



SDG  
ACCELERATION  
ROADMAP

UNLEASHING THE POWER OF  
PRIVATE-SECTOR DATA IN THE GLOBAL SOUTH



In focus

***Trust for the Americas'***  
**Role Catalysing**  
**Public-Private Initiatives**  
**in the Caribbean**

## **In Focus**

# **Trust for the Americas' Role Catalysing Public-Private Partnerships in the Caribbean**

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## Background and Context

The UN Secretary General's call for a data revolution (UN, 2014) as part of the 2030 Agenda for Sustainable Development has been tempered by the difficulties in building national data systems (NDSs) that can deliver the necessary data sources and capabilities to address the “unprecedented statistical challenge” of the Sustainable Development Goal (SDG) indicator framework. Despite the promise of robust private sector engagement and contribution to the national data system, this notion has yet to be fully realized, particularly in developing regions like the Caribbean. The Private sector was expected to play a significant role by providing technical and financial aid, know-how, and non-traditional data sources hence fostering strong collaboration. This study aims to understand the significance of the private sector's data-related contributions to the 2030 Agenda and its SDGs. It seeks to answer the primary research question: What is the private sector doing to make more and better data available to achieve and monitor the SDGs in the Global South?

The research seeks to capture and examine examples of private sector support to public institutions across Latin America and the Caribbean, The Middle East and North Africa (MENA), Sub-Saharan Africa, and Southeast Asia to answer the primary question. The research was divided into two stages. The first stage involved creating a structured map of public-private data partnerships in the Global South, while the second stage focused on producing eight detailed case studies of such partnerships. During the first stage, a systematic scan and mapping public-private data partnerships across five regions were conducted, exploring collaborations between companies of all sizes across most SDGs.

The focus was primarily on thematic areas such as quality education, gender equality, health, decent work, economic growth, industry and innovation, sustainable cities, climate action, and partnerships for the SDGs. For example, 17 initiatives across seven countries in the Caribbean were examined involving local enterprises, multinationals, international development partners, and private sector groups.

In the second stage of the research, we conducted a thorough analysis of a particular case study involving private sector partners. We aimed to assess the methods, motivations, incentives, and procedures used to engage private sector actors in developmental initiatives. We selected The Trust for the Americas ('The Trust') as the case study, along with its main project, 'Democratizing Innovation in the Americas (DIA),' which comprises multiple private sector partners across various countries in the Caribbean region. The DIA program<sup>1</sup>, with The Trust acting as the convenor, was deemed as the most suitable for this case study based on the following characteristics:

- It is a well-established project that has functioned for several years. It continues mobilizing new private sector partnerships and engagements across multiple English and Spanish-speaking Caribbean countries.
- The DIA project has attracted multiple private sector partners, including international multinationals such as Microsoft and CITI, large local companies, and academia. This type of partnership provides the ideal opportunity to study the mechanisms, motivations, and processes for engaging private sector actors in developmental initiatives.
- Several SDGs are targeted. While the primary focus of the DIA is on SDG4 (quality education), the program also explicitly targets SDG 5 (gender equality), SDG8 (decent work and economic growth), and SDG 17 (partnerships)

## **About Trust for the Americas**

The Trust for the Americas (The Trust) is a non-profit organization affiliated with the Organization of American States (OAS). It was established in 1997 to promote public and private partnerships. The Trust has implemented projects in 24 countries and worked with over 1,000 regional organizations. The Trust aims to improve the skills and knowledge of individuals and associations in Latin America and the Caribbean through innovation and providing access

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<sup>1</sup> Visit the project at: <https://www.thetrustfortheamericas.org/press-room/kits/dia-labs>

to information. This effort seeks to increase opportunities for people in these regions. The Trust's unique alliance with the OAS allows it access to decision-makers within the area, and it is that foundational partnership that is the basis through which the organization creates strong networks across member states and the private sector. The organization works with trusted local partners and a team of specialists building its capacity to provide quality services to underserved communities. This approach creates local ownership, increases sustainability, and makes the projects locally relevant. The main task of The Trust currently being implemented across the region, in collaboration with several partners, is the Democratizing Innovation in the Americas (DIA) initiative.

The project has multiple private sector partners in several countries. It seeks to strengthen local capabilities, generate teamwork, as well as identify and finance disruptive ideas and ventures to solve communities' economic and social challenges in Latin America and the Caribbean. The DIA program is present in the following countries: Mexico, Belize, Jamaica, Colombia, Costa Rica, Panama, Dominican Republic, and Trinidad and Tobago. This case study will focus on the DIA Labs operating in Belize, Jamaica, and Trinidad and Tobago. These labs are a unique environment that nurtures innovation and entrepreneurship while providing development opportunities to young people in Latin America and the Caribbean. Through access to technology, collaborative spaces, training, and competitive seed funds, young people acquire tools to develop sustainable business solutions and social projects that tackle local challenges. Each DIA Lab in the region is implemented by a local partner that provides guidance and support. There are several DIA projects at different stages of implementation in Belize, Jamaica, and Trinidad and Tobago:

**Jamaica:** 1) Unleashing the potential of Jamaica Youth through Empowerment and Training (JET); 2) DIA Urban Labs for Youth Innovation in Jamaica; and 3) National Commercial Bank (N.C.B.) ICON Lab.

**Trinidad and Tobago:** DIA Youth Innovation Lab T&T.

**Belize:** Innovation Lab for Youth: improving digital skills and the creation of livelihood solutions in Belize.

A brief overview of each project is provided in **Annex 1**.

## Thematic Area / Regional Context

The Caribbean region has often been characterized as “data poor,” not just because of limited access to high-quality, locally relevant data but also because cultural and institutional habits and capacity limitations (both in the public and private sectors) often forego the use of data and other forms of evidence, for policy and decision making. Human capital deficits, especially in digital and data skills, severely limit innovation capacity and long-term economic growth prospects in the region.<sup>2</sup>

The COVID-19 pandemic painfully exposed severe deficits in the state of the digital public infrastructure, including the quality, sufficiency, and availability of public data assets as critical enablers of the public health, social protection, and economic responses required by governments, businesses, organizations, and individuals. Moreover, these deficits were aggravated by significant disparities in digital access and digital capacity – more precisely, literacy, numeracy and digital skills.

As a result of the pandemic, digital transformation is now considered an imperative and has become an explicit component of the development agenda and associated narrative in the Caribbean. In order to accomplish the sustainable development goals (SDGs) outlined in the 2030 Agenda, it is essential to undergo digital transformation and establish fair digital and data ecosystems (ECLAC, 2020). Indeed, it is considered that not a single one of the SDG’s 17 goals and 169 targets can be detached from the implications and potential of digital technology (ECLAC, 2020).

The dominant themes that emerged from the structured mapping exercise of private-sector initiatives in the Caribbean were related to education and training in digital and data skills (**SDG 4**), usually in combination with one or more SDGs: **SDG 8** - Decent jobs and economic growth, **SDG 9** - Industry, Innovation

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<sup>2</sup> Interview with Programme Coordinator, the Trust, October 4, 2022

and Infrastructure and **SDG 11** - Sustainable cities & communities. Typically the digital/data capacity-building initiatives target youth employment and community development.

It is widely recognized that the Caribbean needs more digital and data skills and innovation capacity. However, both national stakeholders (public and private) and international development partners believe that empowering young people through capacity-building in digital and data skills can help prevent them from becoming victims or perpetrators of crime and violence. As a result, there is strong support from both the private and public sectors, including government officials, for initiatives to improve digital literacy and capacity-building, which are seen as crucial for social and economic development. Many digital capacity building initiatives across the Caribbean have had a particular focus on marginalized youths and, in some cases, a gender focus, and the support has been reflected in political statements in the media. On September 15, 2021, the CARICOM Digital Skills Task Force<sup>3</sup> was established. It is made up of Member States, regional and international organizations. The purpose of the task force is to raise awareness about the importance of digital skills for the social and economic development of the region. Additionally, it aims to provide technical guidance to address the digital skills gap that the COVID-19 pandemic has worsened. Prime Minister of Grenada, Keith Mitchell, launched this Task Force and pointed to “the need to investigate how digital skill-building policies and programmes connect to the other critical areas of digital inclusion – broadband internet access and digital devices such as laptops and tablet computers”.

## **Data Action – Capacity Building**

Although these educational and training initiatives seek to address a relatively broad range of skills ranging from digital literacy and data skills to innovation and entrepreneurship programs, we emphasize **capacity building as the primary data action** of these public-private partnerships (PPP) interventions, typically within a broader digital capacity building program, which has become

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<sup>3</sup> Visit <https://today.caricom.org/2021/09/22/digital-skills-are-vital-now/>



an essential thematic focus for the regional development agenda. We are now at a critical inflection point where much effort is required globally, regionally, and locally to bridge the widening digital boundary to ensure digital ecosystems are deployed towards inclusive and sustainable development<sup>10</sup>. An integrated approach to building an inclusive digital economy and society should adopt regionally coordinated strategies that include improving digital capacity, i.e., literacy, numeracy and digital skills. For this to occur, citizens must have the relevant digital skills and literacy to adopt new technologies and participate fully in the digital economy and society. In addition, achieving real and sustained progress in the various dimensions of digitalization requires greater coherence and coordination in digital capacity-building efforts across the region. In particular, there should be a deliberate focus on the underserved - vulnerable/marginalized groups and youth.

Building equitable and sustainable digital/data ecosystems and enabling the effective use of data for development in the Caribbean requires the systematic building of data capacity across civil society, governments, and the private sector to empower organizations, regulators, educators, and other vital actors leading them to appreciate the implications of, and mobilize efforts at using data for public good.

