GOVERNMENT OF BELIZE

DEPARTMENT OF YOUTH SERVICES

Ministry of Education, Youth, Sports & Culture

STRATEGIC YOUTH DEVELOPMENT ACTION PLAN

2018-2023

Acknowledgements

This Strategic Plan was developed to capture the dynamics of positive youth development. Special appreciation is extended to Mr. Henry Charles, Youth Development Specialist, for guiding the strategic process and for training of our staff and youth stakeholders. The plan has benefited from the initiative and invaluable support of Director, Allison Brown Mckenzie who started the process by setting the framework and thereafter sought the expertise of Mr. Charles whose support went beyond the actual process. The participation from members of DYS senior staff and the CARICOM Youth Ambassador were instrumental in the development of the plan. The commitment to volunteer their time outside of working hours for this task is appreciated. This commitment to strategic planning, and the task of implementation, shows strong and progressive leadership on behalf of the Department of Youth Services Management and Staff. The plan relies on the input from its many contributors, however, any errors in ideas or perspectives are that of the author. The Department of Youth Services provides vital and thriving public resource and service in Belize. It is the hub of the youth empowerment activities and works hard to serve diverse cultures and demographic at its key locations across Belize. It is the hope that this Strategic Plan will contribute to the department's continued success and its goal to empower the youth population of Belize.

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ACRONYMS

BFLA	Belize Family Life Association	**NYCB**	National Youth Council of Belize
CPA	Country Poverty Assessment	**UNDP**	United Nations Development Program
CYDP	Conscious Youth Development Program	**UNICEF**	United Nations Children Emergency Fund
CRC	Convention on the rights of the child	**UWI**	University of the West Indies Belize Open Campus
CRD	Community Rehabilitation Department	**UB**	University of Belize
DYC	District Youth Councils	**YES**	Youth Enhancement Services
DYS	Department of Youth Services	**YWCA**	Young Women's Christian Association
ETES	Employment Training and Education Services	**YMCA**	Young Men's Christian Association
FACA	Families and Children Act		
GOB	Government of Belize		
GSDG	Growth and Sustainable Development Goals		
ITVET	Institute for Technical Vocational Education and Training		
MDG	Millennium Development Goals		
NCFC	National Committee for Families and Children		
NGOs	Non-governmental organizations		
NICH	National Institute of Culture and History		
NPA	National Plan of Action for Children		
NYCSC	National Youth Cadet Service Corps		

SECTION ONE:

1. OVERVIEW OF THE BELIZEAN YOUTH DEVELOPMENT LANDSCAPE

1.1 Introduction

The Department of Youth Services (DYS), Ministry of Education, Youth, Sports and Culture is Government of Belize' Principal agency responsible for the development, coordination and implementation of policies, programs and projects to create enabling environments for youth empowerment. It envisages the development of empowered, productive and active young citizens with a strong Belizean identity.

The Department of Youth Service subscribes to the concept of 'Positive Youth Development.' Its work is grounded in the belief that young people are a vital resource for sustainable development. Consequently, the departments employ a strength-based approach which focuses on programs, initiatives, and activities that nurture developmental assets rather than on reducing risks or preventing problems. The youth development goal is to help youth become spiritually grounded, resilient, socially connected, economically empowered, active citizens contributing to the development of functional families and kinships; vibrant and successful communities and sustainable societies.

1.2 Guiding Frameworks

Coordinated programs and initiatives within the Department are informed by international best practice and relevant national, regional and global development frameworks, including:

- The National Youth Development Policy of Belize

- The World Program of Action for Youth (WPAY)

- The CARICOM Youth Development Action Plan (CYDAP)

- The Global Youth Development Index

- The Adolescent Well-being Framework

- The United Nations Convention of the Rights of the Child

- The Universal Declaration on Human Rights

- The National Plan of Action of Belize (adopted from NCFC)

- The Global Development Goals (SDGs)

- Mahogany Declaration

- UNSCR #2250 Youth Peace and Security

- Amman Declaration on Youth and Peacebuilding (2015)

The DYS works in collaboration with other national stakeholders to support the actualization of the Growth and Sustainable Development Strategy; the vision and strategic priorities of Horizon 2030 Vision for Belize. Indeed, the National Youth Development Policy Goals and this Strategic Plan's Core Values and Guiding Principles are in congruence with both that of Horizon 2030 and the GSDS (2016-2019).

1.3 Historical Context for Youth Development in Belize

Traditionally Belize has experienced a very vibrant youth development ethos. Young people inspired by several community-based, faith-based and non-governmental organizations has contributed immensely to the Belizean socio-cultural, socio-economic and socio-political landscape.

The advent of Independence in 1981 saw the evolution of Ministerial Government and therefore the introduction of more formalize public sector institutional frameworks to manage the county's youth development agenda. As part of its evolution successive governments of Belize have always demonstrated the willingness to seek alternative, presumably more efficient approaches to accomplishing national youth development objectives.

One such initiative was `Youth for the Future' which was launched on May 24, 2002. The initiative was launched in response to a Commonwealth Heads of Government Meeting (CHOGM) mandate; attended by the Prime Minister of Belize in Coolum, Australia, in March 2002.

The historic CHOGM mandated specifically that young people be targeted by a Pan-Commonwealth initiative called, "Youth for the Future." This initiative, the CHOGM proposed, should encapsulate "youth leadership and governance, youth enterprise development, youth mentoring and youth volunteering". Youth should also be targeted with initiatives that intervene to reduce crime and violence and the fight against HIV/AIDS.

The Prime Minister of Belize was the first Head of Government of the Commonwealth to launch a like initiative, thereby putting Belize in front of her Commonwealth partners in launching what will eventually become a Pan-Commonwealth initiative.

Launching this initiative was not solely to satisfy the CHOGM mandate but was also envisioned as an opportunity to strategically re-position and refocus Belize's youth development strategy, to develop appropriate policies, resourcing, and programming initiatives to positively impact the critical issues related to youth development in Belize. Indeed, for too long youth development had been discussed and researched without adequate investments and insufficient political will to accomplish the desired results. While comparatively Belize, has recorded commendable achievements at the community level, purposefully enhanced the national youth development ethos and positively impacted the regional youth development landscape, significant numbers of young people continued to be negatively impacted by several risk factors and vulnerabilities. Some of these major challenges impacting Belizean young people are unemployment, crime and violence, drugs, teenage pregnancies, HIV/AIDS, males dropping out of school, and a high percentage of urban males in prison. In an attempt to attenuate the impact of these successive Governments of Belize have explored various policy implementation and youth services delivery strategies.

As previously indicated there was the Youth for the Future Initiative, which was intended to enhance the coordination and delivery youth development services in a timely manner and grounded in a rights-based approach. This initiative envisioned collaboration and cooperation with the private sector, non-governmental organizations, religious institutions, civil society and the international community – to ensure that Belizean young people were provided the adequate opportunities to become effective leaders; responsible and active citizens.

Belize was the only CARICOM country that launched The Youth for the Future Initiative. However, as part of a re-positioning process, it was agreed that the agency should revert to its legal name – The Department of Youth Services (DYS), and the Youth for the Future Initiative re-conceptualized as a single program area. DYS provide environments that are free of bullying, trauma, and crime that respects people's privacy and dignity on a foundation of positive youth development. DYS aims to provide psychological safety in the form of attractive, clean, confidential spaces, and a professional staff.

