

NATIONAL CRIME SYMPOSIUM REPORT

Partners

**ST. KITTS NATIONAL YOUTH
PARLIAMENT ASSOCIATION**

**ST. KITTS – NEVIS HOTEL AND
TOURISM ASSOCIATION**

**ST. KITTS – NEVIS CHAMBER OF
INDUSTRY AND COMMERCE**

**ROTARY CLUBS OF ST. KITTS AND
LIAMUIGA**

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ACKNOWLEDGEMENTS

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Acknowledgements must also include Dr. Patrick Martin, Chief Medical Officer in the Ministry of Health, Social Development, Community and Gender Affairs. No discussion of youth crime and violence could be complete without addressing the health perspective of this phenomenon. His attention to detail created a schedule that was both interactive and educational.

Thank you to presenters on the day, including Assistant Commissioner of Police Mr. Joseph Liburd; Director of Project Strong Mr. Washington Archibald; President of the Christian Council the Rev. Isaiah Phillip; past gang member Mr. Ken Crossley and Birmingham Ex-Offender Support Team (B.E.S.T.) Coordinator Mr. Simeon Clarke. Each shared professional and personal experiences that were inspirational.

At this time the Association would also like to make special mention of the organizers and writers of the Nevis Consultation Report which was created after a similar one day retreat in Nevis to address the rising crime situation during 2007. A review of the document helped to guide the structure and outcomes for the exercise hosted in St. Kitts.

Special mention must also be made of the Management and staff of the Oceans Terrace Inn who provided excellent service during our symposium and were extremely helpful and gracious.

To each of the participants who spent any portion of the day with us, thank you for your input. Finally, special mention must be made to all others whose editorial skills were instrumental in crafting the final product.

Message from the St. Kitts National Youth Parliament Association (S. K. N. Y. P. A.)

The issue of Youth Crime and Violence is complicated. As such, it requires a comprehensive plan that not only addresses the present manifestations but puts in place programs, activities and standards that prevent a recurrence of these damaging factors. However, we must be warned that life does not remain static. As such, a time will come again in our national development when these programs, activities and standards devised today will need to be revised. The hope of the members of the St. Kitts National Youth Parliament Association (S.K.N.Y.P.A) in conjunction with their partners is that our society be adequately prepared and educated to learn from this experience.

One of the first lessons is acknowledgement that our Federation is not immune from the problems of the rest of the world. As such, we will be required to devise new tools and embrace new methods over the traditional practice of ignoring the problem. We must learn, engage and plan together to move our country forward. Secondly, let us recognize that the process of engagement should be dynamic and continuous. As such, the prime resource of the Federation of St. Kitts and Nevis is its dynamic people, who cannot be isolated, denigrated or ignored in any part of this discussion. The adults in our population provide a glimpse into our past, while the youth projects the energy of the present and the children force us to bring them together to offer them a future.

The National Crime Symposium was a first step to learn, engage and plan for our own future before that opportunity is taken away. Within our borders we have the intellect and will to address this and all other issues, we just need to put aside divisions and concentrate on the similarities that make us nationals. As we continue to celebrate our Jubilee Year of Independence, every time we see that green, yellow, black, white and red flag, let us remember the struggles that brought our country this far and the determination that is required to make us successful in the future. The St. Kitts National Youth Parliament Association (S.K.N.Y.P.A.) is just one group, one section of the community who is working hard to secure this future. Please join us.

This plan is by no means comprehensive and conclusive. We hope that from families around the dining tables, students in classes, church goers in benches, youths gathered in clubs,

athletes on the field and every Kittitian and Nevisian the world over will read this document, make additional recommendations but even more importantly commit to one or more of the recommended programs. As a nation and one of the smallest in the World, St. Kitts-Nevis is at a cross-road. At this time, its leaders and people have one of the biggest decisions to make about the country's future. Do we continue to bury our heads in the sand while our young men die, our mothers bury their sons and children grow up never to know the comfort of their father's hugs? Or, do we acknowledge that we are fighting a global problem that requires us to learn from the professionals while we cherish what is unique about us as a people? I hope we choose to learn and grow, for this is our land, this is our heritage and St. Kitts and Nevis will always be our home sweet home.

We love you St. Kitts and Nevis and you can count on us!

EXECUTIVE SUMMARY

As we move forward as a nation, it is imperative for us to learn, engage and plan. This involves careful examination and collective action. The focus of this report is the increase in youth crime and violence over the past five (5) years (2004 – 2008). The issue of youth crime and violence is not unique to St. Kitts and Nevis, therefore it is important that our local stakeholders learn from our hemispheric and global neighbors who have successfully addressed and continue to counter this phenomenon. The goal of this report is two fold. Firstly, to clearly define the youth crime and violence situation experienced locally. Secondly, to propose countermeasures that are informed by research in order to help policy makers, front line personnel, community organizations, families and individuals address and prevent escalation of this situation.

DEFINING THE LOCAL SITUATION:

Statistics provided by the Royal St. Christopher and Nevis Police Force, indicate that approximately seventy percent of all reported crimes for the past five years (2004 – 2008) were committed by youths under the age of twenty-five. According to the 2001 Population Census, forty-six percent of the population is under the age of twenty-five. Additionally, a 2008 Census (post May Assizes) of Her Majesty's Prison, indicated that two hundred and sixty eight males or one percent of the male population is incarcerated. As such, St. Kitts and Nevis' incarceration rate (prisoners per capita) is equal to 54 per 10,000 persons.

This information raised attention to the need for discussion on the root causes of crime. Deliberations at the National Crime Symposium held in September 2008, highlighted the following:

1. Shortcomings in each of the major socialization units that has helped to frame our local reality and culture. These include:
 - a. The Family
 - i. Lack of foundational skills necessary to raise children
 - ii. Lack of support from blood relatives and other quasi-familial units
 - b. The Community
 - i. Lack of togetherness

- ii. Lack of an identity
 - iii. Lack of organization
- c. The Church
 - i. Lack of action
 - ii. Perceived division amongst members
 - iii. Absence from public commentary (the moral compass)
- d. The School System
 - i. Central focus on academics as opposed to holistic personal development
 - ii. Lack of additional funding
 - iii. Too much additional responsibilities for teachers
- e. Community Organizations
 - i. Lack of visibility
 - ii. Lack of networking
 - iii. Absence of national mechanisms
- f. The Police Force
 - i. Lack of qualified manpower
 - ii. Lack of autonomy
 - iii. Lack of equipment
- g. The Legislative and Court System
 - i. Archaic laws
 - ii. Omission of a Family Court
 - iii. Lack of linkages

2. Shortcomings in the policy arena. These include:

- a. Social Protection Units
 - i. Lack of information/knowledge of services
 - ii. Lack of targeting of the most vulnerable
 - iii. Lack of database that detail consumers demographics
- b. State Governance and Economic Policy
 - i. Restrictive tax base

- ii. Need for the separation of Cabinet and Legislature
 - iii. Lack of political will
 - c. Educational Policy and Youth Services
 - i. Absence of responsive and culturally relevant curriculum
 - ii. Lack of after-school events and activities
 - iii. Lack of marketing of youth organizations to promote more involvement and sustenance
 - d. Legal Reform, Juvenile Justice and the Correctional System
 - i. Lack of an integrated and comprehensive probation system for repeat offenders
 - ii. Practice of cheque book settlements (exchange of money for dismissal of charges)
 - iii. Lack of knowledge amongst the citizens of laws of the land
 - e. National Security: Community Policing and Border Control
 - i. Lack of professionalism in the Police Force
 - ii. Open Borders
 - iii. Absence of community patrols
- 3. Additional social issues. For example:
 - a. Lack of moral education
 - b. Absence of national frameworks to represent the youth population (National Youth Council and National Youth Policy)
 - c. Tolerance of child abuse
 - d. Prostitution of young girls

