as follows:

Issues on Islands

Providenciales: Gang Violence

North Caicos: Drugs

Middle Caicos: Lack of avenues for entertainment and leisure/ recreation

South Caicos: Lack of avenues for entertainment and leisure/ recreation leading to substance abuse (e.g. alcohol)

Grand Turk: Teenage Pregnancy

While commonalities are noted with this assessment and those of the NSEDF and the DOYA’s PEST analysis, critical to the DOYA in planning youth responses is the fact that the young people **gave equal or greater weight to “lack of opportunities,” or “no leisure options” or “need for sports and entertainment” as serious issues they faced**, which in turn produced negative societal end results.

The recommendations made by the young people for positive youth engagement as an enabler of overall youth empowerment have been integrated into the Plan. There will be focus on developing a cadre of youth leaders and community advocates who will trickle down the principles and practice of young empowerment across the TCI.

The survey tool is referenced at *Appendix 6*.

Financial Resources

The Strategic Plan will be financed under the national The Department’s recurrent budget for the period 2008 to 2009 is estimated in the sum of _____.

The effective implementation of the Strategic Plan will require an increase of 20 % of the current budget over the next three years. Costs centres for professional staff recruitment, development of infrastructure and systems for research; and for the deployment of suitable technology are **critical resource inputs** to support organisational change and efficiency. These inputs will combine to ensure efficient support of business processes across all Family islands and the timely delivery and optimisation of new services, products and systems.

Estimates of expenditure for May 2008 to April 2009 are attached at Appendix x.

ICTs and Public Relations

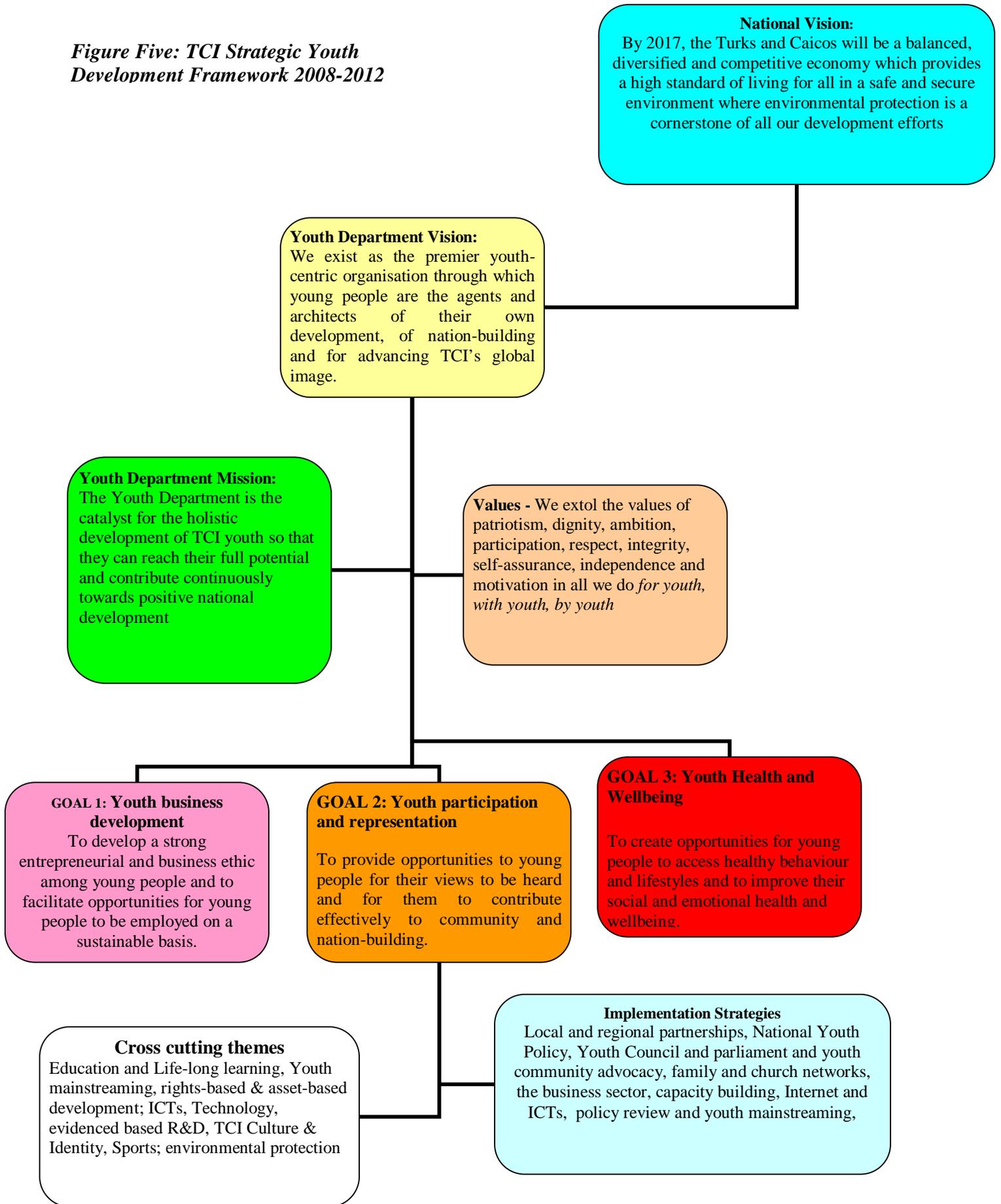
The Department's website will be fully launched within this operational cycle to raise its profile through the provision of easily accessible, youth-friendly, clear, high-quality information that can be used by our range of stakeholders. A special web-based youth space will be created and managed that will respond specifically to our strategic goal and objectives in relation to giving young people a voice and avenue for expression, debate and decision-making.