## **II. Analysis of the Case**

### **Methodology**

The analysis of the case study was conducted by applying two methods:

- a) Desk research: a content analysis of published and shared documents relating to the various projects being implemented through The Trust-DIA initiative
  
- b) Primary research: semi-structured interviews were conducted with representatives from The Trust (headquarters/regional representatives) and private/government partner organizations in Jamaica, Trinidad and Tobago, and Belize, the three participating countries.

## Desk Research

Projects and initiatives executed by The Trust and its partners are well documented. Therefore, we examined the following documents and web resources (Table 1), which provided an overview of the various DIA projects, their rationale, partner objectives, and outcomes, where applicable.

Project	Document	Partner
DIA Urban Lab – Jamaica	<a href="#">DIA by Trust – Program Information</a> <a href="#">DIA Urban Lab Impact Report</a> <sup>11</sup> <a href="#">DIA Lab for Youth - Ideathon</a>	CITI Foundation, Institute of Law and Economics (ILE)
DIA Urban Lab – Jamaica	<a href="#">NCB ICON Lab: Implementation Phase: 2021-2022 – Final Report</a> <sup>12</sup>	National Commercial Bank, MICO University
Jamaican Youth through Empowerment & Training Project (JET)	<a href="#">JET Project Digital Skills Indicator</a> <sup>13</sup>	Microsoft, CITI Foundation, NCB Foundation, Citibeats
DIA Lab Belize	<a href="#">New Innovation Lab for Youth in Belize</a>	U.S. Embassy, UWI Open Campus
DIA Youth Innovation Lab Trinidad & Tobago	<a href="#">DIA Youth Innovation Lab Trinidad and Tobago</a>	CITI, CARIRI

Table 1: Documents and web sources for DIA projects in the region

A detailed review of the referenced documents provided insights about The Trust and its partner-operating model through the DIA Program.

The Trust was established in 1997 to promote public and private partnerships, becoming the organization’s core for the past 25 years, and this experience has resulted in successful public-private initiatives across the region. As a result, The Trust is exceptionally well positioned to convene/mobilize the kinds of public-private partnerships that characterize the DIA initiatives in this case study.

As the convenor of the DIA projects, The Trust principally aims to support the implementation of the OAS mandates, with a particular focus on helping the vulnerable population, 'the ones left behind,' who would not have had many opportunities, are typically from the lower-income strata, and are often from places where other organizations do not visit. A large part of this support is vocational training, which The Trust provides through donations from the private sector. One of the core objectives of The Trust is to ensure that vulnerable youths have the opportunity for a career or job or the chance to get started. As such, the main incentive to convene this partnership was to ensure everyone got a fair chance. The overarching aim of the DIA program is to provide youths with the knowledge and skills to use advanced technology such as 3D printers, laser cutters, etc., and basic digital literacy and data skills. In general, all the DIA partners across the region contribute to data capacity building, digital skills, and funding, which are the main incentives for all the partnerships.

The DIA projects started at different times in different countries in the Caribbean, with The Trust for the Americas as the convenor. Projects undertaken by The Trust are funded individually. The Trust typically develops the project concept and pitches them to prospective partner organizations that may be interested. However, since The Trust has no dedicated funds to launch these projects, they seek private companies' funding (primarily large private-sector companies). Hence The Trust must propose ideas that will be attractive to the private sector and fit within the organization's mandate and goals. Private sector organizations that have partnered on initiatives with The Trust in the Caribbean include **Microsoft, CITI Foundation, NCB Foundation, Private Sector Organization of Jamaica, Belize Chamber of Commerce & Industry, Jamaica Chamber of Commerce, and Citibeats.**

CAF, the Latin America Development Bank, initially funded the first DIA project in Montore, Mexico. Due to its success, The Trust sought to replicate this project in other countries. For example, The Trust brought the DIA idea to CITI Foundation and NCB in Jamaica, who agreed to provide funding. It collaborates with the proposals after identifying the need for the project and with the partners on

board. Usually, The Trust will build on concepts they have worked on in the past and then try to add new components, outcomes, and activities based on priorities in each country.

One of the most critical aspects of our alliances is picking the right counterparts, and this choice is vital to success. We carefully select our partners based on their ability to execute the project and previous experience with similar programs. In addition, we only consider partners with the necessary physical space to carry out the project.

Many projects have specific, measurable goals and targets and can be prosperous based on current operations. Since its inception in 2016, the DIA Program has impacted the lives of over 7,900 young people and representatives from diverse social sectors. It has also granted funds to 195 people with social and economic ventures. Some of the measurable impacts for specific projects are outlined in Table 2.

Table 2: Outcomes and impact of DIA projects

Project	Document	Partner
NCB Icon Lab	<ol style="list-style-type: none"> <li>1) Set up the technology and innovation lab</li> <li>2) Train at least 100 youth</li> <li>3) Empower 300 people with access to the lab's resources</li> </ol>	<ol style="list-style-type: none"> <li>1) Pilot phase (2019-2020) – trained 17 youth (53% women); 66 sensitized community members (50% women)</li> <li>2) Phase 1 (2021-2022) – 102 trained (58% women); 354 sensitized community members (57% women)</li> <li>3) 10 business ideas received funding of US\$1,000 each</li> <li>4) Supported the creation and/or improvement of 18 social or economic ventures</li> </ol>
Urban Labs for Youth Innovation	<ol style="list-style-type: none"> <li>1) Train 200 youth</li> <li>2) Provide \$40,000.00 in seed funding to support disruptive and incremental innovation projects</li> <li>3) Empower 400 community members through access</li> </ol>	<ol style="list-style-type: none"> <li>1) Over 2200 young people trained and empowered (59% women)</li> <li>2) 160 participants have developed an innovative solution</li> <li>3) More than US\$40,000 granted in pitch tank competitions (2021-2022)</li> <li>4) 111 seed funding grants awarded</li> </ol>
Belize Innovation Lab for Youth	<ol style="list-style-type: none"> <li>1) Broaden knowledge and build capacities of at least 300 representatives from youth, civil society groups, academia, the private sector, and local governments</li> <li>2) Support youth-led innovation projects with seed funding to promote solutions that generate livelihood opportunities and good governance through access</li> </ol>	<ol style="list-style-type: none"> <li>1) One pitch tank competition (August, 2022)</li> </ol>

DIA Youth Lab Trinidad and Tobago (DIATT)	<ol style="list-style-type: none"> <li>1) The project aims to train and empower at least 200 young innovators/entrepreneurs</li> <li>2) Provide US\$15,000.00 in seed-funding to support disruptive and innovative projects</li> </ol>	1) 46 completed and graduated (October, 2021)
Unleashing the potential of Jamaica Youth through Empowerment and Training (JET)	<ol style="list-style-type: none"> <li>1) Enhance the digital and soft skills of low-income unemployed and under-employed youths</li> <li>2) Connect beneficiaries with employment and entrepreneurial opportunities</li> </ol>	1) AI model was developed and real-time data collected from websites and social media platforms to identify labour market conditions. The project's next phase is developing the curricula and providing the required training to fill these labour market needs

## Semi-Structured Interviews

Semi-structured interviews were conducted with the participants listed in Table 3. A sample of the guide that was sent to prospective interviewees in preparation for the interview session is in **Annex II**.

Organization	Interviewees / Role	Interview Date
The Trust for the Americas, Head-Office	<b>Rodrigo Iriani</b> - Senior Programme Manager <b>Milton Drucker</b> - Special Advisor/Senior Advisor to CEO <b>Quimey del Rio</b> - Senior Project Officer	September 21 <sup>st</sup> , 2022, 4 - 5 p.m.
The Trust for the Americas, Head-Office	<b>Audrey Robin</b> - The Belize Local Coordinator for The Trust	October 3 <sup>rd</sup> , 2022, 10 - 11am
The Trust for the Americas, Jamaica	<b>Naketa West</b> - Senior Programme Manager, Project Coordinator for the DIA / JET projects	October 4 <sup>th</sup> , 2022, 11am - 12pm
The Trust for the Americas, Jamaica	<b>Nadeen Matthews Blair</b> , CEO of NCB Foundation <b>Jamília Crooks Brown</b> , Programme administrator for the NCB foundation	October 26 <sup>th</sup> , 2022, 3:30pm - 4:30pm
CARIRI - implementation partner, DIA Labs, T&T	<b>Laura Da'Breau</b> , Senior Business Development Officer, CARIRI <b>Denise Ferguson</b> , Human Resource Manager, CARIRI	October 26 <sup>th</sup> , 2022, 3:30pm - 4:30pm

Table 3: Case study interviewees

Summaries of the interviews are provided in Annex III. The main insights from the interviews are synthesized and discussed below, based on six main premises:

- 1) Primary incentives and motivations for private sector partners
- 2) Critical strategies for private sector engagement
- 3) Primary challenges/lessons learned in public-private-partnerships
- 4) Considerations for effective measures and sustainability
- 5) Explicit reference to, and alignment with SDGs
- 6) Gender considerations/outcomes

## **Thematic Insights**

### **Motivations for private sector partners**

The organizations involved in the DIA projects aligned with The Trust because they shared the vision of empowering the region's young people. Denise Ferguson (CARIRI<sup>4</sup>), referred to a quote from the former Prime Minister of Trinidad and Tobago, Dr. Eric Williams, stating that "the future of the nation is in the schoolbags of the youths," which motivated CARIRI to partner with The Trust in Trinidad and Tobago. CARIRI recognized the importance of youth development and education, but as a government institution, it didn't always have access to sufficient funds for these crucial areas. By partnering with The Trust, CARIRI had the opportunity to obtain the necessary funding to focus on youth entrepreneurship, which was in line with the SDGs and aligned with CARIRI's mandate for youth development.