COUNTERMEASURES:

For the purpose of this report, the countermeasures created are divided into three distinct spheres. The first seeks to address the shortcomings in each of the major socialization units; the second to addresses the shortcomings in the policy arena that have developed as a result of failure of these key units. The final set of countermeasures looks at the broad issues that may be external or linked to the other two spheres. Specific countermeasures created include the following:

1. Shortcomings in each of the major socialization units:
 - a. The Family
 - i. Introduction of parent peer mentoring and classes
 - ii. Launch of a media campaign to promote parenting skills
 - iii. Launch of familial reconciliation programs
 - iv. Introduction of community programs that promote family time
 - b. The Community
 - i. Introduction of community healing sessions
 - ii. Creation of Community Management Committees
 - iii. The research and publication of the history of communities to engender pride
 - c. The Church
 - i. Creation of a Inter-faith Council
 - ii. Creation of prayer groups
 - iii. Promotion of programs that promote understanding and respect for the various religions practiced
 - d. The School System
 - i. Introduction of Career Counseling
 - ii. Creation of institutions to help build capacity of schools such as Alumni Associations
 - iii. Return discipline to the classrooms by restoring the authority of teachers to discipline
 - e. Community Organizations
 - i. Conduct training sessions for youth groups so as to strengthen those in existence
 - ii. Establishment of a National Youth Council
 - iii. Launch of the National Youth Trust
 - f. The Police Force
 - i. Explore the prospects of making the Police Force autonomous of the Executive
 - ii. Conduct an audit of the force to ascertain needs

- iii. Engage a marketing professional to create an integrated marketing plan for the Force
 - g. The Legislative and Court System
 - i. Launch of a comprehensive law review
 - ii. Establishment of a Family Court
 - iii. Completion of the Juvenile Justice Reform process
- 2. Shortcomings in the policy arena:
 - a. Social Protection Units
 - i. Creation of a marketing plan to advertise services being offered
 - ii. Restructure the Ministry of Social Development, Community and Gender Affairs to be the one stop arena for all welfare services including housing
 - iii. Creation of a Management Information System to track clients and services
 - b. State Governance and Economic Policy
 - i. Reinforce the Four Seasons Accord so as to get provide and receive a status update on its provisions
 - ii. Constitutional reform to pursue the issue of proportional representation as opposed to the first past the post system
 - iii. Introduction of a progressive tax reform system to widen the tax base
 - c. Educational Policy and Youth Services
 - i. Introduction of a civics class in both elementary and secondary schools
 - ii. Revision of the expulsion procedures
 - iii. Launch a five year volunteerism initiative
 - d. Legal Reform, Juvenile Justice and the Correctional System
 - i. Multi-agency approach for re-integration of repeat offenders
 - ii. Enforce the legislation that addresses an obstruction and perversion of justice

- iii. Launch of a national media campaign designed to educate nationals about the laws
 - e. National Security: Community Policing and Border Control
 - i. Introduction of a regional mechanism for border control and surveillance
 - ii. Creation of a regional jury pool
 - iii. Introduction of community policing organizations
3. Additional social issues:
- a. Creation of a systematic grass roots league in each sports that is linked to the National leagues
 - b. Introduction of mentoring programs between the old and the young in order to close the generational gap
 - c. Conducting a Victimization and Social Census Survey

CONCLUSION

In planning we must also consider the inherent challenges. The most critical is the need for an examination of the traditions that are a core part of the culture and way of living. Acknowledgement of this challenge requires an in depth assessment and a willingness to make changes. It is likely that there will be a need to redefine what it means to be a Kittitian and Nevisian. This change requires a broad commitment and engagement from all stakeholders in society as isolation could signal failure.

According to one of the greatest St. Kitts calypsonians, King Ellie Matt, there is need for “all hands on deck” to build a foundation and to ensure a lasting impact on this phenomenon. It is the hope of the writers of this report that the issue of youth crime and violence can be a catalyst for community action and a reminder to all Kittitians and Nevisians as well as nationals of the Caribbean and Latin America that people possess the power to change their environments and to protect sovereignty and freedoms for all. Admittedly, the new challenges for developing countries differ from those that many faced at the beginning of their history. However, there is one continuous fact: it takes all of us to make a difference.

OUTLINE OF THE DAY

Title: Youth, Crime and Violence – Truth, Reconciliation, Rehabilitation

Goal: To arrive at a national consensus for prevention and control of youth crime and violence

Objectives:

- To clearly define the Kittivisian spectrum of crime
- To agree on a framework of countermeasures for presentation to the National Executive
- To create a mechanism to monitor the implementation of the framework

Key Terms: Prevent Combat Correct Rehabilitate

Registration:

Over the course of the entire day, a total of fifty (50) persons showed up to the event to partake in the symposium. The participants are broken down as follows:

Gender: Male: 30 Female: 20

Age: Under 18: 6 18 – 25: 14 26 – 32: 6 33 and over: 24

Plenary Session A: Situational Analysis: Trend, Causes and Risk Factors

Moderator: Mr. Mark Wilkin, President,
St. Kitts-Nevis Chamber of Industry and Commerce

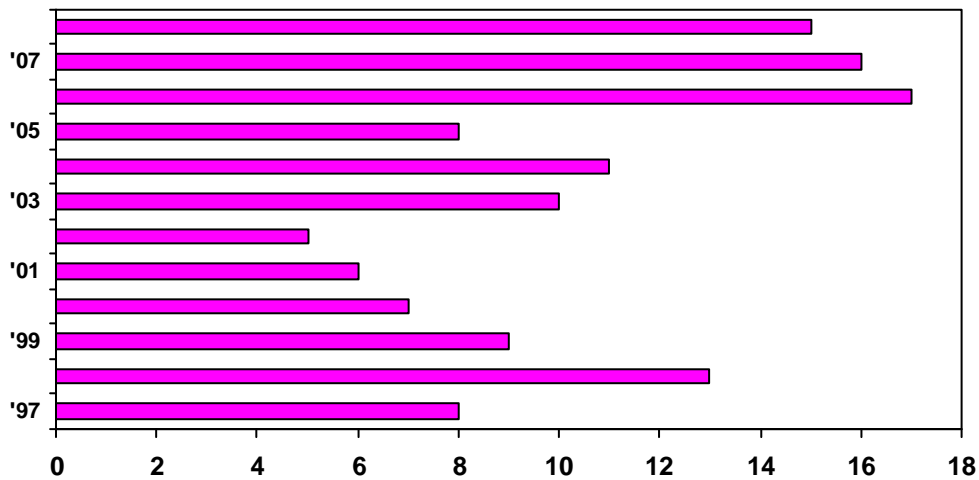
Summations from Presentations:

A. Dr. Patrick Martin – Chief Medical Officer, Ministry of Health

I. Her Majesty’s Prison:

- According to a 2008 Census (post May Assizes) of Her Majesty’s Prison, two hundred and sixty eight males now take up residence as Her Majesty’s Guest. This equals 1% of the male population.
- St. Kitts and Nevis incarceration rate (prisoners per capita) is equal to 54 per 10,000 persons
- Young men in jail = lost opportunities

SKN Homicides



II. Aggression and Violence:

- Violence is a manifestation of Inappropriate aggression
- Violence is a major public health burden
- Aggression is genetic whereas violence is not born
- Violent mindset is inculcated and passed on via culture
- Parenting is the difference
- Violence is the #4 cause of death in St. Kitts for 2006

III. The Youth Population:

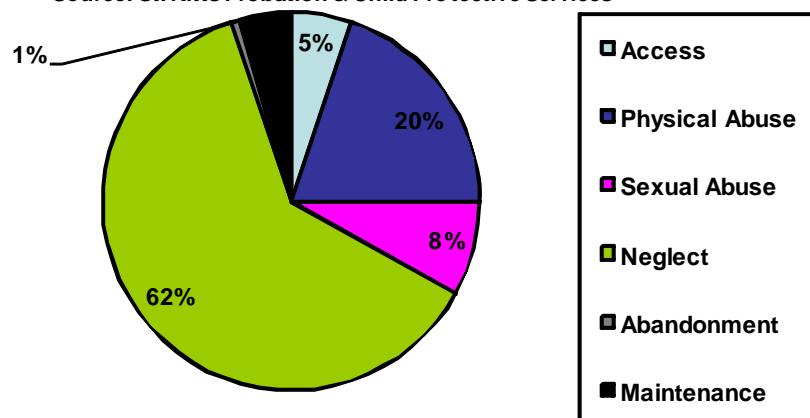
- According to the 2001 Population Census, 46% of the population is under the age of 25
- What is normal psycho-social development as opposed to psychopathy?

