

USAID Cooperative Agreement No. 523-A-12-00004

Youth Pathways – Mexico

***YouthBuild International*
Quarterly Report
April 1 – June 30, 2013**



Youth working at YEC Camino Verde, as part of technical training in construction, June 2013.

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Exhibits

1. Jóvenes con Rumbo (JcR) Operations Manual
2. Technology Training Curriculum: ICT Easy Steps
3. Technology Training Curriculum: ICT Technology and Entrepreneurship
4. Technology Training Curriculum: ITC Technology and Work
5. Construction Training Curriculum
6. Human Development: Level 1
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1. Executive Summary

Over the past quarter, the primary accomplishments for Jóvenes con Rumbo (JcR) include:

- ***Defined the Operations Model (MO).*** JcR is a program that benefits from the expertise of three lead organizations on youth issues – YouthBuild International, Servicios a la Juventud, A.C. (Seraj), and Jóvenes Constructores de la Comunidad, A.C. (JCC) - who have collaborated to develop a new program model targeted to youth in vulnerable communities affected by violence and crime in Mexico. During this reporting period, our team defined JcR's MO (see Exhibit 1), which allows us to standardize the way staff work with youth in the target cities and across the various JcR programs. JcR provides each youth with personal attention and support throughout the three main phases of the program: 1) orientation/induction, engagement, and follow up for each youth, 2) the definition of each youth's Personal Development Plan and the provision of relevant training and services; and 3) the placement of youth in jobs, educational opportunities, further technical training and/or referral to specialized services that the youth may need, such as drug addiction treatment and domestic violence prevention services. The team adapted the workshops, programs, and curricula of our respective organizations (in technology, construction, human development, employment readiness, and leadership; see Exhibits 2 - 14) to create a single MO. We also finished the design of our registry system that allows us to register youth and offer them specialized follow-up services.
- ***Strengthened and Expanded Partnerships.*** After the official launch of the JcR program in March, we have focused on strengthening existing, and forming new, partnerships with municipal, state and federal governments; universities and schools; private sector companies; and civil society organizations. For example, this quarter, we established new partnerships with the educational authorities in Baja California and Nuevo León and signed agreements to initiate work in August 2013 for the next school year (see Exhibit 15). These partnerships are vital to implementing the dropout prevention program and strengthening the transition of middle school students to high school. We also agreed on the criteria to select participating middle and high schools in the target communities and adapted the new dropout prevention program to the realities of the participating students and communities. Today, JcR has developed a network of over 250 institutions in the target cities and throughout the country and is keeping them informed of JcR events and opportunities to support the program.
- ***Commenced youth training in the Youth Encounter Centers (YECs).*** From April through June, we have reached up to 115 youth in three of our target polígonos: Independencia, Camino Verde, and Granjas Familiares. As of June 30, 63 youth have participated in an intensive intake and interview process with JcR staff at the YECs and have benefitted from various JcR services.
- ***Launched the JcR newsletter, thus enhancing marketing and communication efforts.*** To keep JcR allies and stakeholders informed, and to reach new audiences, we developed and published our first and second monthly newsletters (see Exhibit 16 and 17).

For the upcoming quarter, YBI has set the following priorities:

- Increase recruitment of young people into the JcR program and pilot additional outreach strategies;
- Implement the dropout prevention program in at least one school in each polígono; and
- Start the renovation of three YECs (in Alianza, Granjas Familiares, and in Mariano Matamoros).

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

This quarter, we focused our work on the development of materials to help YBI, JCC, and Seraj to manage the JcR program as a single program and to standardize operations and procedures for each program component. To support this effort, we developed the following manuals and curricula:

JcR Operations Manual (OM). The OM describes how to execute the JcR program components; establishes the procedures, expectations, and operational policies for the program; and provides guidance on data entry and managing the registry database. Given the high risk areas in which staff are implementing the JcR program, the manual also includes security protocols. The OM serves a critical function in articulating specific goals for each program component and in explaining how each component supports the overall goals of the JcR program. It outlines the services offered at the Youth Encounter Centers (YECs) according to the goals and objectives of the program and provides guidelines on how to implement these services and

programs. The OM will enable staff to standardize the processes and procedures in both Monterrey and Tijuana, ensure program quality for all JcR programs and services, and facilitate consistent data entry and management of the registry system. The OM will be a significant asset in facilitating future efforts to replicate and expand the JcR program in other parts of Mexico and in advocating with public and private sector stakeholders to scale the program.

