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Youth Pathways – Mexico

**YouthBuild International
Quarterly Report
January 1, – March 31, 2013**



Mexico local and federal Government representatives and USAID Mission Director at the Launch event

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1. Executive Summary

During the reporting period, the main priority for Youth Pathways - Mexico Program was to rehabilitate and establish the spaces for the first Youth Encounter Centers (YECs) in the target cities of Monterrey and Tijuana. It has been important to initiate and develop our relationship with local governments to ensure further collaboration with the program, and to strengthen public policies relating to youth in the target cities. Moreover, a significant amount of effort has been invested to develop and finalize the brand image of the program, as well as its name in Spanish - Jóvenes con Rumbo. Youth have engaged actively in the program over the past three months, and we are beginning to see the potential impact of the program on the young people in the poligonos (see Exhibit 1 and 2).

YouthBuild International (YBI) is pleased to report the following major accomplishments of the period:

- Negotiated and signed four Memoranda of Understanding (MOUs) with the Youth Ministry and Youth Institute and with the Camino Verde Delegate in Tijuana; the Regia Youth Institute in Monterrey; and with Save the Children in Mexico City, thus leveraging significant support for the Jóvenes con Rumbo program (see Exhibit 3);
- Held discussions to explore new potential Alliance partnerships with Cemex and Ashoka, including advancing discussions with Cemex regarding an agreement for the company to offer internships to Jóvenes con Rumbo youth.
- With the active involvement of the first group of youth invited to participate in the program, renovated and established two YECs – one in Camino Verde in Tijuana and one in La Independencia in Monterrey;
- In collaboration with USAID, launched the YECs before U.S. and Mexico government officials, other key stakeholders, education authorities, local government officials, and media representatives;
- Completed the adaptation and development of the Intel Learning Program for the technical skills training program focused on technology;
- Completed the design of the program model for the school dropout prevention program for youth transitioning from secondary to high school;
- Established, hired, and trained local teams in the target cities;
- Defined the program name in Spanish and designed the logo and brand image of the program; and
- Developed the registry system for monitoring youth and program activity.

Building on the momentum of the prior quarter, YBI has set the following priorities for the program for next quarter:

- Recruit youth to participate in activities offered at the YECs in Tijuana and Monterrey; implement the registry system; and further develop the services to be offered to the young people at the YECs;
- Finalization the selection of all six middle schools for the model dropout prevention program and negotiate agreements with each school; and
- In collaboration with private sector companies such as Casas Geo, develop the curricula for the construction technical skills development training program; proceed with the recruitment of young people; and implement the program.

2. Project Summary

Youth Pathways—Mexico (YPM) responds to the USAID/Mexico strategic objective to diminish the impact of violence in the lives of young people and in local communities located near the U.S./Mexican border. YPM will provide a comprehensive array of programming and partnerships that will support the efforts of Mexican young people to build resilient communities and pathways to leadership, lifelong learning, and productive livelihoods in Tijuana and Monterrey. Within these two cities, the YPM GDA will concentrate resources in six target communities: Independencia, La Alianza, and Nuevo Almaguer in Monterrey, and Camino Verde, Granjas Familiares, and Mariano Matamoros in Tijuana. The YPM will address objectives 2 and 3 in the USAID/Mexico Call for Proposals:

- Improve the availability, relevance and quality of youth leadership and workforce development programs in target communities; and
- Create economic, educational and social opportunities for youth, women and other vulnerable groups in target communities

YPM will mobilize the experience, resources and expertise of two highly successful national Mexican youth serving NGOs, JCC and Seraj, who between them have implemented a full range of education, training, employability and leadership programs for in-school, out-of-school, and unemployed Mexican young people. Two global corporations with major operations in Mexico, the Intel Corporation and PREI, will join this Global Development Alliance (GDA) and provide training, mentoring, job and internship placement opportunities to participating youth. The Prudential Foundation will be a private foundation lead partner to the GDA. YouthBuild International (YBI), the US- based partner to this Alliance, has been in operation for 34 years, with program sites in 272 locations in 45 States and 56 program sites in 13 countries. YPM aims to significantly diminish the barriers that impede a young person's ability to gather the necessary social, economic, educational and leadership capital to secure viable livelihoods. YPM will address education deficits, link young people to relevant, demand- driven training activities, and call youth to meaningful leadership roles in their communities.

Over the 36-month period of the YPM implementation, a two-city network of six YPM safe spaces, providing a full range of education, job readiness, training and leadership resources will reach and productively engage 5,000 young people. Working with private sector resource partners such as PREI and Intel, this GDA will organize and implement two technical training programs, focused on the construction and technology sectors, that will train and place 600 young people in jobs, internships, self-employment, and continuing education.

3. Technical Activities

The main focus of Jóvenes con Rumbo (JCR) over the past quarter has been in developing partnerships with local government agencies to negotiate the use of community centers to host the YECs; engaging local youth to renovate those facilities; and in launching the centers in collaboration with USAID/Mexico.

Inputs and Outputs by components

Goal 1: Establish safe spaces for youth

During the past quarter, we successfully established and publicly launched the first YEC in each of the target cities.