The Research/Technical Officer will be responsible for creating and maintaining safe spaces for TCI youth through which they can write articles and provide up-to-date information on their activities, achievements and concerns. The *Island Hook-Up* linking youth in all family islands will be a main feature of this strategy.

Our young stakeholders have consistently expressed the requirement for information on their career, health, social, recreation and other options to be more readily accessible. Our website will eventually create a virtual 'One Stop Information Exchange' containing relevant information or links to youth related services and products from local, regional and international partners.

Finally, the TCI youth database will be an important feature of our ICT packaging. This will eventually be a valuable resource to feed into resource planning and mobilisation towards sustainable national development.

Figure Five: TCI Strategic Youth Development Framework 2008-2012



Appendix 1

TCI Youth Department: SWOT- Resource capability mapping, July 2007

INTERNAL	
Strengths	Weaknesses
<ul style="list-style-type: none"> ➤ Diversity of ages- better intergenerational representation, linkages and partnerships; covering of national youth age range 10-35 ➤ Knowledge and experience of team on youth development issues ➤ Positive attitudes and commitment ➤ Shared consensus for SP and interest in improving /benefiting young people. ➤ Flexibility and mobility ➤ Representing different islands ➤ Research methods ➤ Analytical thinking ➤ Writing listening, speaking, innovation, results-oriented ➤ Embedded target population ➤ Resources- finances identified ➤ Good relationship with senior management and political directorate ➤ Technical expertise 	<p>Communication breaks down Geographical separation Limited size of team = all members must give 100% Not all knowledge and skills resident Team not involved as a stand-alone/ full time activity Does not reflect the full diversity of the TCI No expertise for participatory/ field research and analysis</p>
EXTERNAL	
Opportunities	Threats
<p>Dept of Education has strategic plan- guidance and guidelines and possibilities for tapping into resources <u>Documents to guide process:</u></p> <ul style="list-style-type: none"> ➤ National Development Plan ➤ Youth Policy ➤ Social Development Strategic Plan ➤ AIDS Dept Plan? ➤ National Census ➤ Tourism Plan ➤ Labour Statistics and Survey ➤ Immigration Policy ➤ Elections manifestos ➤ National Youth Forum Findings ➤ Drug Unit Paper ➤ NIS Paper ➤ Prison Statistics <p>Relationship with other Directors of Youth: Working (Best) practices and models Partners like CYPCC and CARICOM Political will</p> <p>Media involvement to create buy-in and awareness Goodwill of key public and private and NGO partners More youth identify with being a TC Islands</p>	<p>Will other departments be willing to partner, support and contribute? Lack of cohesiveness and team work across departments Shift in political will Diversity of young population- all segments must be understood and represented New and bigger “PR” issues may arise to deflect attention and divert resources. Process is supported by CYP and there may be shifts and delays because of their scheduling conflicts and resource availability. Shifting priorities of key public and private and NGO partners Youth development not seen as a critical part of national development for other key sectors (e.g. tourism) Cultural tensions with immigrants Losing TCI identity and heritage</p>

How do we build on internal strengths, exploit external opportunities?

1. Use capabilities strategically to obtain results (age, geography, core skills, culture and knowledge base)
2. Periodic updates on progress – use technology- internet etc. and engage media.
3. Obtain Strategic Plans from other youth directors and other national departments
4. Conduct literature review for strategic directions in context of youth empowerment and mainstreaming
5. Engage in team building exercises

Resolve or address weaknesses and avoid / deal with threats and weaknesses?

1. Group must be sensitized to wider diversity issues-
2. Group must identify core / critical elements to co-opt or consult on diversity issues e.g. Ministry of Culture; Police, Prisons, AG Chambers, Sports, Health
3. Early Stakeholder buy-in session- Important groups and individuals -Governor's wife; Premier's wife; church and school youth groups
4. Community outreach for church and school youth groups and community groups in islands for buy-in from members and leaders
5. High-level sensitization session
6. Proper empowerment / recognition of core team – From Minister
7. Enhance means and abilities to communicate real-time
8. Produce clear responsibilities and timelines integrating external inputs as a binding process.

Appendix 2 A

Stakeholder Consultation Results

Using the PEST analysis completed by the Youth Department, stakeholders were asked to list in priority order the three main political, economic, social and technological trends that affecting them and to recommend the corresponding results that the YD should deliver to meet the respective stakeholder's needs in each area.

Political	Trend	Stakeholders Reporting	Results to be delivered by YD/ General Recommendation⁸
Issue reported as # 1	Changing political agendas and priorities	Culture Dept. AIDS Centre, Gender, Economics	Youth Dept should have forum to address issue Maintain effective youth programmes irrespective of changes in political leadership Ensure policies and programmes not changed on political whim
	Constitutional alignment/ reforms (independence or no)	Sports Dept. National Drugs Unit	
	No youth in national governance and democracy structures	Education Dept Prisons,	Ensure more youth participation in governance
Issue reported as # 2	No formal youth governance structure or tradition	Culture Dept. AIDS Centre, Gender Dept, Economics Dept.	Provide support for establishing formal youth governance structure and for youth participation in government. Young people should be integrated into decision making process across all Ministries and Depts.
	Changing political agendas and priorities	Education Dept Prisons	Advocate for change in policy where non-belonger policies discriminate against promising young athletes who cannot attend for international meets.
Issue reported as # 3	Political partisanship	Education Dept Prisons	There should be more government involvement in policy monitoring and evaluation not just funding
	Constitutional alignment/ reforms (independence or no)	Culture Dept. AIDS Centre	
	Sexual abuse laws need updating	Gender Dept, Economics Dept.	Ensure better protection to young people and information on choices.

