



U.S. Department of State

FEDERAL ASSISTANCE AWARD

1. Grant Voluntary Contribution
 Cooperative Agreement

2. Award Number
S-BH200-11-GR-010

3. Award Title / Purpose
Southside Youth Success: Pathways to employment for young men at-risk of joining gangs. This project will establish a coordinated system to provide mentoring & life-skills, 'training' and 'job placements' for vulnerable youths in SBC. Place these at-risk male youths in paid apprenticeship or job positions with project business / public partners

4. U.S. Share of Cost
\$198,913.00

5. Recipient's Share of Cost
\$20,000.00

6. Total Cost
\$218,913.00

7. Accounting and Appropriation Data
4109 1972-01-1037-001J

8. Type of Recipient - Check one that applies

<input type="checkbox"/> Foreign Educational Institution	<input type="checkbox"/> Foreign NGO/PVO
<input checked="" type="checkbox"/> Public International Organization (PIO)	<input type="checkbox"/> Foreign Government
<input type="checkbox"/> Foreign Individual	<input type="checkbox"/> U.S. Individual
<input type="checkbox"/> U.S. Commercial Firm	<input type="checkbox"/> U.S. Local Government
<input type="checkbox"/> U.S. Educational Institution	<input type="checkbox"/> U.S. State Government
<input type="checkbox"/> U.S. Non-Profit Organization (501(c)(3))	<input type="checkbox"/> Foreign Commercial Firm

9. Issued By
U.S. Department of State, U.S. Embassy Belmopan, Belize

10. Project Period (mm-dd-yyyy)
 From **10-01-2011** Through _____

11. Recipient Name, Address and Contact Information
United Nations Development Programme (UNDP) P. O. Box 53, Belmopan, Cayo District, Belize, Central America,

12. Program GFDA Number
N/A

13. Recipient Federal Tax I.D./DUNS Number

14. Send Requests for Reimbursement to
See Block 9

16. Notice of Award - (Check all that apply)

a) Award Specifics

b) Bureau/Program Specifics
 Post Specifics

c) Standard Domestic Terms and Conditions
 Standard Overseas Terms and Conditions

d) PIO Specifics

e) Property Specifics

f) Fixed Obligation Grant (FOG)

15. Statutory Authority

<p>Authorization</p> <input type="checkbox"/> MRA (Migration/Refugee Act) <input checked="" type="checkbox"/> FAA (Foreign Assistance Act) <input type="checkbox"/> FH (Fulbright-Hays) <input type="checkbox"/> SM (Smith-Mundt) <input type="checkbox"/> State Department Basic Authorities Act	<p>Appropriation</p> <input type="checkbox"/> ECE (Educ. and Cult. Exch.) <input checked="" type="checkbox"/> ESF (Economic Support Funds) <input type="checkbox"/> FSA (FREEDOM Support Act) <input type="checkbox"/> GHAI (Global HIV/AIDS Initiative) <input type="checkbox"/> INCLE (Int'l Narc. Contr. Law Enforcement) <input type="checkbox"/> MRA/ERMA (Migration and Refugee Assistance) <input type="checkbox"/> NADR (Nonprolif, Anti-Terror., Demin., Related) <input type="checkbox"/> SEED (Support for E.Eur.Dem) <input type="checkbox"/> Other _____
<p>Appropriation</p> <input type="checkbox"/> CSH (Child Survival and Health Programs) <input type="checkbox"/> D&CP (PD) <input type="checkbox"/> DA (Development Assistance) <input type="checkbox"/> DF (Democracy Funds)	

17. Agreement: The recipient agrees to execute the work in accordance with the Notice of Award, the approved application incorporated herein by reference or as attached, and the applicable rules checked below and any subsequent revisions.

