

CLIENT STRATEGIES	
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SCENARIO REPORT USED FOR STRESS-TESTING	
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STRATEGY | SCENARIO STRESS-TESTING REPORT

Prepared For:

**Ministry of Youth Development and National Service (Government of the
Republic of Trinidad and Tobago)**

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EXECUTIVE SUMMARY

Leaders have a responsibility for the future. Unfortunately, "too many organizations, even nations, have lost their way because they did not prepare their citizens effectively for the future" (Canton, 2015, p. 247). They are not fully prepared for the complex challenges of the future and are not ready to manage the fast and radical future trends (Canton, 2015, p. 2). Your comprehensive national youth policy provides a critical basis for your young people's future. "By becoming more aware of the trends in your future, you can learn to better adapt and navigate that future with success" (Canton, 2015, p. 2). Testing the strategies of your national youth policy against a professional summary report is a good starting point. It provides pertinent information about the actions and resources your ministry will need in any of the scenarios so you can prepare to be viable in the future (Gordon, 2008).

In the professional scenario report, each scenario has plausible alternative outcomes that imply different operating circumstances that your leaders may have to adapt to or navigate to reach your goals (Gordon 2008, Loc. 1791). Using scenarios can help your leaders discover trends that are likely to happen. The Business for Social Responsibility, or BSR, 'Doing Business in 2030' scenario report presents scenarios that address alternative futures from 2020 to 2030. It's commendable that you're utilizing your youth policy to "reaffirm youth development as a sustainable development necessity and strengthen the value of empowering and strategically engaging Trinidad and Tobago's varied youth population as co-creators of sustainable development." BSR's intention to build a just and sustainable world and some of its core areas covering equity, inclusive economy, and sustainability, makes them an excellent fit to test your youth policy. Also, the report has two critical uncertainties relevant to your ministry.

We took six of your national youth policy strategies and tested them against BSR's scenario report. Our overall findings are:-

- The majority of your strategies are substantial. Five performed well or marginally, and one performed poorly
- Most of the strategies complemented the scenarios well
- Throughout most of the scenarios, there is a strategic move toward the education, economic and social development, and health of individuals, with intentional technological advancement and a strong emphasis on sustainability
- Collectively most strategies can be successful in implementation under most scenarios, presenting key strengths and opportunities for the ministry, national youth policy, and the young people. The poor performance of strategy three presents a weakness and threat to the national youth policy and young people.
- There are vulnerabilities and strengths to pay attention to

ORGANIZATIONAL STRATEGIES

DESCRIPTION OF ORGANIZATION

The Ministry of Youth Development and National Service (MYDNS) was established in August 2020 to advance the youth development agenda and promote national service in the Republic of Trinidad and Tobago. Over six months, the ministry worked on the 2020 – 2025 National Youth Policy that Cabinet approved in January 2021. Updating the previous national youth policy included community consultations, stakeholder surveys, interviews, desk, peer reviews, and focus group discussions with youth leaders, representatives of youth service organizations, and civil society. The process included local, regional, and international frameworks and policies that positively impact young people's lives. The policy is a road map for positive youth development and a plan for increasing the youth development agenda.

STRATEGIES

The ministry developed eight strategic priorities for its youth aged 10 to 35. Out of these eight strategies, this stress testing report analyzed six of them. Please note that strategy four is strategy five of the report, strategy five is strategy seven of the report and strategy six is strategy eight of the report. These strategies will be the basis for analysis in this report as listed below.

1. **Strategy 1:** Prioritizing youth economic participation and empowerment:

All stakeholders flagged youth economic participation and empowerment as an emerging priority area. This report indicated that the key informants and the young people opined that the economic capital of young people was essential and that young people will feel empowered to participate in the economy if they have the financial means to make a meaningful contribution to their communities (Ministry of Youth Development and National Service, 2019, p.26).

The strategic objectives are to facilitate enhanced youth economic participation, promote youth economic empowerment and create an internationally accredited ecosystem to support youth innovation (Ministry of Youth Development and National Service, 2019, p.26).

The youth development intervention includes accentuating youth economic participation, promoting youth skills for inclusive economic growth, and facilitating sustainable development innovation (Ministry of Youth Development and National Service, 2019, p.26).

2. **Strategy 2:** Harnessing youth social and intellectual capital

Education and training are pertinent to the development of young people. During the consultation, stakeholders mentioned access to education opportunities and sustainability as issues. The outcome of this strategy is young people being active participants in transforming learning environments and demonstrating social competence and resilience (Ministry of Youth Development and National Service, 2019, p.28).

The strategic objectives are to develop academically competent and intellectually accomplished, technologically savvy and technically competent and socially conscious, culturally literate, and resilient young people (Ministry of Youth Development and National Service, 2019, p.26).

The strategic youth development interventions include fostering youth creativity, excellence, and productivity (starting with developing SDG learning environments), lifelong learning and TVET, and promoting creative arts and sports for sustainable development (Ministry of Youth Development and National Service, 2019, p.28).

3. **Strategy 3:** Facilitating inclusive and active youth participation in the civic and democratic life of Trinidad and Tobago

With the notion that participation is a fundamental right and the need for young people to be actively involved, especially with matters concerning their future, this strategy intends to engage young people as co-creators in governance and development. Other outcomes include

functional youth-led organizations and networks and active participation in civic and democratic processes (Ministry of Youth Development and National Service, 2019, p.29).

The strategic objectives are to create opportunities for inclusive and active youth participation, establish policies and protocols to support youth participation, provide young people with the necessary tools to improve their participation quality and impact and, foster social inclusion; build youth agency and resilience (Ministry of Youth Development and National Service, 2019, p.29).