MONTERREY

We successfully negotiated a Memorandum of Agreement (MOU) with the Regia Youth Institute that establishes the use of the community center in La Independencia for the development of YPM activities and as the first YEC in Monterrey. Employing the JCC program model which emphasizes practical work experience and learning by doing, a group of eight youth from La Independencia participated in the renovation of the center. The participating youth were in charge of painting the center, installing doors and drywalls, assisting with electricity installation, and completing other construction projects. After the renovation was finished, the JCR team equipped the YEC with a computer room adapted for Intel's Digital Encounter Point and learning programs, a room for psychological counselling, a room for construction training, a room for employment counselling, a large common room, and two workshops (one session will focus on silk screening and printmaking and the other on radio). Additionally, the center hosts two offices, one for the coordination of the program and another for the Regia Youth Institute.

During a launch event on March 22nd, the YEC in Independencia was inaugurated by Tom Delaney, USAID Chief of Mission in Mexico; Elizabeth Rosas, Human and Social Development Ministry of Municipality of Monterrey; Alejandro Armendariz, Regia Youth Institute; Lucila Guerra, General Director at the Sub-ministry of Delinquency Prevention and Citizen Participation of the Department of Interior (Segob); Antonio Sánchez, CEO Intel Mexico; Tere Lanzagorta, JCR Program Director; Gustavo Hernández, General Director of Seraj; and two youth from the local team.

TIJUANA

The Program Director also negotiated a partnership with the Youth Ministry of Tijuana and with the sub-delegation Sánchez Taboada to use the community center of Camino Verde to establish the first YEC in the city. The JCC supervised the active engagement of 10 youth (ages 15- 18) from Camino Verde in construction work to renovate the center. The young people were in charge of renovating the toilets, painting the center, fixing floors, and improving the yard of the center. After the facility was renovated, JCR staff set up two common rooms, a computer center for Intel's Digital Encounter Point and learning programs, a room for psychological counselling, a space for construction training, and two tents for other activities. On March 20th, the Camino Verde YEC was inaugurated in a public event with 10 youth and the participation of Tom Delaney, USAID Chief of Mission in Mexico; Timothy D. Cross, YouthBuild International's President; Xiuh Tenorio, General Director at the Sub-ministry of Delinquency Prevention and Citizen Participation of the Department of Interior (Segob); Juan Carlos Chairez, Youth Secretary of Tijuana; Tere Lanzagorta, Program Director; Francisco Almanza, General Director of JCC; and two youth from the local team.

Goal 2: Implement two technical skills training programs focused on the technology and construction sectors

Over the past quarter, the JCR team completed the adaptation of the Intel Learning Program and the Intel Easy Steps Program for use in the technical skills training program that will focus on technology (see Exhibit 4). Intel supported Seraj in this curriculum development process through working sessions facilitated by YBI. The team consolidated these two Intel programs into one technology curriculum that will help prepare young people for the marketplace and will include the following content areas: Internet;

spreadsheets; email; multimedia resources; word processing; skype; and social networks. Youth participating in the technical skills training program will develop and acquire the following skills:

- Critical thinking;
- Technological literacy;
- Community engagement;
- Team work and collaboration;
- Market-responsive technical skills for employment; and
- Entrepreneurial skills, including how to develop a business plan on the computer.

The teaching approach for this skills training program will allow young people to develop both technical skills and soft skills that are essential for success in the workplace. The projects that young people will undertake will be grounded in the reality of their communities and offer opportunities for community engagement and professional development.

From March 4th to 8th, we trained five JCR staff members as Master Trainers for the Program Intel® Aprender: two staff from Monterrey, two staff from Tijuana, and Emilia Ramírez, JCR's Communications Coordinator. This team of Master Trainers will be in charge of training the facilitators that will then train the youth in the six target of the program.

Goal 3: Analyze school retention and dropout rate and design and implement a model dropout prevention program in six schools

The JCR team completed the design of the program model for prevention of school drop outs among youth transitioning from secondary to high school (see Exhibit 5). We will continue to adapt the design as appropriate as we implement the program.

Seraj, the lead organization for this goal, has begun conversations with education authorities to determine with which schools the JCR program should collaborate. In Monterrey, we are working with Mirna Triana, Director of the Secondary School of the Public Education Ministry of Nuevo León, who said she would begin mapping the area of Independencia in coordination with the Regional Supervisor in order to suggest the most appropriate schools.

Seraj also conducted a first meeting with the Representative of High School Education in the State of Nuevo León, Arturo Nicolás Rodríguez, and the Representative has agreed to open doors for the JCR program to start working in CBTIS 22, a school near the Alianza Polígono.

Goal 4: Develop the Leadership Training Program and define leadership competencies

We have begun reviewing the leadership programs of other organizations and institutions to analyze the successes and weaknesses of initiatives implemented by other partners and to take them into account in developing our own program design. The JCR team has translated YouthBuild's Leadership Development, Workplace and Post-Secondary Competencies into Spanish, thus enabling YBI's Project Director for Latin America and the JCR team to begin to adapt these leadership competencies with respect to the reality of the poligonos and to Mexican culture and context (see Exhibit 6). YBI's Project Manager for Latin America has also completed the Technical Assistance plan for this goal and is supporting JCC and Seraj in adapting other aspects of the YouthBuild leadership program, such as the development of Youth Policy Committees, to Mexican culture and context (see Exhibit 7).

On February 6th, JCR established a working plan with Ashoka regarding the leadership development program. Ashoka staff agreed to contribute with their social leadership and entrepreneurship experience to the JCR leadership component and to support JCR projects in Monterrey during the first year and in Tijuana during the second year of the program.