OMB Circular A-133 2 CFR 225 (A-87) 2 CFR 230 (A-122) Award is not subject to OMB Circulars

2 CFR 220 (A-21) 22 CFR 145 (A-110) 22 CFR 135 Approved Application Attached

18. Recipient Name, Title and Signature

Roberto Valent
 Name

Signature

Resident Representative
 Title

11/05/2011
 Date (mm-dd-yyyy)

19. Grants Officer Name, Title and Signature

Jennifer A. Barr
 Name

Signature

Political Officer
 Title

09/24/2011
 Date (mm-dd-yyyy)

20. Recipient
 By signing this agreement, the recipient assures that it will comply with the terms and conditions of this award. Recipient is required to sign and return this document within 10 business days of the signature of the Grants Officer to the following address:

TAB A

Community-building to Combat Crime

Project proposal Cover Sheet

Country: **BELIZE**

Project No. (To be assigned by U.S. Embassy)

Date of Submission: September 5, 2011

Project Title: **Southside Youth Success: Pathways to employment for young men at-risk of joining gangs**

Name of Organization: United Nations Development Programme (UNDP)

Mailing Address: P. O. Box 53, Belmopan, Cayo District, Belize, Central America

Street Address: 3rd Floor Lawrence Nicholas Building, South Ring Road, Belmopan, Cayo District, Belize Central America

Telephone: (501)822-2688 Fax: (501)822-3364

Alternate Telephone: (501)822-0467 E-Mail: undp.belize@undp.org

Principal Officer: Roberto Valent, Resident Representative, UNDP

Project Contact: Francisco Roquette, Assistant Resident Representative, UNDP

Proposed Project Duration: 24 Months

FINANCES:

Total ESF Funds Request US\$200,000 (US\$)

Total Project Cost: US\$220,000 (US \$) – including \$US20,000 from UNDP

The following items are required in your proposal:

- Cover Sheet (This page filled in)
- Project Summary
- Program Narrative
- Monitoring and Evaluation Plan
- Organizational Capability
- Budget
- Resumes of Key Persons
- Proof of Organization's Legal Status

- ATLAS ID. 00063058
- Project ID 00080368
- Sponsor ID. 11207
- Proposal ID 00063098
- Award ID 00080421

New Proposal: 00063363

**Southside Youth Success:
Pathways to employment for young men at-risk of joining gangs**

Section 2 – Project Summary (not to exceed 500 words)

2.1 Problem statement describing the location and need of the project

This project will be located in the socio-economically deprived Southside of Belize City (SBC), the most violent area of the country where homicide rates “exploded” in 2002 and show little sign of falling today (Gayle, 2010: 289). At the heart of this violence are criminal gangs linked to the drug trade. These gangs are principally made up of young men between the ages of 15-29, who are the protagonists of homicidal violence; over 90% of all murders are committed by men against other men (Gayle, 2010: 54). Whilst there are multiple reasons for gang membership, one key factor is unemployment, which is rife amongst the youth population. Young men in SBC are at the greatest risk of joining gangs and need positive employment opportunities to help prevent them from doing so. This is the central problem this project addresses.

2.2 Summarized goals of the project

This project will establish a coordinated system to provide ‘mentoring & life-skills’, ‘training’ and ‘job placements’ for vulnerable youths in SBC. The principle goals are:

- Establish efficient mechanisms to locate at-risk male youths in SBC
- Provide at-risk male youths in SBC with initial mentoring, moral guidance & social values, life-skills and ‘job preparation’ training, then;
- Place these at-risk male youths in paid apprenticeship or job positions with project business / public partners

2.3 Expected results of the project

- Established ‘drop-in’ centre and offices in SBC by re-furbishing and equipping a government building
- Established mentoring & training service. First, life-skills and social values will have be given to at-risk youths; second they will have been trained in basic skills to ‘become employable’
- 50 youths placed in apprenticeships or jobs in the first year; expanded in the second year to 100; linking successful youths to potential micro-entrepreneurial schemes and specialist training schemes
- Strong institutional project established; developed reputation and expansion of partners within the business community; to have become financially sustainable as a training and *job centre* for at-risk youth, generating income as a *recruitment service* for commercial business in the spirit of ‘Corporate Social Responsibility’

BCCJ

2.4 Any collaborating partners (governmental or non-governmental)

There are two main partners, the **UNDP** and **Youth For the Future (YFF)** in partnership with the **CYDP** and **Community Police**, plus a number of other key organisations (See Letters of Agreement for further details):

Senior Supplier: UNDP will oversee Project Assurance and will contribute **US\$20,000 to the project** as a sign of commitment.

Senior Beneficiary / Partner: Two full-time YFF staff will be located in the SBC 'drop-in' centre.