⁸ The general recommendations involve actions beyond the scope of the primary responses of the Youth Department or even those to be taken with the support of the strategic partners (stakeholders).

Economic	Trend	Stakeholder	Results to be delivered by YD
Issue reported as # 1	Unwillingness of nationals to accept certain jobs	Culture Dept. AIDS Centre	Programmes to show value of all types of jobs and instil pride in work and a good work ethic. Develop self-worth and self-esteem programmes. Focus programmes on pride in self and for nation building Develop programmes to address consumerism based on American culture.
	High cost of living High utility rates High interest rates High mortgage rates	Sports Dept. National Drugs Unit Education Dept Prisons	Implement effective price control
Issue reported as # 2	Unwillingness of nationals to accept certain jobs	Education Dept Prisons	Address the development of a new/ positive work ethic among youth so they can look at all jobs as important. Ensure adequate representation of nationals in all jobs/ sectors
	High level of investment in tourism and financial services	Culture Dept. AIDS Centre	Tourism product must be developed in terms of cultural heritage and unique TCI product - develop more heritage awareness in youth
Issue reported as # 3	High cost of living High utility rates High interest rates High mortgage rates	Culture Dept.	Change societal individualism and greed
	Skill level of workforce	AIDS Centre	Young people should be encouraged to excel by implementing programmes that stimulate them
	Composition of work force – expatriates for manipulative and labour	Education Dept Prisons	Address job quotas
Social	Trend	Stakeholder	Results to be delivered by YD
Issue reported as # 1	Teenage pregnancy	Gender Dept. Economics Dept. Education Dept Prisons	Education programmes
	HIV and AIDS and STIs	AIDS Unit	Partner with YMCA and culture
	Introduction of new cultures and lifestyles	Culture Dept.	Seek to control media influences on young people

	Large shifts of people to– Providenciales	Sports Dept. National Drugs Unit	Develop programmes to encourage youth to remain on island and take leadership roles
Issue reported as # 2	HIV and AIDS and STIs	Education Dept Prisons	More screening, drug availability and education
	Lifestyle diseases (obesity, hypertension, diabetes, etc)	AIDS Centre	Partner with Health and Education on healthy lifestyles
	Drug abuse	Gender Dept. Economics Dept.	
	Eroding family structures	Culture Dept.	Emphasize role of family downplayed, proper values
	No pension or retirement programmes apart from NIS	Sports Dept. National Drugs Unit	Entrepreneurship should continue to be encouraged- introduce financial literacy and education for young people
Issues reported as # 3	Attitudes (poor work ethic, time management, low productivity)	Sports Dept. National Drugs Unit	Attitudinal development programmes
	American cultural influence	Gender Dept. Economics Dept.	Focus on national culture
	Introduction of new cultures and lifestyles	AIDS Centre	Introduce specific culture programmes for young people
	Cultural imposition on indigenous population (Haitian, Jamaican, US) (Social discord within cultures)	Culture Dept.	<u>Quotas to be established to preserve local identity and way of life.</u>
	Large migrant population (66%) Retirement age @ 55 – population too small for this	Education Dept Prisons	<u>Institute visa policy</u> Individuals should be allowed o work as long as they are in good health Provide motivation for young people to upgrade education as they know jobs are available regardless of qualifications
Technological	Trend	Stakeholder	Results to be delivered by YD
	Young people can access and exploit technology	Education Dept Prisons Culture Dept. AIDS Centre	Work towards technology use protocols/ etiquette to encourage youth to develop healthy attitudes to technology/prevent abuse
	Abuse of technology	Culture Dept.	

