

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

**Youth Pathways – Mexico**

***YouthBuild International*  
Quarterly Report  
October-December 2013**



Julián Reyes Zapata and Juan Antonio Valdez Lizárraga (16 and 17 years old) from Camino Verde participated in the YEC Mariano Matamoros launch event. November 8, 2013.

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## ATTACHMENTS

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Attachment 6: PMP Update

## 1. Executive Summary

Having completed the pilot phase of the Jóvenes con Rumbo (JcR) initiative, YouthBuild International is pleased to report that the Program is running at full capacity in all six target communities.

Key accomplishments during the past quarter included:

- **Broadened alliances with local governments and universities to support the expansion of the JcR program in the six target poligonos.** During the previous year, JcR worked in two poligonos, Camino Verde in Tijuana and Independencia in Monterrey, to pilot the JcR model. After a careful evaluation of the first phase of the project, staff have made appropriate adjustments to the Program and have launched services for at-risk youth in all six target communities:
  - JcR partnered with 20 local youth and the community to create youth centers (YECs) in Mariano Matamoros and in Granjas Familiares, examples of tangible and vital community assets that the youth helped build. JcR developed a new partnership with the municipality of Guadalupe, N.L. to launch activities in Nuevo Almaguer and expanded its partnership with the Human and Social Development Ministry and the Youth Institute of Monterrey to promote activities at a new YEC in La Alianza in Monterrey. In Tijuana, the Program formed a partnership with the Sports Institute that allowed JcR to renovate and use an abandoned gym in the community of Mariano Matamoros for a YEC. Additionally, JcR began offering programs in Granjas Familiares after negotiating an agreement with the local Community Center.
  - JcR executed new collaboration agreements with three universities, further leveraging additional support for the Program. To date, there are 19 university students serving as tutors or facilitators for JcR's school retention program and the Communication and Information Technologies (ICT) training program.
- **Provided training and services for youth in six communities, and placed program participants into jobs, education, and further technical training.** During the reporting period, 96 youth participated in JcR's technical trainings. The Program placed nine youth in job and education opportunities and 85 youth in further technical trainings with CEDESKO and Quentra, private sector companies, where the young people will have the opportunity to participate in an internship. As of December 30, 449 students have participated in JcR's school retention program and 124 youth have benefitted from JcR courses in human development and leadership.
- **Launched the second chance program.** During the reporting period, JcR staff began providing services to 32 youth who have been in conflict with the law (26 youth in Tijuana and six youth in Monterrey) and conducting ongoing outreach to their families. Staff are providing customized services to support youth as they re-enter the community and look for job and educational opportunities. Staff have broadened the impact of this program by serving youth from a nearby community and have also strengthened JcR alliances with local authorities and other social organizations to best serve and support court-involved youth.
- **Implementation of new communication tools.** To further engage youth, community members, and other JcR stakeholders, the Program launched and promoted three new communication tools: JcR's webpage, Facebook page, and the first video to share success stories of youth engaged in the Program (see Exhibits 1 and 2; Attachments 1-3).
- **Replication of the program in two cities.** The municipalities of Toluca and Tlaxcala, in the states of Mexico and Tlaxcala, respectively, have shown interest in the JcR model

and launched two pilot programs that replicate some elements of the JcR program. The pilot programs will conclude in March 2014.

YouthBuild International's priorities for the next quarter are as follows:

- Execute agreements with the Municipality of Guadalupe and the Municipality of Monterrey (through the Human and Social Development Ministry and Youth Institute) in order to open the JcR Contact Point in Nuevo Almaguer and the YEC in La Alianza.
- Strengthen the placement program in Tijuana and Monterrey to provide new opportunities for JcR beneficiary youth, particularly in the private sector.
- Strengthen and diversify JcR's partnerships with the private sector to meet the Program's target goal for leverage contributions from diverse stakeholders.

## **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 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**

Over the past three months, JcR's Program Director led a process to solicit input from JCC, Seraj, and the local teams on the overall JcR initiative and how to strengthen all program components and operations. Based on this assessment, the team revised and enhanced the JcR Operations Manual to reflect staff and community feedback. JcR staff also updated the Management Information System so that it aligns with the modifications made to the Program. During the next quarter, JcR will further adapt and finalize the JcR Operations Manual to facilitate its use in the replication of the JcR program model by other communities.