The strategic youth development interventions include facilitating active youth participation in democratic structures and processes, emphasizing youth activism as a catalyst for social change, facilitating the development of 'Emerging Political Leadership,' enhancing democratic traditions and practices through youth participation, and facilitating youth leadership youth-centric governance initiatives (Ministry of Youth Development and National Service, 2019, p.29).

4. Strategy 4 (Strategy 5 in the report): Accentuating holistic youth health and well-being

The outcomes of this strategy are young people practicing healthy lifestyles, accessing holistic youth-friendly health services, and the result of a healthy youth population in the prevention, treatment, and care with supporting health services such as mental health, reproductive health, and infectious diseases (Ministry of Youth Development and National Service, 2019, p.35).

The strategic objective is to promote healthy lifestyles and youth well-being (Ministry of Youth Development and National Service, 2019, p.35).

The strategic youth development interventions include enhancing youth-responsive health services and emphasizing positive parenting (Ministry of Youth Development and National Service, 2019, p.35).

5. Strategy 5 (Strategy 7 in the report): Supporting youth action on climate change, environmental sustainability, and climate justice

Like strategy 3, the outcome of this strategy is that young people be co-creators in climate-resilient and environmentally sustainable communities (Ministry of Youth Development and National Service, 2019, p.36).

The strategic objectives are to facilitate youth contribution to environmental sustainability and support youth action on climate change and climate justice (Ministry of Youth Development and National Service, 2019, p.36).

The strategic youth development interventions include supporting youth action on climate change (Ministry of Youth Development and National Service, 2019, p.36).

6. Strategy 6 (Strategy 8 in the report): Creating an enabling environment for positive youth development in Trinidad and Tobago

This strategy aims to mainstream youth development priorities across all development sectors and professionalize the youth development sector (Ministry of Youth Development and National Service, 2019, p.38).

The strategic objectives are to support the institutional strengthening of relevant youth development agencies and institutions, develop and implement sustainable funding arrangements for youth development, enact legislation and policies to facilitate positive youth development, and facilitate the mainstreaming of youth priorities across all development sectors (Ministry of Youth Development and National Service, 2019, p.38).

The strategic youth development interventions include facilitating the institutional strengthening of youth development agencies and Trinidad and Tobago's youth data ecosystem, facilitating the transition to digital youth work, celebrating youth contributions to Trinidad and Tobago's post-independence development, promoting a culture of professionalization in youth work, promoting intergenerational partnerships, empowering youth-led and youth-focused organizations, and implementing youth mainstreaming in development initiative (Ministry of Youth Development and National Service, 2019, p.38).

SCENARIO REPORT: DOING BUSINESS IN 2030 – Four Possible Futures

BACKGROUND INFORMATION

Business for social responsibility, or BSR, is an organization of sustainable business experts with offices in Asia, Europe, and North America. According to their website, they work with a network of the world's leading companies. They intend to build a just and sustainable world and provide insight, advice, and collaboration initiatives. Their goal is to help individuals see the changing world more clearly, create long-term business value and scale impact. With their consultative work, the BSR team focuses on seven core areas: climate change, diversity, equity, and inclusion, human rights, inclusive economy, supply chain sustainability, sustainable management, and women empowerment. Their work covers several industries, including consumer products, energy and extractives, financial services, food, beverage, agriculture, healthcare, industrials, information and communications technology, media and entertainment, transport and logistics, and travel and tourism.

The team does case studies and produces reports and primers to inform individuals about their recent happenings. In 2019 BSR released a report titled "The Future of Sustainable Business." Subsequently, they released a second report redefining sustainable business management for a rapidly changing world. In the first report, the BSR team recommended new approaches and new kinds of advocacy needed to achieve a more just and sustainable world. In the second report, the BSR team defined and highlighted the implications of the new elements of sustainable business leaders. Although BSR does not have an office in the Caribbean, its work has a global reach. Their network of the world's leading companies thus impacts the Caribbean.

Jacob Park spearheaded the Doing Business in 2030 scenario report with additional insights and guidance from Aron Cramer, Eric Olson, and Ksenia Benifand. This report "presents a set of four scenarios describing a range of alternative futures derived by forces that will define the next decade and more of business and our shared future" (Park 2018, p. 2). Although it points mainly toward businesses, it would also be relevant for a government ministry, as the significant forces of impact and uncertainty are similar. BSR's aim towards achieving a sustainable world, the sustainability emphasis of the report, with a focus on young people in each scenario, makes it a good fit to stress test the Ministry of Youth Development and National Service strategies.

DESCRIPTION OF SCENARIO REPORT

The "Doing business in 2030" report begins with the foreword from BSR's President and CEO, Aron Cramer. Following this section is a section explaining how the world is changing for sustainable Business, with some indicators or signals of change. A section introducing four scenarios explains the scenario framework and suggests how to read each scenario. There are four sections explaining each of the scenarios in detail. The final section of the report presents the implications for businesses.

Summary of How the world is changing for sustainable business Section

According to Jacob Park (2018), "the operating environment for sustainable business is being radically transformed by a diverse set of powerful and complex interacting forces" (p. 4). This section addressed four critical drivers of change; the changing nature of humanity, the race to stay within planetary boundaries, accelerating technological disruption, and rewriting the social contract. They also listed several signals of change, like artificial intelligence, increased use of machine versus labor implanted microchips, participation of individuals in national issues leading

to government action, collective policies to reduce emissions, and dealing with global warming. Jacob Park concludes the section with a statement that "if humans are to flourish on a thriving planet amid rapid technological change, we need to reorient the relationships between civil society, government, and business" (p. 7).

