

MULTILATERAL INVESTMENT FUND

Trinidad and Tobago MIF Delegation of Authority to Country Offices Plan of Operations

1. GENERAL INFORMATION

A.	<i>Project Title</i>	This is ME
B.	<i>Project No. (TC#)</i>	TT-M1032
C.	<i>Executing Agency</i>	<i>Caribbean in Transit</i>
D.	<i>Target Beneficiaries</i>	125 youth aged 16-25
E.	<i>Sources of Funding</i>	Total Cost: \$300,000 MIF Contribution: \$150,000 (50%) Counterpart Resources: \$150,000 (50% cash, 50% in-kind)
F.	<i>Objectives</i>	(i) At the impact level this project will contribute to the development of micro business opportunities in the fashion sector for at risk youth in low income urban areas near Port of Spain, the capital city of Trinidad and Tobago (ii) At the results level this project will adapt the This is ME arts for social change model to develop micro entrepreneurial abilities and market linkages for at-risk youth in Cocorite and Belmont.
G.	<i>Execution Timetable</i>	The project will be executed in 21 months The period for Disbursement will be 24 months

2. BACKGROUND AND JUSTIFICATION

Problem Summary

- 2.1 Although at the macro level Trinidad and Tobago has exhibited positive performance in GDP, like many countries in the Latin America and Caribbean region, youth under and unemployment is a serious development challenge, which is particularly prevalent in poor urban communities where crime can provide other livelihoods and social opportunities for at risk youth. Poverty, low levels of educational attainment and an absence of basic life skills preclude access to opportunities for even entry-level employment, as well as enrollment in traditional technical training programs.
- 2.2 Incidence of poverty and low educational attainment of targeted beneficiary groups is supported by available social economic data. Data available for targeted urban communities bordering Trinidad and Tobago's capital city indicate that youth are poor, have little education, are at high risk of involvement in crime and are unlikely to succeed in accessing further training / employment opportunities. In 2005 the Government of the Republic of Trinidad and Tobago (GORTT) designated East Port of Spain a special development zone in recognition of the depressed standard of living of the residents coupled with high rates of crime and unemployment. According to the Human Development Atlas (2012) the Port of Spain and western division of Trinidad and Tobago were

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amongst the regions reporting the highest percentage of crime¹. Additionally, Port of Spain suffers from an adolescent fertility rate of 55.9 %², one of the highest rates in the country. A 2013 study on at risk youth in T&T found that society unfairly misrepresented youth in these hot spots areas based on their place of abode³, low levels of academic achievement and a disruptive home life resulting in low aspirations for their future.⁴

- 2.3** Within the East Port of Spain community lies Belmont, one of the cultural capitals of Trinidad and Tobago.⁵ Belmont lies north-east of the capital city and is a densely populated urban area⁶ of middle, lower middle and working class households with pockets of very low income earners and a large number of unemployed youth. Cocorite is an urban community located northwest of Port-of-Spain. Like Belmont, it is densely populated with a high distribution of low income youth. According to the Survey of Living Conditions (SLC) 2005, 15-24 year olds in the district of the Port-of-Spain Regional Corporation (POSRC) account for 21.2% of poor males and 20.2% in the case of poor females measured nationally.
- 2.4** As expected, poverty, unemployment/low-earning capacity and low education attainment levels in the targeted Belmont and Cocorite communities are all interconnected. A survey conducted by the Inter-American Development Bank (IDB) funded Citizens Security Programme (CSP) revealed a modal monthly income of TT\$1,000 (approximately US \$155/month) in the Gonzales, Belmont region. According to the UNDP, the poverty line for T&T is TT \$1,000, thus many people are living at and possibly below the poverty line in these urban communities. Furthermore, many residents in these regions are employed in unskilled jobs, usually in the informal sector.
- 2.5** Inability to improve income mobility in these areas is compounded by the fact that residents have little to no formal education. More than 50% of males and females beyond age 14 in the POSRC do not attend school, and while 46% of the Cocorite population have access to secondary schooling at the highest level, a staggering 72% did not pass any exams.⁷ Within the Gonzales, Belmont communities, only 3% of respondents in the CSP survey have pursued tertiary education, while almost half of respondents have only completed primary school.
- 2.6** The government of Trinidad and Tobago and Non Government Organisations (NGOs) such as SERVOL have implemented a range of technical and vocational programs targeting low-income youth across the country. However, most of these programs do not successfully address transitioning of youth into micro entrepreneurship. Transitioning of trainees is either usually confined to job placement in minimum wage entry-level jobs, or the opportunities for business start-up, if addressed at all, are introduced in the very late stages of traditional programs. According to

¹ Port of Spain reported 58.8% of persons believe crime is a problem in their community; western division 64.8% of the population believes that crime is a problem in their community.