Goal 5: Design and implement a model re-entry program for youth in conflict with the law who are exiting locked juvenile facilities in the target states.

Our team will develop a work plan for this goal later in Year 1, and we will implement this goal in Year 2.

Problems encountered and solutions proposed

Incident with the municipal police (Monterrey): On March 6th, we had an incident with the municipal Policia (police), who accused the person responsible for the renovation of the Regia Youth Institute of having taken municipal property. Although the Director of the Regia Youth Institute was able to resolve the issue the same day, the presence of the police at the center scared away most of the youth that had started participating in the program. After the incident, only two youth came back to finish up the rehabilitation effort. We are planning a meeting between Seraj's City Coordinator, Beatriz Camacho, and the youth to discuss what happened and to reassure local youth who are participating in the JCR program. In coordination with our local government allies of the municipality and the Regia Youth Institute, we are also planning a meeting with local police authorities to explain the objectives of the program to avoid similar issues in the future.

Delay with Casas Geo partnership: During the prior presidential administration, the government supported housing construction through agreements with private development companies. In the first trimester of the new federal administration of President Enrique Peña Nieto, there have been changes to the agreement with housing development companies and it is not yet evident what support the government may provide to these entities for housing construction. For this reason, Casas Geo has reduced its workforce significantly and suspended its Social Corporate Responsibility activities. Firm representatives have asked us to wait until April to resume our negotiations. In the meantime, we have also started exploring options with other housing development companies.

Coordination between the Federal and Local Governments in Monterrey: Given tensions resulting from the recent elections and the difference in party affiliations between the federal and local governments, we have faced some difficulties in coordinating JCR activities between federal agencies and local officials in Monterrey. We have invested effort in trying to achieve a commitment of both governments to work in coordination with us for the development of the JCR program. By helping to mediate the situation with the Monterrey government and by enlisting the support of our partner, the Regia Youth Institute, we were successful in bringing together representatives of both government entities to sit together at the launch event and to have a dialogue afterwards about potential collaboration.

Management Information

Staffing and Start up

During the period reported, the Program Director hired Emilia Ramírez, who is providing critical support for JCR communication activities as well as managing the registry system. JCR staff consolidated the

local teams in Tijuana and Monterrey. In addition to the city coordinators that were hired in the previous quarter, Seraj and JCC have recruited the personnel for the centers in La Independencia and Camino Verde. Tere Lanzagorta, YPM Director; Gustavo Hernández, General Director of Seraj; and Francisco Almanza, General Director of JCC, travelled to Tijuana and Monterrey in February to train the new personnel and to provide an orientation to the JCR program and its overall objectives. In these sessions, new personnel were able to gain an understanding of the context in which the program is being created and its priority goals.

The local teams are formed as follows:

YPM TEAM RESPONSIBILITIES IN THE CITIES		
	POSITION	RESPONSIBILITIES/ACTIVITIES
1	City Coordinator	Provide overall management, oversight, and coordination of all JCR activities and programs in the target cities. Responsible for community and family outreach, including managing relationships with local organizations.
2	Center Coordinator	1) Support, supervise and monitor the follow up and progress of each activity of the center; 2) Coordinate the use of spaces for various program activities; Prepare reports and document activities; 3) Link with local strategic stakeholders related to the YEC; 4) Guarantee that the essential information of the program is recorded appropriately and establish necessary systems and procedures; and 5) Supervise the consistency and accuracy of the registered information.
3	Responsible of work with schools	1) Responsible for the dropout prevention strategy in coordination with local schools; 2) Partner with education institutions at local level; 3) Link with universities and other stakeholders to recruit facilitators; 4) Train and support facilitators in the schools; 5) Organize and implement activities for families and authorities of the schools; 6) Organize the strategy of detection and attention to high risk cases inside the schools and in coordination with the center; and 7) Report periodically to JCR staff in Mexico City and register and record information in appropriate systems.
4	Coordinator of technology trainings	1) Responsible for partnerships with universities and other sectors to recruit technology facilitators; 2) Train facilitators in the technology curriculum and supervise its appropriate development; 3) Strengthen the strategic orientation of the center by developing and implementing workshops related to technology; 4) Supervise the certification of the participating youth by Intel; and 5) Responsible for the preventive and corrective maintenance of equipment and the media center.
5	Coordinator of construction technical training	1) Coordinate technical training for different construction trades according to the established curriculum; 2) Coordinate with companies to facilitate youth employment and internships; 3) Define the strategy for youth to practice and apply their training in their communities; 4) Design a series of specialized construction workshops to complement the ongoing technical training of youth; and 5) Report periodically to JCR staff in Mexico City and register and record information in appropriate systems.
6	Coordinator of employment and education insertion	1) In coordination with the youth tutors, research and define employment and education opportunities to match them with needs and interests of youth; 2) Establish partnerships with government, companies and education institutions to manage placement options for youth; 3) Report periodically to JCR staff in Mexico City and register and record information in appropriate systems; and 4) Follow up on the youth.
7	Psychologist	1) Provide psycho-social support for youth, and channel special attention when needed; 2) Human Development workshops; and 3) Report periodically to JCR staff in Mexico City and register and record information in appropriate systems.