IV. The Young Offender - SKN Risk Factor Analysis

- The individual-level risk factors, according to the National Institute of Health (NIH) 2006, include but are not limited to:
 - Child Maltreatment (Victimization)
 - Juvenile Substance Abuse
 - Childhood Fighting
 - Criminal Activity

2006: Cases Reported (136 or 120 per 10,000 <16yrs)

Source: St. Kitts Probation & Child Protective Services



- Substance Abuse:
 - 1998 -1999 Adolescent Health Survey (AHS): Drug Use, Physical Violence, and Sexual Violence [PAHO]
 - 341 high school students (50% male).
 - Results
 - 4% of students admitted to use of cocaine, tobacco, marijuana, heroin or cigarettes
 - 46% used alcoholic beverages “once or a few times”.
 - Use was confined mainly to the 16-19 year age group.
 - “Marijuana and alcohol are not regarded as drugs in this age group.”
 - Findings reaffirmed in ‘02 & ‘06 Secondary Schools Drug Surveys (NDUPC/OAS)

- Family Set-Up:
 - 55% of all households are headed by single females (2001 Population Census)
 - Marriage rates 2004 – 2005: (HIU)
 - St. Kitts = 20%
 - Nevis = 35%
 - Strong family structure and functioning = Social Cohesion

- School/Community Risk Factors:
 - Poor Peer Relations
 - Association with Violence Peers (violent gangs)
 - Lack of connection to school (delinquency)
 - Living in a violent neighbourhood
 - Exposure to family and media violence

V. Violence:

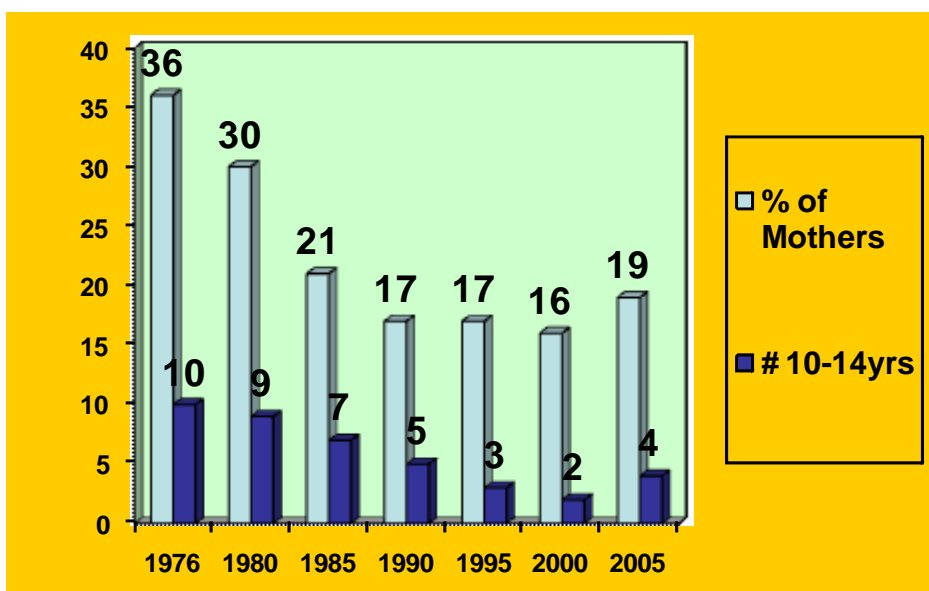
- Violent Trauma:
 - 2003 – 2007 (JNF Annual Reports):
 - Gun Shot Wounds: Total = 149 Mean = 30 or **1 every 2 weeks**
 - Slashing & Stabbing: Total = 2778 Mean = 556 or **1 - 2 per day**

- Sexual Violence:
 - 2003 – 2007:
 - Sex Crimes totaled 277 (Mean = 55), 22 reported cases per 10,000 females of all ages
 - Rape totaled 43 (Mean = 8.6)
 - Indecent Assault totaled 116 (Mean = 25.1)
 - Both have 16 reported cases per 10,000 females over 16 years of age
 - Unlawful carnal knowledge totaled 95 (Mean = 19), 30 reported cases per 10,000 females under the age of 16

- Sexual violence is more prevalent against females under 16 as compared to those over 16 years of age
- Violence Against Adolescents:
 - According to the Adolescent Health Survey of 1998, 35% of teen are sexually active
 - 1/3 had been forced
 - The perpetrator was known
 - Age of initial sexual intercourse 10 years or less

VI. Teen Parents:

- Teen Mothers since 2000 (HIU)
 - Total = 120 per year (20% of total births)
 - Mothers 17 years and under = 50 per year
 - Mothers 15 and under = 15 per year
- Teen Motherhood in SKN – The mothers and daughters of Youth Violence



VII. Protective Factors:

- Individual Factors:
 - High Intelligence
 - Positive Social Orientation (active in school, church and the community)
 - Resilient Temperament
- Social Bonding:
 - Warm, affective relationships with family or with a positive adult
 - School commitment
 - Investment in future

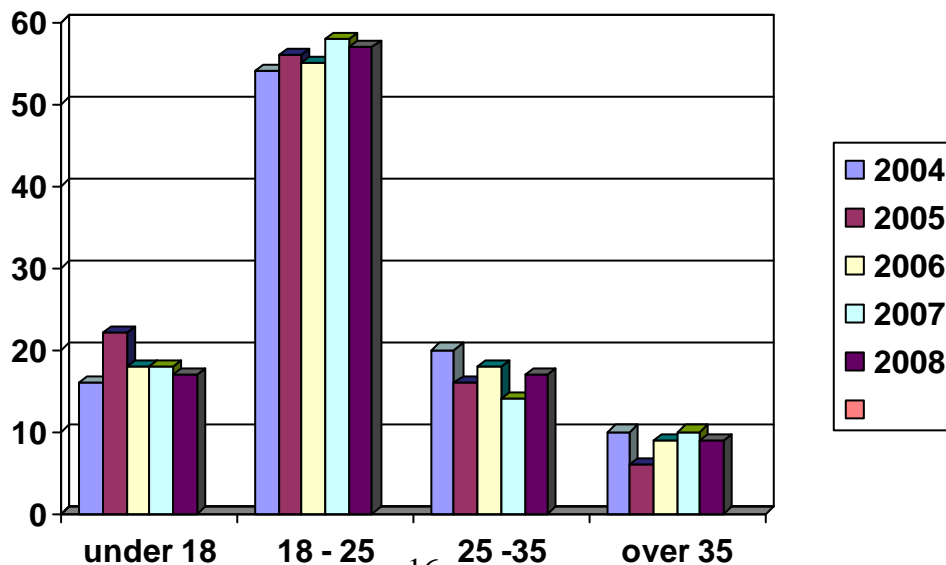
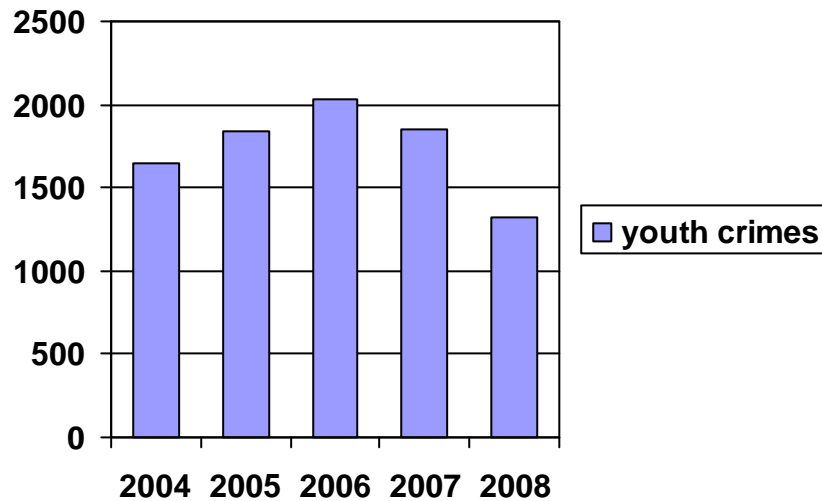
- Parenting:
 - Healthy beliefs and clear standards of behavior
 - Value education success
 - Reinforcement for positive behavior
 - Moderate, consistent punishment for negative behavior