² UNDP "Human Development Atlas" 2012

³ Anecdotal data suggest that business are hesitant to hire persons from the Port of Spain region due to its designation as a "hot spot"

⁴ "Executive Report on the Committee on Young Males and Crime in Trinidad and Tobago" (2013)

⁵ East Port of Spain is said to be the birth place of Steelpan, calypso and carnival

⁶ According to figures from the East Port of Spain Development Company, the total population of Belmont is 11,627 (5296 Male:6331 Female); Upper Belmont total population 4559 (2264 Male:2295 Female)

⁷ Primary data as collected by the Citizens Security Programme Community Assessments.

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the Global Entrepreneurship Report (2014) for Trinidad and Tobago, although societal attitudes are positive in terms of recognizing opportunities for entrepreneurial activity, in the National Expert Survey conducted as part of this research study, 50% of expert respondents disagree that vocational, professional and continuing education systems provide good and adequate preparation for starting and growing a business. Furthermore 75% of expert respondents disagreed that new and growing firms can afford the costs of market entry.⁸

2.7 The central problem to be addressed by this project is the dependency of at risk youth on traditional programs which focus on job placement and do not adequately address the issue of successfully transitioning trainees into entrepreneurial activity. The result is that these individuals are forced to return to short-term income-generating opportunities with no sustainability or future potential.

2.8 The causes of the problem identified are:

- (i) **Limited focus and prospects for employment or micro business development:** although there are several training interventions targeting youth that are no longer within the formal education system these are not formally or significantly linked to micro business opportunities for participants. The proposed project will begin to address this gap by providing training and mentorship for micro business development from program inception, through a partnership with Youth Business of Trinidad and Tobago
- (ii) **Limited scope of training initiatives:** The majority of government-funded training initiatives focus on equipping an individual with technical skills, but little in way of further support in terms of self-development, networking, business information and market linkages all of which are key “soft” resources needed by potential entrepreneurs⁹. This project will focus on developing the non-technical skills and resources required for micro business development, in tandem with life and technical skills tracks and, in recognition of the high failure rate of startups, will seek to support teams of micro entrepreneurs that can work in a co-operative structure supported by business and industry mentors in order to improve chances of survival and growth.
- (iii) **Youth interventions not tailored to their needs and reality:** Additionally government programmes that promote vocational training have traditionally focused on technical skills required within the energy sector or traditional vocations such as plumbing, carpentry etc. Programmes that offer “fashion” do not go beyond the basics of sewing. This project will expose participants to skills relevant to various levels of the sector’s value chain including design, merchandising, marketing, personal styling, etc. to expand the participant’s recognition of business opportunities available.
- (iv) **Training initiatives are not structured to include access to finance for translating technical skills to business startup:** The Global Competitiveness Report 2014-2015 for Trinidad and Tobago has identified Access to Finance as the 5th most problematic factor for doing business. As noted above, expert opinion in Trinidad and Tobago’s entrepreneurial

⁸ Global Entrepreneurship Monitor Trinidad and Tobago 2014 Report

⁹ Ibid

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support ecosystem recognize financial barriers to business startup¹⁰. Microfinancing has not been the main focus of the financial sector in Trinidad and Tobago and access to finance for starting micro businesses is limited.