Likewise, NCB was motivated to partner with The Trust on the ICON Lab in Jamaica due to the organization's interest in targeting youths who do not have access to tertiary education. As such, quality education<sup>5</sup> is at the core of NCB's interest in helping youth develop digital literacy, focusing on online learning.

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<sup>4</sup> Interview with CARIRI representative, October 24, 2022

<sup>5</sup> Interview with NCB Foundation, October 26, 2022

The DIA project in Belize has similar objectives even though the partnership with The Trust is not with a private sector company but funded through the US Embassy. This may be due to the size and landscape of that country, one that is dominated by small and medium-sized enterprises. Nonetheless the program is focused on working with schools and youths to build digital capacity and data skills. In previous projects in Belize The Trust partnered with the Chamber of Commerce, which typically represents interests collectively on behalf of SMEs. The Chamber of Commerce articulated a need for a better environment to conduct business in Belize and identified new business opportunities. The DIA project proposal was informed based on an assessment among private companies to determine what digital and data up-skilling was required for the workforce.

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*"You have to come up with the idea that will be attractive to the private sector and some ideas that also fit within the goals of the Trust and then pitch them to companies that might be interested, and hopefully if they are, they will fund them. [The] CitiBank activities in Jamaica is a really good example because we brought DIA to them and they liked it and said they could fund some of it, similarly with NCB."*

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Partners were explicit about being motivated by genuine care for developmental concerns rather than a profit-driven reason, contrary to one of the perceptions that emerged from the initial global study. One participant explained that based on her interactions with the private and public sectors, there was a genuine sense of "let's try to see how this innovative tool or these new things added can make or bring real change." Innovation – doing something different – is another motivating factor highlighted in the interviews. Both private and public sectors acknowledge the difficulties they face in operating within a constantly evolving global environment, necessitating visionary approaches. This mindset towards innovation has inspired some collaborators in the DIA initiatives.

While access to funding was a significant incentive for the partnership, the funding mechanisms differ across projects. For example, while CARIRI was motivated because of access to funding, the DIA project in Belize is 100% funded by a US Embassy CARSI-ESF grant. On the other hand, the projects in Jamaica and Trinidad and Tobago are sponsored by large private companies like NCB and CITI Foundations, who were major donors.

**In summary,** the primary motivations for private sector partners seem to be (i) genuine care from the private sector that considers initiatives that focus on innovation and education as being attractive, (ii) interest and understanding of the importance of education and the realization that not everyone will have the opportunity for tertiary education and that some groups will be left behind if the focus is only on providing tertiary education (iii) digital and data up-skilling of the workforce also represents a clear value-proposition for businesses, especially SMEs.

### **Critical strategies for private sector engagement**

A key strategy for engagement is based on solid personal relationships and institutional trust capital. Funding proposals usually initiate at the level of The Trust's Executive Director, and prospective partners also need to feel they have a say in terms of the scope and priorities of the project. The success of the partnerships requires a familiar institutional affinity with the donor who understands how The Trust works, the impact of the work locally, and the collaboration with local organizations. The private sector entity must be assured that the resources invested go to the beneficiary, so confidence is critical to building these relationships.

'They came to us; they were introduced to us by our chairman, who sits on the Board in Canada. However, because there was alignment, it was something that we signed on to fairly quickly. They already had a reputation in the States having implemented with Citi Bank, so we were comforted that there was a track record here, so we decided to move forward.'



The Trust is recognized not just by the private sector but also by other Government partner entities. Having a track record of successful initiatives improves the reputational capital. The reputation of local implementation partners is also essential to engagement. For instance, in Trinidad, the private sector views CARIRI as providing a solid value opportunity based on their facilities' robustness and length of tenure, which brings a certain degree reliability. Thus, belief and relationship capital is cumulative.

Various mechanisms for private sector participation and engagement were identified, including the following.

- (I) Representatives from private sector organizations may be included as members of various committees for the DIA initiatives. For example, a steering committee could be set up playing the role of advisors, connectors, and supporters of the initiative helping the youth engage in digital skills training and providing opportunities for entrepreneurship and employment.
- (II) The Trust is creating a mentorship program with the private sector to connect winning competition projects with funding. Once a project has secured funding, they have one year to implement it. The private sector's involvement will primarily occur during the mentorship period, which is crucial for the project's success.
- (III) The private sector was included in a needs assessment in Belize. One of the initiative's aims is for the participants to gain employment upon completion, so ensuring the training was designed to meet employment demands was crucial.
- (IV) Participating as judges in innovation and entrepreneurship competitions.
- (V) The Trust's strong relationships within the regional community are relevant for private sector collaboration on these initiatives. Yet, the success of implementation and the nature of the work being done sustain this support.

**In summary,** The Trust has a track record of success and a proven strategy that lends itself to ongoing support from the private sector because they see that it is doing good work and that it (the partnering entity) can also add value. Additionally, they perceive this engagement as a way to enhance their Corporate Social Responsibility (CSR) performance. Finally, all the partner interviewees consider reputation and trust as paramount elements.

### **Lessons Learned and key challenges in public-private-partnerships**

A number of lessons learned and key challenges emerged from the interviews.

- 1) “By design the engagement with private sector is “baked” into the DNA of The Trust”<sup>6</sup>. The PPP model is successful because The Trust was set up explicitly for this arrangement. Established in 1997 specifically to promote public and private partnerships, being a liaison between sectors has been at the organization’s core for the past 25 years, and all the experience gained has resulted in pretty successful public-private initiatives across the region.
- 2) All participants agreed that social capital and established relationships played a vital role in the partnership's success. The Trust's name recognition and reputational confidence in the Caribbean made attracting funding and implementing partners easier. Additionally, their proven track record of success made getting buy-in for new projects more straightforward.
- 3) Continuous network learning cultivates value for subsequent projects. The opportunity for continuous learning based on the replicability of the projects lends itself to the constant improvement and scalability of the projects. This proven record of success and visibility of the results make attracting new partners in new countries easier.
- 4) The Trust ensures to work with a local partner familiar with the local culture and context, one with ‘its ears to the ground.’ These local entities understand how to navigate the local context and the different nuances in each country

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<sup>6</sup> Interview with the Trust for the Americas – Head Office, September 21, 2022

to ensure the project will be of value.

- 5) When it comes to forming partnerships, success breeds more success. Partners who consistently deliver on their promises regarding timeliness and quality tend to attract additional alliances. Since achieving a national presence can be challenging, partnering with entities with a strong understanding of their local communities is crucial.
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*"It takes the government to prioritize, but the government needs the private sector to sometimes test things and demonstrate that something will work and then support the ecosystem. While the government has to play a significant part, there has to be an enabling ecosystem. If the government agrees to train 20,000 software engineers every year and data scientists, but the private sector isn't prepared to employ them, then we are going to have an issue."*

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Obstacles remain despite these visible benefits to the convening role and public-private model of the "Trust". The main challenge is finding local partners who can execute the projects effectively. Interviewees identified the need to select an accountable partner with a robust capacity to provide human resource assistance as vital in managing large projects such as the Icon Lab. As explained by one interviewee, 'having an organization with a good reputation, being accountable and having the ability to provide the human resource to propel the management and the execution on the ground of the project'<sup>5</sup> are the characteristics of an ideal implementing partner.

Another issue highlighted by interviewees is matching the training provided to the skills demand by potential employers. For example, the project in Belize is focused on upskilling participants in areas such as innovation, artificial intelligence, etc. However, many companies have indicated that they may not need those higher skills. This disconnect is potentially problematic and will impact the project's

overall objective of increased youth employment and empowerment.

The JET project in Jamaica has developed an innovative algorithm that leverages artificial intelligence to assess the dynamic labor market needs of the region. This solution was born as a spin-off outcome of their efforts to address the need for a new data action.<sup>13</sup>

**In summary**, the collaborative approach that underpins The Trust's modus operandi, i.e., involving private, public, and civil society, is vital to sustainability and scalability. Some interesting observations from interviewees underscore this issue:

- **'Public and private sectors are not always natural allies'** - Public-private partnerships require significant organization and coordination, and the brokering of relationships between various stakeholders in society, particularly the private sector, is critical. The extent to which a "convenor" like The Trust can bring entities and people together is a massive contribution to society and critical for long-term projects.
- **'The need for an ecosystem approach'** respondents identified the need for a 'catalyst,' a champion from within (a keystone actor, perhaps) willing to be the driver for education, health care, etc., to materialize positive outcomes. This realization demands a lot of work as the catalyst has to bring all the stakeholders to the table and requires much consultation. In addition, the government must have a seat because some of the initiatives need policy and legislative change, especially if they are meant to be sustainable.

### **Considerations for success measures and sustainability**

While the government has a vital role, there must be an enabling ecosystem for these projects to be sustainable. The projects will not meet their objectives if the government agrees to train a specific number of young people but the private sector is not available or ready to employ them.

In addition to capacity-building efforts, the long-term success of these projects will depend on continued support and funding from various public and private partners. After the current funding period ends, CARIRI plans to sustain its lab work, but it must find ways to attract users and determine a payment structure for upkeep and equipment expenses. Collaboration with different ministries may be necessary to address these challenges, such as funding constituents or implementing partial payment plans. Ultimately, a mixed approach will be used, requiring some payment while providing free services to benefit the economy and society.

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When asked about the necessity of a convener like The Trust for the long-term sustainability of digital skills initiatives, The Trust expressed its belief that a convener is crucial for scalability. While many private sector companies contribute to capacity building, involving The Trust can increase visibility and attract more resources. This is just one way a convener can add value. Currently, several disconnected initiatives focus on digital and data skills training, but they struggle with scalability. Despite the excellent work being done by individual organizations, more collaboration is needed to drive meaningful change.