8	Youth tutor 1	1) Present the different services of the center to the youth and support them in their training options; 2) Support youth in writing their Individual Development Plans; and 3)) Report periodically to JCR staff in Mexico City and register and record information in appropriate systems.
9	Youth tutor 2	1) Present the different services of the center and support them in their training options; 2) Support youth in writing their Individual Development Plans; and 3) Report periodically to JCR staff in Mexico City and register and record information in appropriate systems.
10	Receptionist	1) Welcome and register new youth in the system; 2) Manage use of spaces; and 3) Provide information about the services of the center to the general public.
11	Promoter 1	1) Contact youth in their communities; 2) Outreach work with youth and promotion of centers; and 3) Support the center team.
12	Promoter 2	1) Contact youth in their communities; 2) Outreach work with youth and promotion of centers; and 3) Support the center team.
13	Responsible for work with youth in conflict with the law	To be determined during the development of the work plan for this goal.

Naming and Branding of the program

In coordination with USAID, we made important progress this quarter in developing the communication and branding strategy for the program. In February, we hired a consultant to develop the name in Spanish and the central concepts for the program brand. We held a brainstorming session with representatives of the three implementing organizations (YBI, Seraj and JCC) and the consultant to explain the goals and objectives of the program as well as the mission and vision of JCR and of the three organizations. The consultant then organized three focus groups with youth ages 14-17, 18-21 and 21-25 in Tijuana, Monterrey and Mexico City to dialogue with youth about the concepts of the program, the desires and needs of youth, and their input on the brand. A total of 26 youth participated in the outreach sessions. The consultant integrated the results of the three focus groups with the input from the implementing partners and suggested the name ***Jóvenes con Rumbo*** for the program.

Having defined the name of the program in Spanish, we hired a second consultant to develop the image of the program and its logo, following the basic concepts of brand identity that had been discussed among the partners. The logo has been developed as follows:



Besides the logo, we developed different templates to standardize the use of the program image and strengthen its identity, following USAID guidelines as well as those of the program partners. In the materials produced, we have included the logos of USAID, YouthBuild International, JCC, Seraj, Prudential, and Intel, as well as the logos of the local government institutions that have provided significant support in the cities, such as the Regia Youth Institute and the Youth Ministry of Tijuana.



Among the materials produced to date are: letterhead, Power Point presentation, Prezi presentation, banners, and a program description brochure (see Exhibit 8).

Registry and monitoring system

We have also made significant progress with the programming of a registry and monitoring system that will be used in all YECs and for all JCR programs. The system will include personal information of each of our beneficiaries (from contact details to legal and health information), which will help us create a profile of each of the program participants to understand their current circumstances and family context. It will also include information regarding their interests and capacities so that we can provide relevant assistance for employment, training and education. This system will be the main tool for the monitoring and reporting system, as it will allow us to follow up on the development of the youth in the program, and their participation in different trainings, activities, and internships. JCR’s Communications Coordinator, Emilia Ramírez, travelled to Tijuana and Monterrey to train the local teams that will be using the system; a total of six people were trained in both cities.

Procurement

During the reporting period, YBI submitted its first annual VAT report to USAID. YBI also communicated with JCC and Seraj regarding USAID regulations on the procurement of commodities and on VAT taxes and has asked the implementing partners to maintain an ongoing spreadsheet regarding commodity purchases of over \$500. The partners’ first report will be due to YBI in May.

Management visits

During the period reported the management team, consisting of Tere Lanzagorta (YBI), Gustavo Hernández (Seraj) and Francisco Almanza (JCC), made monthly visits to the target cities to formalize alliances with the local governments and to supervise the renovation efforts underway in both centers. Additionally, the team travelled to both cities to oversee the hiring process for the local teams and to train the new personnel. Please see the list below for further detail regarding management visits:

MANAGEMENT VISITS			
DATE/PERIOD	CITY	ACTIVITY	MANAGEMENT PARTICIPANTS
Jan 10 - 15	Tijuana	Visit of USAID Mexico Mission Director (Tom Delaney)	Tere Lanzagorta Francisco Almanza
		Meeting with Juan Carlos Chairez and Joel Velázquez, Secretary of Youth and Director of Youth Institute in Tijuana, respectively, to discuss the agreement to use communitary centers for YECs	Tere Lanzagorta Francisco Almanza
		Meeting with María Idalia Vázquez, director of Youth Integration Centers, with the aim to sign an agreement for YECs	Francisco Almanza
		First interviews for Center personnel	Francisco Almanza

Feb 12	Monterrey	Meeting with local coordinator of Ashoka, Erik Pantoja. They agreed to engage youth of the center in their entrepreneurship program Jóvenes con Valor and will use the center in Independencia for the trainings	Gustavo Hernández
		Meeting with the coordinator of Oxxo trust, Cordelia Portilla, to discuss possible collaborations. They agreed to channel youth of the neighborhoods they work on to the center in La Independencia and to the program offices	Gustavo Hernández
Feb 21 - 22	Monterrey	Training of local team	Tere Lanzagorta Francisco Almanza Gustavo Hernández
		Meeting with Arturo Nicolás Rodríguez, Representative of Highschool Education in Nuevo León, to discuss the work in schools for the dropout prevention model. The local team will be working in coordination with him to select the appropriated schools; so far he suggested CBTIS 22, that is close to La Alianza, and most youth from that polygon study there.	Gustavo Hernández
Feb 27 - 28	Tijuana	Training of local team	Tere Lanzagorta Francisco Almanza Gustavo Hernández
		Meeting with Municipal Presidency office to present program and invite local president to launch event. Participation of: Salcido Beltrón, Secretary of State Government; Juan Carlos Chairez, Secretary of Youth; David Saúl Guaquil, Coordinator of Municipal Delegations; Jesús Alberto Campella, Representative of Social Security; Héctor Cruz Aparicio, Delegate of Sánchez Taboada; Gloria Miramontes, Delegate of Meza; Lot Pricilia Garcia, Coordinator of Crime Prevention.	Tere Lanzagorta Francisco Almanza
		Meeting with the Scouts organization in Tijuana to forsee possible collaborations between programs	Tere Lanzagorta Francisco Almanza Gustavo Hernández
March 19 - 20	Tijuana	Program and Center in Camino Verde Launch event	Tere Lanzagorta Francisco Almanza Gustavo Hernández