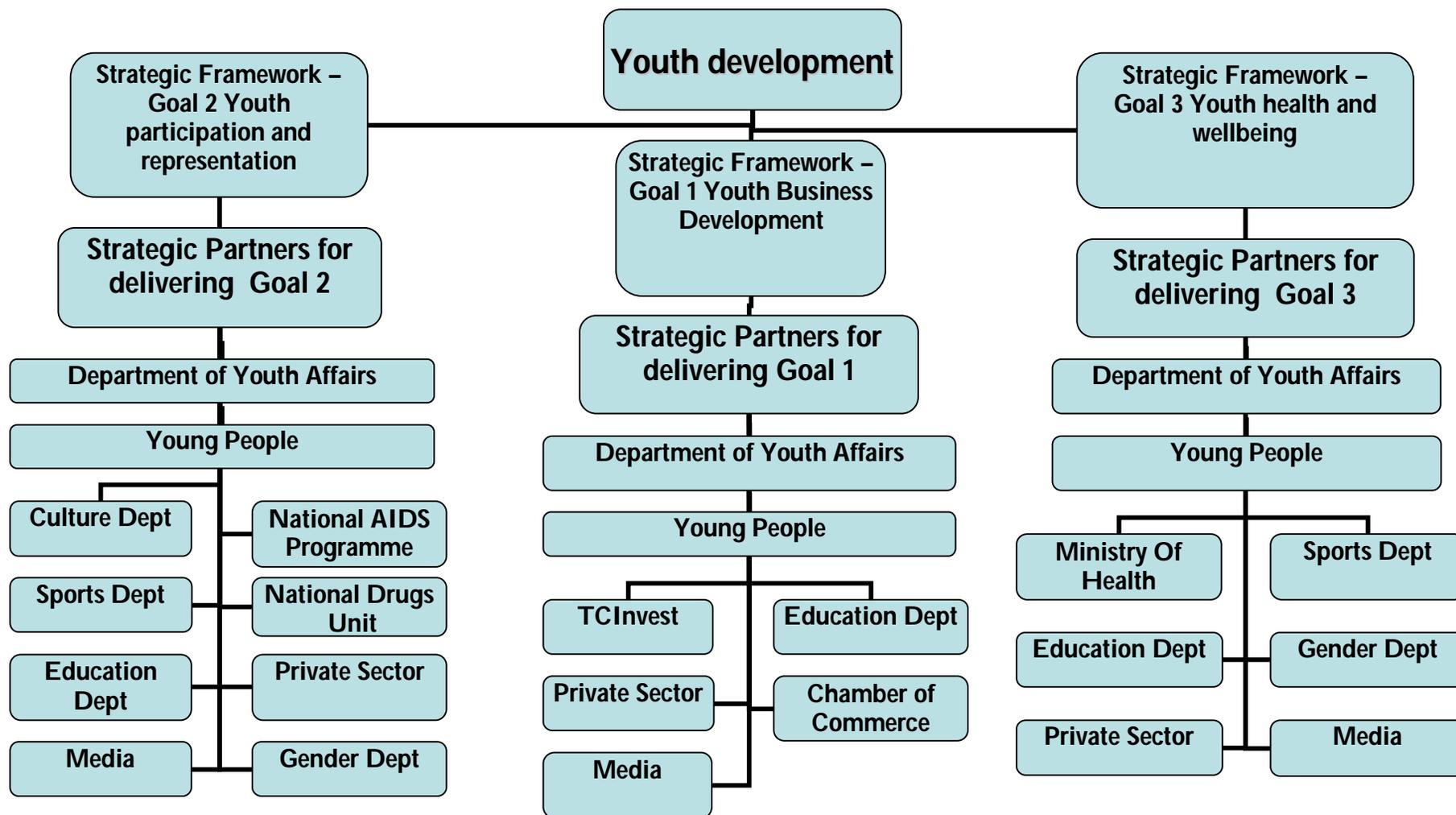
Appendix 2 B

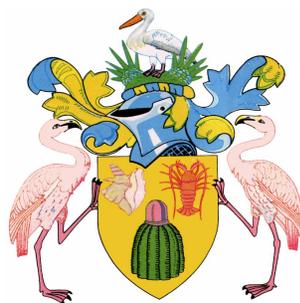
Stakeholder Consultations A Framework for strategic alliances -

Services stakeholders provide	Services YD provides
<p>Culture Programmes to educate youth in culture and heritage A source for research and culture Gives youth opportunity to take part in cultural expressions – folk and heritage</p>	<p>Common- Chance to work and interact with young people – outside school Culture - Focus on culture, heritage and life style of youth – maintaining currency to shape programmes to suit youth</p>
<p>National Aids Programme Opportunity to feedback on youth issues- youth peer educators and counselors Youth Arm of AIDS programme at community level– provide services relating to self-esteem, self-awareness and sexuality Provide pool of youth from structured environment – use facilities and established pool to build their programmes Partnership</p>	<p>Common- Chance to work and interact with young people – outside school</p>
<p>Prisons and Education Department Rehabilitation for imprisoned youth and life and vocational skills Correctional services, discipline, and education upgrade Social services, group and individual counseling, mentoring from outsiders to improve social skills, health care, psychological assessment and psychiatric referrals</p>	<p>Facilitate jobs Data base for information and evaluation Flexibility to carry out services and understand different youth and serve cultural diversity and awareness</p>
<p>Gender, Economic Planning and Statistics Counseling services – abuse approx. 40% youth Funding programmes through DEPS Evaluation of utilization of funds Policy oversight for cohesion with national agenda</p>	<p>Statistics on age, sex, for gender differentiation and resource balance and programmes,</p>
<p>National Drug Unit School drug and alcohol awareness programmes One on one counseling for youth and for family Youth Centre of Drug Unit being established</p>	<p>Statistics on age, sex, for gender differentiation to advise programmes,</p>
<p>Youth Department</p>	<p>Support in terms of providing forum and outlet to market services and products to young people</p>
<p>Sports Department Sporting facilities and sporting equipment Resources – coaches courses and officials courses for young people on sporting disciplines</p>	<p>Information on sporting activities and facilities needed</p>

This is a representation of the services stakeholder reported that they provide the Youth Department and the benefits they derive from the Department or wished to derive.