VIII. Toxic Experiences of Life

- Victimization
- Witness to Violence
- Viewing Media Violence
- Ready access to weapons and drugs
- Socio-economic deprivation
- Verbal Abuse
- Coercion

B. Mr. Joseph Liburd: Assistant Police Commissioner

- Locally statistics show that about 70% of all detected crimes for the past 5 years were committed by youths under the age of twenty five (25) years.



CAUSES:

- Economic Conditions:
 - Deprivation
 - Unemployment
 - Poverty

- Social Condition:
 - Alcohol and Drug Abuse
 - Illiteracy
 - Peer pressure
 - Physical, Sexual and emotional abuse
 - Low moral standard

- Family Condition:
 - Troubled Home life
 - Domestic Violence
 - Parents / Guardians who are criminals
 - Parental Neglect

RISKS:

- Economic Risks:
 - Negative impact to the Tourism Industry
 - Major obstacle to Investment
 - Decline in work productivity
 - Use of scarce resources to treat victims and for the incarceration of prisoners

- Social Risks:
 - Creating atmosphere for gangs
 - Creating atmosphere for poverty
 - Creating the fear of crime and violence

- Human Welfare Risks:
 - Grief resulting from death and serious injuries
 - Traumatic stress disorder to victims, witnesses and families of accused persons
 - Leaving many children fatherless, motherless or orphans

Plenary Session B: Countermeasures

Moderator: Ms. Candisie Franklin, Member
St. Kitts National Youth Parliament Association

Summations from Presentations:

A. Dr. Patrick Martin – Chief Medical Officer, Ministry of Health

- Health Sector Programs:

- Pre-natal/Perinatal Care
- Home Visitations
- Training health care worker to identify and refer at risk youths
- Education Sector Programs:
 - Early Childhood (Enrichment) Education
 - Incentives to Complete Secondary Education
 - Improved School settings – teaching practices etc
 - Bully Prevention Program
 - After –school activities
 - Vocational Training
- Social Development Programs:
 - Family Therapy
 - Mentoring
 - Good Parenting Skills Training
 - Poverty Alleviation
 - Social Skills Training
- Community Development Programs:
 - Media campaigns to change attitudes, behaviors and norms
 - Improvements in Urban (“Ghetto”) infrastructure
 - Reducing availability of alcohol
 - Reducing media violence
- Additional Suggestions:
 - Measures to reduce access to firearms
 - Improved Police and Judicial systems
 - Community Policing
 - Aggression Replacement Training
 - Multimodal Interventions for serious offenders
- What Parents Must Do:
 - Continuous constructive engagement
 - Spend time with your children
 - Talk with and not at children and young peoples
 - Values (Walk your talk)
 - Teach by example
 - Rules – set, apply, deal with deviation
 - Violence has consequences – explain and enforce
 - Do not buy or allow child to buy or wear gang clothing
 - No violence television, video games, musical lyrics or Internet sites

- What Society Must Do:
 - Supportive family environment is absolutely critical
 - Increased role of the church and other socialization units

- Services that need to be improved or increased:
 - Spiritual Health: Life has meaning, Hope, Comfort and Inner Peace
 - Social Health: Community Relationships
 - Mental Health: Feel valued, ability and tools to cope
 - Physical Health: optimal bodily function

- “Gangs” to Gainfully Occupy Boys:
 - Performing Arts:
 - Music: Wind, String, Percussion, Keyboard, Singing, Composing, Arranging
 - Drama
 - Dance (Folk Group)
 - Creative Arts: (Paint, Draw, Craft)
 - Youth Groups/Clubs: (Scouts, 4H, Pathfinders, Cade Corp)
 - Sports: (Cricket, Football, Track and Field, Gold, BBall, Vball)
 - Games: (Chess, Draughts, Dominoes, Bingo, Scrabble)
 - Activities: (Hiking, Scuba, Ecology, Farming, Fishing)

B. Mr. Joseph Liburd: Assistant Commissioner of Police

- The Police is engaged on a two tier strategic plan in the fight against youth crime and violence
 - Short – Term Strategies: (Enforcement)
 - Increased foot patrol
 - Increased searches
 - Targeting of suspicious and known youths engaged in crime and violence
 - Proactive attack on gang and gang members
 - Seek and remove illegal fire arms from the streets
 - Eradicating and interdicting illegal drugs

 - Medium and Long Term (Coercion and Guidance)
 - Operation Future
 - Police boys club
 - DARE
 - Partnership with various youth groups
 - Infiltration of gangs and helping to find jobs for youths

C. Mr. Washington Archibald: Director, Project Strong

- Carry the message to the youths in their environment
- Greater partnership between low-income and higher income individuals
- Increase support for rehabilitation programs

D. Rev. Isaiah Phillip: The Chairperson, Christian Council

- Conditions for receiving state aid
 - Attendance at PTA meetings
 - Student performance
 - Attendance at therapy sessions
- Mandatory church attendance

Break Out Sessions

The creation of strategies surrounding these main headings

- i. Social Protection: To enhance the environment for children and families to live comfortably
- ii. State Governance and Economic Policy: To create/sustain an enabling environment for human development
- iii. Educational Policy and Youth Services: Constructive engagement of youth from early childhood through to adolescence and early adulthood
- iv. Legal Reform, Juvenile Justice and the Correctional System: Effective legislation, procedures and programs
- v. National Security: Community Policing and Border Control: Public safety, surveillance and enforcement through collaboration

DISCLAIMER

The proposals outlined in the subsequent counter measures framework reflect a compendium of ideas solicited through position papers and actual dialogue on the day of the Symposium. The proposals outlined are not necessarily shared by all participants.