March 21 - 22	Monterrey	Program and Center in Independencia Launch event	Tere Lanzagorta Francisco Almanza Gustavo Hernández
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Progress on alliance formation

Intel Corporation. We have finished drafting a letter of collaboration to formalize our relationship with Intel with the goal of using Intel’s education programs (free of cost) for the technology curricula of JCR. After review by USAID, the agreement will be signed between Timothy D. Cross, President of YouthBuild International, and Scott Overson, General Manager at Intel Tecnología de México.

The CEO of Intel attended the launch event in Monterrey, demonstrating his company’s commitment to the JCR program and the importance of the partnership between Intel and JCR. During this quarter, Intel staff also participated in the design of the technology curriculum of YPM.

Regia Youth Institute, Municipal Government of Monterrey. We have made important progress in our alliance with the Institute. On January 25th Seraj – program lead in Monterrey – and the Regia Youth Institute signed a general agreement of collaboration. On February 7th, the director of the Regia Youth Institute, Alejandro Armendariz; the Minister of the Human and Social Development Ministry of the Monterrey municipality, Elizabeth Rosas; the Chief of Youth Centers, Nancy Salas; the Subdirector of Seraj, Maria Eugenia Robles; and the representative of Seraj in Monterrey, Beatriz Camacho, signed an MOU stating that the community center of La Independencia would be used to establish the first YEC in Monterrey. JCR and the Institute are now working together in the same space and have agreed to collaborate in their work with youth. The Institute will also contribute by providing a print making and silk screen workshop and a radio workshop in the center.

Youth Ministry and Youth Institute, Municipal Government of Tijuana. We have also strengthened our alliance with the Youth Ministry and Youth Institute of Tijuana. On January 15th, an MOU and general collaboration agreement was signed between JCC – the program lead in the city – and the Youth Institute of Tijuana to allow the use of community center facilities in Camino Verde for the first YEC. Additionally, on February 1st the delegate of Camino Verde, Héctor Rene Cruz Aparicio; the sub-delegate of Sánchez Taboada, Gloria Miramontes; and the JCC Coordinator in Tijuana, Jasveeth Rocha Vega, signed a second MOU agreeing to the use and renovation of the community center.

Save the Children. We have signed a letter of collaboration with Save the Children in Mexico City to formalize their support for the JCR program and to establish YBI’s office in their Mexico City facilities.

Cemex. Following USAID’s general agreement with Cemex, we have begun discussion with the company to look into the possibility of placing youth that have been trained in JCR’s technical training program in construction into internships and jobs at Cemex and its partner companies.

4. Timeline and Next Steps

GOAL 1: Increase the number of safe spaces for young people				
MONTERREY				
TASK	ACTIVITIES	April	May	June
1.1 One YEC (Youth Encounter Center) established (La Independencia); one YEC in process of rehabilitation (Nueva Alianza)	1.1.1 Locating the physical place to establish the YEC	X		
	1.1.2 Developing partnerships for the use of the space	X	X	
	1.1.3 Adaptation of the space and equipping			X
	1.1.4 Hiring and training staff			
	1.1.5 Launching of center			
1.2 Define and prepare the services for the Youth	1.2.1 Reviewing the services in which Seraj, JCC and YBI already have experience			
	1.2.2. Define services and opportunities according to the needs of youth			
	1.2.3 Map all existing services provided to youth in the <i>poligonos</i>			
1.3 Registry system for youth	1.3.1 Design the registry instrument			
	1.3.2 Programming the electronic system	X		
	1.3.3 Training on the use of the system	X		
1.4 200 young people take advantage of the one or more YPM services and opportunities	1.4.1 Launch of the YEC in La Independencia			
	1.4.2 Communication and promotion of YEC activities in the local communities	X	X	X
	1.4.3 Developing services	X	X	X
	1.4.4 Youth Personal Development Plan	X	X	X
TIJUANA				
TASK	ACTIVITIES	April	May	June
1.1 Two YEC (Youth Encounter Center) established (Camino Verde and Granjas Familiares)	1.1.1 Locating the physical place to establish the YEC	X	X	
	1.1.2 Developing partnerships for the use of the space		X	X
	1.1.3 Adaptation of the space and equipping		X	X