- 2.9 Engaging with at risk youth in the targeted low-income communities to transition them into income-generating activities requires an innovative and modern approach. Any intervention targeting at-risk youth must focus on issues of improving equity, differentiated curricula, improvement of life skills and the overall development of the individual.¹¹
- 2.10 This is ME is an innovative youth development intervention that is intended to provide low-income youth residing in the capital city with an arts based program that will help them develop personal, technical and business skills and provide support for engagement in fashion/textile/garment design and production as a micro business. The program offers an alternative to traditional technical vocational training programs offered to the country's high risk youth in that it focuses on the creative sector and is an integrated model that incorporates life, technical and business skills, in addition to linkages to startup capital and mentorship from program inception to completion. By incorporating a partnership with Youth Business of Trinidad and Tobago (YBTT) in curriculum design and delivery, participants will have access to information and resources needed to access business start-up loans provided by YBTT to low income youth wanting to start a business. This partnership is a high value-added fit with the program, which is intended to support the creation of micro enterprises as a key outcome of the project
- 2.11 Beneficiaries:
- 2.12 The *This Is ME* project will engage 125 young people, ages 16-25, in urban communities of Cocorite and Belmont bordering the capital city in Trinidad. This group will be made up of youth who would have dropped out of school; those who would not have obtained the basic secondary school certification required to access further education and most entry-level employment opportunities; as well as young people with gaps in their foundational literacy and numeracy skills who feel disengaged from the school system. Many will recognize themselves as trapped, facing an uncertain future in which poverty looms and crime and drugs are possible options. Most will have an inclination towards artistic expression, whether evident or latent, or an interest in exploring and developing possible talent. Of the 125 targeted beneficiaries at least half are expected to be female.
- 2.13 The "This Is ME" intervention assumes a holistic approach to youth and community development designed to unlock and leverage creativity for income-generation. Coaching and development in personal and life skills, networks, technical skills as well as access to financial and business support are all directly relevant to successful self-employment. This complex equation will be addressed through *This is ME* by leveraging a range of partnerships, experience and resources including but not limited to:
- 2.14 Adaptation of creative art therapy for self-development that Caribbean in Transit has successfully pioneered in Haiti. Participants will be simultaneously encouraged and challenged to rethink and

¹⁰ Ibid

¹¹ These recommendations stem from the report produced by the Committee on Young Males and Crime in Trinidad and Tobago (2013)

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relearn notions about the world, themselves, what they represent and how they can contribute to their families, communities and the wider society as a critical complement to technical skills development. The inclusion of socio emotional skills training in the training curriculum will leverage the executing agency's core competency of utilising arts for social change while providing at risk youth with "soft skills" required for full engagement and follow through on technical, business and mentorship opportunities.

- 2.15** Technical curricula modeled on a modular program developed for high-risk youth in India that takes into consideration educational, social and personal challenges faced by low-income youth. Fashion in particular is attractive to targeted participants as it forms part of the creative industries sector and does not require successful completion of the formal education system.
- 2.16** Partnerships with Youth Business Trust of Trinidad and Tobago, a member of the Youth Business International network to leverage expertise and experience in business training, mentorship and microfinance for low income first time entrepreneurs.
- 2.17** Involvement of mentors and advisors from the local fashion industry.
- 2.18** Fashion was identified as the focus of technical training and business development in the program as the local sector offers a variety of niche market opportunities for graduates as a part of full-time business. These include:
- Repairs, adjustments and alterations to ready-to-wear apparel (a service many mid- and high-range retailers and dry cleaners seek to provide to deliver higher value)
 - Design and fabrication of office attire for working/professional women
 - Customization of other work attire for manufacturing and other service companies that wish to have their representatives easily identified for branding purposes
 - Custom design and fabrication of formal and wedding attire
 - Design of local ethnic attire for Trinidad and Tobago's numerous cultural festivals which are celebrated nationally
 - Design and fabrication of carnival costumes for Trinidad and Tobago's carnival and export to other T&T inspired Carnivals in the region, including Miami Carnival, New York Labor Day and Toronto's Caribbean
 - Resort wear for Tobago's visitors
 - Local fashion houses that are emerging and integrating into international markets
 - Design and fabrication of home accessories such as accent pieces, bedding and curtains
- 2.19** The project is aligned with MIF's youth agenda directly targeting at-risk youth by testing an innovative model to improve opportunities for self-employment in "hot spot"/high risk¹² communities. This project will contribute to the priority areas as identified in the MIF Youth Strategy (2012) as follows:
- (i) Improve targeting of at-risk youth at the community level: Project activities will be delivered in close proximity to targeted beneficiaries communities' in order to facilitate ease of access to the programme and reduce attrition rates.

¹² A hot spot community is an area of containing dense clusters of criminal incidents (as defined in the paper "No Time to Quit: Engaging Youth at Risk, Executive Report on the Committee on Young Males and Crime in Trinidad and Tobago" (2013)

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- (ii) Linking skills standards and certification to youth training programmes: Caribbean in Transit will partner with the head of the University of Trinidad and Tobago's fashion program and the National Training Agency to develop a training model that can over time be certified and help interested participants transition into more advanced training.
- (iii) Exploring new entrepreneurship alternatives for at-risk youth: Through a partnership with YBTT, the project will seek to explicitly support the formation of youth micro enterprises through the provision of business training, business mentorship and micro credit for startup costs.
- (iv) The project will take into account the specific needs and circumstances facing female participants and incorporate their needs into the design of the life skills component in particular.