COUNTER MEASURES FRAMEWORK

STRATEGIES TO ADDRESS SHORT-FALLS OR INADEQUACIES OF THE KEY SOCIALIZING UNITS IN THE SOCIETY

THE FAMILY

Problem	Causes/Risk Factors	Effects	Counter Measures	Lead Agencies	Timelines
Absence of foundational skills necessary to raise children	Teen Parents Single-Parent Households	Children raised without love, support and self-assurance Parents lacking coping skills that result in frustrations Feeling of being alone	Parent Peer Mentoring Parent Workshops Formal Parenting Classes Media Campaign to promote parenting skills	Min. of Social Development Christian Council Evangelical Association Human Service Providers	Short-term
Absence of support from blood relatives and other quasi-familial units	Dysfunctional families Family long-held grudges and disputes Lack of forgiveness	Isolation Erosion of familial history and genealogy	Familial reconciliation programs Media campaign to promote family time Community programs designed to promote family time	Min. of Social Development The Christian Council The Evangelical Association Human Service Providers	Short to Medium Term

Additional Suggestions:

- Incentive-based laws: parents rewarded for well-behaved children

THE COMMUNITY

Problem	Causes/Risk Factors	Effects	Counter Measures	Lead Agencies	Timelines
Lack of togetherness	<p>Unresolved issues amongst families</p> <p>Not practicing our moral and cultural values</p> <p>Lack of knowledge as to why persons migrate</p>	<p>Rifts in the community</p> <p>Lack of attention/focus on the children (abandonment)</p> <p>Disenfranchisement of nationals overseas</p>	<p>Conflict Resolution training</p> <p>Community Healing sessions</p> <p>More collaborations between nationals and organizations in the Diaspora</p>	<p>Ministry of Community Development</p> <p>Human Services Professionals</p> <p>Churches</p> <p>Secretariat for Returning Nationals</p> <p>Organizations for nationals overseas</p>	Short – term
Lack of identity	<p>Undocumented and uncelebrated history and legacy of each community</p>	<p>Lack of pride in the community that keeps all accountable</p>	<p>Research and publish the history of the communities</p> <p>Interactive community activities</p>	<p>Ministry of Community Development</p> <p>Community groups</p> <p>Churches</p>	Short - term
Lack of organization	<p>Lack of unity</p> <p>Lack of capacity to organize</p> <p>Family rifts and disagreements</p>	<p>Under-utilization of community resources</p> <p>Lack of activities to offer positive engagements for the youths of the community</p> <p>Poverty</p> <p>Lack of community unity</p>	<p>Creation of Community Committees</p> <p>Creation of an Integrated Community Development Project that involves training, mentoring and formation/strengthening of clubs</p>	<p>Ministry of Community Development</p> <p>Community Groups</p> <p>Churches</p>	Medium Term

THE CHURCH

Problems	Causes/Risk Factors	Effects	Counter Measures	Lead Agencies	Timelines
Underutilization of the media for public commentary	Lack of a physical office space/presence	The community is in shambles without the presence of a moral compass to keep us on track	Re-launch of the offices of both the Christian Council and the Evangelical Association complete with staff, structures and policies	Individual Churches	Short Term
Lack of action	Lack of staffing and an organizational structure				
Perceived division amongst the members	Unmotivated members	Distrust of religious leaders	Creation of an Inter-faith Council that includes the unorthodox religions	Youth Arm of all churches	Medium Term
Absence of a strong public presence	Lack of training to avoid gaps in leadership	Fear of discussing problems or continuing service in the church			
Not being the moral compass of the nation	Political Influence	Minimized opportunities to grow	Media Campaigns to make the Biblical teachings more relative and practical		
Un-warranted judgment of members	Scared personnel				
Not operationalizing the Bible and its teachings to make them practical and applicable to the present society	Intimidated youths		Creation of Prayer groups to see to the spiritual needs of the communities		
			Campaign that focuses on all inclusive non-judgmental approach to membership growth		

THE SCHOOL SYSTEM

Problem	Causes/Risk Factors	Effects	Counter Measures	Lead Agencies	Timelines
Central focus on academics as opposed to holistic personal development	<p>The societal belief that the number of subject passes defines an individual</p> <p>Rewarding/persecuting based on subject passes alone</p>	<p>Restricts the creativity of young people thereby forcing them to conform</p> <p>Frustration, dissolution</p> <p>Underachievement</p> <p>Unwarranted pressure</p>	<p>Diversification of the school curriculum to further strengthen the inclusion of technical skills and the arts</p> <p>Media Campaign to change the view of technical skills and the arts</p> <p>Introduction of career counseling</p> <p>Introduction of life skills training (anger management and conflict resolution)</p>	<p>Ministry of Education</p> <p>Guidance Counselors Network</p> <p>Business Community through Human Resource Managers</p> <p>Department of Labor</p> <p>Human Service Providers</p>	Short to Medium term
Lack of additional funding	<p>Under-utilization of partnerships with the private sector so as to supplement public sector investment</p> <p>The lack of autonomy and skill set within the fraternity to apply for funding</p>	<p>Low staff morale</p> <p>Under-production</p> <p>Lack of necessary supplies</p> <p>Use of old technologies</p>	<p>Create the institutions necessary to help build capacity such as Alumni Associations in each school</p> <p>Increased utilization of adopt-a-school programs with the private sector based on annual assessments of needs, establishment of management structures and reporting framework</p>	<p>Ministry of Education</p> <p>School Administrations</p> <p>Parent Teachers Association</p> <p>Past Student groups</p> <p>Private Sector</p>	Short to Medium term

Staffing concerns	<p>Intervention in the hiring process</p> <p>Lack of clear job descriptions to aid in recruitment and hiring</p> <p>Bottlenecks in key positions</p>	<p>Frustrations</p> <p>Under-production</p>	<p>Create job descriptions for each position</p> <p>Institute proper hiring practices that allow for better matching between job description and the individual</p> <p>Make compensation commensurate with qualifications and experience</p>	<p>Ministry of Education</p> <p>Human Resource Professionals</p>	Medium to long term
Under-utilization of creativity/initiative in the curriculum	<p>Not keeping up with best practice models</p> <p>Not allowing autonomy for teachers to try their own pilot projects or initiatives</p>	<p>Frustrations</p> <p>Under-production</p> <p>Loss of staff and students</p>	<p>Host continual review of curriculum with a cross section of teachers</p> <p>Establish the mechanisms for pilot programs to be introduced by teachers</p> <p>Creation of a Teacher Resource Center complete with creative teaching aids to assist with subject delivery</p>	<p>Teachers Union</p> <p>Ministry of Education</p> <p>Private Sector Stakeholders</p>	Medium Term
Too much additional responsibilities for teachers	Absence of required staff or a network to supplement the additional responsibilities	<p>Burn-out</p> <p>Resentment</p>	<p>Return discipline to the teachers who are on the front line</p> <p>Make allocations in the state budget for additional support staff such as school social workers.</p>	<p>Ministry of Education</p> <p>Teachers Union</p> <p>Professional Associations or personnel</p>	Short Term

			<p>OR</p> <p>Create a network of social workers who can aid in the delivery of case work so as to free teachers to teach</p> <p>Train teachers how to utilize such networks</p>		
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COMMUNITY/YOUTH ORGANIZATIONS

Problems	Causes/Risk Factors	Effects	Counter Measures	Lead Agencies	Timelines
Lack of equal visibility	Absence of the mechanisms to reach a wide cross-section of people	Disjointed and sporadic efforts that were created with good intentions but get poor results	Approval of the National Youth Policy	Department of Youth	Short Term
Absence of resources and skill base					
Under-utilization of networking	Lack of the necessary skills in the organizations to market	Duplication of efforts	Enactment of the Non-Governmental Organization legislation	Department of Community Development	Medium Term
Lack of national mechanisms	Under-utilization of the media	Unsustainable projects that require capital inputs	Launch of a website to advertise and network youth organizations		
	Absence of legislation to assist with the organizations accessing funding	The programs are not addressing the real issues for there is no information on what the problems are	Media campaign for youth groups	Individual youth groups	
	Absence of the national policies to guide programs, projects and activities		Training session for youth groups to strengthen		Long Term
			Establishment of the National Youth Council		
			Launch of the National Youth Trust		