	1.1.4 Hiring and training staff			X
	1.1.5 Launching of center			
1.2 Define and prepare the services for the Youth	1.2.1 Reviewing the services in which Seraj, JCC and YBI already have experience			
	1.2.2. Define services and opportunities according to the needs of youth			
	1.2.3 Map all existing services provided to youth in the <i>poligonos</i>			
1.3 Registry system for youth	1.3.1 Design the registry instrument			
	1.3.2 Programming the electronic system	X		
	1.3.3 Training on the use of the system	X		
1.4 200 young people take advantage of the one or more YPM services and opportunities	1.4.1 Launch of the YEC in Camino Verde and Granjas Familiares			
	1.4.2 Communication and promotion of YEC activities in the local communities	X	X	X
	1.4.3 Developing services	X	X	X
	1.4.4 Youth Personal Development Plan	X	X	X

Goal 2: Organize and implement two Technical Training Programs focused on the Technology and Construction sectors				
MONTERREY				
TASK	ACTIVITIES	April	May	June
2.1 Design the construction training program and curriculum	2.1.1 Agreement with Casas Geo		X	
	2.1.2 Establishing a workgroup between YBI-JCC-Casas Geo		X	
	2.1.3 Create the Curricula		X	
	2.1.4 Determine the certification credential with private and public sector training systems.		X	
2.2 Adaptation of the Intel Learn program for YPM use.	2.2.1 Establishing a workgroup between YBI-Seraj-Intel			
	2.2.2 Defining the programs for education in technology			

	2.2.3 Determine the certify credential with private and public training system			
2.3 50 youth trained	2.3.1 Promotion the training courses			
	2.3.2 Registry applications and registering candidates			
	2.3.3 Training teachers for education programs		X	X
	2.3.4 All training sessions take place	X	X	X
	2.3.5 Deliver certification credentials to at least 40 young people			
2.4 34 young people inserted into a job, joining an internship, or starting an enterprise	2.4.1 Contacting employers			
	2.4.2 Contacting job position companies			
	2.4.3 Developing a document to orient the internships or youth			
	2.4.4 Following up the status of inserted youth			
TIJUANA				
TASK	ACTIVITIES	April	May	June
2.1 Design the construction training program and curriculum	2.1.1 Agreement with Casas Geo		X	
	2.1.2 Establishing a workgroup between YBI-JCC-Casas Geo		X	
	2.1.3 Create the Curricula		X	
	2.1.4 Determine the certification credential with private and public sector training systems.		X	
2.2 Adaptation of the Intel Learn program for YPM use.	2.2.1 Establishing a workgroup between YBI-Seraj-Intel			
	2.2.2 Defining the programs for education in technology			
	2.2.3 Determine the certify credential with private and public training system			

2.3 50 youth trained	2.3.1 Promotion the training courses			
	2.3.2 Registry applications and registering candidates			
	2.3.3 Training teachers for education programs		X	X
	2.3.4 All training sessions take place	X	X	X
	2.3.5 Deliver certification credentials to at least 40 young people			
2.4 34 young people inserted into a job, joining an internship, or starting an enterprise	2.4.1 Contacting employers			
	2.4.2 Contacting job position companies			
	2.4.3 Developing a document to orient the internships or youth			
	2.4.4 Following up the status of inserted youth			

Goal 3. Design a model to prevent desertion, to be implemented in selected schools at the 6 target communities

MONTERREY				
TASK	ACTIVITIES	April	May	June
3.1 Design the YPM dropout prevention model	3.1.1 Reviewing and adapting Seraj and YB Models			
	3.1.2 Document the YPM model			
3.2 Agreements with 3 middle schools	3.2.1 Selecting one middle school in each polígono			
	3.2.2 Present the Model to the Educative Authorities			
	3.2.3 Establishing collaboration agreements	X		
3.3 Diagnosis of the main desertion factors	3.3.1 Defining methodology for the diagnosis			
	3.3.2 Gathering information	X	X	
	3.3.3 Systematizing and analyzing the data			X

	3.3.4 Document per each school			
3.4 Selection and training of facilitators (Young university students)	3.4.1 Presenting the Program in the universities of each city			X
	3.4.2 Calling and selecting for students			X
	3.4.3 Training 12 facilitators			
3.5 Beginning of activities in the 3 middle schools selected	3.5.1 Presenting the program to teachers and directors			X
	3.5.2 Presenting the program to students			X
TIJUANA				
TASK	ACTIVITIES	April	May	June
3.1 Design the YPM dropout prevention model	3.1.1 Reviewing and adapting Seraj and YB Models			
	3.1.2 Document the YPM model			
3.2 Agreements with 3 middle schools	3.2.1 Selecting one middle school in each polígono			
	3.2.2 Present the Model to the Educative Authorities			
	3.2.3 Establishing collaboration agreements	X		
3.3 Diagnosis of the main desertion factors	3.3.1 Defining methodology for the diagnosis			
	3.3.2 Gathering information	X	X	
	3.3.3 Systematizing and analyzing the data			X
	3.3.4 Document per each school			
3.4 Selection and training of facilitators (Young university students)	3.4.1 Presenting the Program in the universities of each city			X
	3.4.2 Calling and selecting for students			X
	3.4.3 Training 12 facilitators			
3.5 Beginning of activities in the 3 middle schools selected	3.5.1 Presenting the program to teachers and directors			X
	3.5.2 Presenting the program to students			X

Goal 4: Implement a program that provides the necessary abilities to exercise leadership as citizens with the commitment to reduce the deep causes of violence within their country.