*"I think it requires a convener to be scalable. I say that because every private sector company probably contributes in some way to digital skills according to their mandate, their values and their missions. [] until the private sector and public sector share the same voice, I am not sure we can do that without the convener."*

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The DIA program offers a well-rounded approach to learning that includes grant funding, entrepreneurship, life skills, and digital components. Participants have successfully applied what they've learned to their businesses. The program's content is accessible online and can be self-paced, even if The Trust discontinues funding. This sustainable delivery model makes it an excellent template for replication in other areas.

Regarding success measures, monitoring and evaluation are crucial components of the projects The Trust designs.

The JET programme has engaged the expertise of a consultant to develop a comprehensive monitoring and evaluation framework. With a focus on critical metrics, the framework will ensure all initiatives are steered towards reaching the established goals.

The results, outcomes, and indicators for these projects are formulated with the donors. In order to gauge our progress and impact, we diligently monitor the number of individuals who have been equipped with digital production skills and the proportion of trainees who have either established their enterprises, pursued higher education, or are actively engaged in enhancing the welfare of our country

**In summary**, a convenor such as The Trust plays an important role as they can help scale the initiative by drawing more attention to it and bringing in some resources. This is the actual value of the convenor. A collaborative approach involving private, public, and civil society is critical to sustainability and scalability. Metrics have been established, focusing on employment, including the number of participants who secure jobs, start new enterprises, pursue higher education, and even graduate.

#### **Explicit reference to and intentional alignment with SDGs**

The NCB foundation's core mission emphasizes education which aligns with SDG4, but they do not explicitly reference these SDGs. Besides, they agreed that SDG 8 (decent work and economic growth) and SDG 11 (sustainable cities) resonate with the core tenets of their programming.

Despite their alignment with various initiatives, there is a growing concern that the SDGs need to receive adequate attention. This lack of awareness may be due to the absence of a national discourse around the SDGs where they are visibly tracked and communicated, and individual entities can assess their impact on the broader objectives, e.g., how do the education goals impact Jamaica specifically?

Entities can identify which SDGs align with their programmes. Still, the challenge lies in effectively measuring and ensuring that these programs are implemented in a structured manner to make a meaningful contribution towards these goals

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*'There has not been a national frame put around it, where the SDGs are visibly tracked and communicated so persons can assess their impact on the broader objectives. For example, what do the education goals [SDG4] translate to for Jamaica? Because I have not seen anything that is measurable at a granular level. How is my organization contributing to the overall goals?' When there is no national focus on it, though we talk about it a lot, what does it mean? What are the specifics? What are the micro level goals? How do I connect to it? I am not clear on that, to be honest.*

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The SDGs are not a reference point for CARIRI, and their existing strategic plan does not explicitly reference them. Instead, individual departments have their operational plans or separate programmes and projects that focus on or identify individual SDGs, especially the sustainable energy department, though overall, there needs to be intentional alignment.

For the DIA, CARIRI started with a focus on youth empowerment rather than the related SDGs, although positive outcomes are expected to contribute to achieving the SDGs. Generally, the partners acknowledged the importance of beginning with the SDGs and suggested clarifying how projects align with them in the future.

**In summary,** the private sector must prioritize the Sustainable Development Goals (SDGs) as their primary focus. Instead, they tend to concentrate on specific areas of interest, such as education and youth, which the SDG narrative may have influenced.

### Gender considerations/outcomes

*The Trust takes gender issues and gender balance into account when creating indicators. Each published and shared report includes gender metrics from beneficiary recruitment to outcomes, which are presented in the results section.*

*While there was not a formal approach to gender inclusion, several partners made observations about the gender mix in the various programs. The ICON lab noted that most of the scholars were increasingly female for the Scholarship and Grants program, which is consistent with the enrollment to Jamaica's tertiary level institutions. Based on previous observations of other programs, there hasn't been a significant imbalance in gender distribution. However, women tend to be more proactive in utilizing these legitimate channels for learning and earning.*

*"What I have noticed this year is a lot more of our young women are very much interested in ICT. In the past, if they came with businesses it would be food businesses and more in line with that. We are seeing that they are starting to diversify. Some of our young women are asking for training in cybersecurity, web development, and app development."*

For the most recent project in Belize, an effort has been made to realize a 50-50 ratio of males and females. Across all DIA projects, more than half of all youth trained to date are females. For example, 59% of the over 2,000 youth trainers empowered for the Urban Lab project were women. With an increasing number of women accessing the program, some of its content includes a gender focus. e.g., material content from the Inter-American Commission for Women has been added to the course prospect, delivering tools to women to combat the problem of gender-based violence. This increased training and sensitization of women can significantly change a country's economy and contribute to several SDGs. Working women are considered a rising tide that lifts all boats, and incorporating women into the workforce can have significant knock-on economic effects.

**In summary,** there is an understanding that gender is essential, especially from



the viewpoint of The Trust; it is something they consider and report on. As a result, girls have been encouraged to participate in these training programmes. Although IT and data analytics are often male-dominated fields, digital skills have had a more even distribution, and girls are increasingly interested in this area.

## Findings and Reflections

### Our analysis

We want to share our reflections on the fundamental insights we gained from the case study mentioned above.

- It is apparent that organizations participating in the DIA program did not have the SDGs at the forefront of their minds. Instead, they had other motivating factors/incentives, primarily rooted in quality education and youth employability/livelihoods. Contributing to the SDGs is a by-product of the partnership rather than being a central moving factor.
- Thanks to its substantial social capital and established relationships in the region, The Trust finds gaining support for its projects easier. Also, its track record of successful implementation and institutional reputation make it an attractive partner for many regional private companies.
- Having an organization like The Trust acting as a convener was fundamental for the implementation and will be critical for the sustainability and scalability of future similar projects. Scaling up to expand training to more people benefits from having a convener who can provide visibility to the project and bring in resources.

Although private and public companies may work independently on developing digital and data skills based on their respective mandates, values, and missions, a convener can help unite these efforts under a single umbrella. This targeted approach can enhance the sustainability and scalability of these initiatives and similar programs.

- Beyond The Trust's critical role as a convener, solid local partners play a vital role in the execution of the projects, which is a crucial feature of what makes the initiatives of The Trust successful. For example, in the DIA Urban Labs project in Jamaica, the local partner ILE closely monitored the participants to understand their challenges and provide assistance to ensure they remained engaged in the project. In addition, ILE's involvement highlights private sector partners' different roles, such as project execution, mentorship, employment, etc.
- The multiplicity of partner roles is essential to complement the convening part of The Trust in mobilizing and implementing successful projects leading to the notion of an ecosystem. As was raised by one interviewee, developing an enabling ecosystem where public and private sector actors have complementary roles could be one means toward scalability. Based on this ecosystem metaphor, The Trust's role becomes that of a "keystone actor," other functions can be identified and allocated to create a vibrant ecosystem that ultimately becomes scalable and sustainable.

## Conclusions

What conclusions can we draw from this in-depth examination of the 'Trust for the Americas' case study concerning the mechanisms, motivations, incentives, and processes for engaging private sector actors in developmental initiatives?

Upon analyzing the case study of 'Trust for the Americas,' it is evident that involving private sector actors in developmental initiatives requires prioritizing capacity building as a crucial action for the Caribbean. This is especially true when it is part of broader digital capacity-building programs, given the challenges posed by the Covid-19 pandemic. As a result, policymakers and decision-makers in both public and private sectors have placed great emphasis on youth education and training (SDG4), employability (SDG8), and community development (SDG 11), leading to robust support for digital capacity-building programs such as The Trust's DIA

initiative.

On the other hand, The Trust has a distinctive operational framework founded on its affiliation and commitment to the OAS mandate. Its partnership with the private sector facilitates the convergence and mobilization of key stakeholders in this corporate sphere, which is critical in achieving a comprehensive Development Agenda. It is unlikely that this model could be easily replicated. Still, there are some observations and identifiable 'good practices' evident in the Trust's operations in the Caribbean that can inform the ongoing contemplation of private sector engagement and contribution to the SDG Agenda.

- Similar to the initial findings from the structured mapping exercise in phase 1 of the research, we encounter that the language of the SDGs is not universal or even top of mind among private sector partners in our case study. While alignment with the SDGs is generally considered beneficial, they do not provide a point of reference or strategic driver. Most companies participating in the DIA program had other motivating factors/incentives, such as youth empowerment, and contributing to the SDGs is a by-product of the partnership. Although the SDG Agenda is designed around specific indicators, goals, and targets, private-sector respondents have found the SDGs elusive regarding their contribution or impact. Moving forward, the national dialogue on the SDGs should endeavor to be more explicit in articulating private sector engagement and opportunities for meaningful contribution to the country's progress towards the SDGs.
- Active collaboration involving the private, public sector, and civil society in a deliberate **ecosystem** approach can lend itself to a more conducive environment with defined roles. The part of a convenor played by The Trust is a prominent 'keystone' function to seed/mobilize the ecosystem and plays an outsized role in successful public-private partnerships. Nonetheless, other identified roles include:
  - A **catalyst (or champion)** typically within the public sector in development areas such as education, health care, etc., that can anchor the government's active participation where some of the initiatives might

require policy and legislative changes to be sustainable.

- The success of The Trust's initiatives relies heavily on solid local partners who help execute projects in a way that is adapted to the community. Developing templates for supporting roles, such as internships, mentorships, and private-sector employment, is crucial for creating a thriving ecosystem.