THE POLICE FORCE

Problems	Causes/Risk Factors	Effects	Counter Measures	Lead Agencies	Timelines
Staffing issues (numbers, qualifications)	Compromising Interventions	Decreased respect from the general public	Establish a commission to research the methods to accomplish autonomy for the Police Force based on best practices	Police Force Ministry of National Security	Long Term
Lack of adequate equipment to successfully perform the job	Decreased image/respect for the profession	Unsatisfactory performance at crime fighting and prevention	Conduct an audit of the Police Force to ascertain needs	Volunteer Professionals Regional and International bodies	Medium Term
Absence of autonomy to pursue and execute justice	Recruitment issues Poor budgetary allotment		Engage marketing personnel to create an integrated and interactive marketing strategy for the Police to increase recruitment and improve public perception	Other Police Forces across the region and the world	Short Term
Under-utilization of linkages/networks to supplement the additional responsibilities	Under-utilization of annual assessments and projections				
Political Interference	Inclusion with the civil service				
Inadequate training to deal with gangs	Absence of a systematic audit to highlight deficiencies		Strengthen the Police Service Commission		

THE LEGISLATIVE AND COURT SYSTEM:

Problems	Causes/Risk Factors	Effects	Counter Measures	Lead Agencies	Timelines
Laws that are non-relative and outdated	Under-utilization of effective planning	No sense of consequences in the community	Comprehensive law review that results in new laws being passed and outdated ones being repealed	The Bar Association	Medium Term
Absence of a Family Court	Insufficient manpower	Lack of enforcement		The Legal Fraternity	Long Term
Understaffing	Insufficient financial resources	Insufficient rehabilitation	Establishment of the Family Court	Regional Bodies and stakeholders	
Under-utilization of linkages			Completion of the Juvenile Justice Reform process	Volunteer professionals	
Incomplete Juvenile Justice Reform			Introduction of paper committals or abolition of preliminary inquiries entirely		

COUNTER MEASURES FRAMEWORK

STRATEGIES TO ADDRESS THE SMALL GROUP ISSUES

Social Protection: To enhance the environment for children and families to live comfortably

Problems	Causes/Risk Factors	Effects	Counter Measures	Lead Agencies	Timelines
Insufficient information about services offered by the Government being circulated	Insufficient publicity by relevant departments	People who need these services most don't access them	Creation of a comprehensive marketing plan to advertise the services	Ministry of Social and Community Development SKNIS Media houses	Short term
Availability of and access to services	Persons falling into transient poverty and remaining there for extended periods	Marginalization of at risk persons	Restructuring the Min of Social and Community Development to be the one stop shop for ALL welfare services including housing for those in need	Ministry of Social and Community Development Stakeholder Agencies Users of the services	Short Term
Lack of a database detailing clients	Absence of centralization of services	No tracking of clients or services	Creation of a Management Information System to track clients and services being offered	Ministry of Social and Community Development Department of Information Technology	Short Term
Lengthy service delivery time	Untrained staff Under-utilization of networks and linkages Dispersed services	Social mandates and responsibilities are not fulfilled	Employee training in early detection and referral procedures	Ministry of Social and Community Development Human Service Providers	Short to Medium Term

Under-utilization of targeting for the most vulnerable	Untrained Staff	Social mandates and responsibilities are not fulfilled	Hiring of qualified and trained staff Staff training Community engagement	Ministry of Social and Community Development Human Service Providers Users of the service	Short to Medium Term
Incomplete social protection networks	Lack of a treatment or follow-up care plan for clients	Misuse and abuse of the welfare services	Hiring of qualified and trained staff to adequately provide services and follow-up care OR Retaining a volunteer Human Service Network to lend follow-up care	Volunteer core of human service providers	Medium Term
Lack of trust in this service by the tax payers	Compromising Interventions	Persons who do not qualify are receiving services Persons on social welfare indefinitely without an plan to be self-sufficient	Legislation to change it from a perpetual welfare system to a system which fosters self-development and social mobility The inclusion of conditions for receipt of the services	Legal Affairs Department Ministry of Social and Community Development	Long Term
Lack of familial support	Breakdown in the wider community togetherness Lack of resources to market and establish support mechanisms	Families feel that they are going through their problems alone Dysfunctional families Broken Individuals	Creation of a familial support system Public Awareness Campaign on familial issues and resources	Ministry of Social and Community Development Human Service Providers Churches	

State Governance and Economic Policy: To create/sustain an enabling environment for human development

Problems	Causes/Risk Factors	Effects	Counter Measures	Lead Agencies	Timelines
Absence of demonstrated political will to make the necessary programs and policies	Long standing partisan division	No clear leadership on the issues Unresolved societal ills	Reintroduction of the Four Seasons Accord: status reports on the terms, examine re-operationalization in order to move forward	Consortium of Non Governmental Organizations	Short Term
Parliament not being a truly separate branch of government	Centralization of power in the Cabinet	Abuse of power by Cabinet	Constitutional reform to pursue the issue of proportional representation as opposed to the first past the post system	Attorney General Office Bar Association	Long Term
Lack of money	Limited tax base Mismanagement of public finances	Ineffective funding of state programs	Progressive tax reform to widen the tax base of the nation Study on the feasibility of VAT being implemented External auditing of state accounts	ECCB Consortium of economists	Medium Term
Political Tribalism	The need to win by all cost Insufficient knowledge of diplomacy Reinforcement of archaic political structures that value division through mud slinging	Division amongst communities and families Polarized society	Seek formal commitment from political parties to end demonization of opponents	The Church Fraternity NGO/ Civil Organizations Community Organizations	Medium Term

<p>Desperate need for civil service reform</p>	<p>Low-productivity in the Civil Service</p> <p>Over-crowding owing to under-utilization of the proper hiring practices</p> <p>Lack of proper succession planning</p>	<p>Huge cost associated with running the civil service (enumerations)</p> <p>Low- productivity</p> <p>Huge bottlenecks</p>	<p>Comprehensive Civil Service Reform</p> <p>Greater emphasis on productivity within the civil service</p>	<p>Human Resource Department</p>	
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Educational Policy and Youth Services: Constructive engagement of youth from Early Childhood through to adolescence and early adulthood

Problems	Causes/Risk Factors	Effects	Counter Measures	Lead Agencies	Timelines
Absence of a responsive and culturally relevant curriculum	<p>Diminished sense of national pride</p> <p>Diminished respect for tradesmen and women</p> <p>Young men and women leaving school and not living up to natural potential</p>	<p>Placing too much pressure on children to conform instead of being creative</p> <p>Labeling and stigmatizing of our young men and women who have misbehaved</p>	<p>Change the curriculum and syllabus to grant as much respect to trade skills and the arts as it does to academics</p> <p>Create a civics subject that teaches national history in a creative and modern way</p> <p>Introduce a SAT prep centre for students who require the exam for further education in North America</p>	<p>Ministry of Education</p> <p>Parent Teachers Associations</p> <p>Student Councils</p> <p>Guidance Counselor Networks</p> <p>Teachers Union</p>	Short to Medium Term
The practice of writing off those young people who make mistakes	<p>Small community</p> <p>Not living up to our Christian Values</p> <p>Not understanding and respecting the phases of human development, knowing typical from atypical behavior</p>	<p>Frustration</p> <p>The country loses alternately gifted young people</p> <p>Loss of income and productivity</p>	<p>Revision of the expulsion policies in our schools</p> <p>Increased partnerships between the high schools and the other educational facilities like Project Strong, AVEC, NSTP etc</p> <p>Increased counseling services for those youths who have behavioral issues</p>	<p>Ministry of Education</p> <p>Parent Teachers Associations</p> <p>Student Councils</p> <p>Guidance Counselor Networks</p> <p>Teachers Union</p> <p>Human Service Professionals</p>	Short to Medium Term