MONTERREY				
TASK	ACTIVITIES	April	May	June
4.1 Define the Leadership Program and learning competencies	4.1.1 Analyzing the models of leadership by YBI, Seraj and JCC			
	4.1.2 Integrating elements that support the kind of leadership required under the context of the target communities	X		
	4.1.3 Knowing other leadership experiences developed in the border	X	X	
	4.1.4 Collect information from employers on soft skills requirements	X	X	
	4.1.5 Determine how the leadership competencies will be integrated into the other YPM tasks	X	X	
4.2 Call and registry of 140 young people into the leadership program	4.2.1 Design YPM leadership program communication and outreach strategy		X	X
	4.2.2 Implement the outreach strategy			X
4.3 140 young people trained	4.3.1 Developing the training activities			X
4.5 Creation of 20 social projects	4.5.1 Training for the creation of projects (20)			X
	4.5.2 Approving the projects			
	4.5.3 Follow up during the development of the projects			
TIJUANA				
TASK	ACTIVITIES	April	May	June
4.1 Define the Leadership Program and learning competencies	4.1.1 Analyzing the models of leadership by YBI, Seraj and JCC			
	4.1.2 Integrating elements that support the kind of leadership required under the context of the target communities	X		
	4.1.3 Knowing other leadership experiences developed in the frontier	X	X	
	4.1.4 Collect information from employers on soft skills requirements	X	X	

	4.1.5 Determine how the leadership competencies will be integrated into the other YPM tasks	X	X	
4.2 Call and registry of 40 young people into the leadership program	4.2.1 Design YPM leadership program communication and outreach strategy		X	X
	4.2.2 Implement the outreach strategy			X
4.3 40 young people trained	4.3.1 Developing the training activities			X

Goal 5: Link youth from Monterrey and Tijuana, who have been in conflict with the law, with adults and programs that allow them to rebuild their lives “outside the walls”

MONTERREY				
TASK	ACTIVITIES	April	May	June
5.1 Establish clear and comprehensive information about the youth population in conflict with the law	5.1.1 Gathering information from official sources about young people in jails	X	X	
	5.1.2 Capture through registry system information about families with members in the jail	X	X	
5.2 Identify existing Mexican programs with youth in conflict with the law	5.2.1 Mapping NGOs working on this issue		X	
	5.2.2 Analyzing the government institutions and services		X	
5.3 Development of a work plan for years 2 and 3				
TIJUANA				
TASK	ACTIVITIES	April	May	June
5.1 Establish clear and comprehensive information about the youth population in conflict with the law	5.1.1 Gathering information from official sources about young people in jails	X	X	
	5.1.2 Capture through registry system information about families with members in the jail	X	X	
5.2 Identify existing Mexican programs with youth in conflict with the law	5.2.1 Mapping NGOs working on this issue		X	
	5.2.2 Analyzing the government institutions and services		X	
5.3 Development of a work plan for years 2 and 3				

5. Lessons Learned and Recommendations

- **Insufficient youth programs in the municipalities.** JCR began its activities in the cities through agreements with youth institutions in the municipalities. We have found that there are very few youth programs at a municipal level, and especially for youth of the most marginalized poligonos. Existing community spaces are not dedicated to youth and current programs do not have an appropriate methodology to address this population. Generally, community members view youth as a threat to the community and as contributing to the root causes of violence and insecurity in the poligonos. This situation presents a challenge to our program and underscores the need to work with parents, the adult population, community authorities, government representatives of different institutions, and teachers to bring about a change in the perception that some adults have about youth. We also need to help raise awareness and understanding in the community that there is an urgent need to provide more spaces for youth. JCR will need to partner intensively with local police to help officers develop a positive vision of the productive role that young people can play in the community and to enlist their active participation in supporting young people. In the JCR startup, we had an incident that reflects the way police sometimes treat youth and how youth can view police with fear to the extent that they are immobilized to act.
Recommendation: Municipal governments, companies, international NGOs, and CSOs need to work together in an effort to better support youth, and to develop meaningful and relevant municipal policies relating to youth.
- **Readiness.** At the early stages of the program, we have experienced positive reactions to, and acceptance of, the program among government agencies, private companies, and civil society. The belief in advocating for youth is shared although it is not always approached in the same way by different stakeholders. We have learned to make alliances to join forces and be able to face and respond to the challenges faced by young people in the poligonos.
Recommendation: Take advantage of the readiness of actors across multiple sectors to achieve JCR program objectives. Raise the social capital of the program and of the organizations that participate in it.
- **Intersectoral work.** JCR has initiated deep work among employers and youth that need employment and we see there is no connection between these two groups. Nor does the training youth receive in schools relate to the need of employers.
Recommendation: Strengthen and broaden JCR's partnerships with companies to ensure that the technical and other training we provide for youth meets the needs of employers and responds to the real labor supply dynamics of each community. Engage the business sector.



EXHIBIT 1- Life Story

Marcos' life story

Marcos is a 25 year-old young man that lives in the neighborhood of Independencia with his parents, but his aunt and grandmother look after him in the afternoons.

Marcos joined the team thanks to an invitation by Erik Martínez and Marina, who are on the JCC team and visited the neighborhood house by house looking for youth to invite them to participate.

Marcos has a cognitive disability and doesn't remember if he went to school until 5th or 6th grade; however, he has been a very committed young man in the rehabilitation of the center, has always been on time for the activities, and is excited to have the opportunity to work. His father works in construction and doesn't have a stable income, so Marcos was glad to be able to help with his household's income.

Marcos participated in the renovation activities, helping with the painting, plumbing and electricity; painting is what he enjoyed the most.