Training Curricula. After the JcR team defined the YEC services and guidelines, we developed and adapted the curricula that will support each service:

- **Workshops:**

- **Human Development:** This curriculum focuses on the development of life and work skills (soft skills) for youth to develop productively in their communities. For this curriculum, we developed three levels: Basic, Intermediate, and Youth-led Peer Groups. In the first two stages, youth develop their skills in a participatory way through workshops, guided by a youth tutor. The Basic level covers the development and strengthening of basic competencies, such as critical thinking, assertive communication, emotional control, time management, and management of one's personal effects as well as private and common spaces in his or her household. The Intermediate level focuses on the non-violent resolution of conflicts, analyzes different kinds of violence, and promotes a peaceful culture among youth and between youth and their communities. Finally, during the third level, young people form peer groups and learn how to manage group processes, help each other solve problems, and how to support the constant and integral growth of their fellow participants.
- **Employment readiness:** This curriculum enables youth to develop skills for employment and to conduct an efficient job search. It prepares youth for the market place, teaching them skills such as how to fill out a job application, write a C.V., and how to perform in a job interview.
- **Family Relations:** These workshops are directed to the family members of our participating youth, with a goal to improve communication and relationships between the different generations and to create awareness among adults about the challenging situation and context that youth face today.

- **Technical Training Curricula:**

- **Information and Communication Technology (ICT):** These curricula were adapted from Intel Educational Programs (Easy Steps; Technology and Work; and Technology and Entrepreneurship). The workshops range from “digital literacy” – for those that have never had contact with ICT – to the development of skills for employment and the use of basic computer tools (word processing, spreadsheets, browsers, multimedia presentations, etc.), and finally to building youth capacity to develop a “business plan” so that young people can pursue entrepreneurial and self-employment opportunities.
- **Construction Trades (Level 1-Practice):** This curriculum was adapted from JCC's construction training model. Through this methodology, youth construct and renovate community assets while gaining marketable skills in the construction trades

such as masonry, iron work, carpentry and painting, while they recover public spaces and create a sense of ownership of these assets among community members.

○ **Program Curricula:**

- **Leadership:** This curriculum promotes youth leadership development through the design of community and school projects that help enhance community assets. These social projects are designed and implemented by youth, with supervision and support from adults that oversee the process.
- **Placement:** Once youth have gone through technical training and have strengthened their soft skills, staff counsel program participants regarding potential placement options relevant to each youth's interests and abilities. Youth can be placed into educational opportunities (including returning to school), further technical training, job and internship positions, or they may be referred to social service programs such as drug addiction treatment. This program also encourages youth to consider self-employment and entrepreneurial options.

Registry System. This quarter, we finished developing a complex database system that will be the central tool to systematize and report information on the youth that come into the center. Among other features, the system allows us to:

- Register youth that enter the program;
- Record information about youth gathered through an initial in-depth interview performed by tutors at the YEC (including family and personal background, education and employment history, previous training, and prior court involvement);
- Facilitate collaboration between young people and tutors as program participants create a Personal Development Plan (PDP) and design a pathway to improve their current situation, starting with their enrolment in different JcR services;
- Evaluate important competencies of JcR youth, enable personal follow-up support for each student, and track their development throughout their participation in the program; and
- Generate relevant information and reports.

Branding Strategy and Marking Plan. On April 26th, our Communications Plan (Branding Strategy and Marking Plan) was approved by USAID as part of our Cooperative Agreement. In addition to producing basic program materials, the JcR team began the production of our monthly newsletter.

- **Monthly Newsletter.** We designed the template for our monthly newsletter and distributed the first two editions in May and June. We have developed a data base of 250 contacts including: federal, state and local governments, companies, civil society organizations (CSOs), universities, and media.

Events. JcR has participated in three highly visible events this quarter:

- On April 6th, Margarita Arellanes, Municipal President of Monterrey, visited the YEC in Independencia. Media covered the visit and published two important articles on the event (see Exhibit 17).
- On June 11th, the YEC Independencia welcomed Guillermo Céspedes, Los Angeles Deputy Mayor. His visit provided an opportunity to hold a dialogue with the Municipal Government of Monterrey

regarding the violence prevention work and youth development programs that are being carried out in both cities. The Deputy Mayor presented the programs that the Office of Gang Reduction and Youth Development has initiated in Los Angeles, while Elizabeth Rosas and Felix Torres from the Social Development Ministry of Monterrey presented the Crime and Violence Prevention programs developed by the municipality. Alejandro Armendáriz, Director of the Youth Institute of Monterrey and Gustavo Hernández, Director of Seraj, partner organization of JcR, also spoke at the event.