Responsible Partners (Job Seekers Committee): ^{BCCI} The Mayors Office; the Belize Chamber of Commerce and Industry (BCCI); Restore Belize. Likely additions: Youth Business Trust of Belize

Community Outreach and Communications: Community Police (Douglas Hyde); CYDP (Edward Broaster). Likely additions: Belizeans for Justice (BFJ); local teachers; church; Belizean Basketball Federation ^{MHAST - Pantry Project, BOOST}

Section 3 – Program Narrative (not to exceed 2000 words)

3.1 Specify the **goals and objectives** of the project, relative to the problem statement.

Numerous recent studies on Belize suggest that reducing violence long-term will take significant socio-economic investment and the establishment of the legitimate Rule of Law in an integral process involving the participation of the local community. Whilst the focus of this project is specific, it contributes to these broader aims.

This project is focused on vulnerable young men who are most likely to drive gang membership. Lessons learned indicate that 'demobilizing' youths already involved with gangs involves expensive and long-term life-cycle projects, which are beyond the scope of this funding opportunity. Therefore, the objective is to **prevent** young men from entering gangs in the first place. The project will provide basic mentoring & training (see 3.2.3) then place young men in apprenticeships and job openings procured by our 'Job Seekers Committee'. Furthermore, mentoring in social values and building the economic capacities of youths generates community-wide economic and social capital in a context where increased poverty has facilitated gang recruitment. As such this project is also an anti-poverty measure in line with ongoing MDG Acceleration Frame-work goals (UNDP Belize, 2011: 10).

Vulnerable or 'at-risk' young men are the core recruits for gangs that perpetuate community crime and violence in SBC. What do we mean by 'at-risk'? Boys and young men in SBC have the greatest challenge to affirm their manhood, the highest proportion of conflict in the home, the weakest emotional support, and are the most aggressive; they are poorly nurtured, out of school, unskilled and often unemployed with few realistic work opportunities (Gayle, 2010: 11, 56, 343-3). This has been described as the "male neglect time-bomb" (Gayle, 2010: 104). The general 'tipping-point' age into gangs is from 14-18 years old - male youths leave or dropout of school coinciding with the age 'when they can

join the gang'. This project targets young men who may be on the verge of choosing gang membership, providing a positive outlet for their ambition, agency and talents, to foster a positive pathway in life. Whilst the 'drop-in' centre can offer ongoing support for youths over time, this is not a 'life-cycle' project that focuses on a few youths over a number of years. It is a 'right start' project for vulnerable young men when they are at this critical crossroads in their lives.

Whilst the gendered approach to working with young men to interrupt drug related gang violence in communities is still innovative, it is not untried or untested (Gayle and Mortis, 2010; Barker, 2005; Jensen, 2008; Baird, 2011a). It has been effectively introduced into programs in Jamaica through the *Children First* project (Gayle, 2010: 343) and by DFID (UKAid) under their 'Security & Governance' programs to target young men and offer them an alternative to criminal gangs¹.

3.1.1 Value Added from the UNDP in Citizen Security as *Senior Supplier*

Many of the organisations and institutions are in place to work with these youths (Restore Belize Strategic Plan, May 2011), but lack the funding and institutional capacity to effectively link at-risk youth to the training and economic opportunities they require. To implement this project the UNDP draws upon significant expertise across the Latin America and Caribbean region, and has a series of tools, resources and experiences that allow effective intervention in the field of citizen security.

The UNDP is working in numerous countries across the region using a multi-dimensional concept of security that focuses on individual safety and well-being (CHDR, 2011). Regionally, UNDP has been using its tools and methodologies to improve citizen security in Guatemala, El Salvador, Brazil, Mexico, Panama, Costa Rica, Jamaica and Honduras (for further information see UNDP, 2011; UNDP, 2010).

Interestingly, recently approaches to security by CARSI and UNDP have come closer together. One CARSI focus is on "Community policing, gang prevention and economic and social programming for at-risk youth in areas adversely impacted by crime" (CARSI, 2011). This socio-economic programming reflects the Human Development perspective on Citizen Security, has been a pillar of the UNDP for the last 15 years².

Technical Assistance

¹ Summary of DFID / UKAid work in the Caribbean, 2011-2015, May 2011 "Through our **governance and security** programme, we will reach the most vulnerable people (mainly young men) in Jamaica, living in some of the world's most violent communities and offer them an alternative to criminal gangs. Much of the work in violent communities will be targeted at young men and boys who are overwhelmingly the main perpetrators and victims of violence."