PROFILE OF THE IDEAL BELIZEAN YOUTH

- *Naturally charismatic, proactive, with strong leadership qualities;*

- *Economically empowered, socially connected and politically conscious;*

- *Knowledgeable of country, Caribbean history and world affairs;*

- *Endowed with strong Belizean and Caribbean identity, capable of living anywhere in the world;*

- *Patriotic, actively involved in the development of community, country and Region;*

- *Ambitious, confident, well rounded, well informed/read;*

- *Strong believer in culture, exposed to sport, cultural arts;*

- *Creative, industrious, well educated, technologically savvy, ambitious and qualified to fulfill career/vocational aspirations;*

- *An entrepreneurial spirit, somewhat of a risk taker, exploring the world market in search of different avenues to advance self, country and Region;*

- *Good deportment and attitude, a spiritual and moral dimension;*

- *Tolerant and respectful of others, a team player;*

- *Articulate, multi-lingual, excellent networking, inter-personal and communication skills;*

- *Acting responsibly to benefit self, family, community and society;*

- *Understanding and embracing cultural differences;*

- *Assertive, determined to persevere in a competitive environment*

Source: Adapted from CARICOM Commission on Youth Development (2010)

1.4 Defining Youth

"Young people in Belize embody the spirit of the nation-state. Like the land, they are rich in spirit and possibilities. From north to south, east to west, the country abounds in beauty and resources. Like its youth, it is full of untapped potential and limitless resources. The diversity of its youth: Mayan, Creole, Mennonite, Garifuna, Chinese, Mestizos, Middle-Eastern, and East Indians, also contribute to the country's dynamic features and speaks to immense promise and potential." { *Belize National Youth Development Policy}*

Several United Nations agencies, instruments and policy documents, including the World Program of Action for Youth, 2000 and Beyond (WPAY 2000) define youth as individuals between the ages 15 to 24. However, using the life cycle concept of youth, some agencies such as UNICEF, WHO, UNFPA works with the age group 10 to 24, with ages, 10 to 19 being considered the adolescent phase of youth. The Commonwealth Plan of Action for Youth Empowerment (PAYE 2007-2015) referred to the age group 15 to 29. The CARICOM Youth Ambassadors (CYA) 2008/2010 Operations Manual establishes that a Youth Ambassador must be between the ages 16 to 35. The CARICOM Commission on Youth Development adopted a lifecycle approach to youth using the age range 10 – 29 where 10 to 14 is classified as adolescence and 15 to 29 classified as youth. Even within the individual member countries of CARICOM, there are variations in chronological definition. The Department of Youth Services acknowledges the life-cycle approach to youth and works in collaboration with agencies responsible for Children Development. The Belize National Youth Development Policy defines youth as an individual between the ages 15-29 years old, "who has passed through the dependent stage of childhood and transitioning from adolescence to adult maturity."

Sociological, ecological, physiological and psychological factors are also considered in the contextualization of youth in the Belizean human development landscape. Further, the DYS understands that "youth" is not a homogenous group and therefore policy and program must reflect their heterogeneity.

1.5 Towards a Paradigm Shift in Belize Youth Development Culture

"There are many agencies currently responding to the needs of young people at the local and national levels as evident in the draft directory of youth service providers produced by the Ministry of Education and Youth. However, at the national level, there appears to be an absence of a common framework to support youth development. Even though sound strategies, plans, and programs are being developed by sectors, NGO's and community-based organizations these are not linked to any broader development goals for Belizean youth, and therefore the impact is not largely felt. There are many new schools of thought as it relates to youth development. However, many of the approaches adopted in Belize have not kept up with current thinking and approaches in youth development and do not involve young people as valued partners in their own development." {[2] *Belize National Youth Development Policy, 2013}*

Consequently, over the last few years, the Belizean citizenry has become even more discerning regarding the relevance and impact of policies and program designed to impact the youth development landscape positively. Thus, interest in youth development programs continues to grow. There are also increasing concerns regarding the disproportionate impact of crime and violence on young people. This situation has necessitated a re-thinking of the Belizean youth development agenda and strategy. The DYS and several partners are actively supporting a paradigm shift in youth development practice and culture in Belize. Rather than simply "fixing problems" DYS and partners focus on accentuating the strengths, needs, and aspirations of the youth through positive, ongoing relationships; active involvement in community life; and on a variety of positive programs/activities for out-of-school time. DYS is no longer just about activities and interventions – it is about purpose, holistic program, and nurturing relationships. By emphasizing the importance of positive relationships, young people become not just the business of Youth workers, but of everyone in the community. Figure two depicts the shift that the Government of Belize through the

Department of Youth Services have undertaken in program development for our youth population:

Figure 2: Paradigm Shift in Youth Development:

YOUTH DEVELOPMENT SHIFT	
FROM	*TO*
Deficit perspective	*Asset-based perspective*
Youth as risks and problems	*Youth as agents of change*
Reactive behavior	*Proactive behavior*
Homogeneity	*Heterogeneity*
Professionals' Role	*Everyone's job*
Activity based	*Holistic program and nurturing relationships*
Competition	*Cooperation*
Despair	*Hope*

**1.6 Positive Youth Development: The Guiding Philosophy**

Defining Positive Youth Development

Damon (2004, pg15) conceptualize the positive youth development perspective as an approach which, "emphasizes the manifest potentialities rather than the supposed incapacities of young people-including young people from the most disadvantaged backgrounds and those with the most troubled histories. While the positive youth development approach recognizes the existence of adversities and developmental challenges that may affect children in various ways, it resists conceiving of the developmental process mainly as an effort to overcome deficits and risk. Instead, it begins with a vision of a fully able child eager to explore the world, gain competence, and acquire the capacity to contribute importantly to the world. The positive youth development approach aims at understanding, educating, and engaging children in productive activities rather than at correcting, curing, or treating them for maladaptive tendencies or so-called disabilities." {*Adapted by Making Cents International from a presentation delivered by Cassandra Jesse, Director of YouthPower Learning, implemented by Making Cents International, at the YouthPower Learning Network Launch in Washington D.C., December 7-8, 2015.*}

The positive youth development perspective incorporates the asset and strength-based approaches to youth development. It also promotes inter-generational partnerships and stakeholder engagement. Jesse (2015) contend: "Positive Youth Development (PYD) engages youth along with their families, communities, and/or governments so that youth are empowered to reach their full potential. PYD approaches build skills, assets, and competencies; foster healthy relationships; strengthen the environment, and transform systems".

Figure 3: Conceptual Framework for PYD in Belize *{Adapted from USAID Positive Youth Development (PYD) Framework}*

This framework illustrates that to achieve the vision of healthy, productive and engaged youth, PYD programs, practices and policies must work with youth to improve their:
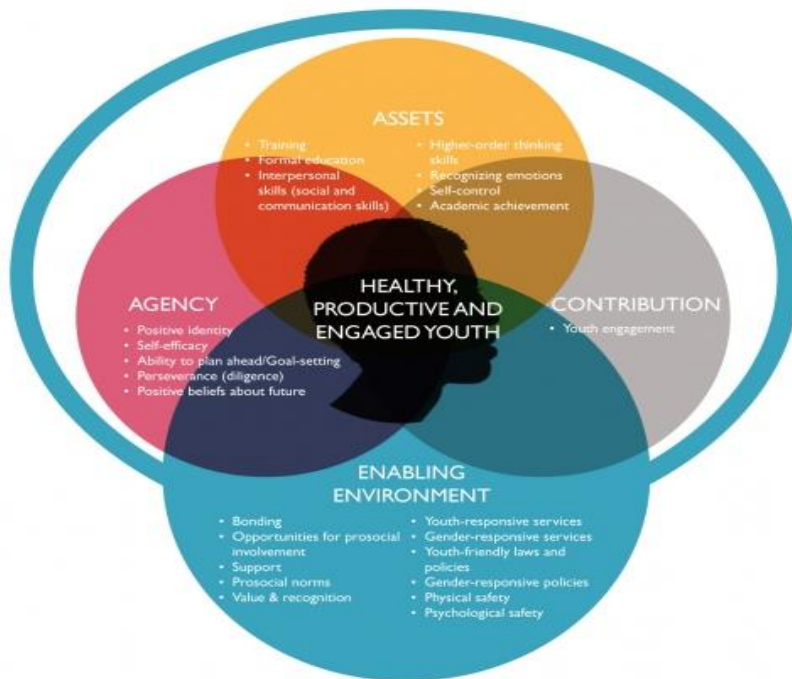
• Assets: Youth have the necessary resources, skills and competencies to achieve desired outcomes.