2.20 The MIF's financial contribution will assist in developing and piloting a youth training intervention in the creative sector while the MIF's reputation, knowledge assets and network will help Caribbean in Transit, a relatively small civil society organization, to forge and sustain the critical linkages to public and private actors that will be essential to the success and potential scaling of this model beyond the period of MIF investment.

2.21 Furthermore, the project seeks to build on and leverage other previous MIF investments in training of at risk youth in Trinidad and Tobago which have had limited success in transitioning participants to income generating opportunities related to their field of technical development. MIF has supported several interventions¹³ primarily oriented to linking youth to employment or self-employment opportunities. Analysis of results achieved indicated that participants gained both technical and life skills that better positioned them for entry into the workplace but placement proved problematic due to logistical challenges and timeliness of placement opportunities. Lessons learned also supported the importance of industry advisory support to ensure relevance of training programs as well as the need to incorporate soft skills and remedial literacy for at risk low income participants. *This is ME* will address lessons learned to date and is differentiated from previous training initiatives supported by MIF in Trinidad and Tobago by its focus on the use of creative training and activities to build life skills and unlock potential of high risk youth for micro entrepreneurship.

2.22 The project will also leverage and complement previous MIF investment to strengthen the operations and mentoring model utilized by Youth Business of Trinidad and Tobago¹⁴ as well as the new regional initiative currently slated for Donors approval that will assist Youth Business of Trinidad and Tobago (YBTT) to support more innovative microenterprises.¹⁵ The objective of this regional program is to enhance the business capacities of low-income youth by expanding access to quality services, thereby laying the groundwork for a strengthened youth entrepreneurship ecosystem in Latin America and the Caribbean. This project targets Barbados, Jamaica and Trinidad and Tobago and the expected impact of this project is an increase in the number of successful and sustainable business of low-income youth in the Caribbean. The expected result is to create and strengthen youth businesses through a harmonized entrepreneurship training and aftercare support program.

2.23 YBTT, has been identified as a strategic partner for the successful execution of TT-M1032 through the organisation's ability to provide the startup capital required for beneficiaries to establish their micro business. Through the regional MIF programme RG-M1284, the ability of the YBTT team to

¹³ TT-M1003, TT-M1004, TT-M1006, , TC9405350 and TC9502445

¹⁴ TT-M1008

¹⁵ RG-M1284

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deliver improved and new services to their clients as it relates to portfolio management, mentoring and aftercare services will be strengthened. This will not only increase the capacity of YBTT as an institution but improve the sustainability of the partnership between YBTT and Caribbean in Transit and increase the chances of success for participants targeted via the microfinancing activities financed by the TT-M1032 project.

3. EXECUTING AGENCY

- 3.1 Caribbean in Transit began in 1996 as a corporate sponsored exhibition in Trinidad and Tobago; presently it is a nonprofit entity in both the US and the Caribbean. The organization, registered in Trinidad & Tobago and Virginia is governed by its Trinidad Board Members including Treasurer, Carlene Moolchan who owns and runs Elysium Business Support Services Ltd.; Secretary, Jacinta Mitchell; Samantha Gooden, Regional Brand Manager for LIME; Neysha Soodeen, C.E.O of MACO Investment Group, and founder Marielle Barrow. International Board Members include Horace McCormack, Chairman of the Rotary Caribbean-American Partnership; James Early, Director of Cultural Heritage Policy at the Smithsonian Center for Folklife and Cultural Heritage Policy, and Ms. Barrow. The board works hand in hand with various committees within the organization comprising over twenty five professionals across the Caribbean, US and Europe. In 2013, the founder of Caribbean in Transit was recognized by the IDB at its 2014 Annual Meeting as a BID Innovator.
- 3.2 Caribbean In Transit is a social enterprise network and works with a community of artists, scholars, entrepreneurs, policy makers and the private sector to foster a community of research and entrepreneurship related to artistic endeavors emerging from the Caribbean cultural expressions of identity. Caribbean in Transit has utilized its network extensively to conduct interventions focusing on arts/creative industry as a tool to contribute to social change in many jurisdictions; the EA therefore has extensive experience in working with youth from various backgrounds. Art therapy has been a key element of previous youth training and development efforts of this organization. "*This is ME*" is the flagship outreach programme for Caribbean in Transit, and as such the organization has hosted several iterations of the "*This is ME*" workshop throughout the region. Based on workshops conducted in Trinidad, Jamaica and Haiti, Caribbean in Transit has increased their network and understanding of the main challenges facing at-risk youth in the region and has deepened its interaction with participants through longer term engagements. The project has progressed from a two-day workshop in 2012 to a two-week engagement in 2013. This experience has furnished Caribbean in Transit with knowledge and contacts to create a yearlong institutionalized engagement that will promote the sustainability of the objectives of the "*This is ME*" project
- 3.3 During the course of project implementation, Caribbean in Transit will partner with the University of Trinidad and Tobago's tertiary training and incubation program for the fashion industry in program adaptation and quality assurance, with the National Training Agency in Trinidad and Tobago to develop a pathway to certification and with Youth Business Trinidad and Tobago for delivery of business support, mentoring and financing for graduates transitioning to self-employment.