#### **Inputs and Outputs by components**

##### ***Goal 1: Establish safe spaces for youth.***

Over the course of the past three months, JcR launched programs in four new communities: La Alianza and Nuevo Almaguer in Monterrey; Guadalupe, Nuevo León; and in Mariano Matamoros and Granjas Familiares in Tijuana. The Program is now fully operational in all six target communities (see Attachment 4). Accomplishments over this past quarter include:

- After executing an agreement with the Sports Institute of the Municipality of Tijuana (IMDET), JcR renovated a previously abandoned gym and turned it into the new YEC in Mariano Matamoros. Ten youth from the community were trained in the construction trades while they helped rebuild the YEC (see Attachment 5 for photos of the gym before and after the renovation). The center was inaugurated in a public event, with an enthusiastic and large turnout of community beneficiaries from Camino Verde, Mariano Matamoros, and Granjas Familiares as well as the participation of government institutions (including federal, state, and municipal officials from the Mexican government and U.S. government representatives), private sector stakeholders, social and civil society organizations, and media officials.
- In coordination with the Department of Crime Prevention and Citizen Participation of Tijuana, JcR established its third YEC in Tijuana inside the Community Center of Granjas Familiares. Ten youth from the community were trained in the construction trades and gained practical work experience by renovating the new YEC. Victoria Hernández, President of the Community Center, also agreed to dedicate a portion of the land for the construction of one classroom for the exclusive use of JcR activities. Additionally, the Program will continue to use the computer center in the community center for the training of youth in ICT.
- JcR began working with youth from La Alianza, Monterrey by having the young people prepare the site where the YEC will be established. A group of 20 youth cleaned up the land, weeded the area, and removed debris from the building site. In partnership with the municipality, an additional group of 16 youth painted murals on walls to promote the JcR program in the community.
- JcR initiated programs and services in Nuevo Almaguer at the community center Unidad Piloto. The Municipality of Guadalupe agreed to allow JcR to renovate and use an old police station for a new YEC that will open in 2014.
- 407 youth enrolled in the program at the YECs (132 in Tijuana and 275 in Monterrey).
- 119 youth wrote their PDPs.
- 103 youth participated in employment training workshops.

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

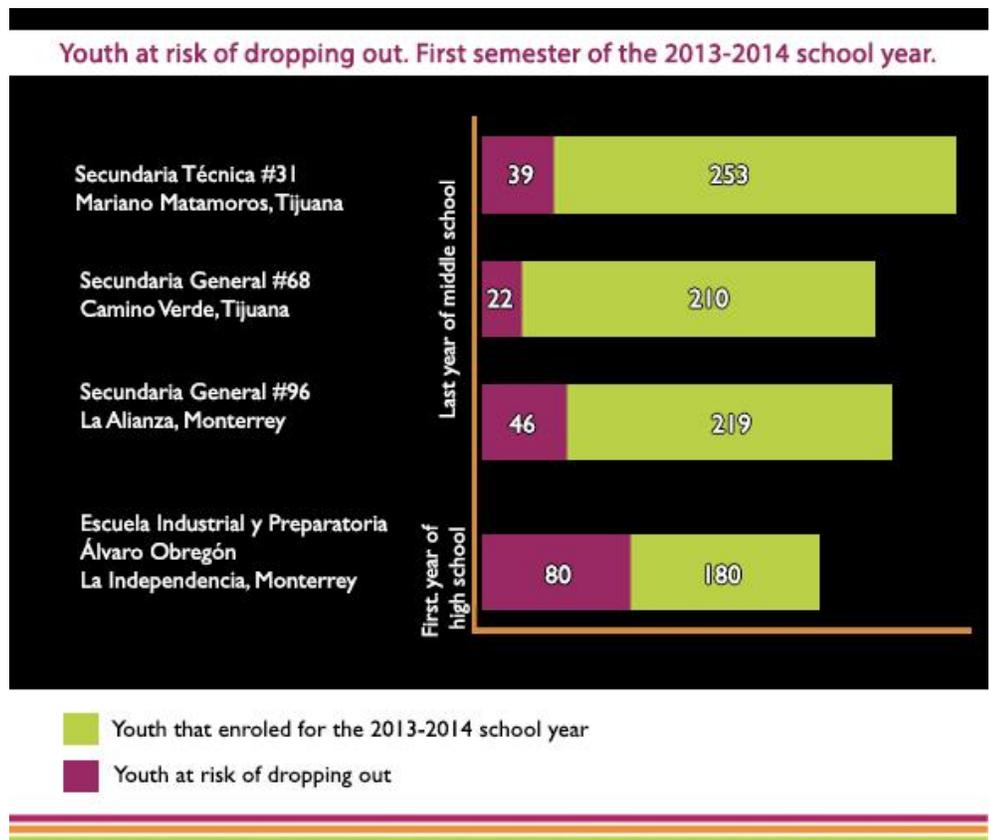
Throughout the reporting period, JcR continued to offer technical training in the construction trades and in ICT at the YECs:

- From October 1 to December 30, 50 youth participated in construction training (30 of the students specialized in painting). JcR has adapted its construction curriculum to merge the practical, applied training provided by JCC with the specialized, theoretical training offered by the Training Institute of the Construction Industry (ICIC) of the Mexican Chamber of the Construction Industry (CMIC). The youth that completed the training received joint certification from ICIC-CMIC and JCC.
- 46 youth participated in the ICT technical training course (this course is based on Intel’s Learning Curriculum).