• Agency: Youth perceive and can employ their assets and aspirations to make or influence their own decisions about their lives and set their own goals, as well as to act upon those decisions to achieve desired outcomes.

• Contribution: Youth are engaged as a source of change for their own and their communities' positive development.

• Enabling environment: Youth are surrounded by an environment that develops and supports their assets, agency, access to services, and opportunities, and strengthens their ability to avoid risks and to stay safe, secure, and be protected and live without fear of violence or retribution. An enabling environment encourages and recognizes youth while promoting their social and emotional competence to thrive. The term "environment" should be interpreted broadly and includes: social (e.g., relationships with peers and adults), normative (e.g., attitudes, norms and beliefs), structural (e.g., laws, policies, programs services, and systems) and physical (e.g., safe, supportive spaces)

1.7 Belize Youth demographic profile

Belize has a relatively youthful population as evident in Population pyramid below:
{Source: CIA World Fact Book}

Belize - 2016
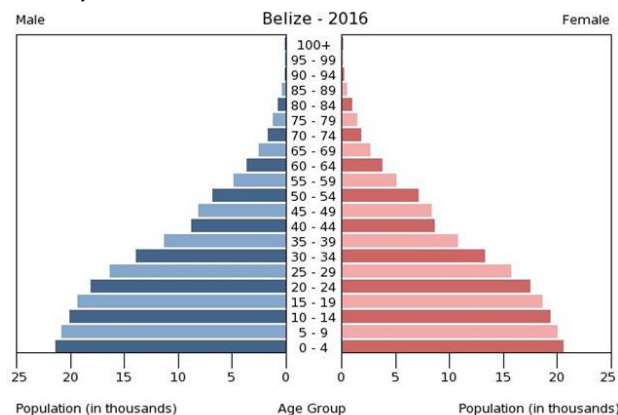
The total median age is estimated at 22.7 years (Male: 22.5 and Female: 22.9)

Generally, the youth population is considered to be doing well. Many continue to demonstrate great resilience and leadership acumen to excel in various spheres, including education, entrepreneurship, and sports; perform **"leadership roles in their communities and engage in productive employment."** *{Belize National Youth Development Policy}* Belizean young people continue to dream and aspire to perform their roles as active citizens and strategic partners in development. They also desire the enabling environments and to facilitate self-actualization.

However, many of Belize's development challenges disproportionately impact young people and pose several concerns and severe risks that prevent a significant number of young persons from achieving optimal well-being. Some of these challenges include:

Some challenges Impacting Youth - Nationally

(i)   Sustainability of youth support services negatively impacted by political culture.

(ii)   Issues regarding the quality of Parenting

(iii)   Inadequate social support systems

(iv)   Access to educational opportunities

(v)   Crime and violence

(vi)   Lack of preparation for globalization and CSME factors.

(vii)   Poverty, inequality and inequity

(viii) Xenophobia, homophobia and transphobia

(ix)   Gender- based violence

(x)   Psycho-social issues

(xi)   Unemployment

(xii)   Immigration

(xiii) Impact of the Narcotics industry

(xiv)   Human trafficking and related crimes

 (xv)   Bullying (Cyber)

1.8 Institutional Framework for Youth Development

Department of Youth Services

As previously indicated the Department of Youth Services is the Government of Belize's principal agency responsible for the development, implementation, and coordination of policies, program and projects to support the holistic development of Belizean young people. The DYS has a leading role in the Government's youth mainstreaming strategy.

Vision

Empowered Belizean youth, positively impacting and contributing to national, regional and international development through increased access to equitable opportunities for leadership, active citizenship, well-being, and self-actualization.

Mission Statement

The Department of Youth Services facilitates the development and implementation of programs and initiatives that create an enabling environment for youth empowerment and active citizenship

National Youth Development Goals

GOALS
1. *Government is committed to ensuring that young people are empowered and will achieve optimal well-being in a supportive environment through exposure and participation in positive interventions that will:*   • *Value and nurture their assets*   • *Promote positive values*   • *Build resilience and strengthen character*   • *Build Leadership and social competence*   • *Foster an appreciation for identity, culture and the environment*
2. *The government will ensure that comprehensive policies and institutional frameworks that support young citizens throughout the life cycle are multi-sectorial, coordinated, cohesive, and resourced to ensure a seamless transition to adulthood.*
3. *An optimal ecology (home, school, community) that are nurturing, supportive and provides a positive climate for young people to grow up healthy, caring and responsible.*

Proposed Strategic Priorities of the Department of Youth Services
(2018-2023)
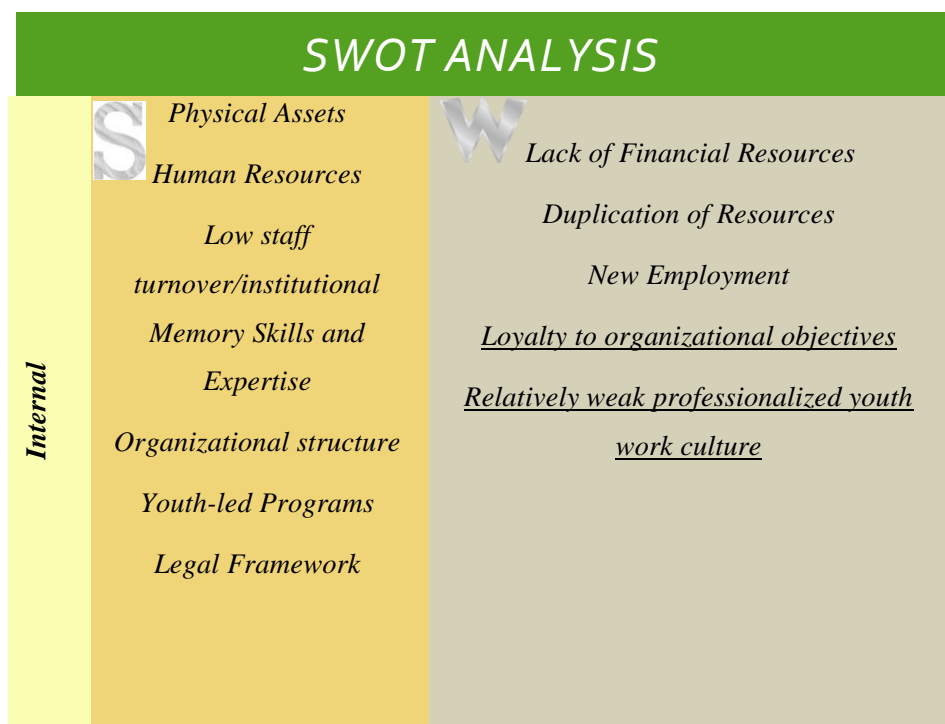
"A strategy, even a great one, doesn't implement itself"