4. PROJECT OBJECTIVES AND DESCRIPTION

4.1 Objectives

- (a) At the impact level this project will contribute to the development of micro business opportunities in the fashion sector for at- risk youth in low-income urban areas of the East Port

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of Spain. The program aims to ensure that 6 months after program completion (i) 4 participants are employed by a fashion business or involved in a micro entrepreneurial initiative within six months after program participation (ii) 75 participants have forged links to strategic business partners, and 1 year after program completion (iii) at least 50% of enterprises created are sustained

- (b) At the results level this project will adapt the This is ME arts for social change model to develop micro entrepreneurial abilities and market linkages for at-risk youth in Cocorite and Belmont. The targeted results for this program include (i) 100 participants graduate from the program, (ii) 75 participants in the program start a new micro entrepreneurial initiative or engage in further studies and (iii) 50 participants access micro finance for business startup.

4.2 This project will not only equip participants with the requisite skills and knowledge to become successful entrepreneurs, but they will be simultaneously encouraged and challenged to rethink and relearn notions about the world, themselves and what they represent through the unique combination of art therapy to develop student's socio emotional intelligence. The use of social emotional skills (SES) training has been identified as critical pathway to assist at risk youth to develop their voices, express their desire to access new opportunities and develop the emotional and practical skills necessary to equip them with the tools required to embrace viable pathways to a sustainable livelihood.

4.3 The life skills training incorporated into the project will focus on the development of S.E.S through the inclusion of art therapy. The program will specifically make use of a process known as "Objectification" and "Emotional Patterning through Art"¹⁶. At the beginning of the preliminary intervention participants will be asked to produce designs and art objects in line with their current personal thinking, knowledge, beliefs and views of themselves and their environment. At critical junctures in the program, they will repeat this exercise at times transforming the old object but also daring to create something new. Creating the work of art as representative of self at different junctures allows for "Objectification" where emotions are projected into the art object creating distance from inner feelings. Transformation of the object over time facilitates a parallel inner transformation and recognition of the capacity for change. This process is referred to as 'Emotional patterning through art' with an objective to assist in the adjustment of previous emotional habits and improve perceptions of self and the ability to successfully negotiate interactions with others.

4.4 The utilisation of art therapy is an innovation for both the MIF and T&T and the outcomes of this training will form a critical knowledge output under component 4: Knowledge and Communications. The "*This is Me*" model will therefore be a customized vocational training program that focuses on developing basic technical and life skills that can equip participants for self-employment in fashion design and garment tailoring, and a range of other market opportunities as outlined in Section 2. "*This is Me*" will be an innovative approach to a national problem of providing an alternative pathway to self-employment for at-risk youth.

4.5 The project will be structured as follows:

4.6 Component 1: Awareness Raising and Recruitment of Participants

¹⁶ (Harriet Wadeson, 1980, pp. 8-12)