² UNDP (1994) Human Development Report: New Dimensions of Human Security. <http://hdr.undp.org/en/reports/global/hdr1994/> (Cited 03/09/2011).
UNDP (2010) Opening spaces to citizen security and human development: Human Development Report for Central America. <http://hdr.undp.org/en/reports/regional/latinamericathecaribbean/irdhc-2009-2010-summary.pdf> (cited 01/09/2011).

3.2 Proposed activities showing how objectives and goals will be met

Gayle's report on male socialisation and violence in Belize City advocates targeting at-risk male youth, particularly in SBC, with specific 'Rescue Programs' which require the involvement of at least two governmental, non-governmental and commercial organisations to function effectively (2010: 342). This program uses a similar governmental-NGO-commercial matrix in the following manner (see Partners above, and Project Structure in Section 5 below).

Need to establish a sound committee to aid with selection

3.2.2 Establishing the 'drop-in' centre and outreach to the community:

This project will establish a drop-in centre in SBC, refurbishing one of the disused government buildings which the Mayor's Office will facilitate in locating (see Letter of Intent signed by the Mayor). This will act as the office space for two full-time staff from the YFF (which counts on 82 members of staff country-wide and has experience in mentoring and training youths across Belize), the project manager, and as a 'drop-in' mentoring and training space. The refurbishment should be carried out by skilled locals who can act as the first point of communication about the project and help recruit at-risk young men within the community.

The drop-in centre will be the main point of outreach out to local youths, this can be advertised in the local community and schools. Attracting at-risk youths will be challenging so further cooperation with local organisations will help, including; Belizeans for Justice (BFJ), CYDP, Community Police, teachers, the church, and the Belize Basketball Association. One of the Project Manager's roles is to develop relationships with local organisations to identify at-risk youth.

3.2.3 Mentoring, training and preparing youths for the workspace:

At-risk youths need a 'sense of hope' (Gayle, 2010: 331). A number of these youths have tried to get jobs before but do not have the basic skills to do so; how they dress, attitudes and language patterns hold them back (Gayle, 2010: 308). For this reason they require a *two-fold* approach:

First youths will be given basic counselling on life-skills – for example on advice on coping with pressures or traumas at home, or problems in navigating street gangs. This process will include *moral guidance*, life-skills, ethics, social values & citizenship³. The centre staff will also seek out positive local male role models to come and talk to at-risk male youths, with the potential to act as mentors. Not only will this bring the project closer to the community, it will also provide youths with positive imaginaries of 'male success' and discourage them from joining the gang.

- masculinity training

Second, they will be trained in the basic skills needed to 'become employable' and 'hold down' a job such as computer literacy, basic financial management, speech, presentation,

³ Research has shown that at-risk youths who have developed a *moral rejection* of violence through social values are much less likely to join gangs, and much more likely to engage in 'prosocial' activities (Baird, 2011a; Baird, 2011b).

and business etiquette. This project will get these youths 'job ready' and link them with job and apprenticeship placements. This will also prepare them, for example, to enter into the Ministry of Education's (proposed) youth entrepreneurship and Skills Training Program at a later date.

3.2.4 Job placement through apprenticeship:

Experience at UNDP tells us that at-risk male youths will not enter into a project unless they can see clear (normally financial) benefits. Given their socio-economic situation this is understandable, especially when the alternative might be a gang 'salary'. One common problem in Belize with youth training and education initiatives is that there are often *no jobs* at the end of job training interventions. This project will offer vocational training and life skills and will establish official networks with partners to *link these youths directly to work positions*. The *trade-off* put forward to the young men will be; 'agree to go through a basic skills training program, and you will be given a paid opportunity afterwards'.