NO.	PRIORITY AREAS	GOALS
1.	Economic Empowerment	Enhance The Quality of Life and Livelihood Opportunities for All Adolescents and Youth (CYDAP); reduce youth poverty, inequality and hunger; promote decent work and inclusive economic growth (Horizon 2030 Vision, WPAY, SDGs)
2.	Education and Human Resource Development	Support access to quality education and human resource development opportunities; promote gender equality (Horizon 2030 Vision, WPAY, SDGs)
3.	Protection, Safety and Security	Support the Creation of Protective Environments to Foster Resilience and Ensure Adolescent and Youth Safety and Security (Horizon 2030 Vision, CYDAP); promote peace and justice(SDGs)
4.	Health and Wellbeing	Improve the Health and Holistic Wellbeing of Youth (CYDAP) and Increase outreach efforts to better guide youth to support opportunities to promote good health and well-being (Horizon 2030 Vision, WPAY, SDGs).
5.	Culture, Identity and Citizenship	Promote active citizenship, inter-generational partnerships, a culture of peace, social justice, responsive public institutions and an appreciation for Belizean cultural heritage and national pride (Horizon 2030 Vision, SDGs).
6.	Policy and Institutional Framework	Create policies and coordinate resources and efforts to effectively address youth related issues and achieve shared results (NYDP Belize, WPAY, PAYE)
7.	Leadership, Participation and Governance	Build the capacity of youth workers to improve and raise the standard in youth development, ensuring that youth have a voice in the decisions that affect them at all levels (Horizon 2030 Vision, WPAY, PAYE, SDGs).
8	Youth Taking Action for Environmental Sustainability	Enhance youth awareness of and active participation in matters related to climate change and environmental issues, generally

As the DYS seeks to operationalize the paradigm shift to positive youth development and to significantly enhance the effectiveness and impact of the national youth development strategy. These seven (7) strategic priorities and related goals articulate the Department's vision for positive youth development and a strategic framework to enhance the contribution of young people towards the achievement of Belize's sustainable development Goals.

Core Values

Leadership and Integrity
Advocacy
Gender equality
Creativity/innovation
Equity
Respect for diversity
Youth Mainstreaming
Active participation
Transparency and accountability
Empowerment
Ethical and reflective practice

SWOT and PEST Analyses

SWOT ANALYSIS

Internal

S *Physical Assets*

Human Resources

Low staff turnover/institutional Memory Skills and Expertise

Organizational structure

Youth-led Programs

Legal Framework

W *Lack of Financial Resources*

Duplication of Resources

New Employment

Loyalty to organizational objectives

Relatively weak professionalized youth work culture

External

O Partnership	T
Additional opportunities for Training and capacity-building	Competition instead of collaboration
Enhanced focus on youth development regionally and globally.	National Economic situation
Global Youth Development Index	Adversarial political culture
Participation in regional and international youth development fora	

Fig: Results of SWOT Analysis of DYS

POLITICAL FACTORS	ECONOMIC FACTORS
RECRUITMENT PROCESSES	MINIMAL BUDGET
LACK OF CONTINUITY	ECONOMIC COST/BENEFIT OF INVESTING YOUTH
PUBLIC POLICY	NATIONAL ECONOMIC CLIMATE
YOUTH PARTICIPATION	YOUTH UNEMPLOYMENT
GENDER MAINSTREAMING	CRIME &VIOLENCE
PARTISANSHIP	
SOCIAL FACTORS	**TECHNOLOGICAL FACTORS**
MORAL ETHICS	RESOURCES
SOCIAL INCLUSION/EXCLUSION	PREVALENCE OF MOBILE TECHNOLOGY
MANAGING DIVERSITY	SOCIAL MEDIA AS A TOOL FOR LEARNING AND INFORMATION EXCHANGE
QUALITY OF EDUCATION	CREATIVITY &INNOVATION
	ENTREPRENEURSHIP

Fig: Results of DYS PEST Analysis

Organizational Structure

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                        ┌──────────────┐
                        │   Director   │
                        └──────┬───────┘
          ┌────────────────────┼────────────────────┐
   ┌──────────────┐     ┌──────────────┐     ┌──────────────────┐
   │  Technical   │     │  HR/Finance  │     │ Training Officer │
   │  Managers    │     └──────┬───────┘     └──────────────────┘
   └──────┬───────┘            │
   ┌──────────────┐            │
   │   Regional   │            │
   │   Managers   │            │
   └──────┬───────┘     ┌──────────────┐
   ┌──────────────┐     │ Admin/Accounts│
   │   Programs   │     └──────────────┘
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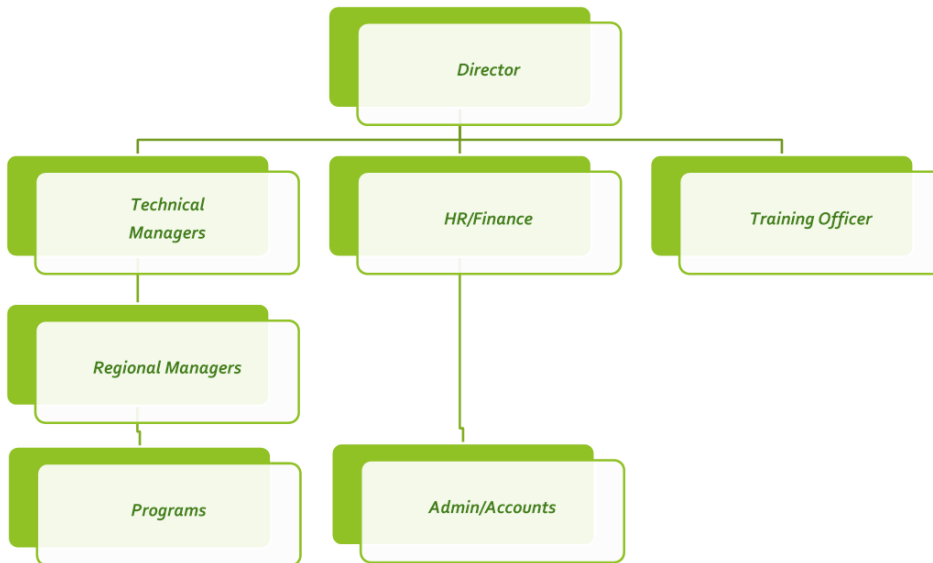
Existing Program Areas

The DYS executes its mandate under several thematic areas, including:

Youth Governance

Governance Unit focuses on setting the structure in place to ensure that the voices of the young persons are heard and that they are actively participating in governance locally, regionally and internationally. To enhance the capacity of youth to participate in various levels of governance and to realize their responsibility as active citizens in the development of Belize; to encourage a sense of ownership and responsibility for Belize.

Belize have **two (2) CARICOM Youth Ambassadors** which shows our sense of participation within CARICOM.

Objectives:

a)   To assist in the development of a National governance mechanism that promotes and supports youth participation.

b)   To coordinate the implementation of the National Youth Development Policy as the legal framework to guide youth development.

c)   Provide capacity development to youth and youth organizations to support direct community based initiatives.

d)   To create an enabling environment to encourage youth participation in community and nation building.

e)   To assist youth in having an impact on policy, legal and institutional reform.

f)   Leadership Training & Volunteerism

Health and Well-being

The Sexual Reproductive Health Unit mainly collaborates with other stakeholders to achieve the National Goals on Health for Belize. Most of the information dissemination is accomplished by using Youth Drama and Open Mic session on the streets across the country to capture the out of school young persons. This unit ensures that information is always available to our youth population on HIV/ AIDS and the wider aspects of sexual and reproductive health. This unit had benefited from the support of Global Fund.

Objectives:

1.   To inform and educate youth of all socio-economic status especially un-attached youths to lower their risk of HIV and other STIs venerability while creating an opportunity for them to actively participate in youth development.

2.   To encourage youth to be informed and build confidence in their sexual and reproductive health practice and sexual choices.

3.   To actively engage youth in participating meaningfully in the process and decisions affecting their sexual heath and sexuality.

Enterprise/Job Creation Unit

Enterprise Unit focuses on the coordination and implementation of the National Entrepreneurship Strategy as it relates to youth. Provide training to youth in small business development and enterprise, provide support to training conducted by the various entities such as BTEC, the Apprenticeship Program among others. Assist young persons in getting ready for the workforce by providing mock interview sessions, resume writing, dress code presentation. Most importantly provide job opportunities for youth.