Summary of Scenarios Introduction Section

Significant factors affect businesses, NPO, and government ministries and departments. These are social, technological, economic, environmental, political, legal, and ethical (Chermack 2011, Loc. 2316). Some forces are predetermined, meaning they "are outcomes of things that have already taken place or are currently underway" (Chermack 2011, Loc. 2316). Other forces are truly uncertain as they are forces that result in uncertain outcomes" (Chermack 2011, Loc. 2316). Forces either rank by their potential impact on the entity's strategic agenda or relative uncertainty (Chermack 2011).

In this section introducing the scenarios, Park (2018) points out the scenarios' usefulness and explains the framework for the scenarios developed. Scenarios are a reliable tool for examining numerous distinct possibilities in times of fast change. Rather than predicting how the world will turn out, they tell stories about alternative futures that blend research into change drivers with educated guesses about how important uncertainties might play out (Park 2018, p. 10). He explains the two critical uncertainties used to organize the scenarios. The first critical uncertainty is the forces of centralization versus decentralization of political power and wealth (Park 2018, p. 11). The second critical uncertainty is the current economic paradigm of "endless growth and profit maximization" versus the new paradigm economy of "equitable prosperity on a healthy planet" (Park 2018, p. 10). Park asks whether the centralization would prevail over decentralization or the old economic paradigm shift to a new economic paradigm (Park 2018, p. 10). He pointed out that the answers to these questions are globally relevant, highly important, and deeply uncertain. He states how they play out by powerfully shaping collective responses to today's key challenges and opportunities, from climate disruption to technological unemployment.

Summary of Implications of Business Section

The report's final section concludes with information about what scenarios mean for businesses and key questions covering critical factors affecting strategy. A reminder was given that "scenarios do not define strategy but help a company prepare" (Park 2018, 32). Some common themes across each scenario are shared. Economic opportunity and technological innovation were discussed against the backdrop of global challenges, climate change, and the use of resources and sustainability. The key questions formed a critical framework for determining whether the planned strategies make sense for the future ahead.

Adam Gordon (2008) asks the following questions, "How does our current strategy hold up in each scenario? Will it provide the necessary elements of success in the scenario? What will the necessary key capabilities be? What is the organization's present strength in these capabilities?" (Loc. 1796).

AXES OF UNCERTAINTY

When developing scenario logics, leaders rank issues according to their relative impact on the organization and according to their relative uncertainty (Chermack 2011, Loc. 2271). The two issues selected are independent variables. One variable is a key component that influences the success or failure of the stated decision or issue, while the other is a macroenvironmental driving force (Chermack 2011, Loc. 576). To come up with critical uncertainties, BSR possibly brainstormed major forces affecting businesses and ranked them as forces by relative impact and relative uncertainty in a quadrant to develop a scenario logic. The factors or indicators in the high impact or high uncertainty quadrant were considered critical uncertainties, wherein the outcomes are highly uncertain. This resulted in the four scenarios seen in figure 1. According to Park (2018), each scenario "explores a plausible permutation of how global society may answer the questions" he posed about centralization and the economy.

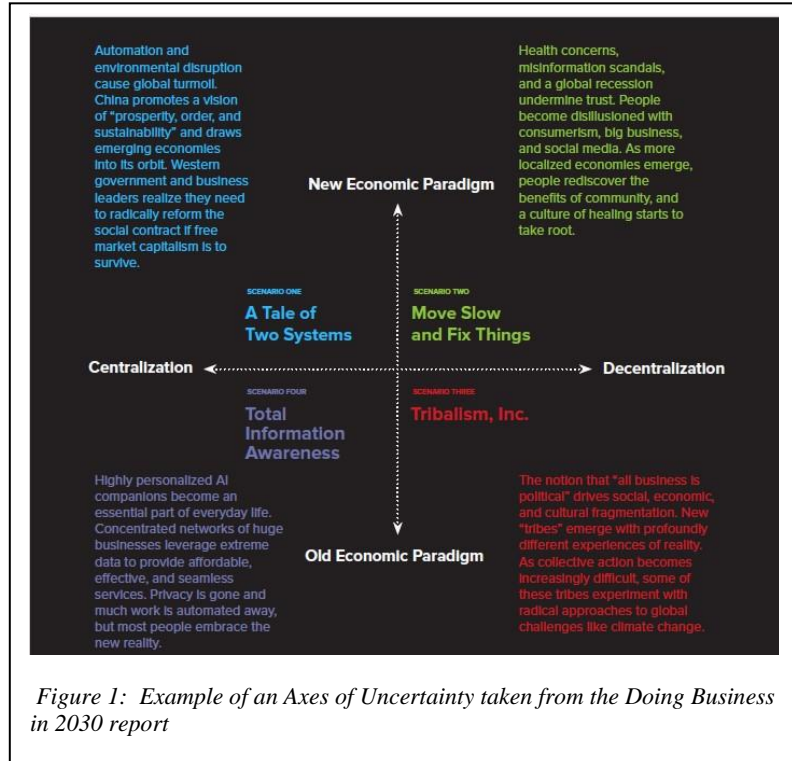
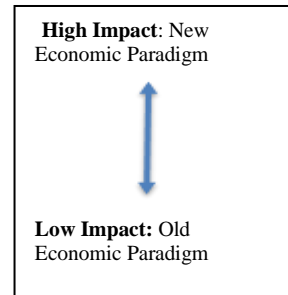


Figure 1: Example of an Axes of Uncertainty taken from the Doing Business in 2030 report

Vertical Axis

The vertical axis considers the impact of either the old or new economy. At one end of the pole is high impact, the new economic paradigm, and on the other end is the low impact, the old economic paradigm.



High Impact: New Economic Paradigm

"Challenges the notion that infinite growth is possible and seeks new indicators to track progress in human well-being and the flourishing of planetary life-support systems" (Park 2018, p. 12).

"Situates the economy within society and the natural world and views all of this as an open system—ultimately powered by the sun" (Park 2018, p. 12).