The project will coordinate with a 'Job Seekers Committee' that will include the Mayor's Office, BCCI, YFF, Restore Belize, and the YBTB which can be expanded as opportunities arise. The Job Seekers Committee aims to provide apprenticeships and entry-level jobs with the commercial sector in Belize. Currently Restore Belize is aiming to generate 64 apprenticeships with funding already approved from the government. The Job Seekers Committee will also draw upon their existing networks, experience and on-going projects. The BCCI will be a significant business partner and will reach out to 250 of their members who are small and medium sized firms across the country. Furthermore, the Mayor's Office previously trained 1,200 youths to work at Ready-Call-Centre in 2006-7, and in a recent meeting confirmed that the call-centre is once again 'looking for recruits'. Despite Ready-Call-Centre's concerns beforehand about taking youths from 'the wrong side of town', it was a positive experience which sceptical potential employers can be informed about. There is a *lot* of potential.

3.2.5 On-going support, skills development and peer learning:

Youths will be offered continued support at the drop-in centre to prevent them from 'falling off the wagon' and dropping out of employment because of any difficulties they might face. There will be a relationship between the employing business and staff at the drop-in centre to 'trouble shoot' as problems arise. Further, 'second level' training can be developed in the areas such as 'personal financial management', 'advanced computer skills', 'call-centre-training', etc.

Peer-to-peer learning will be developed as the project progresses with youths who have gained jobs who can share their experiences with skeptical young men entering the mentoring process. Essentially a "look I've done it, it's possible" peer sharing experience. Similar learning initiatives have taken place with success such as *Homies Unidos* in

Nicaragua⁴. These youths who have also successfully found paid work will be our best form of advertising – word of mouth in crowded communities is a powerful tool.

3.3 **Sustainability plan** that explains how the proposed project and its results will continue to have an impact after the project concludes.

3.3.1 A principle role of the project manager is to act as the ‘sustainability driver’ and fundraiser. As the project gains momentum it should be promoted to the business community as a service provider of new recruits; hence funds can be gained via contractual agreements for recruitment services and also donations from client businesses through ‘give-back-to-the-community’ agreements in the spirit of corporate responsibility. The project aims to become financially self-sufficient within two years.

The project manager will forge implementation opportunities with ongoing projects that target at-risk youth. Specifically, this project shall seek to establish a Memorandum of Understanding with the Social Investment Fund, namely it’s budget to support social services. Further, fundraising will take place with relevant members of the national and transnational donor community. Members of the ‘Job Seekers Committee’ will be approached to support fundraising, and they have the potential to fund (for example the BCCI) and / or procure relevant materials (such as computers which can potentially come from the Mayors Office).

3.3.2 Collaboration with other projects: There are a number of initiatives put forward in the strategic plan of Restore Belize, although to date the implementation of these projects has been limited. When the implementation of their projects comes in to place – e.g. the development of sporting facilities, the CAPS project, apprenticeships, training opportunities and the like – the staff at the drop-in centre proposed here will dovetail with their initiatives and not duplicate them. *They will act as a service that can navigate any arising opportunities for the most vulnerable youths who need to access them and point them in the right direction so that they can take advantage of them.*

3.3.3 Potential for expansion: The ‘drop-in’ centre will be open during the day, but as the centre develops it could take on other functions, particularly afterschool recreation, becoming an outlet for youth initiatives such as; Red Cross volunteers, Music groups, Sports, Scouts and Girl Guides, Art and crafts, Dance, theatre, etc. The centre could also double as a community centre at the weekend. The centre can also showcase small business and entrepreneurial ideas and ‘success stories so far’.

3.4 Describe the means, if any, that the organization will use to **publicize the**

⁴ In Managua the *Homies Unidos* comprised of youths who have left gangs and made successes of their lives. They then mentor at-risk youth and gang members encouraging them to seek positive and legal pathways in life.

project's successes

The UNDP and project staff will work closely with Restore Belize Communications to profile those who are successfully engaged with the drop-in centre. This is aimed to communicate with and empower the host community against gangs, crime and drugs. The project will build upon the trainees capacities to outreach into local schools and youth groups in the area. Furthermore, all board members and partners will be encouraged to publicize success. For example, the BCCI have agreed to contact the membership base across Belize with success stories. Successful participants in the project will be helped innovative rewards schemes which will be made public. The centre can also serve as a site for various campaigns to support youth and non-violent initiatives.

3.5 Timeline of major activities. The project goals and implementation plan may support or expand existing projects funded with other resources.