- On June 25, Elizabeth Hogan, Senior Deputy Assistant Administrator for USAID's Bureau for Latin America and the Caribbean, visited the Youth Center in La Independencia and met with the Municipal Government of Monterrey, USAID's partner organizations, and beneficiary youth. During the event, Elizabeth Rosas Cervantes, Minister of Social Development of Monterrey, and Alejandro Armendariz, Director of the Youth Institute of Monterrey, presented the Crime and Violence Prevention programs of the municipality. Three youth that participate in USAID's programs in Monterrey – Sergio Navarro and Ivonne Sandoval from JCC and José Refugio Escobedo from JcR – shared their testimonies on how their lives and those of their families have changed since they have begun participating in the different programs and engaged in a dialogue with Elizabeth Hogan.

Inputs and Outputs by components

Goal 1: Establish safe spaces for youth

- We began JcR activities with youth from the polígonos of Camino Verde and Granjas Familiares in Tijuana and from La Independencia in Monterrey. As part of our outreach efforts, we established contact with over 115 youth from the target communities, and 49 of these young people enrolled in the different services offered at the YECs. All youth that have joined the YECs have started participating in the Human Development and Employment Readiness workshops facilitated by youth tutors who serve as staff as part of the local teams. Five youth have already been placed in job positions as of June 30th.
- We have consolidated agreements with local governments to renovate and open three more YECs, with one center in La Alianza, Monterrey and two centers in Tijuana (Granjas Familiares and Mariano Matamoros).
 - In Monterrey, we developed an agreement with the Municipal Government, who, through its Youth Institute, has agreed to let JcR use an abandoned land lot in La Alianza for the construction of a new YEC. JcR developed and presented an architectural proposal to the Social Development Ministry of the Municipality on June 11th. This proposal was approved, and in coordination with the Youth Institute, JcR has taken the initiative to begin fundraising for the center. Cemex has made a commitment to install a machine to make cement blocks in the community in order to train youth in the fabrication of these blocks, and the blocks made by the young people will be used in the rehabilitation of the center. In July, in partnership with the municipality, JcR will hold additional fundraising events to secure funds for the rehabilitation of the YEC.
 - We have begun a new relationship with the Municipality of Guadalupe and have started discussions to identify a space for the renovation or construction of a new YEC in Nuevo Almaguer. Negotiations are ongoing with the Secretary of Social Welfare and Community Development, Tomás Montoya Díaz, and with the Director of Citizen Participation, David Refugio González Cantú.
 - In Tijuana, Priscilia Lot, Director of Prevention of Crime and Citizen Participation, agreed to collaborate with the JcR program to rehabilitate a space that was formerly used as a police

station and to turn it into the YEC in Granjas Familiares. Furthermore, she offered to facilitate negotiations with the Social Development Ministry of the Municipality to find a space for the YEC in Mariano Matamoros.

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

- The YEC in Camino Verde, Tijuana began technical training in the construction trades, based on the JCC model of practical training. Twenty-nine youth from the community are participating in the course, and they are renovating and improving the surrounding areas of the YEC. Youth are specializing in painting, blacksmithing, gardening, and masonry.
- JCC developed a second training curricula to be presented to the National Chamber of the Construction Industry in order to offer youth continuity and progression from other training courses, specialization, and certification in some of the construction trades. In July, we expect to sign an agreement with the Chamber that will include training and certification. We are continuing to negotiate with the Chamber to offer JcR free or highly subsidized training to JcR participants.