Strategic Implementation Matrix





DEPARTMENT OF YOUTH
TURKS AND CAICOS ISLANDS

Operational Plan

April 2008 to March 2010

Logical Framework for Strategic Planning: – Goal 1 (Youth Business Development- YBD)

PROGRAMME AREA	Objectively Verifiable Indicators	Means of Verification	Allocated Funds	Officer Responsible
Goal 1: To develop a strong entrepreneurial and business ethic among young people and to facilitate opportunities for young people to be employed on a sustainable basis	Proportion of young people entering business Proportion of young people accessing non-traditional employment	National Statistics Labour Department		National Director
Objective 1.1: Support the creation of a <i>work ethic</i> , career pathing and guidance programme for at risk young people by 2009	No. of young persons benefiting from career pathing initiative	Reports from Youth Department, Labour, Education Ministries etc.		Programme Officer, Business
Results: 1. Participation of high and vocational school students in programmes 2. % increase in vocational programme in schools offering more innovative subjects linked to economic development	1. No. of young people involved in school to job programme 2. No of schools participating 3. % increase of young people participating in “non-traditional jobs”	Reports, Surveys		Programme Officer led by National Director supported by Youth Officer
Activities 1. Design School to Job Programme- criteria for selection and participation 2. Establish MOU with private sector agencies and participating partners 3. Launch programme with participating schools and partner agencies 4. Develop TOR for annual Career Corners Programme- (Private sector, public sector and entrepreneurs) 5. Design ‘The World of Work’ Quiz Show.	1. MOU with Min. of Education 2. No. of private sector agencies and participating partners 3. No. of schools and partners on board. 4. No. of partner agencies contributing. 5. Local media station hosting show.	MOU and reports Media reports, reports, minutes from meetings Media releases, school reports, participants feedback		Programme Officer and Youth Officers

PROGRAMME AREA	Objectively Verifiable Indicators	Means of Verification	Allocated Funds	Officer Responsible
Objective 1.2: Expand the scope of the TCI schools programme to four primary schools within the planning period to target ages 7 to 10 years to create appreciation, awareness and culture for business and entrepreneurship.	A proportion of school children reporting business awareness and know-how as a result of the programme	School reports Participants surveys		Programme Officer
Results: 1. Improved capacity of children to understand business and savings concepts 2. School children provided with basic entrepreneurship skills	1. Increased proportion of children demonstrating awareness and knowledge of entrepreneurship 2. No. of entrepreneurship ventures in participating schools	DOYA Reports Teacher observations and reports School children School curriculum/ programme		National Director Programme Officer
Activities: 1. Design special School Entrepreneurship Programme 2. Engage Pilot Schools 3. Train Teachers 4. Launch Programme 5. Monitor and evaluate	1. Curricula completed and printed 2. MOU with schools Training modules 3. No. of schools participating 4. Survey tool for teachers and students	Schools reports, DOYA Reports, Students and teachers' feedback.		Programme Officer Youth Officers on each Island
Objective 1.3: Enhance the capacity of at least 15 persons per year to become gainfully self-employed with effect from May 2008.	A proportion of young people reporting improved livelihoods as a result of enterprise development programme	DOYA Reports, Labour Statistics, Beneficiary Surveys		Programme Officer Youth Officers on each Island
Results: 1. Improved capacity to access livelihood opportunities 2. Young people provided with entrepreneurship skills	1. No. of youth provided with entrepreneurship skills 2. No of youth businesses created and sustained			National Director Programme Officer
Activities: 1. Co-ordinate skills training for young people	1. No. of Training workshops entrepreneurship 2. No. of persons/staff trained.	Reports from coordinating partners Training packages		Programme Officer Youth Officers

PROGRAMME AREA	Objectively Verifiable Indicators	Means of Verification	Allocated Funds	Officer Responsible
2. Identify young people to participate in training	3. No. of training packages/guidelines developed	DOYA Reports Participants feedback		
Objective 1.4 Facilitate access of at least 10 young people per year to financial assistance for business start-up/scale up with effect from May 2008.	No of Financial Institutions participating % of youth loans as portion of total loan portfolio No. of youth businesses created and sustained	MOU participation institutions DOYA Reports		National Director Programme Officer
Results Improved access to credit	No. of youth businesses created and sustained	DOYA reports Reports from FIs		Programme Officer
Activities 1. Establish agreements with participating FIs. 2. Develop and circulate information packages 3. Coordinate lending arrangements between FIs and youth	1. No. of Financial Institutions participating 2. Promotional brochures printed 3. No. of loans approved and accessed	DOYA Reports Reports from FIs		Programme Officer Youth Officers on each Island
Objective 1.5 Create a job preparation and mentorship facility that will prepare at least 25 youth per year into career fields of choice with effect from July 2008.	No. of business participating Actual no. of youth mentored per year	DOYA Reports		National Director Programme Officer
Results: 1. Enhanced capacity of youth to sustain business operations 2. Increased opportunities for young people to access career information and know-how 3. Enhanced work ethic in youth	1. No. of young people accessing and utilising mentorship facility 2. No. of young people benefiting 3. No. of strategic partnerships formed in career guidance and mentorship	DOYA Reports Reports from participating agencies Participants' feedback		Programme Officer
Activities Establish agreements with participating agencies. 2. Develop and circulate information packages 3. Coordinate mentorship and career project	1. No. of Institutions participating 2. Promotional brochures printed 3. No. of students / youth accessing programmes			Programme Officer Youth Officers on each Island

Logical Framework: Goal 2 (Youth participation and representation- YPAR)