Some respondents highlight The Trust's critical role in the continued execution of the DIA projects in the region and suggest that the sustainability of the DIA program requires the persistent involvement of The Trust or a similar external convenor. Experts argue that separate and unconnected efforts are happening in the public and private sectors to improve digital and data skills. However, having a central coordinator can bring together resources, people, and strategies to create more impactful and sustainable programs on a larger scale. While independent convenors, like The Trust, undoubtedly create the conditions and enabling environment needed to establish public-private partnerships, the ecosystem ultimately has to evolve to become self-sustaining. Steps that should be taken in this scaling-up process include:

- Create the conditions for the DIA initiative to become available as open educational resources that can be adopted and re-used by other programs and enterprises, applying the established methods and quality training as well as educational content produced by the DIA.
- Expand the scope of data capacity-building beyond the existing primary target audience of marginalized youths. Much of the current program initiatives and resources can be re-purposed, adapted, and enhanced for the training and digital up-skilling of public sector agencies, the private sector workforce, and civil society.
- Adopt structured methods to estimate the advance of these projects. The Trust employs a disciplined approach and monitoring tools that have helped the partners to document and measure the results of the

programmes. Perpetuating these methods encourages continuous monitoring and measuring initiatives to ensure established targets are met. As we have seen in this case, the success and visibility of program results make it easier to attract new public- and private-sector partners and resources.

- Ultimately, building equitable and sustainable data ecosystems and enabling the effective use of data for development in the Caribbean requires systematic investments in broad-based education and capacity-building initiatives at several levels: greater awareness in the public and private sectors, widespread digital and data literacy, specialized data, and AI skills. This systematic development capacity is critical to the long-term sustainability of the overall data ecosystem in the Caribbean.

## Recommendations

Based on our analysis and findings from the case, we propose the following recommendations that should be considered as part of the advocacy narrative in the project's next phase.

- **Governments in the region must actively create dialogue opportunities with the private sector and other critical partners regarding their contributions to measuring and monitoring the SDGs.** Several SDGs are being addressed by the various projects under the DIA initiative, even though that was not the primary motivation of the program. Private sector partners who were interviewed pointed out that they could be further engaged in the 2030 Agenda if they could assess how their initiatives feed into measuring and achieving the SDGs. To this end, private sector engagement can be national SDG Committees, SDG Business Consortia, working groups, and technical committees.
- **The issues of scale and skills deficits in the Caribbean, particularly the region's smaller islands, must be acknowledged.** This case study demonstrates that public-private partnerships are successful due to the strong relationships between

implementing/funding partners and their positive reputation with The Trust. This practical approach can be applied in other regions without starting from scratch. Advocacy efforts should focus on sharing experiences and lessons learned from previous projects and utilizing The Trust's relationships with regional governments through the OAS to scale up programmes that rapidly improve regional digital skills capacity.

- **The diversity of roles that can be played by private sector actors to support the capacity-building data action need to be articulated.** These are not limited to program management or funding roles, often confined to prominent private-sector players. Other functions that could expand the opportunities and reach for private sector engagement include local implementation partners, internship/mentorship, and employment. Develop standardized templates and learning resources that can be re-used and adapted to scale the reach and scope of similar digital/data capacity-building programs.
- **The project should advocate for partnerships to make deliberate efforts to create vibrant, self-sustaining, and scalable ecosystems in the region. These efforts should centre on data capacity-building, with defined roles, shared methods/learning resources, and active government and private sector partnerships that provide connectivity and coherence between digital/data skills demand, capacity-building interventions, and employment opportunities.**
- **As structured data capacity-building initiatives become more pervasive and human capital deficits in digital and data skills are addressed systematically, the region should seek to expand the 'data actions' of private sector actors beyond capacity-building to include more value-added interventions.** For instance, the digital skills indicator by the JET project in Jamaica (Trust for the Americas, 2022) to determine the dynamism of the labour market is a small but promising example of the type of AI-driven action that could evolve into a digital public good for the region.

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## Annex I: DIA Projects in the Caribbean

### Jamaica

This project was launched in 2016 by Citi Foundation and The Trust for the Americas. The project aims to inspire and provide skills to young Jamaican creators between the ages of 16 and 29- through innovation and entrepreneurship training, mentorship, and access to technology. In 2020, DIA Jamaica introduced a new component to increase employability and economic opportunities for at-risk youth in the Caribbean through digital literacy, data science, and future work skills.

The Urban Lab aims to train 200 youths, provide US\$40,000 in seed funding to support disruptive and incremental innovation projects, and empower 400 community members through access. As a result, over 2,200 young people have been trained and certified; 59% of the beneficiaries are female; 165 participants have developed an innovative solution, and more than US\$40,000 have been granted in pitch tank competitions between 2020 and 2021.

The strategic partners involved in this project are the Citi Foundation – donor, and the Institute of Law and Economics (ILE) – local partner.

The project explicitly supports SDGs 1, 4, 5, 8, 16 and 17.

### NCB ICON Lab

In 2019, The Trust for the Americas partnered with N.C.B. Foundation and the MICO University to promote digital skills among Jamaican youth. The N.C.B. ICON Lab offers youth between 16 to 30 years old access to technology and coaching to promote digital, entrepreneurship, and life skills.

N.C.B. ICON is a lab that encourages Jamaican youth to develop an entrepreneurial and learning mindset, empowering them to become change agents in their communities. ICON stands for Innovative, Creative, Outstanding, and Nationalistic. It's the first lab in Jamaica to provide essential skills for the future to vulnerable youth, enabling them to be job-ready and prepared for leadership roles while promoting innovation and entrepreneurship.

The ICON Lab project will train 150 at-risk youths in digital skills and entrepreneurship throughout 2020. Additionally, the project aims to raise awareness about the skills that will be in demand in the future and the evolving nature of work. The project will benefit 300 individuals by providing access to collaborative spaces and innovation methodologies.

The strategic partners involved in this project are NCB Foundation – donor, and Mico University College – local partner. The project explicitly supports SDGs 4, 8, 9, 11, and 17.

### **JET - Unleashing the potential of Jamaica Youth through Empowerment and Training**

This project aims to increase and strengthen youth's labour skills to enhance their career opportunities. This multi-donor project is being implemented in collaboration with the IDB Lab. The JET project aims to train 1,000 youth in digital, entrepreneurial, and soft skills. The project will focus on individuals between 17-34 years old who are unemployed or underemployed.

The implementation methodology of this project consists of developing an innovative artificial intelligence (AI) tool to assess the skills, knowledge, and experience commonly required by employers and businesses in Jamaica. This needs assessment is a fundamental input into the design of the curricula offered to the beneficiaries. Moreover, this assessment will develop training programs tailored to the highest-demanded skills that respond to real-time labour market needs. Finally, trained youths will be connected with jobs, local freelancing opportunities, or support to develop new entrepreneurial ventures.

In order to accomplish the objectives of this project, it is necessary to work with local businesses, trade associations, small and medium-sized enterprises, SMEs, government institutions, and civil society. This collaboration and coordination will ensure the project's success in the long term.

The strategic partners involved in this project are Citi Foundation, Microsoft, and NCB Foundation – donors; IDB Lab – implementing partner; MICO University College; and Institute of Law and Economics (ILE) – local partners.

The project explicitly supports SDGs 1, 4, 5, 8, 10 and 17.

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## **Belize**

### **Innovation Lab for youth: improving digital skills and the creation of livelihood solutions in Belize**

The primary objective of the Innovation Lab for Youth is to establish a community of young change-makers who are equipped to foster innovation through a variety of channels, including technological advancements, collaboration spaces, specialized educational programs, mentorship, and the implementation of best practices from the region. This community encompasses young individuals, social actors, and local government entities, including those in vulnerable communities, to generate employment opportunities and promote good governance in Belize.

With this project, The Trust for The Americas seeks to develop young people's talent and improve innovation processes in the country through capacity-building opportunities, linking new skills to the labour market and creating a collaborative mentality between public officials, civil society leaders, and youth. The project aims to broaden knowledge and build capacities of at least 300 representatives from youth, civil society groups, academia, the private sector, and local governments; strengthen the social innovation ecosystem to support the development of sustainable solutions; and support youth-led innovation projects with seed funding to promote solutions that generate livelihood opportunities and good governance.

The strategic partners involved in this project are US Embassy Belize – donor; UWI Open Campus and OAS – implementing partners.

The project explicitly supports SDGs 1, 4, 5, 8, 10, 11 and 17.

## **Trinidad and Tobago**

### **DIA Youth Innovation Lab T&T**

In June 2021, The Trust for the Americas, in partnership with the Caribbean Industrial Research Institute (CARIRI) and the financial support of Citi Foundation, launched the DIA Lab in Port of Spain, Trinidad and Tobago, where young innovators and disruptive entrepreneurs will create low-cost, high-

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impact, innovative, high-quality solutions that generate affordable access and livelihood opportunities for their communities on a long-term sustainable basis. This innovation lab became a milestone as the first initiative The Trust for the Americas implemented in the Caribbean country.

The project aims to train and empower at least 200 young innovators/entrepreneurs in 2021 and provide US\$15,000.00 in seed funding to support disruptive and visionary projects.

The strategic partners involved in this project are Citi Foundation – donor, and CARIRI – local implementing partner.

## **The project explicitly supports SDGs 1, 4, 5, 8, and 17. Annex II – Interview Guide**

**Case Study:** The Trust for the Americas (T4As) Program of Private-Sector-engaged Contributions to Data for Sustainable Development Initiatives in the Caribbean

### **Background**

This Case study is part of a larger research project that seeks to understand how far the private sector's data-related contributions to public policy in the Global South extend, especially concerning the Sustainable Development Goals (SDGs). The primary research question is:

**what is the private sector doing to contribute to more effective data ecosystems for monitoring and achieving the SDGs in the Global South?**

Thus far, the research has examined examples of private sector support to public institutions across Latin America and the Caribbean, The Middle East and North Africa (MENA), Sub-Saharan Africa, and Southeast Asia, initially through the structured mapping of a range of public-private data partnerships. In the study's second phase, emerging insights from this mapping will be examined in more detail by producing eight in-depth case studies of public-private data partnerships. Trust for Americas (T4As) and their program of digital/data

capacity-building initiatives with various Private Sector partners in the Caribbean has been selected as the Caribbean case study.