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

- The JcR team will begin the formal implementation of school dropout prevention program in August, at the beginning of the new school year. During the reporting period, we have advanced this program by negotiating with school authorities and commencing activities necessary for the start-up of the program. In Monterrey and Tijuana, we have visited the different middle schools in the polígonos and selected the schools that will participate in the program. We presented the JcR program and executed the following Memoranda of Agreement (MoA):
 - In Monterrey, we signed two MoA, one with the Secundaria General Núm. 2. Jesús M. Montemayor (morning session) and another with the Escuela Industrial y Preparatoria Técnica Álvaro Obregón Unidad Independencia.
 - In Tijuana, we signed one MoA, one with the Secundaria General 68 Estatal in Camino Verde, and another two MOA are in process with the Secundaria General 117 Estatal in Granjas Familiares and the school in Mariano Matamoros.
- We began the diagnostic assessment in the schools to establish an action plan specific to each school.
- On June 26th, 16 teachers from the public middle school Secundaria General No. 68 of Camino Verde, Tijuana joined JcR for a training session focused on strategies to prevent youth from dropping out of school.
- With the execution of the MoAs, development of curricula and associated materials, and the training of local teams, we are ready to begin activities on August 19th, 2013 in alignment with the start of the new school year.

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

We finished designing the Leadership Training Program and completed the development of specific curricula that will be used in the three different training levels of the program. In the case of Monterrey, Seraj has an agreement with Ashoka to collaborate on the implementation of the leadership training program. Seraj will be one of the organizations to participate in Ashoka's Avancemos Program in Monterrey and JcR's youth will be able to receive funds from Ashoka to develop their social projects.

In Tijuana, 45 youth are participating in the course ICT and Community, developed from Intel's Learning curriculum, and adapted to JcR's leadership program. As part of the course, youth learned how to develop action plans, including outlining different stages of activity, to implement a social project. Twenty-eight youth concluded the course on June 28th and will receive their certification in July. JcR is evaluating the different social projects developed by youth to identify which projects could be implemented in the community.

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.

During the quarter, we researched and gathered the necessary information to design the re-entry intervention model for youth that have been in conflict with the law. The local teams performed research on the different state programs that support teenagers in conflict with the law (both when youth are "behind the walls" in locked facilities and when they re-enter society). We held initial meetings with the representatives of the government that are in charge of the penitentiary system in each city to present the JcR program. During July, we will further develop the working model for this component, and consolidate our relationships with state representatives of the penitentiary system.

Problems encountered and solutions proposed

- **Lack of spaces of the YECs.** In both Tijuana and Monterrey, it has been challenging to find existing buildings that can fulfill the JcR program requirements and could therefore be adapted into YECs used by youth. During our initial planning, we had not anticipated the need to invest in the construction of new YECs, as we had planned to renovate existing facilities. This issue has resulted in some delays in starting activities in some of the target polígonos, which could impact our ability to meet our target goal of youth served during Year 1. However, we are now working on different fundraising strategies in collaboration with local governments, to leverage the funds we have received from USAID, so that we can build spaces that are adequate to the needs of the YECs and of the youth in the community.
- **Housing development situation in Mexico.** With the beginning of the new federal government, the housing development companies were strongly affected, as the new administration did not offer the same support for financing and loans as the previous administration. All building companies are facing an economic crisis, and specifically CasasGEO, with whom we had been working to sign a collaboration agreement. CasasGEO has suspended certain activities, including its philanthropic efforts. These events delayed the start of the JcR construction training courses and has forced us to look for alternative partners. We are close to signing a collaboration agreement with the National Chamber of Construction Industry that could cover both the training and certification of youth. For Monterrey, we are in the process of signing an agreement with Cemex to rehabilitate a YEC in La Alianza, and this agreement may include Cemex providing training and certification to youth participants.
- **Difficulties with social service¹ providers.** Staff have reached out to university students in both cities who must perform social service as part of their university graduation requirements, with a goal to recruit such students to serve as facilitators of JcR's diverse activities. In Monterrey, we have found that most of the private universities, such as the ITESM, have prohibited their students to

¹ In Mexico, in order to graduate with a BA, it is a requirement of all universities (public and private) that students offer their 'social services' (on a voluntary basis) to some institution, NGO, company, etc.

perform their social service in our target polígonos for security reasons, as the violence and crime in those areas is very high. The local team has redoubled its efforts to look for interested students in public universities, but this has resulted in a delay in recruiting JcR facilitators. Furthermore, the bureaucratic procedures take more time in public universities than in private universities, resulting in additional delays.

- **Difficulty to enroll youth in La Independencia.** Given the particularly violent and insecure conditions in La Independencia, we have faced difficulties enrolling youth in YEC activities. La Independencia is a community controlled by organized crime in many of its zones, which makes people very cautious and fearful. Additionally, there is a strong distrust of governmental programs. For these reasons, we have been unable to meet the target number of participating youth for YEC activities that we had anticipated to date. However, the local teams have been strengthening their outreach efforts and are working with youth in informal activities (mostly cultural activities and sports) to gain the trust of youth first and then to discuss the benefits and advantages of participating in YEC services.