3.5.1 Oct/1/2011-Dec/1/2011: Start-up period - Hiring of project manager; identification of drop-in centre location & restoration process; convening of various board members; designation of YFF staff to SBC drop-in centre

3.5.2 Jan/1/2012-Oct/1/2013: Implementation of project proposal as above including sustainability plan.

Section 4 – Monitoring and Evaluation Plan (not to exceed 1000 words)

The monitoring and evaluation plan should include the following:

4.1 How success will be measured and evaluated via performance indicators.

UNDP has significant experience in the region through ‘Communities of Practice’ and ‘Sharing Knowledge’ (UNDP, 2011). It is possible for UNDP to share experiences and replicate best practices across contexts. This project ‘draws on’ and ‘give back’ to these initiatives. The project will be monitored through the following:

Within the annual cycle

4.1.1 Quantitatively, success will be measured in terms of how many youths a) use the mentoring and life-skills training, and are b) successfully placed in jobs or apprenticeships. In the first operational year Jan 2012 - Jan 2013 we would seek to place 50 youths, and from Jan 2013 – Oct. 2013 place 100 youths.

4.1.2 Both in qualitative and quantitative terms, with the support of UNDP specialist staff on a quarterly basis, a quality assessment with the participation of the Project Board and relevant stakeholders shall record progress towards the completion of key results (using raw quantitative data, interviews, focus group sessions). This will be analysed to assess ‘what works, what doesn’t work’. From this the project seeks to be adaptive, responsive and to begin constructing a code of *best practices specific to the local needs encountered*. An Issue Log shall be activated and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change. Although this project is not precisely a *pilot* it aims to start earnestly and grow, with the potential for replication.

4.1.3 Advice & Monitoring 'from below': Local problems are best understood by the people directly affected by them. Hence it is important to have one local community based organisation on board with the project to advise and help monitor progress. This organisation can also help us construct ties and relationships with the local community. There are very few local organisations, but one in the community is BFJ who will be used in this capacity to feedback into the progress of the project and provide advice on its development. The UNDP will also be directly involved in this process.

Based on the above information a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance.

Annually

4.1.4 Annual Review Report: An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board.

4.1.5 Annual Project Review. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the work plan for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

4.2 **The expected outcomes** as a measure of the extent to which outputs are understood, absorbed, or affect a change.

- Vulnerable male youth will have access to institutional and community resources that support a pathway to legal and prosocial adulthood.
- Community social and economic capital will generated through young men (positive multiplier) to improve livelihoods and increase opportunities.

4.3 **The expected outputs** which are the product, service or public good that was delivered via the grant funding.

- Institutional development of the project; promotion of cohesion within partners
- A coordinated system of prosocial opportunity development for at-risk SBC youths
- Developed and nurtured employment skills for at-risk SBC youths
- A fully-functional wrap-around centre for employment and job skills development in SBC; support for those wishing to develop work with youth in the area

Section 5 - Organizational Capability (not to exceed 500 words)

The program narrative should include the following:

1. Information about the organization including management structure

UNDP is the UN's global development network, an organization advocating for change and connecting countries to knowledge, experience, and resources to help people build a better life. We are on the ground in 166 countries, working with them on their own solutions to global and national development challenges. As they develop local capacity, they draw on the people of UNDP and our wide range of partners. World leaders have pledged to achieve the Millennium Development Goals, including the overarching goal of cutting poverty in half by 2015. UNDP's global network of country offices links and coordinates global and national efforts to reach these Goals.

The UN System in Belize comprises of 4 agencies working together to deliver tangible changes in the life of Belizeans. The Agencies represented are: the United Nations Development Programme (UNDP), the United Nations Children's Fund (UNICEF), the United Nations Population Fund (UNFPA), and the Pan-American Health Organization (PAHO/WHO).

All UN agencies work together through what is called the United Nations Country Team (UNCT) composed of the heads of all the resident UN agencies. The UNCT is headed by the Resident Coordinator (RC), who also holds the post of UNDP Representative.