Objectives:

a)   To strengthen existing job training skills programs and develop new and relevant ones to meet the needs of the job market.

b)   To develop the entrepreneurial skills within youth.

c)   To enable the establishment of small businesses through the development of Young Entrepreneur Enhancement Training.

d)   To foster exposure of youth who have acquired job skills or entrepreneurial skills.

e)   To encourage the establishment of a young entrepreneurs incubator.

f)   To provide access to micro credit through existing credit facilities.

g)   To provide access to employment opportunities.

h)   Referral and Information System

The Job Creation and Referral System is an outlet for young people to seek job opportunities actively. Youth participating in this program will receive training in job search efforts and in developing interview skills, networking skills, and the know-how to write their resume. In order to establish the job referral and information system, the program establishes linkages with the private, public and non-profit sector to have a complete understanding of the needs in the job market and the specific profiles of the best candidates. The referral system operates to match the needs of the company with the assets and experiences of the applicant.

Building Social Capital and Youth Resilience

Behaviour Modification Unit focuses on at-risk youth in and out of school with the intention to keep those who are already in school, to stay in school and those who are out of school to either get back into school or get a job. A successful program under this unit is the "Suspension Program" that allows DYS to work with youth who are placed on suspension to modify behaviours which are not acceptable to the school thereby getting a second chance at school.

Objectives:

a)   To engage youth in positive reinforcement activities with the view of replacing the negative influences which contribute to increase violence and crime among youth.

b)   To provide at risk youth with alternative ways of resolving conflict through training.

c)   To train at-risk youth to act as promoters/peacekeepers throughout local communities in Belize City and rural areas.

d)   Intervention with street based disputes.

e)   Support to schools in violence prevention.

f)   To develop social spaces of participation within the community geared to display youth culture.

g)   To strengthen existing programs and develop new and relevant ones to meet the needs of at-risk you

COMPUTER RESOURCE & TRAINING CENTRE

This Centre is tailored to provide both in-school and unattached young persons with a youth-friendly environment of learning and enjoyment. A space to grow through life skill training and development of marketable skill through Information Technology (IT) training. This Centre is now opened extended hours to facilitate students who do not have access to the internet at home. The IT Technician is responsible for the management of our trendy recording studio.

 Programs:

 - Provide access to IT training for unattached youth

- Provide after-school internet services to High School Students

- Provide relevant & current information using books, Internet, and other mediums.

- To assist youth in referral to support the realization of positive goals

- On-line high school through Kaina (certified by Ministry of Education)

- Provide youth with a friendly (drop-in) environment

Music and Expressive Art

Research suggests that the arts can have a positive impact on youth development, from birth through adolescence.

 Objectives:

- To use art and creativity to help young people to learn techniques to heal.

- Through the experience of Expressive Arts Therapy, the youth's individuality and self-esteem are supported and enhanced.

- For at-risk and justice-involved youth, the arts can provide an outlet for addressing emotional and/or problem behaviours through opportunities to learn new skills, develop new talents, and express thoughts and ideas in creative and therapeutic ways.

"Creating art can strengthen a youth's problem-solving skills, autonomy, sense of purpose, and social competence. Moreover, art can help encourage positive emotions and strength, allowing youth to view themselves as survivors and not as victims." (Van Westrhenen and Fritz 2014).

National 4H Youth Development Canter

The primary function of the National 4H Youth Development Centre is to provide agriculture and tourism training to young persons who have completed or dropped out of Primary School and were/are not able to continue into the Secondary school system. The program runs for ten months at a time and the center accommodates both male and females between the ages of 12 to 17 years. However, due to space constraint, only boys are catered for the residency program.

The National 4-H & Youth Development Centre is committed to equipping Belizean youth with marketable skills that will support and sustain their efforts to become productive citizens. The program, Located in Belmopan City has a national focus on opportunities for males and females between the ages of 14-19 years who are out of school. The program has the capacity to serve 50 Trainees.

Objectives:

a)   Develop a positive attitude towards agriculture/vocational education as a gainful means of employment.

b)   Establish personal development and life skill training to students.

c)   Establish 4-H satellite clubs throughout the country

d)   Secure job placements and/or entrepreneurial skills.

e)   Re-entry into the formal education system

f)   Conduct outreach programs and provide technical support to farmers.

Belize National Youth Council

The National Youth Council (NYC) is a governance body that will have a significant impact on the effectiveness of the National Youth Policy. The Council will strive to bring legal and institutional reform that is in agreement with the rights-based approach to the development of youth.

Through the NYC Youth will participate at a local level, at the districts level, and at the national level through:

a)   Youth organizations which are the basic units of association for youth. They arise from different interests youth have, e.g. sports, religion, arts & crafts, etc.

b)   School councils. These councils should come about as a result of the capacity building strategy of the National Youth Council. School councils may in the mid- term have significant relationships with youth organizations and district councils.

c)   District Youth Councils are the first ones to be constituted in the process of organizing the National Youth Council.

LOGIC FRAME FOR PROGRAM AREAS

Goal 1: Enhance the quality of life and sustainable livelihood opportunities for adolescents and young people **(CYDAP); reduce youth poverty, inequality, and hunger; promote decent work and inclusive economic growth (Horizon 2030 Vision, WPAY, SDGs)**

Key Result Area 1: Equitable access to sustainable livelihood opportunities for adolescents and young people
Key Result Area 2: Reduce youth poverty, inequality, and hunger
Key Result Area 3: Promote decent work and inclusive economic opportunities for youth

Inputs	Activities	Outputs	Outcomes	Impact
Research Financial Resources Technical Resources	-Conduct a youth household survey -Desk review of relevant literature -Collection secondary data -Undertake a	-Situational analysis report with baseline data on youth socio-economic status. -Youth Development Stakeholder Map -Resource mobilization plan	-Evidence-based sustainable livelihood and youth economic empowerment program -Timely and relevant policies (targeted, attractive) Strategic partnerships Integrated and streamlined programming -Enhanced resource	-Improved livelihoods -Enhanced quality of life -Reduced youth poverty, inequality and hunger -Inclusive economic growth

	Stakeholder mapping exercise -Develop a Resource mobilization strategy		base -A climate of collaboration instead of competition -More efficient sourcing and utilization of resources. -*Better funded program*	
Information Communication Technology	-Develop a Youth Employment policy	-Youth Employment Policy	-A more integrated approach to addressing youth employment issues -Increased decent work opportunities	
Computers and related accessories				
	-Develop and implement holistic life skills training programs	-Empower Your Future life skills curriculum	-Young people are better equipped to access employment opportunities. Soft Skills	-Enhanced youth participation in the Labor Market Enhanced labor productivity

	-Facilitate access to ICT Education and training -Facilitate access to technology and associated electronic content. -Development of ICT platforms to support youth engagement	-Availability of formal and informal ICT skills training program programs -ICT supported youth platforms and networks	-Mainstreaming of the youth agenda by offering projects and learning activities which provide young people with crucial ICT and life skills. -Greater access to information technology will provide better access to capital and training needed to pursue a career in ICT	-Increased active-citizenship among young people. -A tech savvy youth population -Young people actualizing the full potential of the digital revolution
Financial resources **Technical expertise** **Support of**	-Implement program programs to support youth access to entrepreneurship opportunities. -Conduct an assessment of skills	-Certified entrepreneurship training program programs	-Increased employability of trained youth -Strengthening of youth labor market skills, competencies	-Successful youth businesses positively impacting the Belizean economy