			Mandatory supplementary education/training for school drop-outs		
Absence of counseling services to aid in students career choices	Not keeping up with modern career choices	Marginalization of alternately gifted children Resentment	Introduce Career counseling services and other mediums to assist with career choices (job fairs, job attachment)	Ministry of Education Parent Teachers Associations Student Councils Guidance Counselor Networks Teachers Union	Short to Medium Term
Insufficient after-school events and activities	Too much time is available for young people to get involved in negative as opposed to positive events	Increase in criminal and morally wrong activities	Expansion of after-school programs around literacy, self-expression, sports and the arts Mandatory extra-curricular participation in ALL schools	Ministry of Education Parent Teachers Associations Student Councils Guidance Counselor Networks Teachers Union Groups and Organizations	Short to Medium Term
Underutilization of the human resources of our returning students and nationals as well as those	Lack of a mechanism to capture and report on the talents and skills in our community	Frustrations amongst students returning who are unemployed or under-employed	Establishment of a MIS database to track and trace nationals	Department of Youth Returning Nationals Secretariat	Long Term

who are home already			Establish a volunteerism arrangement to encourage students to return home and have their service counted against their student loans	Development and National Banks	
Underutilization of marketing techniques by groups and organizations to promote more involvement	Underutilization of our existing youth groups	Periods of dormancy and mismanagement amongst youth groups	Retaining a marketing specialist to create a comprehensive marketing plan for youth groups Training of Public Relations Officers in groups and organizations	Department of Youth Ministry of Community Development Youth Groups	Short Term
Insufficient financial resources to serve all of the ideas and programs	Ideas are not able to be piloted owing to lack of funding Underfunding	Events do not accomplish goals and objectives as they lack funding	Training in fundraising and project proposal writing for youth groups and organizations	Department of Youth Ministry of Community Development Youth Groups	Short Term
Underutilization of the creative arts as a viable source of socialization, release and as a career choice	Lack of organization Lack of resources Lack of venues, skilled personnel etc	Erosion of the non-tangible aspect of human development that cannot be traditionally taught Use of these creative arts to teach positive regard	Creation or strengthening of organization of creative artists The Creation of a National Arts Council with subsidiaries built in Teaching the youths the art forms	Department of Culture Nationals with the requisite skills	Medium to Long Term

			Hosting competitions using the arts to teach our reality (song, poem, comedy etc)		
Insufficient opportunities for youth to youth engagement and mentoring	Isolation	Frustration amongst the positive and creative thinkers	Youth to Youth Mentoring Program More youth based programs on radio and televisions to engage and support youths	Department of Youth Ministry of Community Development Youth groups and nationals Media Stations	Short Term
Insufficient harnessing of a volunteer spirit	Selfishness False sense of accomplishment	Gaps in the society Many of our young and old are being left behind	Launch a five year Volunteerism push to get nationals and residents to give of their time and talents to national development coupled with the necessary reward systems	Department of Youth Ministry of Community Development Youth groups and nationals	Medium Term

Additional Suggestions:

- Mandatory psychiatric assessment for all children in secondary schools incorporated into the Education Act
- Strengthening of the Parent Teachers Association to foster greater interaction between parents and teachers
- Introduce/strengthen Family Planning in the HFLE Curriculum
- Train teachers to identify deficits that may exist in students and refer
- Promote greater recognition for our teachers
- Involve law enforcement officers in the school curriculum through visits, teaching a class or practical engagements
- Establish and maintain a **ZERO TOLERANCE FOR VIOLENCE POLICY** complete with policy guidelines for what happens next

Legal Reform, Juvenile Justice and the Correctional System: Effective legislation, procedures and programs

Problems	Causes/Risk Factors	Effects	Counter Measures	Lead Agencies	Timelines
Absence of an integrated and comprehensive probation systems for repeat offenders	<p>Absence of rehabilitation services</p> <p>Insufficient staff to offer comprehensive care</p>	<p>Repeat Offenders</p> <p>Un-rehabilitated ex-offenders</p> <p>Stigma and discrimination of ex-offenders</p>	<p>Multi-agency approach for re-integration of repeat offenders</p> <p>Hiring of probation officers and case workers</p> <p>More use of the alternative sentencing act</p> <p>Mandatory counseling</p>	<p>Ministry of National Security</p> <p>Prison</p> <p>Human Service Providers</p>	Short term
One prison serving various security prisoners	Lack of appropriate space	<p>Younger and lower security criminals learning new traits</p> <p>Transfer of illegal traits and skills</p>	Construction of a multi-security level prison with space, staff and a comprehensive rehabilitation program	<p>Prisons</p> <p>Ministry of National Security</p> <p>All nationals</p>	Long Term
Cheque Book Settlements	Acceptance of unlawful practices	<p>Monetary value placed on the innocence of our children</p> <p>Re-victimization of the victim</p>	<p>Prosecute cases of perversion of justice</p> <p>Sensitize the general public to the illegality of cheque book settlements</p> <p>Use the funds collected to invest in the counseling of the victims</p>	<p>Attorney General Chamber</p> <p>Bar Association</p> <p>Child Advocates</p>	Medium Term

<p>Insufficient knowledge amongst the citizens of the laws of the land</p>	<p>Not reader friendly</p>	<p>Ignorance</p>	<p>National Media Campaign to ensure that every citizen knows the laws of the land</p> <p>National media campaign to teach our children Good touch – bad Touch so as to empower them to report assault</p> <p>National Policy that every citizen must have a copy of the Constitution</p> <p>A National Campaign to simplify the constitution and other laws of the land</p>	<p>Attorney General Chambers</p> <p>Ministry of Education</p> <p>Ministry of National Security</p> <p>SKNYPA</p>	<p>Short to Medium Term</p>
<p>Penalties for offenders</p>	<p>Erosion of community confidence</p>	<p>Imprisonment is perceived as not a real deterrent for criminals</p>	<p>Tougher laws for juvenile offenders, including penalties for their parents</p> <p>Tougher laws for gun possession</p>	<p>Attorney General Chambers</p> <p>Bar Association</p>	<p>Short term</p>
<p>Juveniles not being treated by the law as juveniles</p>	<p>Absence of rehabilitation</p>	<p>Hardened juveniles</p>	<p>Institution of the Interim Juvenile Home</p> <p>Creation of half-way homes to assist with prevention</p>	<p>Ministry of National security</p> <p>Ministry of Social Development</p> <p>All nationals</p>	<p>Short term to Long Term</p>

			Commissioning of the Juvenile Rehabilitation Center complete with qualified staff and evidence-based rehabilitation programs		
Insufficient positive role models for probationers	Insufficient positive role model	Repeat offending Stigmatization and discrimination	Mentoring Program for probationers using successfully reformed probationers and other positive mentors	Ministry of National Security Ministry of Social Development Churches Nationals	Short to Medium Term

Additional Suggestions:

- Legal penalties for families who refuse to control their children
- Improved statutory protection for children and family unit, i.e. child maintenance, child custody
- Creation of a replacement Drug education and prevention program to replace the ineffective DARE Program. Must be more culturally relative, evidence based with the convenience of local capacity building.
- Improved enforcement of existing laws – Curfew and sale of alcohol to minors
- Capital Punishment should be reintroduced and utilized swiftly!
- Establish an understanding of the legal challenges/hindrances that would impede the effectiveness of capital punishment

National Security: Community Policing and Border Control: Public safety, surveillance and enforcement through collaboration