## **Interview Session – NCB Foundation – October 14th, 10:00am**

While our primary focus in this study is on the PVT Sector, T4As is what we've characterized from the mapping as a ***"Partnership facilitator / Convener"*** that plays an active role in these strategic relationships and public-private partnerships.

- We are aware of the NCB ICON Lab. Are there other areas/programmes for collaboration between NCB Foundation and T4As?
- What are the primary motivations for NCB Foundation to partner with projects of this nature (ICON)?
- What would you say are the primary strategies/factors /attributes in T4As as a convener that are appealing to the NCB Foundation in these collaborative partnerships With reference to the SDG Agenda, the NCB I.C.O.N Lab program appears to align specifically with: **SDG 4**: Quality Education; **SDG 8**: Decent Work and Economic Growth; **SDG 11**: Sustainable cities & communities
- How relevant is the Sustainable Development Agenda in your overall Programming?
- Is the language of the SDGs explicitly referenced in your Goals/ Objectives / Program Design?
- Would these SDGs be your preferred alignment choices? Are there others?

In the study we are primarily interested in what we refer to as Data Actions (support activities by the private sector that impact the local Data Ecosystem):

*Capacity building; Skill sharing; Data collection; Data analysis; Data sharing; Data visualization; Data governance; Data reporting; and funding. An emerging collective term for this is "Data Philanthropy."*

- What determined these "Data Action" priorities – capacity building; funding?
- Do these align with your preferences? How much input did NCB-F have in defining the program emphasis?
- Are there other Data Actions that NCB-F would consider?
- How would you consider the fairness NCB-F brings to the partnership with T4As?

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Are there any documents, policies, corporate standards, etc that have emerged from the program that you might be able to share?

Your partnerships on the NCB ICON lab include: MICO University -implementing partner, the Ministry of Education, Youth, and Information -public sector

- What do you look for in an implementing partner?
- Speak about the engagement with the public sector; who are the primary public sector partners? What interest/role have they played in the ICON lab and similar initiatives (e.g., Level Up Grant Programme)
- Can you share any documentation (e.g., MOUs – if they are in the public domain) about the nature of those engagements?
- What are the primary challenges you've encountered or had to overcome in mobilizing and executing these partnerships?
- Are there any specific local data related to sponsors that have facilitated/enabled the case study? (e.g., a specific government institution or even an individual)
- What are some of the lessons learned from the engagements that might be useful to consider in future programs of this nature?

#### Gender Considerations

- What gender issues, if any, were considered during the design and implementation stages?
- Have there been any unexpected gender implications/outcomes in the case study's output?

#### Measurement / Outcomes / Results

- How do you measure and report on the effectiveness of these interventions?
- What do you consider as "success"?
- Do you think this approach to digital capacity building is sustainable without external partnership facilitators such as the IDB or T4As?
- What is needed to ensure sustainability?

Can a project of this nature scale?

- Are there any plans for the "artifacts" developed from this project, e.g., curriculum, etc., to be shared?

This is a multi-country case study, and we're interested in understanding the nuances of mobilizing partnerships and engagements across multiple countries in the English and Spanish-speaking Caribbean.

- What characteristics of the local environment support or constrain a program like this – NCB I.C.O.N. / Partnership with T4As?
- Are domestic laws, policies, clear political statements, etc., supporting this particular data action/case study?

## ANNEX III – Interview Summaries

### 1. The Trust for the Americas - International

Person Name(s):	1) Rodrigo Iriani - Senior Program Manager 2) Milton Drucker – Special Advisor/Senior Advisor to CEO 3) Quimey del Rio – Senior Project Officer
Organization:	The Trust for the Americas
Relationship with Trust for Americas:	N/A
Date   Time of Interview:	September 21st 2022, 4 p.m. – 5 p.m. (Bogotá Time)
Key Insights:	
a) Primary motivations for Private Sector partners	The origin of the Trust is around private-public sector linkage. The OAS (Organization of American States) was looking for a way to mobilize private sector resources to fulfill the OAS mandates of the general assembly. The general assembly decides on particular initiatives/projects, but they don't have funding for them. The OAS wanted to mobilize private sector resources, but under their Charter, there was no way to accept private sector money, and it was not easy to solicit. As such, the TRUST was established, a US chartered tax-exempt charitable organization affiliated with the OAS. It has the OAS secretary general as an honorary board member. By design, the engagement with the private sector is "baked" into the DNA of the Trust.
b) Key strategies for Private Sector engagement	1. A key strategy for engagement is personal contact, usually initiated at the level of the Trust's Executive Director. The experience of the Trust is that if a proposal is sent without making this initial contact or without the company knowing the Trust or its mission, the proposal does not go very far. 2. The partners need to feel they have a say in terms of the scope of the project. Thus, usually, the donor has a lot of input in the way the project is going to operate. This is important given they are providing the funding. The success of the partnerships requires a close personal relationship with the donor where they understand how the Trust works, the impact of the work locally, and the partnership with local organizations. The private sector entity needs to be assured that the resources invested go to the beneficiary. This is a fundamental component of the private sector buy-in. So trust is key to building these relationships. If the donor gives the money and is confident that it is being used for what was agreed and that a good job is being done with it, it is likely that they will provide more donations. If they don't have that trust, then that's it.
c) Primary challenges / lessons learned in Public-Private-Partnerships	1) Sustainability - you never know initially if the project can be sustained over time without private sector contributions. 2) Public and Private sectors aren't always best friends – sometimes, the public-private partnership has to be organized more than people might expect. The importance of brokering relations between various stakeholders, in particular the private sector. The extent to which the Trust can bring people together is a huge contribution to society.
d) Gender considerations / outcomes	In formulating indicators, gender issues and gender balance are taken into consideration. These metrics are presented in the results in different reports, which are disseminated.
e) Thoughts on success measures and sustainabilitySDGs	There was a concern expressed about how projects can be sustained without private sector contributions. The formulation of outputs, outcomes, and indicators for these projects are done in collaboration with the donors e.g., the number of people trained.
d) Explicit reference to, and intentional alignment with SDGs	The private sector does not typically start with the SDG and then decide what to do based on this but rather has some specific areas of interest (that may have unknowingly been influenced by the SDG narrative around them) and then align them with the SDG goals.



## 2. The Trust for the Americas – Belize

Person Name(s):	<p><b>Audrey Robin</b> The Belize local coordinator for the Trust for the Americas Some of these discussions were not specific to the DIA project but also spoke about the experiences, in terms of private sector, with a previous project around open governance, open data, and anti-corruption.</p>
Organization:	The Trust for the Americas
Relationship with Trust for Americas:	N/A
Date   Time of Interview:	October 3rd, 2022, 10am
Key Insights:	<p><b>Previous Project (Open</b> Government Project - OGP)</p> <p>They had the engagement of Public agencies such as Beltraide and the Chamber of Commerce, which served as a representative of the private sector in Belize. The Chamber of Commerce was supportive, especially in the project's first two phases, as they wanted to push this agenda to have a better environment to conduct business in Belize.</p> <p>Belize is a small country with mainly small and medium-sized companies - only a few large companies. As a result, the Chamber of Commerce speaks on their behalf to represent them collectively.</p> <p>Small IT companies also reached out to indicate their interest. Some parts of the project had stakeholder activities, although most of those interested were civil society organizations. Also, some private companies were keen on being part of the dialogue with the government. The private sector seemed interested in open government, open data, and anti-corruption.</p>
a) Primary motivations for private sector partners	<p>Small and Medium size organizations were primarily interested in finding ways to increase their business opportunities, lobbying for legislation to support their goals, creating an attractive environment for foreign investors, and establishing trust with those investors by promoting transparency and reducing corruption. Their stake was business-oriented; they were interested in a better environment to conduct business in general and for their own company.</p> <p><b>DIA Project</b> This initiative is focused on training and youth, so the Government of Belize was an important stakeholder. However, they do not have the exact needs to reach out to private companies.</p> <p>The proposal was based on an assessment need that was conducted by IDB, potentially the Caribbean Development Bank, and the Chamber of Commerce. They assessed private companies to discover what digital and data skills they need the most for the workforce. This assessment was then aligned with the training, and classes were designed. The idea for the DIA lab and the Trust is not only to provide training to youth but also to provide training for them to gain access to either work or to be able to develop ventures that respond to the needs of their communities. Therefore the Trust tried as best as possible to match private companies' needs with the designed training.</p> <p>The Development Financial Cooperation (the Development Bank for Belize) has a loan programme for young entrepreneurs, so they want to offer their loans to the participants. Therefore, during the training, they were given some time to provide pointers on how it works when you borrow money, etc., from them.</p>