PROGRAMME AREA	Objectively Verifiable Indicators	Means of Verification	Allocated Funds	Officer Responsible
Goal 2: To provide opportunities to young people for their views to be heard and for them to contribute effectively to community and nation-building.	Proportion of young people at social and political decision making levels	National Statistics DOYA Reports Media Reports		National Director
Objective 2.1: Strengthen the capacity of at least 20 young people for leadership in communities, for national development and in democratic youth governance structures within the planning period.	No. of workshops held No of youth leaders trained No. of youth leaders involved in national development planning meetings	Training reports DOYA Reports Media Reports		Programme Officer
Result 1. National Youth Parliament in place by June 2010. 2. Youth trained as advocates of human rights, the rights of the child, democracy and good governance. 3. Youth participate in decision making at community and national levels	% of young people participating in governance and decision making processes at national levels Proportion of trained youth leaders running for political posts % increase in functioning youth clubs/organisations	DOYA Reports Media Reports Training Reports		Programme Officer
Activities Develop guidelines and training materials, where applicable Develop a criteria for selection of young people from all Islands or participation in leadership training Develop induction packages for use by young people Conduct training workshops Make priority list of youth leaders for placement in decision-making process	No. of training packages developed No. of trainers recruited No. of Training workshops held. No. of monitoring tools developed No. of youth leaders trained No. of M & E reports No. of young people involved in boards/national committees	DOYA Reports Media Reports Training Reports Participants Feedback		Programme Officer Youth Officers

PROGRAMME AREA	Objectively Verifiable Indicators	Means of Verification	Allocated Funds	Officer Responsible
Identify opportunities for inclusion of young people in governance processes /boards/ decision-making fora Liaison with Govt agencies and partners to create opportunities for young people to be involved on national boards and committees. Design standard format for monitoring and evaluating training programmes Monitor effect of training on youth leaders'				
Objective 2.2: Advocate for the involvement of at least two schools on each island to introduce a student /schools council to give youth competence in self-government and democratic behaviour by May 2009.	No. of schools participating No. of students involved in each participating school.	Min of Education Programme reports		National Director
Results: Enhanced capacity of students to understand and function in democratic institutions Enhanced leadership capacity in school students	% of young people participating in school councils on each island.	School reports Student surveys		Programme Officer
Activities: Establish guidelines/ TOR for school council to facilitate youth decision-making and leadership Identify schools for pilot Establish agreements for pilot in schools Launch pilot Monitor and evaluate pilots in schools	No. school consultations conducted. No. of school children trained/ sensitised No. of schools where programme is implemented	MOU with schools School reports Participants' feedback		Programme Officer Youth Officers
Objective 2.3: Promote the participation of at least 15 young people per year in environmental protection, in cultural preservation and national pride at community and national levels.	No of young people in select activities No. of agencies accepting youth in programmes	MOU with agencies DOYA Reports		National Director

PROGRAMME AREA	Objectively Verifiable Indicators	Means of Verification	Allocated Funds	Officer Responsible
<p>Result</p> <p>Enhanced awareness of young people for environmental protection, cultural preservation and national pride.</p> <p>Increased promotion and advertising of environmental protection, cultural preservation and national heritage and pride using and targeting youth.</p>	<p>No of youth participating</p> <p>No of agencies involved</p>	<p>DOYA Reports</p> <p>Media Reports</p>		<p>Programme Officer</p>
<p>Activities</p> <p>Identify and secure partnership agreements with participating agencies.</p> <p>Identify youth for programme participation</p> <p>Launch programmes</p> <p>Monitor and evaluate programmes with participating agencies</p>	<p>No of youth participating</p> <p>No of agencies involved</p>	<p>Reports from participating agencies</p> <p>Participants feedback</p>		<p>Programme Officer</p> <p>Youth Officers</p>
<p>Objective 2.4</p> <p>Create an annual award scheme to recognise excellence in youth achievement and provide opportunities for creative, cultural and heritage expression of talents by June 2008.</p>	<p>No. of with awards schemes for excellence in youth achievement</p>			<p>Programme Officer</p>
<p>Result</p> <p>Increased visibility of young people's contribution to national development through awards schemes</p>	<p>No. of youth projects awarded</p> <p>No. of agencies contributing</p> <p>No. of young people participating in the Scheme</p> <p>No. of Awardees</p>	<p>Nomination Forms</p> <p>Media Reports</p>		<p>Programme Officer</p> <p>Youth Officers</p>
<p>Activities</p> <p>Conduct desk review of youth award schemes regionally and internationally.</p> <p>Develop outline proposal for TCI Youth Awards</p>	<p>No. of meetings held for establishing criteria for the TCI Youth Development Awards</p> <p>No. of selected projects/ nominees</p> <p>No. of meetings with Youth Officers on the Awards Scheme</p>	<p>DOYA Reports</p> <p>Award Material</p> <p>Media Reports</p>		<p>Programme Officer</p> <p>Youth Officers</p>