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- 4.7 The objective of this component will be to raise the profile of Caribbean in Transit and “*This is Me*” project in order to identify and recruit participants and mentors. Activities to be conducted in this component include (i) Appearances and interviews in public and social media (ii) Meetings with other CBOs and NGOs working with at risk youth in target communities (iii) Developing press releases for traditional and social media.
- 4.8 The selection process for participants will include the following: (i) Interviews with potential participants to discern needs, capacities and interests of students (ii) Interviews with youth and parents as well as discussions with teachers or former teachers. General criteria for participation in the project will be as follows- Youth generally between the ages of 16 to 25 from lower income working households within the targeted urban communities. School drop-outs and/or youth that have not attained certification in the local secondary school system will be targeted, focusing on the engagement of youth with an inclination towards the arts but are disenchanted or at high risk of failure in the formal education system and are looking for positive engagement a new opportunity. **The main results of this component will be (i) the selection of 125 participants of which at least half will be female and (ii) at least 3 public outreach appearances by Caribbean in Transit to promote the program.** The selection criteria to be adopted for the selection of participants are as follows;
- (i) Shows a tendency toward the creative as represented by some form of work produced.
 - (ii) Is not inclined toward more traditional school curricula as represented by consistently poor and failing grades.
 - (iii) Has found fitting into the classroom environment challenging-may have behavioral, attendance or domestic issues.
 - (iv) Has dropped out of school officially or no longer attends most classes.
 - (v) Financially challenged and lives in a at risk community
- 4.9 Participation and retention will be encouraged through the unique approach of the program which will provide personal business and skills acquisition coupled with opportunities to access credit in the form of micro-credit through Caribbean in Transit’s partnership with YBTT. Micro loans a specially suited for this intervention as beneficiaries will be going into either (i) micro entrepreneurship, such as seamstress/tailor, which requires minimal capital outlay, e.g. Sewing machine, storage, fabric etc. or (ii) continue into further studies through access to Caribbean in Transit’s network within the creative industries nationally and regionally and their partnership with UTT. Component 1 will also involve the development of a baseline survey of participants and design of a tracer system to monitor progress through and beyond the formal program.
- 4.10 Component 2: Curriculum adaptation**
- 4.11 The objective of this component is to develop a fashion-based curriculum tailored to the local context and needs of participants from the target areas.
- 4.12 For the core technical skills in fashion, Caribbean in Transit will utilize an available Indian Fashion Design Modular program as a base that will be adapted by the Curriculum Development Team. This program was developed for low-income, high-risk youth in India and will be adapted to the needs and opportunities of the local industry as well as the socio economic and cultural context of

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Trinidad and Tobago and the targeted communities. The Curriculum Design Team will include teachers, potential trainees and industry actors; in addition module development will include engagement of the UTT's tertiary training and incubation fashion program team on content and context as well as with the National Training Agency to facilitate some basic level of vocational certification of the program over time.

4.13 Youth Business of Trinidad and Tobago will provide content and advisory support on the Entrepreneurship Business Skills module and Caribbean in Transit will lead the development of the Leadership Development module which focuses on art therapy content, life and personal skills development.

4.14 The project embeds Caribbean in Transit's prior experience in life skills training into each of the three modules of the curriculum. In addition, recognizing the socio economic realities of targeted beneficiaries from low income urban communities, the curriculum will include activities such as one on one counselling and coaching aimed at developing and building students' self-worth and validation. Additionally, the presence and participation of mentors from Youth Business of Trinidad and Tobago, as well as from the local fashion industry, will provide practical guidance and encouragement to youth along the way. Students will learn the importance of building relationships with a range of 'actors' in order to build personal network and so increase their access to relevant industry, know-how and resources.

4.15 The results for component 2 will include: (i) Establishment of a curriculum adaptation committee (ii) Review of curriculum after completion of first cohort (iii) Memorandum of Understanding (MOU) executed between Caribbean in Transit and National Training Agency to pursue certification of the *This is Me* training program and (iv) Recruitment of 20 mentors

4.16 Component 3: Technical and Life Skills training for Micro Business

4.17 The purpose of this component will be to implement the model and monitor feedback on the various training aspects. Three cohorts of participants will receive training; each cohort will participate in 3 months of formal training supported by an additional 3-6 months of mentoring on completion. The technical and life skills training component as well as business development will be integrated in each training cycle. Each cohort will be exposed to 192 teaching hours as well as having access to contact with mentors, coaches and advisors. The curriculum will be designed to be delivered over a 2 – 3 month period and will include 3 non sequential and integrated modules: (i) Module I - Foundation Skills in Fashion (ii) Module II - Leadership and Life Skills Training and (iii) Module III - Entrepreneurial Training and Business Start Up. Mentors will be assigned to each trainee in the initial stages of formal training and will remain in contact with the trainee for 3-6 months after course completion, the period of post training mentor support will be driven by the trainee's planned trajectory (e.g. those starting micro businesses may need more support).

4.18 On completion of the delivery of training to cohort 1 the curricula and delivery mechanisms will be reviewed taking into consideration results achieved by participants and feedback from both participants and instructors and mentors. The program will be revised as feasible to strengthen results and impact in delivery to Cohorts 2 and 3. In addition, the technical coordinator of the project will be responsible for continuous monitoring and quality assurance with support from instructors, mentors and other stakeholders and institutional partners. **The expected result for component 3 is the completion of training by 125 participants.**