b) Key strategies for private sector engagement	<p>As mentioned above, a needs assessment was conducted, and this included the private sector as one of the initiative's aims is for the participants to gain employment upon completion, so it was essential to ensure that the training was designed to meet their needs.</p> <p>Beltraide and the Chamber of Commerce are the main partners and, where possible, are included in any activities, e.g., the last event was a pitch line competition, and they were invited as the main judges for the competition.</p> <p>Developing a mentorship programme with the private sector where the Trust will link the projects that won the competitions; plus, they each receive funding and have a year to implement their project, so mentorship is relevant. This mentorship is where most of the involvement of the private sector will happen.</p>
c) Primary challenges/ lessons learned in public-private-partnerships	<p>Previous Project - OGP:</p> <p>There were 3 phases to the Open Government and Open Data project in Belize. The Chamber of Commerce was much more involved in the project's first couple of stages than in the third one. Working on anti-corruption in Belize is challenging, and the private sector wants results, whether in the short or medium term. The third phase of the project had some obstacles because there was a government administration change due to the election. During the third phase, the Chamber of Commerce was less involved than they were previously, but they remained interested in the idea of the project. They were discouraged as the government promised to do certain things but did not follow through. Although the Chamber is a leading organization in Belize, they are short-staffed, so they likely had to focus on what they thought would bring results. When the open government action plan was developed as part of the third phase, the Chamber of Commerce needed to take the lead, but companies individually reached out and were interested in being part of the dialogue.</p> <p>So both the Chamber of Commerce and the private companies took the lead but at different moments. They tried to step in when they saw that the Chamber of Commerce was not doing much.</p> <p><b>The project is trying to upskill the participants, and the youths are interested in learning more about innovation, artificial intelligence, etc. However, companies don't necessarily require those higher skills. They don't see the economic opportunities in the country yet. The skills companies say are needed are not really at a high level.</b></p> <p><b>Having a national reach is not easy, so the partnering entities are important as they know their community.</b></p> <p><b>Another area of difficulty was the absence of funding from the Department of Youth Services, and they were short-staffed. Most of their labs are in bad condition and don't have many computers. It was so deficient that youths were not coming as they preferred to follow their classes from their phones.</b></p> <p><b>The training is free and self-paced with online content, but the Trust recognizes the importance of having a facilitator, such as a lecturer or a trainer. Originally, UWI was supposed to provide their staff with the training, but they could not do so and had to hire outside facilitators. This creates a challenge for sustaining the activity on a long-term basis.</b></p>
d) Gender considerations/ outcomes	<p>They attempt to ensure a gender balance 50-50 (male and female).</p>
f) Gender considerations/ outcomes	<p>Regarding sustainability, the training content would be available even if the Trust ends the funding as it was designed as an online class that is entirely self-paced, and there is no need for trainers. Consequently, it is sustainable. However, the facilitator has an important role even with online delivery, so this person's payment would need to be considered.</p>
g) Explicit reference to, and intentional alignment with SDGs	

### 3. The Trust for the Americas – Jamaica

Person Name(s):	4) Naketa West - Senior Program Manager Project Coordinator for the DIA project "Unleashing the Potential of Jamaican Youth through Empowerment & Training" in Jamaica.
Organization:	The Trust for the Americas [Note: The DIA Urban Lab and NCB Icon Lab fall under the JET programme. The JET programme has an additional focus on providing employment opportunities to those who have been trained.
Relationship with Trust for Americas:	N/A
Date   Time of Interview:	October 4th 2022, 11 a.m. (Bogotá Time)
Key Insights:	
a) Primary motivations for Private Sector partners	<p>There is genuine care coming both from the public and private sectors. This is because they (1) possess genuine care, and (2) see innovation as attractive, doing something different.</p> <p>Reputation and trust - The private sector and the government of Jamaica recognize the Trust. The implemented initiatives have been successful and helpful building a reputation. Some of the Trust for the America's leaders are key players in Jamaica. The funding from these initiatives comes from reputable entities (e.g., IDB lab). The Trust has a proven strategy, so the companies have supported them because they see that they are doing good work and that they (partnering entity) can also add value.</p> <p>While the social capital the Trust has built in the community is a key factor why the private sector is willing to partner on these initiatives, the implementation and the work being done (i.e., the components of the programme) is what keeps people wanting to support as well. Neither is viewed as being more important, but rather, both come into play.</p> <p><b>Membership on Steering Committee-</b> The JET programme has several private sector companies on their steering committee. The Steering Committee was set up to be advisors, connectors, and supporters of the initiative that helps youth engage in digital skills training and provides opportunities for entrepreneurship and employment. The NCB foundation, the Jamaica Chamber of Commerce, Microsoft, and Thalia Lyn represent the NCB foundation and Island Grill; as the private sector, those are the main contributors to the committee itself.</p>
b) Key strategies for Private Sector engagement	<p><b>Engagement for initiatives</b> - Through Trust 4 America's DIA Urban Lab and NCB Icon Lab (which have been in existence for a while), several partners came on board to be a part of the "Pitch" competition, and those linkages were maintained through the coordinators of those programmes.</p> <p>The DIA Urban Lab has as its implementing partner ILE (The Institute of Law &amp; Economics - a private non-profit organisation based in Kingston, Jamaica), and the NCB Icon Lab has as its implementing partner The Mico University College.</p> <p><b>Creation of contact list of partners</b> -We have compiled a database of individuals who have expressed interest in our competitions and initiatives through our labs. This database includes industry leaders and experts who have supported our initiatives, such as speaking at events.</p>
c) Primary challenges/ lessons learned in public-private-partnerships	<p>There has been one obstacle, particularly with MLE, regarding access to the membership. How about we engage some company staff to give us feedback or to complete a survey?</p> <p>The Trust will have to find an amicable way to recruit private sector companies willing to provide placement opportunities and a stipend too.</p>
d) Gender considerations/ outcomes	Gender is a factor for the JET, it is highlighted that there should be some focus young women
e) Thoughts on success measures and sustainability	<p>Monitoring and Evaluation is a critical component of the projects the Trust designs. In terms of the JET programme a consultant has been recruited to help them to develop a monitoring and evaluation framework. Although key metrics have been developed, they want to ensure that everything they are doing in the programme leads to achieving these metrics, and the framework will facilitate this.</p> <p>In response to the question of whether a convener (e.g., the Trust) was needed for a project of this nature to be sustainable, the Trust believed that the convener was needed for it to be scalable. Most private sector companies contribute in some way to digital skills capacity building, but having the Trust involved can help scale that by drawing more attention to it and bringing in some resources. This is the actual value of the convener. Currently, there are pockets of digital skills training, which needs to grow.</p>
f) Explicit reference to, and intentional alignment with SDGs	In relation to the private sector, they speak a lot about the value of partnerships (SDG 17) and creating synergies on the ground as the Trust implements the same programmes or accesses to similar young people. They seem very aware of the SDGs, although they have yet to be discussed or explicitly linked in meetings.

## 2. NCB Foundation

Person Name(s):	<p><b>Nadeen Matthews Blair</b> CEO of NCB Foundation</p> <p><b>Jamalia Crooks Brown</b> Programme administrator for the NCB foundation</p>
Organization:	NCB foundation
Relationship with Trust for Americas:	Private Sector Partner – specifically through the Icon Lab; there are some discussions about the JET programme but currently they are just discussions. Pointed out that there Icon Lab is not specifically about data initiatives but more about the being "digital", although they do recognise that data comes with being digital.
Date   Time of Interview:	October 26, 2022 3:30 (Jamaica Time)
Key Insights:	
a) Primary motivations for private sector partners	<p>NCB Foundation has always had an interest in education. The Foundation is born out of the Chairman's vision of giving every child an opportunity to pursue tertiary-level education. However, they did not see the level of interest in careers like software engineering and data science, which the Foundation feels are needed to help move the transformation of businesses and, by extension, the nation along. They saw the need to extend their reach, as at that time, most of the scholars went to UWI, so they launched the Icon programme, which allowed the support of what was previously called "non-traditional careers" (they don't call it that anymore).</p> <p>The NCB acknowledges that many people won't have access to higher education. They aim to provide opportunities for individuals of any age to develop skills, earn a living, support their families, and contribute to the community. They support programs like Icon, Level Up Grant, and Amber Coding Academy to achieve this.</p>
b) Key strategies for private sector engagement	<p>Trust for Americas was introduced to the Foundation through the Foundation's Chairman, who sits on the Trust's board. The Foundation signed on quickly because of the alignment.</p> <p>The Trust had a good reputation and had implemented a successful initiative with Citi Bank. This was comforting to the Foundation..</p>
c) Primary challenges/ lessons learned in public-private-partnerships	<p>A collaborative approach involving private, public, and civil society is vital to sustainability and scalability.</p> <p>We need an ecosystem approach and someone from within willing to be the catalyst for education, health care, etc., to start seeing positive outcomes. This can involve a lot of work as the catalyst has to bring all the stakeholders to the table and involves a great deal of consultation. In addition, the government has to be at the table because some of the initiatives require policy and legislative change, especially if they are to be sustainable.</p> <p>There is no room for "politics"; there must be a "we are all in the same boat" approach.</p>
d) Gender considerations/ outcomes	<p>This is something they have not been doing, but they should start monitoring for all programmes.</p> <p>In the past, most scholarship and grant recipients were female, likely due to the higher number of female students at UWI and UTECH. However, there has been a shift towards more male recipients since transitioning to digital, which is concerning. At NCB, most employees outside of the executive branch are female, but in the IT and Analytics departments, there is a higher percentage of male employees.</p> <p>Based on our observations of other programs, we have noticed a balanced distribution between genders. Women tend to be more proactive in utilizing these programs as a legitimate means for learning and earning. Unlike in the tech and data science fields, there does not seem to be a gender disparity issue on a national level.</p>