International Agencies	deficit -Implement and support workforce development training initiatives. -Implement Employment relief projects for unemployed young people -Support development of small business incubators -Establish mentorship program and support system for youth entrepreneurs	-Competency-based workforce development program programs -Youth Unemployment relief program programs (PEP) -Small business incubator program -National Youth Mentorship program	and business competitiveness -Increase in youth owned businesses -Strengthened job referral mechanism	-Creation of a youth entrepreneurial culture -Reduced youth unemployment -Increased national productivity
	-Establish or support youth friendly micro-	-Youth friendly micro-credit scheme	-Facilitate youth access to micro-	-Wealth creation -Inclusive Economic growth

		credit	
-Develop and support Career Guidance Counselling program programs	-Increased availability of career guidance counselling services for young people in the community and nationally.	-Increased number of young people accessing the available opportunities.	-Young people are career focused and oriented
-Skills Training Programs	-Certified skilled Technicians	-Availability of skilled technicians	-Certified Labor Force
-Promote the development of youth-led Agro Businesses (e.g. Development of Belize Green Thumbs Perma Kulcha Program	-Awareness campaign	-Increased youth awareness and involvement in agro-businesses. -Entrepreneurial opportunities created	-Enhanced food security -Improved health and well-being.
-Established 4H Clubs countrywide	-4H Clubs established nationally	-Encourage rural youth to optimize their environment for economic purposes.	-More youth interested in agriculture and agro business

			-Enhanced opportunities for Economic empowerment for rural youth	
	-Organize and support Youth entrepreneurship Expo (Job Fairs , Career Fairs)	-Annual national youth business exposition -School based career fairs Multi-stakeholder organized fairs and exposition	-Provide avenues and resources to showcase and market goods and services produced by young people to the wider community and also for them to receive technical and financial support to enhance, promote and actualize their ideas.	-Promotion of the "One Stop Shop" concept where agencies provide various services to our youth.

Goal 2: Enable the Creation of Protective Environments; Foster Adolescent and Youth Resilience (CYDAP)				
Key Result Area 1: Support the creation of protective environments ; **Key Result Area 2: Promote self-efficacy of Adolescent and Youth Resilience.**				
Inputs	**Activities**	**Outputs**	**Outcomes**	**Impacts**
Financial resources **Youth involvement** **Stakeholder participation**	-Support the development and implementation of intervention strategies to create safe and protective youth environments -Promoting the culture of peace	-Programs to build social capital and youth resilience -Programs supporting inter-generational partnerships -Positive parenting programs -Peace building Projects -Existence of safe spaces for youth to express their opinions	-Young people are more resilient -Better coping skills -Nurturing relationships -Increased number of parents trained in positive parenting skills	-Greater collaboration with youth service providers -Peaceful co-existence Safe and nurturing environments
		-Build trust between youth and other stakeholders, including Government	-A culture of positive youth development, empowerment and active youth participation in	-Social inclusion -Tolerance and respect for diversity.

			decision making processes.	
	-Support the use of formal and informal sporting activities as youth development intervention strategies	-Programs and initiatives using sport as a development tool	-Enhanced Community relationships -Enhanced Conflict resolution skills	-Vibrant and progressive communities. -Peaceful environments
	-Design and implement special programs and initiatives to engage special categories of youth, including those described as Unattached youth[1]	-Outreach programs for specialized categories of young people, including unattached youth.	-Inclusive youth development programs.	-Socially inclusive communities.

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[1] *Unattached Youth is a young person who does not belong to any organized club, organization (churches, service or youth groups), institution of learning and training or place of employment.*

	-Support advocacy for provision of holistic opportunities and safe spaces for students in or facing challenging circumstances.	-Advocacy programs -Outreach programs -Stakeholder dialogue	-Greater support for students in and with challenging circumstances	-Enhanced learning environments.

Goal 3: Improve Youth Health and Wellbeing (CYDAP)				
Key Result Area: Young people have access to youth-friendly holistic health and well-being programs. Healthy and engaged youth with increased access to information.				
Inputs	**Activities**	**Outputs**	**Outcomes**	**Impact**
	-Support and advocate for youth-friendly, gender-sensitive and culturally-appropriate health services	-Youth friendly health service providers. -Youth Health and wellness Promotion events. -Clubs participating in sports programs -Pyscho-social support systems and services. Professional Counselling and referral services -Gender sensitive youth services -Youth friendly SRH programs and services	-Increased Number of youth impacted by accessing youth friendly and holistic health services -More responsive attitude to personal health and hygiene. -Enhanced healthy lifestyles -Reduction risky behavior and practices.	-Healthier society -Preventative rather than curative health ethos.
	.		-Increased awareness on issues related to SRH	

			-Increased collaboration and networking among relevant stakeholders in building awareness of HIV and AIDS	
		-Peer Educator Training Programs	-Increased number of trained Peer Educators	
		-Youth Sport Coalition Workshops	-Youth Workers trained to incorporate sport for development programs	
	-Awareness Campaign Information Sharing	-World AIDS Day Campaigns -Multi-lingual campaign material. -DYS app developed	-Enhanced youth awareness on issues related to HIV and AIDs -Young people have a better understanding of their health rights	
		-High School		

		Health Fair (DYS Booth)		
	-Support and advocate for youth-friendly, gender-sensitive and culturally-appropriate health services	-Youth advocates for health rights	-Environment that youth can engage with health stakeholders	-Youth access to health services free from discrimination

Goal 4: Promote an appreciation for Belizean cultures and heritage.				
Key Result Area 1: Provide equality of access to the arts and prioritize the removal of economic, geographical, educational and social barriers to participation				
Inputs	Activities	Outputs	Outcomes	Impacts
	-Support youth friendly programs to promote Cultural awareness and Belizean identity	-Youth development Programs which build awareness of Belizean cultural diversity. -Programs promoting civic participation	-Enhanced knowledge and appreciation for Belizean cultures. -Active youth participation -Increased youth participation at national events	-Respect for Belizean sovereignty -Enhanced Participation at National Events
	-Promote CSME Awareness among Belizean youth.	-CARICOM CSME awareness campaign	-Enhanced youth awareness of the benefits, rules and procedures of CSME and its implications for Belizean youth.	-Regional integration Mobility of Belizean citizens

	-Facilitate conversations on Belizean Pre/Post Independence realities	-A series of conversations leading up to and after National Heroes Day are held	-More informed perspective of Belizean Independence process. -Enhance youth Awareness and -Recognition of the contributions made by all sectors of population.	-Flourishing Belizean arts and culture environment. -Belizean artistic and cultural expressions positive impacting the global environment.
Access to Expressive & Fine Art	-Supporting Artistic Training for young people	-Youth and arts program	-More youth with provided with -Access to fine art programs -Increase use of artistic expressions to communicate youth needs, concerns, issues and perspectives. -CXC Art Preparation	-More youth with provided with -Access to fine art programs -CXC Art Preparation
	-Art Design Video Guide Training - Teacher Training	-Art Education provided to schools -Trained art education trainers.	-Increased number of certified Trainers	-Training of Trainers -Art Education provided to schools

-Training of Trainers		-Art Education provided to schools	
	-Community support projects -Community Murals - Painted Conversations	-Enhanced Community engagement	-Community empowerment
-Introduction of music programs to inner city youth	-Music programs targeting inner city youth	-Increased number of young people have access to training opportunities in music.	-Enhanced positive youth participation -Enhanced Belizean music industry
-Promote integration programs with Central America (SICA)	-Involvement with central American activities	-Enhanced youth awareness and opportunities for partnership in Central America SICA	-Regional integration

Goal5: Develop integrated policies, programs and effective stakeholder partnerships to create an enabling environment for positive youth development in Belize.				
Key Result Area 1: Improve skills, competencies and aptitudes of DYS youth development staff Key Result area 2: Strengthen the institutional framework and mechanisms for successful delivery of positive youth development services and programs. *Key result area 3: Increase the number of young persons engaged as professional youth development workers.*				
Inputs	Activities	Outputs	Outcomes	Impact
Policy	-Strengthen the legal and regulatory framework for youth development in Belize.	-Policies ,programs and Institutional Mechanisms to support effective Implementation of the CYDAP and BNYDP	-Integration of key youth initiatives -Youth mainstreaming approach is utilized *-Properly regulated youth development framework.*	-Youth positively impacting the Belizean Development landscape.
	-Development of draft National Youth Act	-Draft Youth Development Act	-National Youth Act ratified and being implemented.	
	-Establishment of the National Youth Commission of	-Belize National Youth Commission	-National Youth Commission of Belize established and	