Management Information

Staffing and Start up

Internal training. During the past three months, we trained the local teams on the goals and the implementation of the JcR program model, as articulated in the Operations Manual. The teams received training on conducting the first intensive interview of youth as well as providing appropriate tutoring and support, which is central to JcR's program model.

Additionally, Seraj staff travelled to both cities to train the teams on the School Dropout Prevention Program, including how to manage the different stages of the program, use specific tools, and implement certain activities throughout the process.

Finally, JcR provided training to the local teams on the use of the Registry System as a tool to manage the various steps involved in enrolling each youth and the documentation of all JcR activities.

Social Service in the program. As noted above, JcR staff envisioned the participation of young university students as volunteers both in our work with schools and in the YECs. This quarter, local teams made contact with different universities to establish agreements for their students to perform their social service at the JcR program. So far we have signed agreements with the:

- *Tijuana:* Universidad de Desarrollo Profesional (UNIDEP); Universidad de Tijuana (UT); Universidad Iberoamericana (UIA); and the Universidad Xochicalco.
- *Monterrey:* Universidad Regiomontana.

Negotiations are ongoing with the Universidad de Estudios Avanzados (UNEA) in Tijuana.

Procurement

YBI staff met with USAID regarding VAT reporting and will be revising its reports accordingly, and then submitting the reports to USAID by July 31.

Management visits

MANAGEMENT VISITS			
DATE/PERIOD	CITY	ACTIVITY	MANAGEMENT PARTICIPANTS
April 8-9	Monterrey	Meeting with Ana Lozano of the Axtel Foundation to negotiate the initiation of a corporate volunteer program and their company for employees to develop voluntary actions and donate services in connection with the YECs.	Gustavo Hernández
		Meeting with local team to review the progress on the program and to agree on next steps.	Gustavo Hernández
		Meeting with Alejandro Armendariz, Director of the Youth Institute, to review the process of managing the YEC in Independencia and to clarify the agreements on the coordination of the use of the space. Follow up on the commitment of the Institute to waterproof the roof of the YEC in Independencia.	Gustavo Hernández
		Meeting with Diego Garza, Representative of Intel in Monterrey. Dialogue to link company employees with the YEC to offer voluntary work and possible donations for the new centers in the city.	Gustavo Hernández
April 10 - 13	Tijuana	Meeting with local team to review the working plans by component. Define the schedule of the YEC, including meetings and activities.	Francisco Almanza with local team
		Meeting with Juan Carlos Chairez Diaz, Secretary of Youth of Tijuana, to discuss the possibility for the new YEC in Granjas Familiares. The agreement was to hold a meeting with the coordinator of the existing Community Center in the polígono and see if JcR could implement some activities there. The Secretary also committed to looking for a location in the municipality to build or rehabilitate a space for the YEC in that community.	Francisco Almanza
April 22-23	Tijuana	Meeting with local teams and beneficiary youth from Camino Verde. Training on the PMP and gathered input on the Registry System. Visit to the three polígonos in the city	Laurie Bennett Emilia Ramírez
April 25-26	Monterrey	Visit to La Alianza with Alejandro Armendariz, Director of the Youth Institute of Monterrey. The purpose of the visit was to see the land lot that is proposed as the space	Tere Lanzagorta Laurie Bennet Gustavo Hernandez