4.19 Component 4: Knowledge and Communications

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- 4.20 The objective of this component is to develop and share a model to train at-risk youth for self-employment in a creative industry. The primary knowledge product to be developed will be a case study to be completed at the end of the project. In addition a fact sheet will be prepared and updated annually. **The targeted results for this component are the completion of the case study and fact sheet.** Additionally, the executing agency will document their experience and lessons learned regarding the incorporation of social emotional skills development into a formal vocational training programme targeting at risk youth in low income communities. This knowledge product will not only focus on the executing agency's experience with TT-M1032, but will also incorporate their previous experiences implementing their flagship "This is ME" workshop series in other Caribbean territories.¹⁷ This output will assist in the identification of best practices regarding the implementation of S.E.S in future MIF financed projects under the youth agenda.
- 4.21 The "This is Me" knowledge communications strategy will focus on developing and sharing a model to train at risk youth for self-employment in a creative industry by combining technical and life skills as well as entrepreneurship support in an integrated program. Strategic Audiences will include: (i) public and NGO training institutes targeting at risk youth such as SERVOL, the Loveuntil Foundation and the Youth Training and Employment Partnership Program (YTEPP) (ii) organizations involved in supporting micro business startup such as the National Entrepreneurship Development Company (NEDCO). A stakeholder forum will be convened towards the final stages of the project to share the results and case study formally with strategic audiences.

¹⁷ Caribbean in Transit has implemented short two day training programmes in Jamaica and Trinidad between the period 2012-2014 and a more intensive two week programme in Haiti in 2014. <http://caribbeanintransit.com/category/workshop-series/>

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5 BUDGET

5.1 The cost of the proposed project is presented in the following summary table:

Cost Elements	MIF	Counterpart	Total
Component 1	\$5,000	\$15,700	\$20,700
Component 2	\$22,200	0	\$22,200
Component 3	\$45,700	\$129,100	\$174,800
Component 4	\$8,000	\$4,000	\$12,000
Technical Co-ordination and Project Administration	\$48,600	\$1200.00	\$49,800
Evaluation	\$10,000	0	\$10,000
Ex-post reviews	\$8,000	0	\$8,000
Contingencies	\$2,500	0	\$2,500
Total	\$150,000	\$150,000	\$300,000

All figures are expressed in US dollars.

5.2 **Sources of Funding:** The total cost is budgeted as US\$300,000, of which MIF will contribute US\$150,000 (50%) in non-reimbursable technical co-operation funds. The Executing Agency commits to make the remaining funds, US\$150,000 (50%) available as counterpart resources, of which US \$75,000 will be provided in cash, and US \$75,000 will be provided in kind. The Executing Agency commits to provide all counterpart resources either directly and/or by mobilizing other stakeholder/partner agency contributions. A detailed budget is presented in Annex II.

5.3 **Disbursements:** Disbursements will be reviewed on an ex-post basis.

6 MECHANISMS FOR PROJECT EXECUTION

6.1 **Execution and Disbursement Periods.** The project will be executed in 21 months and will be disbursed in 24 months. The planned project execution timeline is presented in Annex III.

6.2 **Program Implementation Readiness.** The institutional assessment presented in Annex VI indicates that the Executing Agency has adequate capacity to implement the project.

6.3 **Disbursements by Results:** Project disbursements will be contingent upon verification of the achievement of milestones. These milestones will be verified using their means of verification, which will be agreed upon between the Executing Agency and the MIF. Achievement of milestones does not exempt the Executing Agency from the responsibility of reaching the logical framework indicators and project's objectives. According to the Performance and Risk-based Project Management approach, project disbursement amounts will be based on the project's liquidity needs, for a maximum period of 6 months. These needs must be agreed upon between the MIF and the Executing Agency and will reflect the activities and costs scheduled in the annual planning exercise. The first disbursement will be contingent on reaching Milestone 0 (conditions prior). Subsequent disbursements will be issued as long as the following two conditions are met: i) MIF has verified that milestones have been achieved, as agreed to in the annual plan; and ii) that the Executing Agency has justified 80% of all cumulative advances.

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- 6.4 Procurement:** For the procurement of goods and contracting of consulting services, the Executing Agency will apply the IDB Policies (GN-2349-9 y GN-2350-9). Given that the Diagnostic of Executing Agency Needs (DNA) generated a **high level of need/risk** classification, the project team has determined as stipulated in Appendix 4 of the IDB Policies, the Executing Agency which belongs to the private sector, will use the private sector procurement methods specified in Annex 1 of the Operational Guidelines for Technical Cooperation Projects (OP-639). In addition, the review of procurement and contracting processes for the project will be conducted **ex-post** and on a **quarterly** basis. With project resources, the IDB/MIF will contract consultancy services to support and train the Executing Agency in procurement areas that require further strengthening as identified through the DNA <http://mif.iadb.org/projects/prjrissummary?proj=TT-M1032>
- 6.5** Before project contracting and procurement begins, the Executing Agency must submit the project Procurement Plan for the IDB/MIFs approval which should be updated annually and when there are changes in the methods or goods or services to be procured. A *Procurement Plan* is presented in Annex IV.