Low Impact: Old Economic Paradigm

"Valorizes GDP growth as the most fundamental indicator of economic progress, without heed to whether that economic activity is harmful or beneficial, and with the assumption that endless growth on a finite planet is possible and desirable" (Park 2018, p. 12).

"Views the economy as a series of abstract and self-contained flows" (Park 2018, p. 12).

Horizontal Axis

The horizontal axis takes into consideration the uncertainty of centralization or decentralization. At one end of the pole is low uncertainty, centralization and on the other end is high uncertainty, decentralization.



Low Uncertainty: Centralization

"Technology is enabling governments to consolidate power. The collection and analysis of data on citizens, from biometric information to behavior caught on ubiquitous closed-circuit cameras, is making it possible for governments to monitor and control their populations in entirely new ways" (Park 2018, p. 11).

High Uncertainty: Decentralization

"Forces are ...generating momentum for localism, autonomy, and the devolution of power. And many of these factors allow people to identify themselves as part of narrowing social sets, with an "à la carte" identity that contributes to social and political fragmentation" (Park 2018, p. 11). "Powerful new technologies, such as gene sequencing and digital fabrication technology, are becoming cheap and readily available. Small-scale, decentralized solar, blockchain, microgrids, and battery technology improvements reveal opportunities for community-based energy production, storage, and sharing among households" (Park 2018, p. 11).

SCENARIO SIGN-POSTS/ CONDITIONS

Signals, also known as leading indicators or signposts, occur in a setting that may suggest that the story is about to begin. These are items to pay attention to since they signal that the future, as portrayed in the scenario, is starting to unfold (Chermack 2011). Each scenario signposts are organized and described focusing on resources, supply chain, health, employees, consumers, energy, products, and services. The facts and data highlighted in the scenario report present future possibilities geared more towards centralization of power or future possibilities towards decentralization or leadership with some level of autonomy. There are four future possibilities or scenarios with similar or different signposts.

Scenarios one and four have some similarities. The advancement of technology affects personal factors like health, employment, and consuming goods and services. It also affects global efforts, like optimizing energy resources and supply. Concerning personal factors, scenario one mentions "real-time monitoring and health diagnostics," and scenario four mentions "optimization of preventative measures" (Park 2018). Interestingly, scenario four makes mention of algorithms determining a match between employer and employee, and scenario one points out the automation of routine tasks and the use of an AI teacher to reskill workers (Park 2018). Even with the consumption and products and services, consumers are closely monitored in scenario one. In scenario four, algorithms possibly gathered from monitoring, lead to purchasing decisions and shopping by automation (Park 2018).

Scenarios two and three also have similarities as they both maintain the decentralized view of independence and self-reliance. For example, scenario two mentions "cheap, decentralized solar," and scenario three indicates "decentralized renewable energy." Supply chains bear some similarities in both scenarios. Scenario two will see "shorter, simpler and greater localization of business," similar to Business simplifying sourcing in scenario three.