Marcos painting in the Independencia YEC

EXHIBIT 2 – Photos



Photo 1- Group of Master Trainers at the end of Training week for the Intel learning course



Photo 2 - Public at the launch event of the program in Monterrey



Photo 3 - José García, coordinator of technology in Monterrey, leading the tour through the Independencia center



Photo 4 - Screen-printing workshop at the Independencia Center



Photo 5 - Local team and national coordination team at the launch event of the center in La Independencia



Photo 6 - Participating youth of the focus group in Monterrey for the naming of the program in Spanish



Photo 7 - Youth during the rehabilitation works of the Camino Verde Center in Tijuana



Photo 8 - Young girl working on the rehabilitation of Camino Verde



Photo 9 - Youth registering during the launch event of the Center in Camino Verde, Tijuana



Photo 10 - Xiuh Tenorio - General Director at the Sub-ministry of Delinquency Prevention and Citizen Participation of the Department of Interior (Segob) and Juan Carlos Chairez - Youth Minister of Tijuana, discussing the presentation of the program during launch events



Photo 11 - Presentation of the program by local team members, Elisa Saucedo and Ricardo Moreno



Photo 12 - Jasveeth Rocha, local coordinator, with group of youth at the launch event of Camino Verde



EXHIBIT 3

USAID Youth Pathways – Mexico Program Global Development Alliance Partnerships			
Name of Partner Organization	Affiliation or Government Department	Purpose of MOU	Date signed
Regia Youth Institute	Municipal Government of Monterrey (executed with Seraj)	The Youth Institute is supporting the JCR program and allowing JCR to use its facilities in the community center in La Independencia to establish the first Youth Encounter Center in the city. The Youth Institute has also agreed to allow JCR to renovate the community center. The Youth Institute is providing a silk screen/printmaking workshop and a radio workshop in the center.	January 25, 2013
Youth Ministry and Youth Institute	Municipal Government of Tijuana (executed with JCC)	The Youth Ministry is supporting the JCR program and is allowing JCR to use facilities in the community center in Camino Verde to establish the first Youth Encounter Center in the city.	January 15, 2013
Delegate of Camino Verde	Municipal Government of Tijuana (executed with JCC)	The Delegate of Camino Verde agreed to let the JCR program renovate the community center and use this space for the Youth Encounter Center.	February 1, 2013
Save the Children	International NGO, Mexico City (executed with YouthBuild International)	Save the Children has agreed to support the development of the JCR program and to provide reduced cost rental facilities for the establishment of YouthBuild International's office at its Mexico City offices. JCR and Save staff have also agreed to conduct further discussions regarding potential partnership opportunities	January 1, 2013



Training Component	Deliverables	Description	Timeframe
<p>Goal 4: Develop the Leadership Training Program and Define Leadership competencies. Define specific leadership competencies that are relevant and meaningful to youth in the polígonos.</p>	<p>1) Leadership competencies guidebook for staff and students; and 2) a tool to measure the attainment of leadership competencies by students.</p>	<p>Support JCR staff to adapt YouthBuild's leadership competencies to align with Mexican context, culture, and values. Support staff in emphasizing the relationship of leadership skills to success in the workplace.</p>	<p>January - June 2013</p>
<p>Create the structure for the establishment of Youth Policy Committees in the target cities.</p>	<p>1) Youth Policy Committee Framework. The Framework will document and include: the responsibilities of the YPC; the qualifications of the YPC members (youth); the selection process for YPC members and terms of office; decision-making processes and guidelines for staff and members of the YPC; suggested frequency of meetings; thematic trainings that should be provided to all YPC members; and the type of support that staff will need to provide to the YPC and its members.</p>	<p>Train and provide ongoing support to JCR staff in the creation of the YouthBuild Youth Policy Committee Framework.</p>	<p>July - October 2013</p>
<p>Goal 5: Design and implement a model re-entry program. Engaging youth "inside the walls."</p>	<p>1) Work plan for YPM youth re-entry program.</p>	<p>Provide training and technical assistance to JCR staff in gathering data related to youth in conflict with the law in TJ and MTY with an emphasis on the polígonos.</p>	<p>June - August 2013</p>
		<p>Provide technical assistance to JCR staff in analyzing data (quantitative and qualitative) in TJ and MTY polígonos related to youth in conflict with the law.</p>	<p>September – October 2013</p>
		<p>Provide technical assistance to JCR staff to map out and engage government entities and CSOs that work with ex-offenders.</p>	<p>October - November 2013</p>



Goal 5: Design and implement a model re-entry program. Engaging youth "outside the walls."	IDP template that incorporates the particular needs of youth in conflict with the law and ex-offenders.	Strengthen staff's understanding on issues related to youth in conflict with the law and ex-offenders. Provide training in developing IDPs that meet the needs of youth in TJ and MTY.	July - August 2013
	Case management template that incorporates the needs of youth in conflict with the law and ex-offenders.	Strengthen staff's understanding on issues related to youth in conflict with the law and ex-offenders. Provide training in developing a case management plan for youth in conflict with the law and ex-offenders.	
	Youth in conflict with the law case management implementation guidebook.	Assist JCR staff in implementing case management plans for youth in conflict with the law.	August 2013 – August 2014
	JCR safety protocols.	Provide technical assistance to JCR staff to develop safety protocols that maximize young people's safety, in particular youth that may be gang involved.	July 1, 2013