7. MONITORING AND EVALUATION

- 7.1 Supervision:** Operational supervision and disbursement responsibility will reside with an appointed officer of the MIF and the Trinidad Country Office (CCB/CTT).
- 7.2 Project Status Reports:** The Executing Agency will be responsible for presenting Project Status Reports (PSRs) to the MIF within thirty (30) days after the end of each semester, or more frequently as determined by the MIF by providing at least sixty (60) days advance notice to the Executing Agency. The PSR will contain information on the progress of project execution, achievement of milestones, and completion of project objectives as stated in the logical framework and other operational planning tools. The PSR will also describe issues encountered during execution and outline possible solutions. Within ninety (90) days after the end of the execution term, the Executing Agency will submit to the MIF a Final Project Status Report (Final PSR) which will highlight results achieved, project sustainability, evaluation findings, and lessons learned.
- 7.3 Evaluation:** Project results will be assessed via an independent final evaluation. At the conclusion of this project an independent consultant, contracted by the IDB and financed from the MIF contribution to the project will undertake a Final Evaluation. The evaluation will focus on the extent to which project objectives and targeted results, as outlined in the logical framework have been attained and the underlying factors that enabled or impeded project implementation. The consultant will be required to distill key lessons learned as well as recommendations for similar initiatives in the future by the Executing Agency, the MIF and other project stakeholders in T&T, and the wider region.
- 7.4 Financial Management:** The Executing Agency will establish and will be responsible for maintaining adequate accounts of its finances, internal controls, and project files according to the financial management policy of the IDB/MIF. Given that the Diagnostic of Executing Agency Needs (DNA) generated a **high level of need/risk** in financial management, the review of supporting documentation for disbursements will be conducted **ex-post** and on a **quarterly** basis. With project resources, the IDB/MIF will contract consultancy services to support and train the Executing Agency in financial management areas that require further strengthening as identified through the DNA. <http://mif.iadb.org/projects/prjrissummary?proj=TT-M1032>
- 7.5** The IDB will contract independent auditors to carry out the ex-post reviews of procurement processes and of supporting documentation for disbursements. Ex-post reviews will include an

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analysis of the Financial Statements that the EA should prepare annually as part of its financial management. The costs associated with this contract will be financed with the MIF contribution resources according to IDB procedures.

- 7.6 During project execution, the frequency of ex-post reviews for procurement processes and supporting documentation for disbursements as well as the need for additional financial reports can be modified by the MIF based on the results of the ex-post review reports conducted by external auditors during the project execution.

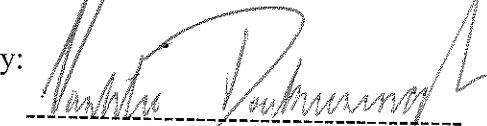
8. KNOWLEDGE-SHARING AND DISSEMINATION STRATEGY

- 8.1 Due to the limited financial and technical scope of the project, knowledge-sharing and dissemination has been embedded in Component 4. In this regard, details of the knowledge products, key stakeholders/target audiences and dissemination strategy are included in the preceding description of Component 4 – Knowledge Dissemination and Communication.

9. APPROVAL

- 9.1 This project is recommended and approved for financing under the MIF Program of Delegation of Authority (MIF/GN-62-7).

Recommended By:

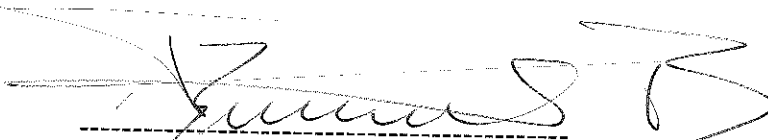


Date:

11/11/2015

Vashtie Dookiesingh MIF Senior Specialist MIF/CTT
Design Team Leader

Approved By:



Date:

12/11/2015

Tomas Bermudez
Representative CCB/CTT

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Annexes:

Annex I- Logical Framework IDBDOCS# 39932019

Annex II- Detailed Project Budget IDBDOCS# 39932064

Annex III- Project Execution schedule IDBDOCS# 39932097

Annex IV - Procurement Plan IDBDOCS# 39932097

Annex V – Milestones IDBDOCS# 39932097

Annex VI – Diagnostic Need Assessment IDBDOCS# 39931862