PROGRAMME AREA	Objectively Verifiable Indicators	Means of Verification	Allocated Funds	Officer Responsible
<p>Establish local planning Committee and hold meetings to develop TCI Youth Awards criteria, promotions, eligible projects/ activities, nomination mechanisms, prizes and agency partnerships</p> <p>Seek collaboration/ youth input for the design of the TCI Youth Award logo/prizes or trophies/ brochure</p> <p>Train and sensitise staff in promoting Awards at community levels</p> <p>Plan media launch of the TCI Youth Awards</p> <p>Disseminate application nomination forms</p> <p>Invite nominations for the Youth Awards</p> <p>Set up judging system to review nominations and select successful awardees</p> <p>Announce and publicise the winning projects/awardees</p> <p>Gala Award Evening for winners, families and collaborating partners</p>	<p>No of meetings held in communities to promote awards</p> <p>No. of private sector/ sponsors participating</p> <p>No. and type of marketing and promotion tools developed for the Awards</p> <p>No. of newspaper articles and media coverage on the winning projects.</p> <p>No. of awardees</p>			
<p>Objective 2.5</p> <p>Strengthen the capacity of at least 10 young people on each island to support the implementation of the National Youth Policy within the planning period.</p>	<p>No. of young people trained</p>	<p>DOYA Reports</p> <p>Training Reports</p>		<p>National Director</p>
<p>Result</p> <p>Capacity building of young people</p> <p>Partnership for support to youth networks</p>	<p>No. of young people trained</p> <p>No of partner agencies supporting programme</p>	<p>DOYA Reports</p> <p>Training Reports</p>		<p>Programme Officer</p>
<p>Activities</p> <p>One capacity building programme per island for implementation of national youth development plan</p> <p>One national forum on the Youth Policy</p>	<p>No. of National capacity building programme organized</p> <p>No. of youth trained</p> <p>No. of youth participating</p>	<p>Training Reports</p> <p>Youth Officer reports</p> <p>Participants Feedback</p>		<p>Programme Officer</p> <p>Youth Officers</p>

PROGRAMME AREA	Objectively Verifiable Indicators	Means of Verification	Allocated Funds	Officer Responsible
Objective 2.6: Promote the implementation of youth mainstreaming in at least 2 pilot initiatives by June 2010 <i>(e.g. Office of the Premier, Finance, Tourism, Culture, Environment, ICT Departments)</i>	No. of pilot project for youth mainstreaming developed Partnership with GO and NGO established for pilot project No. of organizations implementing the pilot project	Reports from partner agencies DOYA Reports		National Director
Result Enhanced capacity of government agencies for mainstreaming	Mainstreaming Toolkit developed and circulated Agreement reached on key sectors to be targeted for mainstreaming pilot. Agreement reached with governments/ agencies for implementing pilots. Core roll out team comprising DOYA and youth leaders trained as facilitators No. of workshops conducted	Toolkit Reports from partner agencies DOYA Reports		Programme Officer
Activities Technical assistance for mainstreaming guidelines Mainstream Pilot Projects Recruit consultant to facilitate the process Train staff and youth leaders to roll out process Initiate meetings with governments/agencies for implementing pilots Conduct workshops for representatives of depts. & agencies Evaluate and monitor pilot	No. of tool kits circulated No. of representatives of government departments agencies trained	Reports from partner agencies DOYA Reports Training Reports		Programme Officer Youth Officers

Logical Framework: Goal 3 (Youth Health and Wellbeing- YHW)

	Objectively Verifiable Indicators	Means of Verification	Allocated Funds	Officer Responsible
Goal 3: To create opportunities for young people to access healthy behaviour and lifestyles and to improve their social and emotional health and wellbeing.	No. of young people accessing opportunities Partners engaged. Increased numbers of agencies/ institutions offering youth-friendly products and services	Health sector reports National Statistics		National Director
Objective 3.1: Facilitate the establishment of programmes in schools that promote physical, mental and emotional wellbeing by the end of the planning period in collaboration with other stakeholders by the end of the planning period	No. of young persons benefiting from initiatives and leading healthy lives No of schools participating No of partnerships established for programme implementation	Reports of meetings Programme documents DOYA Reports		Programme Officer
Results Increased awareness of health challenges facing children and youth within TCI Increased integration of youth friendly approaches in health and wellbeing promotions and material Increased promotion of health behaviour and lifestyles by youth	No of young persons targeted No. of young persons trained as health advocates / peer counselors No. of youth friendly promotions/ material	Training material developed Media reports and releases Surveys of target population		Programme Officer

	Objectively Verifiable Indicators	Means of Verification	Allocated Funds	Officer Responsible
Activities Commission research on health and wellbeing issues affecting children and youth Identify and engage strategic partners for programme Coordinate design of standard module/ training sessions for schools Coordinate design and development of youth-friendly and youth sensitive material on health and wellbeing Train and sensitise youth officers to lead programme in schools communities Organize monthly wellness sessions in schools and communities Monitor and evaluate programme performance	No. of meetings with health and social services dept. No and type of intervention strategy developed for schools at primary and secondary levels No. of sessions held for youth officers No. of session held ins schools M&E Report Tool	M&E Reports Training Reports DOYA Reporting Reports from Schools Student surveys		Programme Officer Youth Officers
Objective 3.2: Contribute to the strengthening of youth peer education community advocacy and outreach programmes on each island within the planning period.	No. of peer leaders/ advocates in programme No of partnerships established for programme implementation	Training Modules Training Reports		Programme Officer
Results Enhanced capacity of young people as peer educators and advocates	No. of young people trained and certified as peer educators and advocates	Training Modules Training Reports		Programme Officer