Scenario 1 Signposts

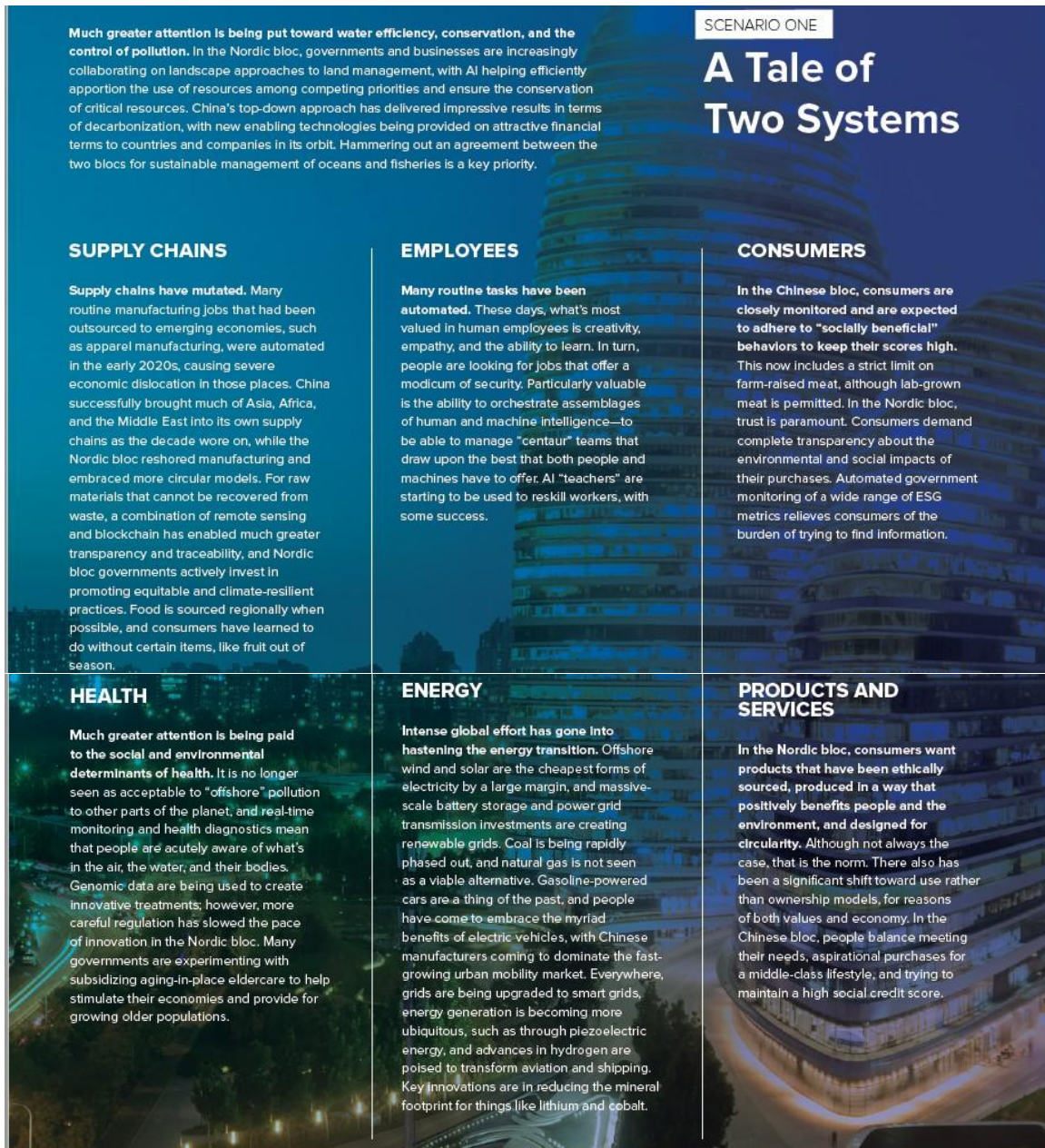


Figure 2: Scenario one signposts captured from the Doing Business in 2030 report

Scenario 1 Narrative

It's 2030, and there is much attention on the efficient use of resources and an "economy that promotes climate stabilization and wealth equality" (Park 2018, p. 17). Governments invest trillions of dollars into emerging economies" (Park 2018, p. 17). There are government-funded public works projects to put people back to work, increasing workforce participation (Park 2018, p. 16). "Social investment funds are created to underwrite enterprises with a positive social impact" (Park 2018, p. 16).

Scenario 2 Signposts

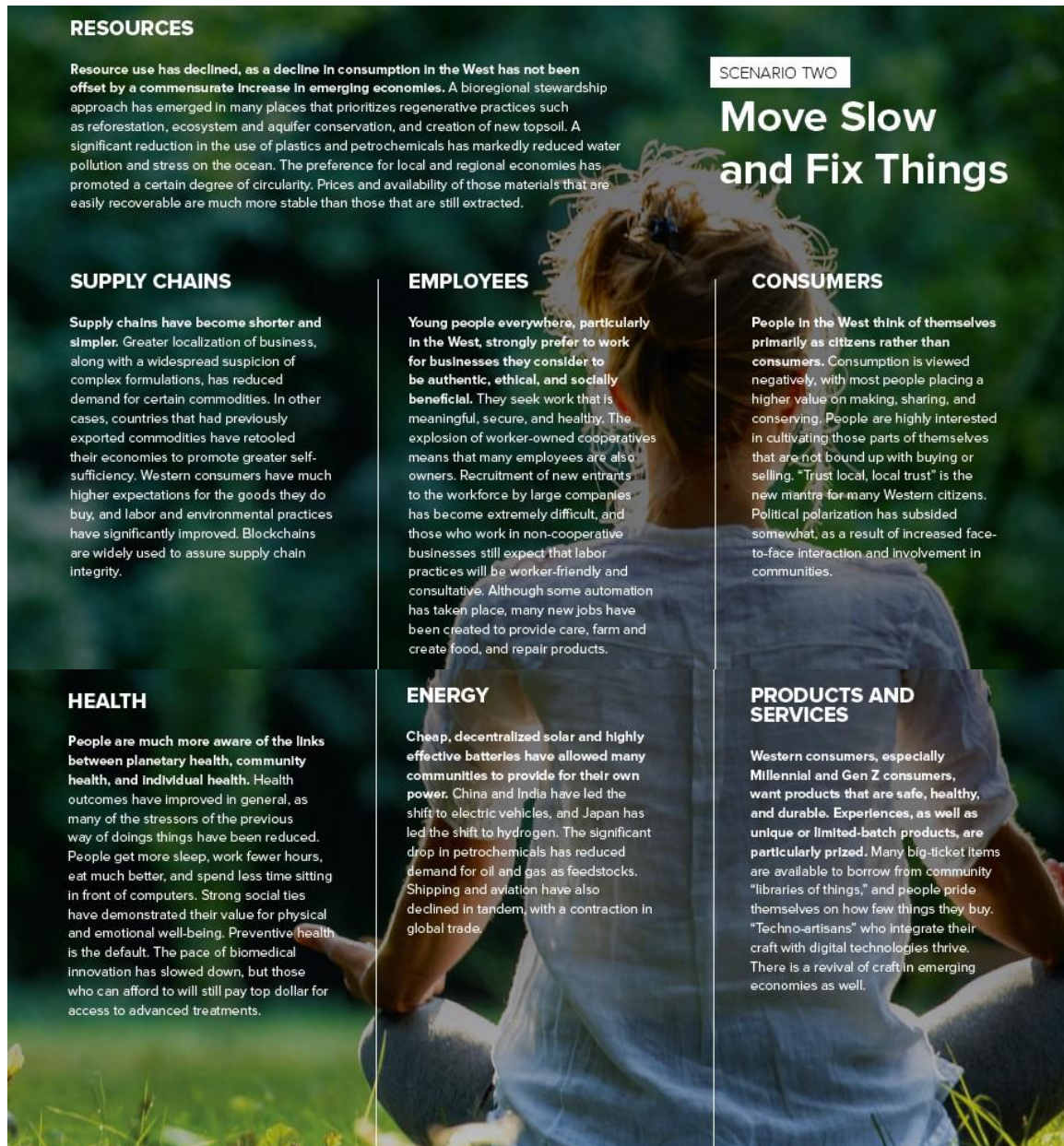


Figure 3: Scenario two signposts captured from the *Doing Business in 2030* report

Scenario 2 Narrative

2030 starts with major moves from millennials and Gen Z consumers who blame baby boomers for global challenges (Park 2018, 21). Young people spend more time together in small communities offline, choosing "voluntary simplicity" and "a life free of debt" (Park 2018, 21). Instead of spending time on social media, more time is spent in local communities, in which they become more involved. Young people increasingly "prefer meaningful, secure and healthy work" with "businesses considered authentic, ethically, and socially beneficial" (Park 2018, 22). There is

an increase in "worker-owned cooperatives," and small and medium enterprises emerge (Park 2018, 22). Young people have a growing interest in healing bodies, communities, gender relations, civic institutions, and the environment (Park 2018, 21).