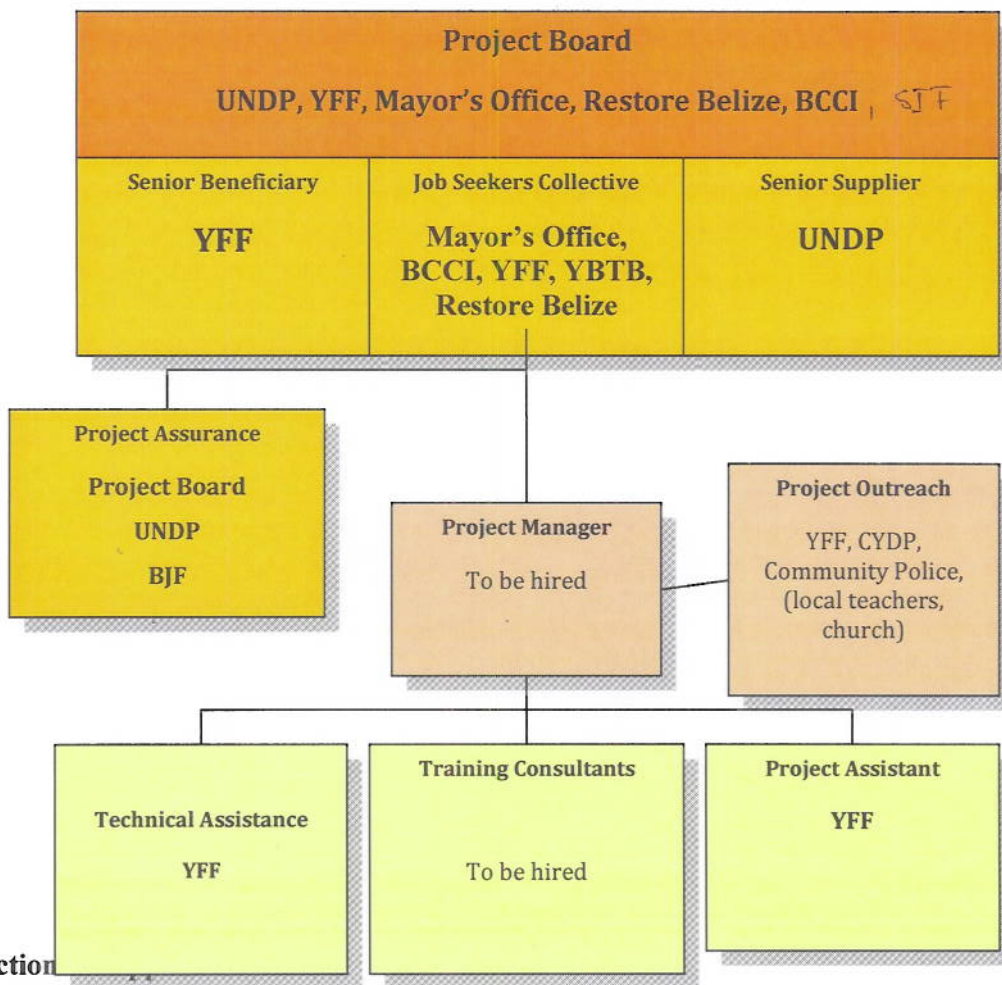
The UN Country Team in Belize supports the country to develop its capacity to lead the development process and pursue poverty eradication, encourage sustained economic growth, and, build peace and promote human rights. The UN Country Team encourages partnership with civil society, including indigenous peoples and minorities, and other forms of citizen engagement, including volunteerism.

2. Previous experience with affected communities and in the country/region

- See information on the organization in the above point
- See p5 point 3.1.1 above "Value Added from the UNDP in Citizen Security as *Strategic Supplier*"
- Further in Belize, local dialogue processes were developed to reach agreements in issues of decentralization, gender inclusion and governance.

3. Identify the proposed project management structure and staffing plan for the proposed project (including the need to hire new staff).

See next page and also budget proposal attached.



Section

See attached documents.

Bibliography

- BAIRD, A. (2009) Methodological Dilemmas: Researching Violent Young Men in Medellín, Colombia. *IDS Bulletin. Violence, Social Action and Research*, 40, 72-77.
- BAIRD, A. (2011a) Negotiating Pathways to Manhood: Violence reproduction in Medellín's periphery. *Peace Studies*. Bradford, University of Bradford.
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- BARKER, G. (2005) *Dying To Be Men: Youth, masculinity and social exclusion*, London, Routledge.
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- GAYLE, H. & MORTIS, N. (2010) Male Social Participation and Violence in Urban Belize: An Examination of Their Experience with Goals, Guns, Gangs, Gender, God, and Governance. Belize City, Ministry of Education.
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