	Belize		functional.
	-Review and analysis of relevant internal documents and services	-An analytical report on existing documents and services	*Better informed Youth Development Services team.*	-Evidence-based positive youth development ethos
Institutional Framework	-Develop a credible M&E Framework -Assessment and evaluation of Youth Services Providers -Support Youth-led research programs	-A functioning M&E system -A scorecard of the relevance and performance of youth services providers -Youth-led research activities.	-Results focused policies and programs -Evidence driven stakeholder partnerships	-Enhanced transparency and accountability in the procurement and delivery of youth development services.
	-Undertake a mapping of Youth and Teen services	-Report on available youth and teen services in Belize	-Dis-aggregated and more focused Youth Development Services	
	-Conduct regular surveys, community conversations and Youth focus groups	-Availability of reliable data on the youth situation in Belize.	-More relevant and evidence-driven youth programs.	

sessions.	-Report on the status of youth issues and perspectives throughout the country.		
-Development of a standardized operating manual	-Standard Operating manuals	-Enhanced quality assurance -Greater consistency and coordination in DYS operations	
-Development of a revised Communication strategy	-A revised communication strategy -Youth centric social marketing campaign	-Communication Strategy implemented -Enhanced visibility for DYS work -Enhanced relationships between DYS and youth population.	-Communication Strategy Revised
-Create an updated database of Youth Organizations	-A revised Database of youth-led and youth focused organizations	-Improve outreach programs	

-Develop a Youth Mainstreaming strategy -Articulate the importance and value of youth mainstreaming *-Design a best fit national youth mainstreaming strategy and framework, and an accompanying action plan for effective implementation.*	-National youth mainstreaming strategy and framework developed. -Action plan for effective youth development implemented. Implementation of practical approaches to mainstreaming.	-Systematic integration of youth development into the work of all relevant stakeholders and spheres of national development. *-More integrated approach to youth development programs and services*	-Youth positively impacting national sustainable development strategy.
-Develop/ promote strategic partnership committee	-Strategic partnership created -Youth development strategy created	-Develop a targeted youth development strategy for Belize -Coordinated strategic partnership and	-Genuine strategic partnership for youth development

			ownership in youth development	

Goal 6: Build the capacity of youth workers to deliver quality, participatory youth services and products.				
Key Result Area 1: To ensure all young people have access to quality youth services				
Key Result Area2: Ensure that Youth workers have the capacity and competence to deliver relevant youth development services				
Key Result Area 3: Ensure that young people actively participate in decision making processes.				
Inputs	Activities	Outputs	Outcomes	Impacts
LEADERSHIP	-*Develop and implement capacity building initiatives for* Youth Councils.	-Ongoing capacity sessions the NYC and DYCs,	-A Functioning NYCB and district councils. -Trained youth leaders. M&E	-More vibrant youth movement.
	-Continue supporting the CARICOM Youth Ambassadors' Program	-A vibrant CYAP	-Empowered Belizean youth participation in regional integration and development.	-Full awareness of the CSME program Belizean citizens optimizing the benefits and opportunities of CSME.
	-Develop and support youth Leadership Training programs.	-Nationally certified leadership Program developed and implemented	-Certified youth leaders	-Enhance the leadership ethos.

-Promote and support informal Youth Leadership Programs	-Youth Leadership Programs are available.	-Cohort of trained youth leaders participating in community development	
-Implement Awards and Recognition Programs	*-National Youth awards program* -Media programs highlighting positive youth development	-Promotion of Excellence among young people.	-A culture of excellence
-Support and strengthen youth Internship Programs	-Quality and relevant internship programs.	-Establish a clear connection between education and work. -Develop an understanding of the workplace under the guidance of an adult mentor. -Provide youth leaders with focused and	-Enhanced labor force participation.

			structured experiential learning, environments.	
	-Contribute to the improvement of the operation environments for youth groups and clubs	-Young women's groups developed and supported -Rural Outreach facilitated -Facilitation of Workshops -Evaluation of Youth Groups -A youth club network developed. -Youth Advocacy promoted	-Improved Youth Group structures -Youth organizations supported	-More vibrant youth movement
Participation & Governance	-Promoting a culture of Volunteerism -Develop a database of volunteers -Actively seek meaningful	-Functioning volunteer programs -A database volunteers -An inventory of volunteering opportunities.	-Increase number of youth volunteers. -Young people are actively participating volunteerism	-Active citizenship

	opportunities for Belizean youth to contribute as volunteer.			
	-Promote Youth and youth worker exchange programs	-Youth and youth worker exchange program.	-Enhanced knowledge of global youth development landscape. -Ensure that Belize has a voice at major youth development fora. -Enhanced opportunities for networking. Adherence to international best practice.	-Multi-culturalism, friendly relations. -Greater global awareness of the Belizean culture and identity.
	-Host National Youth Fora	-National Fora hosted - Community-based youth social support systems	-Youth engaged and empowered -Youth better informed on national issues.	-Active citizenship -Democratization of decision making processes.

	-Develop social support systems.	-Community-based youth social support systems	-After school projects -Active school completion projects -Improve youth workers services to schools -Homework clubs	
Youth Workers Training	-Facilitate access to certified Youth Development Training -Provide training opportunities in Project management -Promote and Support the professionalization of youth work.	-Certified youth development workers -Youth development worker's association -Code of ethics and practice -Project Management Training executed	-Staff equipped with the capacity to execute positive Youth Development work. -Professionalization of youth development work. -Better managed projects	-A Professionalized youth development culture and practice -Improved efficiency

Goal 7: Enhance youth awareness of and active participation in matters related to climate change and environmental sustainability, generally.

Key Result Area 1: Young people are demonstrating higher levels of awareness on issues related to Climate change
Key Result Area 2: Young people are engaged as strategic partners in achieving environmental sustainability
Key Results Area 3: Young people are performing leadership roles in developing environmental awareness strategy and programs.
Key Result Area 4: Young people are actively engaged in leadership roles in climate change mitigation action.

Inputs	Activities	Outputs	Outcomes	Impact
Financial support Technical support Education materials Audio/visual equipment	-Outreach activities in communities to support to youth groups and youth focused initiatives involved in environmental awareness and action. -Support youth participation in conferences and capacity building initiatives on environmental sustainability -Forge partnerships with Departments and NGO's working on matters related to	-A schedule of community outreach activities supporting to youth-led and youth environmental projects -MoU's with partners and potential partners to support youth environmental initiatives.	-Young people are trained to identify, analyze and articulate issues related to climate change. -Young people are competent to initiate and lead school and community-based climate change initiatives -Increased number of youth trained in issues related to climate change -Increased number of young	-Heightened level of awareness on climate change and related environmental issues. -Sustainable Environmental practices are evident.

	the environment Support youth-led environmental awareness programs -Support projects engaging young people in Coastal management	-A cadre of trained youth leaders and community activists. -Effective youth-led awareness programs and campaigns -Youth-led Coastal Management Initiatives	people involved in developing and executing environmental awareness projects. -Successful Youth environmental initiatives/ projects -Enhanced youth awareness, support and participation in recycling -Improved understanding of the concept of sustainable development -Increased youth participation in Coastal management projects