Scenario 3 Signposts



Figure 4: Scenario three signposts captured from the Doing Business in 2030 report

Scenario 3 Narrative

By 2030 the population will be fragmented and divided into tribes. Many places employ cryptocurrencies or local currencies to avoid paying taxes to central governments (Park 2018, 25).

Driverless cars transport people and goods on long-distance freight routes (Park 2018, 25). Tom and his friends love to travel but only "go to places in line with their values and economic prospects" (Park 2018, 25). There are two different areas to work from, the human first area that promotes labor-intensive handwork and the progressionist area that embraces technological innovation (Park 2018, 25).

Scenario 4 Signposts



Figure 5: Scenario four signposts captured from the Doing Business in 2030 report

Scenario 4 Narrative

It is 2030, and the Cayman Islands Health Services Authority gave a patient the HearQ device to track her health post brain surgery. The device has the AI (artificial intelligence)

companion Scarlett to help with her speech impediment. The HearQ device enhances her speech when using the phone, and she can also listen to music created by an AI robot. Marion's Scarlett AI instrument helps her organize daily activities at work by providing "professional coaching advice" (Park, 2018). Marion works four days a week and, on her day, offers an automated service to carry out the work. The Scarlett device analyzes Marion's emotions and offers supportive and encouraging messages whenever she feels depressed about her disabilities.

Each scenario is an alternative, plausible future or a model future world that implies different operating circumstances that managers may have to adapt or navigate through to reach their goals (Gordon 2008, Loc. 1791). If we understand the challenges and opportunities that a particular operating environment would present, we can test planned actions against these scenarios' different conditions (Gordon 2008, Loc. 1791).

Testing current strategies against different model worlds helps leaders discover what actions, products, resources, or skills will be needed in any scenario and thus prepare robustly to be viable and competitive whatever comes to pass (Gordon 2008, Loc. 1796). In the next section, each strategy is tested against each scenario in a scenario strategy matrix to determine how each strategy would perform under each scenario. The performance of each strategy will either be well, marginally, or poor.

STRATEGY | SCENARIO MATRIX

ANALYSIS

Now that we have a backdrop of the strategies and an understanding of each scenario, we are going to test the strategies against the scenarios.

SCENARIOS		SCENARIO 1 A Tale of Two Systems	SCENARIO 2 Move Slow and Fix Things	SCENARIO 3 Tribalism	SCENARIO 4 Total Information Awareness
STRATEGIES	1	Prioritizing youth economic participation and empowerment			
	2	Harnessing youth social and intellectual capital			
	3	Facilitating inclusive and active youth participation in the civic and democratic life of Trinidad and Tobago			
	4	Accentuating holistic youth health and well-being			
	5	Supporting youth action on climate change, environmental sustainability, and climate justice			
	6	Creating an enabling environment for positive youth development in Trinidad and Tobago			

Figure 6: Strategy | Scenario Matrix Analysis

Rubric:

- Strategy performs well under this scenario
- Strategy performs marginally under this scenario
- Strategy performs poorly under this scenario

OVERVIEW

From the above matrix, this section provides a narrative summary of the performance of each strategy against the scenarios. This overview explains why each strategy performed well, marginally, or poorly under the scenarios.

Strategy 1: Prioritizing youth economic participation and empowerment

Strategy one performed **well** under **scenario one** because this scenario highlights prosperity, order, and sustainability, and the strategy covers these as it seeks to emphasize youth economic participation and "promote youth skills for inclusive economic growth and facilitate sustainable development innovation" (Park, 2018, p.15; Ministry of Youth Development and National Service, 2019, p.26).

Strategy one performed **well** under **scenario two** because this scenario highlights worker-owned co-ops and SMEs and equity crowdfunding resulting in large streams of capital that can create small businesses (Park 2018, 21). Similarly, part of the strategic emphasis of the strategy is youth-led micro, small and medium enterprises (Ministry of Youth Development and National Service, 2019, p.26).

Strategy one performed **marginally** under **scenario three** because this scenario focuses mainly on priorities for the tribe versus individual economic participation and empowerment. Economic participation or employment is connected to the identity and needs of the tribe; however, human first movement and tribal affiliation help with employment security (Park, 2018, p.15; Ministry of Youth Development and National Service, 2019, p.26).

Strategy one performed **marginally** under **scenario four** because this scenario focus on automation, the use of the "Scarlett worker to improve productivity and upskill workers" (Park, 2018, p.29). The strategic intervention of strategy one covers technology and innovation, thus making young people competitive (Ministry of Youth Development and National Service, 2019, p.27).

Strategy 2: Harnessing youth social and intellectual capital

Strategy two performed **well** under **scenario one** because this scenario mentions a "social investment fund" that would help with the strategy's intention to harness the young people's social capital (Park 2018, 16). Also, the scenario mentions that human employees' ability to learn is valued, and the use of AI teachers for reskilling workers. Likewise, the strategy aims to modernize Technical and Vocational Education and Training (TVET) and digitize learning environments (Park, 2018, p.18; Ministry of Youth Development and National Service, 2019, p.26).