		for the YEC in that community	
		Meeting with local JcR team. Training on the PMP.	Laurie Bennet Tere Lanzagorta Gustavo Hernandez
		Visit to YEC in La Independencia. Visit to the polígono of Nuevo Almaguer, tour through the polígono and meeting with four community leaders. Dialogue with the local priest to look for support to begin working in the area.	Laurie Bennett Tere Lanzagorta Gustavo Hernández
June 11-13	Monterrey	Meeting with USAID partners at Independencia YEC, with Los Angeles Deputy Mayor, Guillermo Céspedes.	Tere Lanzagorta Gustavo Hernández
		Meeting with Alejandro Armendariz, Director of the Youth Institute of Monterrey, to present the proposal for the YEC in La Alianza to Municipal authorities.	Tere Lanzagorta Alejandro Armendariz
		Training of local team on JcR Operations Manual, first interview with youth, and the role of the tutors.	Tere Lanzagorta Gustavo Hernández
		Participation in the event organized by the CVPP with the Deputy Mayor of Los Angeles, G. Céspedes.	Tere Lanzagorta Gustavo Hernandez
		Meeting with representatives of the Municipality of Guadalupe (Tomás Montoya Díaz, Secretary of Social Welfare and Community Development and David Refugio González Cantú, Director of Citizen Participation) to present the program and begin negotiations to initiate activities in the polígono.	Tere Lanzagorta Gustavo Hernández
June 18-19	Tijuana	Meeting with Priscilia Lot to agree on the spaces for the YECs in Granjas Familiares and Mariano Matamoros	Tere Lanzagorta Francisco Almanza
		Training of local team on the Operations Manual, first interview with the youth, and the role of tutors.	Tere Lanzagorta Francisco Almanza
		Meeting with Juan Pedro Quezada Jiménez and Maribel Treviño Corona of the Center of Diagnostics of Teenagers (Juvenile Prison) to present the JcR program of youth in conflict with the law	Tere Lanzagorta Francisco Almanza
		Meeting with UNIDEP's director, Berenice Abrego, to sign the collaboration agreement with the university for students to participate as volunteers in the program	Tere Lanzagorta Francisco Almanza
		Meeting with Rosario Ruiz Camacho (Director of the Science and Technology Museum "El Trompo") to sign the collaboration agreement for JcR's youth to visit the museum without cost, and to use facilities for JcR's events.	Francisco Almanza
June 20	Tijuana	Local team visited the polígono of	Francisco Almanza and

		Granjas Familiares with the Director of JCC and city coordinator Jasveeth Rocha.	local team
June 24-25, 2013	Monterrey	Meeting with USAID partners in Monterrey to prepare for the event with Elizabeth Hogan.	Tere Lanzagorta Gustavo Hernández Jennifer Renquist
		Meeting with Elizabeth Rosas, Secretary of Human and Social Development.	Tere Lanzagorta Gustavo Hernández Jennifer Requist
		Meeting with Cemex to present the project of renovating and constructing the YEC in La Alianza and ask for their participation and collaboration.	Tere Lanzagorta Gustavo Hernández
		Visit of Elizabeth Hogan to the YEC Independencia. Meeting with USAID partners, representatives of the Municipal Government (Elizabeth Rosas, Secretary of Human and Social Development and Alejandro Armendáriz, Director of the Youth Institute) and beneficiary youth.	Tere Lanzagorta Gustavo Hernandez
		Meeting with Patricia Salazar, Undersecretary of Social Prevention of the Secretary of Public Security of Nuevo León, to present the program and request her support.	Tere Lanzagorta Gustavo Hernandez

Progress on alliance formation

Intel Corporation. JcR’s partnership with the Intel Corporation is in good shape. This quarter, we adapted the curricula of Intel Learning programs to meet the needs of JcR’s model.

Regia Youth Institute, Municipal Government of Monterrey. The Youth Institute of Monterrey has become a central partner to the program in Monterrey. The Institute has committed to lend space in La Alianza for the YEC in that community and we are now in a process of collaborating to find new funds to rehabilitate this space and build new facilities for the center.

The Human and Social Development Ministry has also provided critical support for the program, and the Ministry has proven to be an ally to JcR with their participation in several events this quarter at the YEC Independencia.

Director of Crime Prevention and Citizen Participation, Municipal Government of Tijuana. Our alliance with the municipal government has been important this quarter as we are moving forward on the acquisition of new spaces to host the new YECs. Priscilia Lot, Director of this department, has been of great support to the program and is currently facilitating negotiations for JcR to use an abandoned police station in Granjas Familiares for the YEC and is also enabling the relationship with the Social Development Ministry of the Municipality to find a space for a center in Mariano Matamoros.

Cemex. Following USAID’s general agreement with Cemex, we have begun a dialogue with the company to look into the possibility of referring youth that have been trained by JCC in construction to their company and partner companies for internships and job positions.

Science and Technology Museum “El Trompo”. This quarter, we developed a new partnership for the program in Tijuana. The Director of the Science and Technology Museum “El Trompo,” María Rosario Ruiz Camacho, signed an agreement with the program, to host participants of JcR in their museum, free of charge, and to lend their facilities for JcR events.