	Objectively Verifiable Indicators	Means of Verification	Allocated Funds	Officer Responsible
Activities Identify and engage partners for peer programme roll out Design peer education programme Design training modules Develop criteria for selection of peer advocates/educators Train youth officers Train youth Facilitate /Organise youth sessions in islands led by peer educators Monitor and Evaluate	No of meetings held No of partnerships formed No of training workshops held	M&E Reports Training Reports DOYA Reports		Programme Officer Youth Officers
Objective 3.3 Contribute to the creation of a social inclusion/ second-chance programme to re-integrate young offenders into mainstream development by April 2009.	No of youth accessing programme No. of partnerships established	National Security Reports Prison Reports		National Director
Results Increased no. of young offenders recommended for programmes Enhanced capacity of young offenders to access livelihood training and opportunities	No of youth accessing programme No. of youth accessing training and developing opportunities No. and type of training and development opportunities available.	DOYA Reports Prison Reports Surveys Case Studies		Programme Officer
Activities Advocate for Stay in School” programme for high-risk youth drug users, youth impacted by drug-related activities) as an alternative to their being expelled or incarcerated Design programme with relevant partner	No of meetings held No. of partners on board No of training/sensitization workshops held	Reports of meetings Media Reports		Programme Officer

	Objectively Verifiable Indicators	Means of Verification	Allocated Funds	Officer Responsible
agencies Contribute to implementation of programme Train and sensitise youth Officers				
Objective 3.4: Promote youth focused crime-prevention programmes in all school and communities by September 2008	No of schools participating No. of partnerships established	National Security Reports Prison Reports Education Reports		National Director
Results Enhanced appreciation for civic-responsibility Enhanced awareness of policing procedures Enhanced level of PR and support between youth and police	No of schools participating No of school programmes conducted No. of police stations involved	DOYA Reports National Security reports School reports Community feedback		Programme Officer Youth Officers
Activities Work with Police and other agencies to design programme Select schools for programme implementation Train and sensitise youth officers and community youth leaders Launch programme	No. of police stations involved No of schools participating No of school programmes conducted No. of workshops/ sessions held	DOYA Reports Training Reports Participants Feedback		Programme Officer Youth Officers
Objective 3.5: Contribute to the creation of opportunities for young people especially at risk youth to participate in sporting and other exchanges within the islands and regionally that will help them to adopt and advocate for healthy lifestyles and healthy behaviours within the planning period.	No. of at risk young persons benefiting from initiatives and leading healthy lives	Sports Dept. Reports DOYA Reports Health Sector Reports Education Reports		National Director

	Objectively Verifiable Indicators	Means of Verification	Allocated Funds	Officer Responsible
<p>Results Increased inclusion of young people in social development At risk and socially excluded young people participate in life skills training, peer education, sporting activities and exchanges with other young people</p>	<p>No. of capacity building programmes for youth at risk and socially excluded young people conducted No. of peer educator programmes No. of networks formed No. of young people benefiting from these programmes No. of young people meaningfully engaged in spreading awareness on healthy behaviour and lifestyles. No. of cultural/sports exchanges and no. of young persons participating</p>	<p>Reports from participating agencies Training Reports Participants Feedback</p>		
<p>Activities Co-ordinate skills training for young people Develop training packages Identify young people to participate in training and programmes Training of Trainer Workshops Identify young people to participate in sports programmes Identify young people to participate in exchange visits</p>	<p>No. of Training workshops held. No. of persons/staff trained No. of training packages/guidelines developed</p> <p>No. of young people involved in healthy lifestyles promotion initiatives No of sports programmes implemented</p>	<p>Reports from participating agencies Training Reports Participants Feedback</p>		

	Objectively Verifiable Indicators	Means of Verification	Allocated Funds	Officer Responsible
Objective 3.6: Contribute to the strengthening of family and community relationships so that they become a resource pool to help young people with their values, life style issues and coping skills within the planning period.	No of family and community groups involved	Social Development Reports Case reports		National Director
Results Enhanced capacity of family units to understand and support youth development Increased opportunities for intergenerational support and cooperation for wellbeing and wellness	No of persons accessing programme opportunities No. of Government and non-govt agencies supporting programme No of interventions/ sessions held	DOYA Reports		Programme Officer Youth Officers
Activities Engage partners at Govt and non-government levels in programme design and development Identify criteria for selection of beneficiaries Train Youth Officers for programme roll-out Promote/ publicize programme in communities Pilot programme in communities Monitor and evaluate progress	No. of meeting held No. of partnerships established No. of training sessions/ interventions held No. and type of promotional material developed	Meeting Reports DOYA Reports Partner Agency Reports Participants' Survey M&E Reports		Programme Officer Youth Officers

Appendix 6

TURKS AND CAICOS ISLANDS DEPARTMENT OF YOUTH AFFAIRS YOUTH CONSULTATION QUESTIONNAIRE, NOVEMBER 03, 2007

*PLEASE HELP US TO IMPROVE OUR YOUTH PROGRAMS AND SERVICES
BY ANSWERING THE QUESTIONS BELOW TO THE BEST OF YOUR ABILITY*

1. Age: Male Female Nationality_____
2. Name a song you really, really like: _____
3. Who is your Role Model? _____
Why? _____
4. Circle the different activities you have participated in at school (basketball, football, Spanish Club, drama, student government, music, dance). Write in any other _____
List any activities would you like to participate in that are not available in your school/community

5. What's the one good thing about TCI society?

- Why?_____
6. What is the one thing that bothers you most about TCI society?

- Why? _____
7. If you were the Premier what's the most important thing you would do for young people in the TCI? _____
8. In which areas of development in TCI do you think young people have the least say or involvement?

- What would you recommend to get young people more involved?

9. List the 3 most important programs that a youth department should offer to meet young people's needs?
 1. _____
 2. _____