Strategy two performed **well** under **scenario two** because this scenario mentions techno-artisans that integrate craft with digital technologies. The strategy includes "improving the physical and digital infrastructure of youth facilities and training centers for positive youth activity and cultural production in the creative arts" (Park, 2018, p.22; Ministry of Youth Development and National Service, 2019, p.29).

Strategy two performed **poorly** under **scenario three** because there is no mention of social and intellectual capital in the scenario.

Strategy two performed **well** under **scenario four** because this scenario mentions the "Scarlett teacher technology" and the aim to upskill and reskill workers effectively; similarly, strategy one aims to digitalize learning environments (Park, 2018, p.28,30; Ministry of Youth Development and National Service, 2019, p.29).

Strategy 3: Facilitating inclusive and active youth participation in the civic and democratic life of Trinidad and Tobago

Strategy three performed **poorly** under **scenario one** because no civic and democratic life is mentioned in the scenario.

Strategy three performed **well** under **scenario two** because this scenario mentions young people's growing interest in civic institutions and becoming more involved in local government, and the strategy also mentions involvement in community-based programs and civil society organizations (Park, 2018, p.21; Ministry of Youth Development and National Service, 2019, p.31).

Strategy three performed **poorly** under **scenario three** because no civic and democratic life is mentioned in the scenario.

Strategy three performed **poorly** under **scenario four** because no civic and democratic life is mentioned in the scenario.

Strategy 4 (Strategy 5 in the report): Accentuating holistic youth health and well-being

Strategy four performed **well** under **scenario one** because this scenario mentions "real-time monitoring and health diagnostics and programs to improve worker well-being," and the strategy highlights the importance of mental health, work-life balance, and self-care (Park, 2018, p.18; Ministry of Youth Development and National Service, 2019, p.36).

Strategy four performed **well** under **scenario two** because this scenario points out that "among young people, there is a growing interest in healing—bodies," and the strategy aims to "support health promotion and education service initiatives" (Park, 2018, p.21; Ministry of Youth Development and National Service, 2019, p.36).

Strategy four performed **well** under **scenario three**. Although health products and services will be determined by the tribe an individual is a part of in this scenario, it indicates that some individuals will be committed to preventative measures (Park, 2018, p.26). Within the strategy, health care workers will be supported to be responsive to diverse youth needs, and preventive health care measures will be supported (Ministry of Youth Development and National Service, 2019, p.36).

Strategy four performed **well** under **scenario four** because this scenario includes "the optimization of preventive measures." The strategy mentions "leveraging digital technologies to support Baseboard Management Controllers' (BMCs') remote access to mental health support and treatment to bridge the demand capacity gap or increased access to support through apps" (Park, 2018, p.30; Ministry of Youth Development and National Service, 2019, p.36).

Strategy 5 (Strategy 7 in the report): Supporting youth action on climate change, environmental sustainability, and climate justice

Strategy five performed **well** under **scenario one** because this scenario mentions the need for a thriving, climate-stabilized planet in the future and efficient use of resources and the conservation of critical resources, and the strategy includes youth-led actions on climate change and environmental sustainability (Park, 2018, p.17, 18; Ministry of Youth Development and National Service, 2019, p.38).

Strategy five performed **well** under **scenario two** because within this scenario there is a growing interest in the planet, agriculture, and land management, among young people, and the strategy addresses youth participation in sustainable use of resources (Park, 2018, p.21; Ministry of Youth Development and National Service, 2019, p.38).

Strategy five performed **well** under **scenario three** because within the scenario, "tribes experiment with radical approaches to global challenges like climate change," and solar, wind, and renewable energy are more popular (Park, 2018, p.23, 25). Similarly, the strategy includes "developing environmentally friendly policies and practices that are concerning to current and future generations of youth through participatory processes (energy efficiency, water security, plastic use, sustainable farming, and environmentally sustainable infrastructure)" (Ministry of Youth Development and National Service, 2019, p.38).

Strategy five performed **well** under **scenario four** because in this scenario, "businesses have an interest in stabilizing the climate and avoiding disruption to key resources." There is mention of reducing energy-related emissions (Park, 2018, p.23, 29). There is a more efficient use of resources, and ocean health and biodiversity are considered (Park, 2018, p.30). Similarly, the strategy includes "Facilitating enhanced youth participation in and contributions to "sustainable use of ocean resources for economic growth, improved livelihoods, and jobs while preserving the health of the ocean ecosystem" (Ministry of Youth Development and National Service, 2019, p.39).

Strategy 6 (Strategy 8 in the report): Creating an enabling environment for positive youth development in Trinidad and Tobago

Strategy six performed **marginally** under **scenario one** because although automation may result in significant job loss, this scenario indicates that "the economy should serve widespread human flourishing" (Park, 2018, p.17). Building capacity with intentional youth development principles and policies in this strategy helps ensure that young people can flourish (Ministry of Youth Development and National Service, 2019, p.39).

Strategy six performed **marginally** under **scenario two** because in this scenario, although Millennials and GenZ blame older generations for global challenges, in this strategy, an opportunity is created for intergenerational partnership (Park, 2018, p.17; Ministry of Youth Development and National Service, 2019, p.41).

Strategy six performed **poorly** under **scenario three** because there is no mention of anything relating to creating an enabling environment for positive youth development.

Strategy six performed **marginally** under **scenario four** because personalized AI and algorithms are used to help recruit individuals with a significant degree of accuracy (Park, 2018, p.27, 30).

There is planning to resource digital youth work as an integral part of the youth development policy in the strategy. Additionally, it intends to "use technology and pedagogical practices to increase access and minimize obstacles to young people's active participation" (Ministry of Youth Development and National Service, 2019, p.40).

The strategy | scenario stress test analysis and overview have indicated how well each strategy performed with each scenario. In the next section, a SWOT analysis is developed based on the strategies' overall performance under the scenario conditions.