<p>e) Thoughts on success measures and sustainability</p>	<p><b>Success</b> The Foundation is looking at things like the number of digital producers enabled, the percentage of them that become gainfully employed, start their businesses, are involved in giving back to the nation, and the rate of them that are exposed to financial literacy. Of course, earning money differs from keeping money, so the participants must be prepared to manage their money well.</p> <p>For the Level Up programme, the number of participants that are trained and completed the apprenticeship is considered because in some programmes there is attrition. Thus, retention and the percentage that goes on to actually start earning are decisive.</p> <p>For Icon, it is similar, but because some participants were younger, it was meaningful to evaluate how many of them moved on to pursue more advanced studies and how many started businesses.</p> <p>For the sponsored Scholars in tertiary institutions, the extent to which they complete, move on, become gainfully employed, and continue to give back to the country are the most relevant aspects to consider.</p> <p><b>Sustainability</b> While the government has to play a significant part, there has to be an enabling ecosystem. If the government agrees to train specific numbers in important/relevant areas, but the private sector needs to prepare to employ them, we will still have an issue.</p> <p>One of the challenges with scalability is that many organizations are doing good work independently. Yet, there must be more collaboration on the things we know will drive meaningful change.</p> <p>A collaborative approach involving private, public, and civil society is paramount to sustainability and scalability.</p>
<p>f) Explicit reference to, and intentional alignment with SDGs</p>	<p>The Foundation is based on education which maps to SDG4, but they do not explicitly reference these SDGs. They also agreed that SDG8 (decent work and economic growth) and SDG11 (sustainable cities) resonate with the core tenets of their programming.</p> <p>Some people believe that the SDGs are not a top priority because there has yet to be a national framework established to track and communicate their progress. This framework would help individuals understand how their actions contribute to the broader objectives, e.g. what do education goals translate to for Jamaica specifically?</p> <p>Entities can identify which SDGs align with their programmes. Yet, the gap is in terms of measuring and ensuring that the programmes are executed in a structured way to align with these goals.</p>

## 2. CARIRI

Person Name(s):	<p><b>Laura Da'Breau</b> Senior Business Development Officer, CARIRI</p> <p><b>Denise Ferguson</b> Human Resource Manager, CARIRI</p>
Organization:	CARIRI (Trinidad - DIA Lab)
Relationship with Trust for Americas:	<p>Partner (public institution) They have a calibration department and a food technology department that helps people standardize products, do audits, and scale up in terms of creating/producing the product. Also, they have an industrial material and a quality management services department.</p> <p>In 2013 they opened the Centre for Enterprise Development (CED). CED includes incubators and accelerators that seek to help businesses take their idea and turn it into a commercial enterprise through licensing, as an entrepreneur, or assisting a running business to grow. Ultimately, they have an ICT department focusing on Big Data, Data Analytics, website development, app development, etc.</p> <p>CED has 3D printers and laser cutters, which is where the DIA lab would fit in. They support SMEs but also large organizations. They do a lot of testing for natural gas and crude oil for Shell, BP, etc.</p>
Date   Time of Interview:	October 20, 2022 9:00 a.m. (Bogotá)
Key Insights:	
a) Primary motivations for private sector partners	<p>An Act of Parliament created CARIRI, and 4-6 board members must come from UWI. The board includes the University of Trinidad and Tobago (UTT) Board and several business chambers.</p> <p>Recently CARIRI signed an MOU with UWI to have data partnerships.</p> <p>They also have a current project that the EU and the IDB fund, and that partnership includes the UTT. They have MOUs with different public and private sector NGOs and seek ways to partner with them. They do a lot of work with the IDB and operate with Compete Caribbean. They have also carried out assignments with the World Bank. They seek to have strategic partners throughout Trinidad &amp; Tobago and beyond. They are part of the World Industrial Trade Research Organization (WITRO) and have MOUs and partnerships with WITRO partners in South Africa, India, Malaysia, Denmark, etc.</p> <p>They discovered that Trust for Americas was seeking a partner in Trinidad &amp; Tobago through the media. They applied, were interviewed, and eventually reached an agreement to establish the DIA, known as the Youths Trinidad and Tobago Lab, in January 2021.</p> <p>The Trust brought on the Citi Foundation and the other DIA labs for collaboration.</p> <p>CARIRI understands the importance of focusing on youth and their education. However, as a government institution, they do not always have access to funds for these critical areas. Hence, the DIA project was an ideal way to get some funding to focus on youth entrepreneurship, which aligns with the SDG and CARIRI's actions for youths.</p> <p>One of the reasons why CARIRI has been successful in terms of engagement with the private sector is its quality management system; they have been ISO certified for over 25 years. So there is an assurance based on the standard that their results and tests can stand up to scrutiny.</p> <p>CARIRI's reliability has been part of its success with the private sector. CARIRI also has state-of-the-art equipment for testing, which is not available anywhere else in Trinidad or the Caribbean.</p> <p>Regarding their alliances, partnerships led to other collaborations with the EU/ Trust/ World Bank and the IDB.</p> <p>On the other hand, having built a reputation of delivering what is promised in the time and with the agreed-upon quality has attracted partners to the institute. CARIRI employees are all well-qualified and generally suited to their functions.</p> <p>In terms of the motivators to the private sector, sometimes, as part of their Corporate Social Responsibility, they contract CARIRI to execute either business support or business training for people within their area. This has been done in rural areas where small businesses can benefit from the training.</p>

<p><b>b) Key strategies for private sector engagement</b></p>	<p>There is a valuable opportunity that the private sector sees CARIRI bringing in terms of their facilities and their tenure, which brings a certain degree of trust and reliability. Their relationships beget relationships.</p>
<p><b>c) Primary challenges / lessons learned in public-private-partnerships</b></p>	<p>The challenges have to do with logistics; for example, the company may change its requirements mid-way, which may require a considerable amount of rework from those managing the projects and those doing the actual interventions. Sometimes, there is this gap not because what CARIRI or any other company did was wrong; it was just that the partner did not fully flesh out what they had in their minds.</p> <p>In COVID it became difficult to travel, so switching to audits and training virtually was required for the upskilling.</p> <p>Additionally, when CARIRI has an outstanding employee, that person almost becomes the face of the department. Sometimes organizations only want that one person. This has been an issue because when they create certain relationships, they try to expose all of the employees to customers/clients/partners. Sometimes they get a lot of projects at the same time. CARIRI then has to hire project staff and get them up to speed because they can't tell the partners they must wait until resources are available.</p> <p>Not sure if it is because of COVID-19, but the physical lab by past fellow members has not been utilized as expected. There are 3D printers for prototypes and laser cutters for branding items. They are considering their marketing strategy to get people to use the lab. They are unsure if it is because of COVID or that people don't understand its use. They are contemplating opening it up to the general public, first to youths and then others.</p> <p>The structure of the DIA programme itself is noteworthy, the way it is structured regarding the physical lab and having the courses - virtual or in person. During COVID, everyone had the chance to attend during the day; now, with people going back to school and work, their times may be less flexible, so weekends/nights may have to be considered to gain participation.</p> <p>The DIA structure is ideal with a mix of grant funding, learning theory, entrepreneurship, and life skills which is fundamental along with the ICT. They have seen the participants have incorporated their learnings into their business. CARIRI thinks that this programme should be replicated in other jurisdictions.</p> <p>The lab is under-resourced as only one or two people can operate the equipment well; there is a need to get training for more people in case the actual staff is unavailable.</p>
<p><b>d) Gender considerations/ outcomes</b></p>	<p>CARIRI tries to encourage female entrepreneurship, although it is not specifically stated in its advertisements. There are various activities related to girls in ICT, so this is considered in the technology courses that they offer. They encourage the girls to sign up for the classes to start and expand their businesses.</p> <p>Given the target group, many DIA and other innovation and entrepreneurship programmes have yet to be exposed to much ICT or business training. Still, they have been very receptive to these topics. This year a lot more young women are interested in ICT. In the past, if they came with businesses, it would be food businesses, but they are starting to diversify. Some of our young women are asking for cybersecurity, web development, and app development training. So there is a growing interest in ICT and digitization in young women. Even if they have traditional businesses like food, they are looking for ways to incorporate the digital aspect they have learned into their initiatives.</p> <p>CARIRI has conducted the Business Hatchery programme for some of the private sector's members/clients/customers to continue to shape and encourage entrepreneurship, especially for women in businesses.</p>
<p><b>e) Thoughts on success measures and sustainability</b></p>	<p>CARIRI intends to continue the work of the lab once the funding by the Trust ends. However, at this stage, they need to find a way to get people into the lab, whether they are paying or not. Eventually, payment will be required for the upkeep of the lab and the equipment. The facilities are available for both online and in-person use. The decision needs to be made regarding whether to partner with the ministries and have them fund their constituents' use or have the citizens pay a portion of it. There will be a mix of free and paid services as CARIRI's way of giving back to the economy and society.</p> <p>It will be necessary to collaborate with various partners and stakeholders, both public and private, to continue distributing grants. CARIRI can provide helpful services such as free testing, advice from a food technologist, and the use of equipment. Although they aim to maintain the lab long-term, they must focus on making it sustainable. This will require securing funding, determining the necessary amount, and identifying potential sources.</p> <p>In some partnerships, e.g., the pitch town competitions, some participants will receive funding to start their businesses. CARIRI tries to follow up with some of these people to see if they can eventually create employment/solve problems for their community and how they return what they have learned</p>
<p><b>f) Explicit reference to, and intentional alignment with SDGs</b></p>	<p>The SDGs are not a point of reference for CARIRI. They have just established a board and a CEO after several years, so they are now preparing a strategic plan. Unfortunately, they are using the old method, putting aside the SDGs. Individual departments have operational plans or separate programmes and projects focusing on the SDGs, especially the sustainable energy department, but overall there is no intentional alignment.</p> <p>According to the DIA, when first established, CARIRI directed its efforts towards the youth population to facilitate positive change within the community and contribute towards attaining the Sustainable Development Goals. While recognizing the importance of aligning with the SDGs, CARIRI now considers them when evaluating and selecting potential projects.</p>



## SDG ACCELERATION ROADMAP

UNLEASHING THE POWER OF  
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