Alliances for our placement program. This quarter, we began our placement program (into education, social services (such as access to the health care system), and jobs) and have been able to sign agreements or develop new partnerships with the following institutions:

○ Monterrey:

- National Institute for Adult Education in Nuevo León – has agreed to serve JcR youth that have not finished primary or secondary school;
- Labor Ministry of Nuevo León – has agreed to look for job opportunities for JcR participants;
- Centros Nueva Vida – has agreed to provide need drug addiction treatments to youth referred from the JcR program;
- Municipal DIF (System for the Integral Family Development) – has agreed to serve JcR youth that need attention in cases of domestic violence and nutritional deficiencies;
- Psychological Attention Clinic “Teresita” – has agreed to serve JcR youth that need psychological support; and
- Universidad Regiomontana and Universidad Autónoma de Nuevo León – has agreed to encourage their students to participate in the program, performing their social service as facilitators of different JcR program components.

○ Tijuana:

- Universidad de Desarrollo Profesional (UNIDEP) – has agreed to encourage their students to participate in the program, performing their social service as facilitators of different JcR program components;
- Sistema Nacional de Empleo – has agreed to share job openings from its data base with JcR so staff can use this data base as part of the program’s overall placement strategy;
- ManPower – has agreed to send its data base of job vacancies to JcR, so staff can use this data base as part of the program’s overall placement strategy; and
- Municipal DIF (System for the Integral Family Development) – has agreed to serve JcR youth that need attention in cases of domestic violence and nutritional deficiencies.

4. Timeline and Next Steps

GOAL 1: Increase the number of safe spaces for young people					
MONTERREY					
TASK	ACTIVITIES	July	August	Sept	Oct (YR2)
1.1 One YEC established (La Independencia); one YEC in process of rehabilitation (La Alianza)	1.1.1 Locating the physical place to establish the YEC				
	1.1.2 Developing partnerships for the use of the space	X			
	1.1.3 Adaptation of the space and equipping	X	X	X	
	1.1.4 Hiring and training staff		X	X	
	1.1.5 Launching of center				X
1.3 Registry system for youth	1.3.3 Training on the use of the system		X	X	
1.4 300 young people take advantage of the one or more YPM services and opportunities	1.4.2 Communication and promotion of YEC activities in the local communities	X	X	X	X
	1.4.3 Developing services	X	X	X	X
	1.4.4 Youth Personal Development Plan	X	X	X	X
TIJUANA					
TASK	ACTIVITIES	July	August	Sept	Oct
1.1 Two YEC established (Camino Verde and Granjas Familiares)	1.1.1 Locating the physical place to establish the YEC				
	1.1.2 Developing partnerships for the use of the space	X			
	1.1.3 Adaptation and equipping of the space	X	X		
	1.1.4 Hiring and training staff		X	X	
	1.1.5 Launching of center			X	

1.3 Registry system for youth	1.3.3 Training on the use of the system		X	X	
1.4 300 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			X	
	1.4.2 Communication and promotion of YEC activities in the local communities	X	X	X	X
	1.4.3 Developing services	X	X	X	X
	1.4.4 Youth Personal Development Plan	X	X	X	X

Goal 2: Organize and implement two Technical Training Programs focused on the Technology and Construction sectors

MONTERREY					
TASK	ACTIVITIES	July	August	Sept	Oct (YR2)
2.1 Design the construction training program and curriculum	2.1.1 Agreement with National Chamber of Construction Industry	X			
	2.1.2 Establishing a workgroup between YBI-JCC-Chamber	X			
	2.1.3 Create the Curricula	X			
	2.1.4 Determine the certification credential with private and public sector training systems.	X			
2.3 50 youth trained	2.3.1 Promote the training courses	X	X	X	X
	2.3.2 Registry applications and registering candidates	X	X	X	X
	2.3.3 Training teachers for education programs		X	X	
	2.3.4 All training sessions take place	X	X	X	X
	2.3.5 Deliver certification credentials to at least 40 young people by the end of year one	X	X	X	X
2.4 34 young people inserted into a job, joining an internship, or starting an enterprise	2.4.1 Contacting employers		X	X	X
	2.4.2 Contacting job position companies		X	X	X
	2.4.3 Developing a document to orient the youth to internships or jobs		X	X	X