SWOT ANALYSIS

INTRODUCTION

Presented in an analysis summary and narrative explanation, the strengths and weaknesses will point out whether the conditions of the scenarios were ideal or conducive for the strategies and indicate the likeliness of the strategy to achieve results in the given scenario. The opportunities (benefits) and threats (risks) are mainly concerning the ministry, the national youth policy, and the target audience (young people).

SWOT ANALYSIS SUMMARY

Collectively most strategies can be successful in implementation under most scenarios, presenting key strengths and opportunities for the ministry, national youth policy, and the young people. However, scenario three poses a challenge for half of the strategies. The poor performance of strategy three presents a weakness and threat to the national youth policy and young people.

<p>Strengths</p> <ul style="list-style-type: none"> • A robust economic and growth strategic approach • Intentional technological advancement • Strong emphasis on sustainability 	<p>Opportunities</p> <ul style="list-style-type: none"> • Stakeholder financial investments, funding possibilities for income-generating ventures. • Advancements in technology improve health, academic, social, and technological competence • Resource management and access to sustainable innovations
<p>Weaknesses</p> <ul style="list-style-type: none"> • The likeliness of implementing inclusive and active youth participation in civic and democratic life is low 	<p>Threats</p> <ul style="list-style-type: none"> • Young people excluded • Ministry miss the opportunity for input • Incongruent youth policy

Figure 7: SWOT Analysis

SWOT ANALYSIS EXPLANATION



The strategies of Trinidad and Tobago's National Youth Policy show significant priority toward the educational, economic, and social development, holistic health, and well-being of the young people, with innovation and the use of technology, in a sustainable environment. The conditions of most of the scenarios were conducive to the strategies, as each key area also pointed towards growth and sustainability, making it likely to achieve the strategy, regardless of the anticipated future.



The strategy addressing young people's inclusion and active participation in civic and democratic life (strategy three) will not do well in three out of four scenarios. A possible explanation is that this strategy is required for this type of policy specifically for this target audience. It did well with scenario two due to the drive toward a localized economy and young people's growing interest in civic institutions and local government in response to the dissatisfaction with previous generations' behaviors.



The emphasis and prioritization of economic participation will open up public and private sector funding opportunities that would help income-generating ventures and technological advancement. Both economics and technology are relevant to each scenario as they affect various aspects of life. From health to education, employment, and the way resources are managed.



This strategy is a critical component of national youth policies, yet scenarios one, three, and four do not have conditions ideal for strategy three to succeed. Not having this strategy can result in young people being excluded, the ministry missing the opportunity to get their input, and the national youth policy rendered incongruent with regional youth development policies and international best practices

CONCLUSION

After stress-testing Trinidad and Tobago's National Youth policy with BSR's Doing Business in 2030 scenario report, it can be concluded that the majority of the strategies are strong and viable as most performed well or marginally. Out of the four scenarios, strategy one performed well with two scenarios and marginally with the other two. Prioritizing youth economic participation and empowerment meant is possible in all scenarios. However, in scenarios three and four, wherein the old economic paradigm resulted in its lowest uncertainty, there are moves towards collective ventures rather than individual economic participation. This strategy will perform nicely and open various opportunities like financial investments and funding possibilities for income-generating projects.

Strategy two performed well in three scenarios and poorly in one. The three scenarios that performed well indicated utilizing social and intellectual capital; however, the one that performed poorly did not address these. This outcome is understandable as scenario three has a group focus rather than an individual one. Fortunately, the strategy's intentional technological advancements will improve health, academic, social, and technological competence.

Strategy three performed poorly across three scenarios as they did not address youth involvement in civic and democratic life. However, this strategy did well in scenario two as here it indicates young people started showing interest in becoming more involved in local government affairs. Unfortunately, this may mean implementing this strategy will exclude the young people from participating in this area. The ministry will miss the opportunity to gain insight from the young people, and the policy would not be congruent with similar policies. The future performance of this strategy is sketchy.

All the scenarios address health and well-being; thus, strategy four performed well. Each scenario reflects future worlds that are serious about health and well-being. Especially with the use of advanced technology, the health of individuals improves. The performance of this strategy is promising.

All the scenarios address environmental sustainability; thus, strategy five performed well. Each scenario reflects the importance of dealing with climate change and the sustainable use of resources. The future performance of this strategy is promising.

Strategy six performed marginally in three scenarios as enabling an environment for positive development was implied. Not being mentioned nor implied, one of the scenarios performed poorly. It is expected that this strategy will perform okay in the future.

Scenario two is the most favorable, followed by scenario one. These scenarios are at the top of the axes of uncertainty towards the new economic paradigm. The scenarios that did well agreed with the idea of prosperity, good health, and sustainability. Although most strategies performed well or marginally, critical vulnerabilities will need keen attention. Scenario three, Tribalism, is the least favorable of all the scenarios. Three out of six strategies performed poorly. Unlike scenarios, one, four, and five, which address general driving forces- economic, health, and environment, scenarios two, three, and six are directed mainly towards the youth population. In an environment with more attention on what is essential collectively to the tribes, less attention is given to a specific target audience. In this case, the young people. The other area to pay attention to is strategy three due to its poor test performance and sketchy future performance. A possible explanation for this strategy not showing up in three of the scenarios is that it is geared towards a

specific target audience- the young people. Being a strategy is of international importance, and priority is another possible explanation.

The following recommendations stem from the results of the strategy stress test, SWOT analysis, and the strengths and vulnerabilities highlighted:-

1. Maintain all strategies
2. Due to the uniqueness of strategy three, explore how to integrate it into each plausible scenario.
3. For scenario three, create a plan that prepares young people to function well in a tribal scenario

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