Goal 8: Enhancing the operating environment for youth development

Key Result Area 1: Supportive Human Resources/Financial Policies and Procedures

Inputs	Activities	Outputs	Outcomes	Impact
	1.1 Implement measures to support \compliance with established Regulations, Policies, Procedures and Standards	-Staff have access to rules, regulations policies, etc.	-Trust and integrity enhanced -HR policies are implemented in word and spirit -Accountability is enhanced by following HR policies. -Staff understand the value of policy provisions and supervisors ensure implementation is conducted in a fair manner.	-A culture of greater accountability
	1.2 -Integrating human resource management strategies and systems to	-Integrating human resource management strategies	-Enhanced awareness regarding the value of the terms and conditions of	-Positive Organizational climate

			employment at DYS -Maintain a positive, values based work environment -The administrative support staff is cognizant of the mission and vision of the department. -The work of the Technical Officers are fully supported.	-Conducive working environments -Enhanced productivity -Enhanced Job satisfaction
	1.3 Support Succession Planning in the DYS.	A succession plan	Staff upward mobility.	
	Develop an internal transfer policy	Internal transfer policy established	Provide an opportunity for staff to function in varied environments.	
	1.7 -Develop Staff Support Systems	-Staff support systems	-Enhanced organization climate -Enhanced staff performance	

			-Increase the percent of staff who indicate satisfaction with their development opportunities. -Communal assets available to all staff and appropriately located. -Existence of a healthy DYS culture: -Increased employee engagement and satisfaction	
	1.8 -Improve the process of performance appraisals	-Equitable performance appraisals systems.	-Improved organizational and individual performance *-Ensure that all staff are fairly evaluated on a bi-annual basis*	

	-		-Enhanced staff productivity. -An enabling culture that fosters trust, respect and inclusion of diverse ideas	
	1.10 -Develop Conducive Work Environment	-A healthy and productive working climate	-To ensure that all staff are working in a safe and comfortable environment.	
	-Promote the disaster management plan	-Staff are knowledgeable of plan and are assisting in familiarization	-Greater awareness and adherence to disaster management protocols	-Improved national disaster -Preparedness

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IMPLEMENTATION STRATEGY

The success of the strategic youth development plan is dependent upon several critical success factors (CSF), including:

- *Many different groups of people working together across disciplines effectively and collaboratively.*
- *Active youth participation and stakeholder engagement*
- *Accurate measurement and reporting of results*
- *The Department will fully utilize the available resources – its staff, its physical assets, funding opportunities and its organizational capacity.*
- *DYS will diligently utilize and account for public assets and transform those assets into public value.*
- *The Department will align operations and processes in furtherance of its vision and mission.*
- *A well-supported staff, committed to department's values and working towards the goals is essential to accomplishing the DYS mission.*
- *Communication and the use of information are key to successful collaboration. Strategies in these areas will shape how DYS engages, build relationships, shares ideas and create solutions internally and externally.*

The Department sees opportunity for improvement and is committed to implementing strategies to improve the efficiency and effectiveness of its operations.
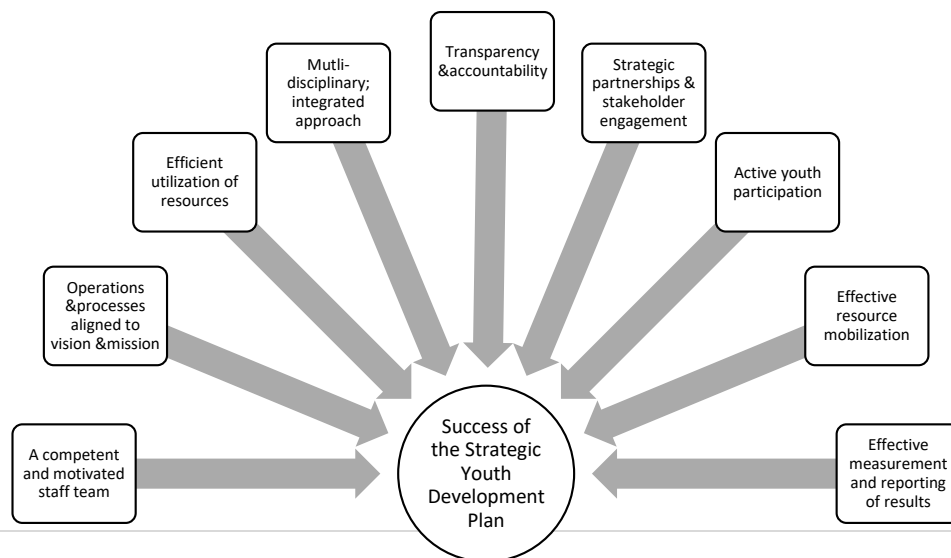
RESOURCE MOBILIZATION STRATEGY

While it is expected that primary source of funding will be derived from annual budgetary allocations, the comprehensive positive youth development program the Department of Youth Services proposes, to strategically identify the acquisition of extra-budgetary resources. In this regard, the DYS will develop and implement an appropriate resource mobilization strategy. The Goal of the resource mobilization strategy is to:

Goal: Access sustainable supplementary sources of funding and technical support to promote a culture of positive youth development in Belize

INPUT	ACTIVITY	OUTPUT	OUTCOME	IMPACT
Financial Resources & Technical Support	National Youth Development Stakeholder Forum	-Cooperation agreement Among stakeholders. MoU's -National Youth Mainstreaming Strategy	-Access to additional financial and technical resources -An integrated and shared approach to implementation of youth development programs	-A positive youth development ethos in Belize -Better resourced youth development programming
Technical Support & Financial Resources	-Bi-lateral meetings and discussions with Regional and International youth development partners. -Familiarize Belizean Diplomatic Missions with the Strategic Plan and relevant policy documents.	Cooperation agreements MoU's -An agreement to support Belize youth development	Access to additional financial and technical resources -Enhanced regional and global awareness of Belize youth development agenda.	

ASSUMPTIONS

- ✓ Dedicated support from stakeholders
- ✓ All stakeholders appreciate and will buy into the concept of positive youth development
- ✓ Positive youth development will remain a priority for the government of Belize

MONITORING AND EVALUATION PLAN

"However beautiful the strategy, you should occasionally look at the results."— *Winston S. Churchill*

Input	Activity	Output	Outcome	Impact
Financial resources **Technical expertise**	-Train all program and field staff in Basic Research Methods -Train staff in Results based M&E (RBME)	-Staff have a working knowledge of Basic research methods. -Staff have a working knowledge of RBME.	-Staff have a better appreciation for the relevance of data collection and analysis in. -Staff acquire the skills and knowledge to support and participate effectively in the department's M&E functions	-Improved organizational efficiency -Enhanced accountability -Improved program implementation
Financial and technical **support**	-Establish a Monitoring and Evaluation Unit.	-A properly staffed, functioning M&E Division.	-DYS better able to communicate results. -Enhanced relevance and timeliness of interventions.	-Enhanced Parliamentary support -Enhanced ranking on Global Youth Development Index
Staff and stakeholder participation	-Monitoring of program implementation launched.	-Program monitoring function	-More efficient management of programs and initiatives.	
-Staff and stakeholder participation	-Program evaluation	-Relevant baseline data		-More effective implementation of CYDAP

-Technical support **-Financial resources**	processes commenced	are collected. -Program results are measured -Decisions are made on evidence-basis. -Enhanced reporting system -Proper reports are compiled, presented and analyzed. -More relevant and timely reports are submitted. -Better assessments of Belize Youth – Development landscape are achieved.		
Stakeholder's Input	-Review existing reporting systems	-A revised system of reporting	-More accurate assessment of staff performance. -More comprehensive assessment of program relevance and effectiveness. -Enhanced support for youth mainstreaming	-Enhanced national support for the work of DYS. -Youth development goals are better articulated in context of Horizon Vision 2030 and Belize Growth and Protection Strategy.

"Don't measure your performance by what you have accomplished, but by what you should have accomplished within your capabilities"

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