Problems	Causes/Risk Factors	Effects	Counter Measures	Lead Agencies	Timelines
Gaps in professionalism in the police force	Deficiencies in their police academy training Intake of recruits who are not well-rounded, empathetic and sensitive	Police officers don't display the sensitivity that should be inherent in the execution of their jobs Public regards the police force with mistrust	Use professionals from the Human Resources profession to ensure that new recruits meet certain qualitative criteria before they are accepted to the police academy Inclusion of professionalism training in their police academy studies Hosting more community and stakeholder meetings to engage and converse with the community and gang	St. Christopher and Nevis Royal Police Force Ministry of National Security Erudite from the Human Resources profession	Short to Medium Term
Open borders	Insufficient resources to patrol our borders	Illegal gun and drug trade being facilitated by the open borders	Regional mechanisms for border control and surveillance	Customs Department Coast Guard	Medium to Long Term
Questionable conduct by police and custom officers	What officers perceive as insufficient pay Growing sense of apathy and loss of true purpose by workers	Public loses faith and confidence in the forces' ability to do their job Criminals feel as though they can manipulate and beat the system	Increased pay so as to lessen their susceptibility to being bribed or coerced Creation of a Regional Police Force Commissioning of an Internal Affairs Unit in both the Police Force and Customs Unit	Ministry of Finance Human Resource professionals Ministry of National Security	Short to Medium Term

Ineffective execution of the judicial system	Everyone knows everyone owing to the close knit communities	Ineffective execution of the judicial system	Creation of a regional jury pool	Ministry of National Security	Medium Term
Absence of an effective succession system in the police force	Lack of public confidence in the force	Long periods of effective management that creates havoc and lose of confidence	Implementation of greater succession planning in the police force	Police Force Ministry of National Security Consortium of Human Resource Managers	Short to Medium Term
Absence of physical and mental agility amongst officers to properly execute their job	Unhealthy habits	Being out-run by criminals Mental break-downs Frustrations	Mandating annual physical, emotional and psychological examinations for all members of the force	Ministry of National Security Police Force Medical Fraternity	Short Term

Additional Suggestions:

- Increased foot patrol
- Increased stop and search
- Deployment of the Army should be reserved for matters of national defense, drug raids and national emergencies
- Outfit the Police Force with modern crime fighting equipment and methods such as pathology and forensics
- Collaborate with CARICOM to make Crime the regions Number One issue and so allocate resources and technical assistance
- Mandatory re-integration program for all deportees
- Engage international/US agencies regarding current laws as they relate to deportees
- Establish a gun buy back program or implement short term gun amnesty programs
- Implement stiffer penalties that mirror the 10/20/life concept of punishment adopted in US counties – get caught with an illegal firearm an automatic 10 years, use of the illegal firearm – 20 years, causing of death from use of an illegal fire arm – life imprisonment

COUNTER MEASURES FRAMEWORK

STRATEGIES TO ADDRESS ADDITIONAL CONCERNS

Problems	Causes/Risk Factors	Effects	Counter Measures	Lead Agencies	Timelines
Absence of Moral Education	Christian Council and Evangelical Association not playing a prominent role	No remorse No empathy	Formal and informal introduction of moral education Formal – through the school curriculum (primary – social studies, secondary – civics) Informal – Launch of a Church School Revitalization Campaign Use of the creative arts Designated Observances Making church and church school attendance a staple in our community	Christian Council Evangelical Association All religious organizations	Short to medium term
Limited organized sporting leagues in each community	The complexities of the communities Insufficient resources Lack of a proper standard of organization	Underutilization of the talents of our young people	Creation of a systematic grass roots league in each major sport that is linked to the National Leagues Train coaches and other staff to operate such leagues Provide equipment and	Department of Sports Department of Youth Ministry of Community Development All nationals	Short to medium term

			<p>other start-up material</p> <p>Provide lighting up to a time and then institute the token system</p>		
<p>Society only sees the negatively engaged young people thereby marginalizing the rest of the youth population</p>	<p>Lack of media opportunities to highlight positive young people</p> <p>Lack of resources to execute a marketing plan</p> <p>Lack of volunteer expertise to create the marketing plan</p>	<p>Popularity of bad behavior that glorifies and elevates that behavior thereby making it cool</p> <p>Positive youths become frustrated</p>	<p>The retention of volunteer marketing professionals to create a marketing strategy</p> <p>Implementation of that marketing strategy</p> <p>Reward and highlight positively engaged young people</p> <p>Promote the messages of “I will make the difference I want to see in the world” and “Dare to be different”</p>	<p>Commonwealth Youth Ambassador</p> <p>Youth Organizations</p> <p>Department of Youth</p>	<p>Short to Medium Term</p>
<p>Absence of positive coping skills amongst the youth</p>	<p>Unresolved past trauma</p> <p>Lack of early identification and referral by helping professionals</p>	<p>Frustrations</p> <p>Abnormal acting out</p> <p>Mental Illness</p>	<p>Introduction or re-enforcement of life skills training in all schools</p> <p>Creation of a identification and referral protocols complete with resource check list</p>	<p>Guidance Counselor Network</p> <p>Ministry of Education – Curriculum Development Unit</p> <p>Human Service Professionals</p>	<p>Short to Medium Term</p>
<p>Absence of a coordinating body that addresses youth issues</p>	<p>Lack of resources</p> <p>Distrust</p> <p>Political Intervention</p>	<p>Sense of being lost amongst the youth</p> <p>No voice on issues of national importance</p>	<p>Establishment of the National Youth Council</p>	<p>Registered youth groups</p> <p>Unattached youths</p>	<p>Short to medium Term</p>

				Department of Youth	
No unified and reflective national document that outlines youth issues and the strategies, timelines and resources needed to address them	Absence of a National Youth Council	Disillusioned youth Unresolved youth issues Frustrations Under-service and under-representation of young people Lack of feeling a part of the community	The creation and adoption of a National Youth Policy	Registered youth groups Unattached youths Department of Youth Local and regional experts and researchers	Short to medium term
Festering of unresolved issues and feelings in the nation as a whole Political Tribalism	Unresolved past trauma and disputes Festering of unresolved issues and feelings in the nation as a whole	Dysfunctional families Rifts in families, communities and the nation as a whole	Launching a year long period of cleansing and healing Offering services and reconciliation during this year Media and creative arts campaign to teach the values and skills linked to restorative justice and forgiveness Networking a unit of professionals to assist	All Churches Human Services Providers	
Youth feel a gap between them and adults Lack of positive role models	Dysfunctional family	No sense of connection to build bonds of responsibility	Media campaign to tell the story of our nationals Mentoring programs amongst old and young	Ministry of culture Department of Youth	Short to Medium Term
Absence of appropriate	Absence of boundaries	Inappropriate	Educational campaign	Early Childhood Unit	Short to Medium

<p>ensorship in the home</p>	<p>Absence of family talk time</p> <p>Over-reliance on the television to raise our children</p>	<p>behavior and language amongst youths</p>	<p>around boundaries and development</p> <p>Speak to Cable about repackaging the options</p> <p>Operating parental controls on TV sets</p> <p>Campaigns around family time</p>	<p>Human Services Providers</p>	<p>Term</p>
<p>Abuse and misuse of discipline</p> <p>Lack of knowledge of alternative forms of discipline</p>	<p>Transfer of cultural discipline forms</p>	<p>Abuse of children</p> <p>Neglect of kids</p> <p>Erosion of power</p>	<p>Media campaign on proper disciplinary code of action</p> <p>Establishment of a Disciplinary Code of Action</p>	<p>Churches</p> <p>Human Service Professionals</p>	<p>Short to medium term</p>
<p>Absence of opportunity for youths to casually interact platonically</p>	<p>Lack of cultural tolerance</p>	<p>Highly sexualized relationships</p>	<p>Introduction of discussions around casual interactions such as dating</p> <p>Construction of a Youth Center to foster casual interaction</p>	<p>Guidance Counselors Network</p> <p>Human Service Professionals</p>	<p>Short to Medium Term</p>
<p>Absence of local research to guide policy development with truths</p>	<p>Not a people that engages in research</p>	<p>Lack of truths to guide policy</p>	<p>Conducting a scientific study that looks at risk factors</p> <p>Conducting the Victimization Survey</p> <p>Conducting a Social Census Survey</p>	<p>Ministry of Sustainable Development</p> <p>Human Service Providers</p>	<p>Medium to Long Term</p>