	2.4.4 Following up the status of placed youth		X	X	X
TIJUANA					
TASK	ACTIVITIES	July	August	Sept	Oct (YR2)
2.1 Design the construction training program and curriculum	2.1.1 Agreement with National Chamber of Construction Industry	X			
	2.1.2 Establishing a workgroup between YBI-JCC-Chamber	X			
	2.1.3 Create the Curricula	X			
	2.1.4 Determine the certification credential with private and public sector training systems	X			
2.3 50 youth trained	2.3.1 Promotion the training courses	X	X	X	X
	2.3.2 Registry applications and registering candidates	X	X	X	X
	2.3.3 Training teachers for education programs		X	X	
	2.3.4 All training sessions take place	X	X	X	X
	2.3.5 Deliver certification credentials to at least 40 young people by the end of year one	X	X	X	X
2.4 34 young people inserted into a job, joining an internship, or starting an enterprise	2.4.1 Contacting employers		X	X	X
	2.4.2 Contacting job position companies		X	X	X
	2.4.3 Developing a document to orient the youth to internships or jobs		X	X	X
	2.4.4 Following up the status of placed youth		X	X	X

Goal 3. Design a model to prevent desertion, to be implemented in selected schools at the 6 target communities					
MONTERREY					
TASK	ACTIVITIES	July	August	Sept	Oct (YR2)
3.3 Diagnosis of the main desertion factors	3.3.4 Document at each school	X			
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 Recruiting and selecting the students	X			

	3.4.3 Training 12 facilitators	X		X	
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	July	August	Sept	Oct (YR2)
3.3 Diagnosis of the main desertion factors	3.3.4 Document at each school	X			
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 Recruiting and selecting the students	X			
	3.4.3 Training 12 facilitators	X		X	
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	July	August	Sept	Oct (YR2)
4.2 Recruit and register 140 young people into the leadership program	4.2.1 Design YPM leadership program communication and outreach strategy	X	X	X	X
	4.2.2 Implement the outreach strategy	X	X	X	X
4.3 140 young people trained	4.3.1 Developing the training activities	X	X	X	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	X			
	4.5.3 Follow up during the development of the projects		X	X	X
TIJUANA					
TASK	ACTIVITIES	July	August	Sept	Oct (YR2)
4.2 Recruit and register 40 young people into the leadership program	4.2.1 Design YPM leadership program communication and outreach strategy	X	X	X	X

	4.2.2 Implement the outreach strategy	X	X	X	X
4.3 40 young people trained	4.3.1 Developing the training activities	X	X	X	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	July	August	Sept	Oct (YR2)
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			
	5.1.2 Capture through registry system information about families with members in the jail	X	X	X	X
5.3 Development of a work plan for years 2 and 3		X	X	X	
TIJUANA					
TASK	ACTIVITIES	July	August	Sept	Oct (YR2)
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			
	5.1.2 Capture through registry system information about families with members in the jail	X	X	X	X
5.3 Development of a work plan for years 2 and 3		X	X	X	

5. Lessons Learned and Recommendations

Appealing to the target Youth Population. At the beginning of activities in the YECs, we observed that JcR programs are not appealing to the youth, as the idea of enrolling in activities in the center involves self-discipline and responsibility. We began outreach activities in April to recruit youth to participate in activities at the YECs, yet this task proved difficult as youth are generally dispersed during the day and it is difficult for our staff to find the young people to discuss the services offered at the programs. Youth are generally more attracted to recreational activities (sports, music, and cultural activities) and have shown a lack of interest towards committing to schedules and engaging in activities that require personal discipline and effort. Local teams thus face the temptation to dedicate the YECs to recreational and cultural activities; however, knowing such activities would not meet the objectives of the program, the JcR staff have used these activities as strategies to engage youth and then to present YEC services as an interesting alternative that can give young people opportunities to be more productive at work and at home.

As a result of this lesson, the Program Director and JcR team realized the need to have an Operations Manual that could standardize programs and processes at the YECs in order to achieve the objectives of the program. At the same time, the OM allows the local teams the flexibility to adapt to the realities of the communities they work with without compromising the overall goals of the program.

Clarifying local team members' roles. The JcR model involves a personalized process for each youth, which requires that each staff member of the local teams performs his or her assigned responsibilities at the right time and with the appropriate methodologies and content. This discipline and teamwork is not common to youth programs, and in our case, it has required significant effort from each staff member, the provision of adequate training, the precise description of functions, and strong teamwork. This investment has begun to pay off, as we have developed tools and systems to ensure high program quality for the entire JcR initiative and that will enable us to more easily scale the program in the future.