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

Table 1: Identification of at-risk youth in the schools

During the past quarter, JcR signed a formal agreement with the Secundaria General # 117 – Granjas Familiares in Tijuana, and continued to work in seven public schools in Monterrey and Tijuana. Additionally, in coordination with school authorities, JcR identified youth at the highest risk of dropping out in four schools (please see Table 1). JcR’s assessment measured risk factors such as absenteeism, poor academic performance, and behavior issues. JcR has begun providing follow-up support and services to these at-risk youth and their families to encourage young people to overcome challenges that result in high dropout rates in these communities, such as economic problems, lack of family support, and lack of interest in school.



- By December 30, 449 students had participated in JcR’s school retention program in all seven schools in Tijuana and Monterrey.

- JcR signed Collaboration Agreements with three more universities in Monterrey: 1) the Centro de Estudios Universitarios (CEU); 2) the Universidad del Valle de México (UVM); and 3) the Emiliano Zapata University (UEZ). Students at these universities can fulfill their social service requirements by serving as volunteers in JcR programs, and 11 students have been trained to support JcR's school retention program and the ICT training.
- Overall, the Program has a total of 19 university students participating as facilitators of JcR programs.

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

- JcR youth from Camino Verde organized a soccer tournament as part of their community leadership activities and invited former professional soccer players – Fatima Leyva and Diego Martínez – to deliver the trophies to participants. JcR youth engaged 77 people from the neighborhood in the tournament, encouraging community cohesion among the youth participants and providing opportunities for positive and healthy social interaction.
- 143 youth enrolled in JcR's human development and leadership courses.

***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, JcR finalized the design of the second chance program for youth in conflict with the law and began to offer programs and services to youth in the target communities. Staff have been working in coordination with state authorities who have oversight over security and detention institutions and who have agreed to allow JcR to offer its services to target youth and their families.

In Monterrey, JcR signed an agreement with a local NGO, Libres, A.C., which provides follow-up support services to youth that exit the state detention centers. As part of this agreement, newly released youth from the Program's target communities are referred to JcR to join the second chance program and to receive JcR services. Additionally, JcR staff continued negotiations with the Penitentiary Agency of Monterrey to start work with young inmates from the target communities at the Youth Detention Center in Escobedo, Nuevo León. JcR has been invited to place an information booth inside the Detention Center during visitation days in order to initiate contact with the families of inmates.

In Tijuana, JcR has an ongoing partnership with the Director of the Youth Detention Center (Centro de Diagnóstico para Adolescentes), where JcR has begun working with 10 youth (six from Mariano Matamoros and four from Camino Verde). JcR is also providing services to another youth from Camino Verde who was recently released from the Center and to 15 youth from the community of Florido (adjacent to Mariano Matamoros) who are also being held at the detention center.

JcR successfully placed one young man into a job as a photographer in a restaurant in downtown Tijuana. JcR will continue to work with him and his parents to facilitate his re-entry into society and has also arranged photography lessons to support him in his professional growth.

## **Problems encountered and solutions proposed**

- **New municipal government in Tijuana.** On November 30, the new municipal government in Tijuana took office. Although there was no change in the ruling party, the change in personnel in all government institutions will likely impact the status of all JcR partnerships, especially partnerships that involve authorities in charge of crime and violence prevention programs in the municipality. The JcR local team began holding meetings with newly appointed officials to introduce them to the Program, ensure that any agreements will continue, and to maintain productive and positive relationships with the local government. As part of these meetings, JcR's local coordinator met with the new director of the Sports Institute, Arturo Hachadur, who was extremely enthusiastic to continue the JcR program in Mariano. Unfortunately, on December 16, the director was assassinated in the city, leading to concerns about a potential new wave of violence in Tijuana. In order to ensure the continuation of JcR's partnerships with local authorities in Tijuana, JcR's Program Director and JCC's National Director will travel to Tijuana to meet with new relevant officials.
- **Suspension of civil society activities in Nuevo León.** The Public Education Ministry of Nuevo León suspended all activities coordinated by civil society organizations in schools until the new education program – resulting from the education reform approved in August 2013 – is finalized. For this reason, JcR suspended the school retention program in two middle schools (La Independencia and Nuevo Almaguer). Fortunately, JcR reached an agreement with the school director to continue the school retention program in the middle school in La Alianza. The JcR coordinator in Monterrey is negotiating with school authorities to request that the program restart in the two communities where activities were suspended.
- **Delay in agreements with Municipality of Monterrey.** JcR has experienced several delays in the implementation of agreements made with the Human and Social Development Ministry and with the Youth Institute of the municipality of Monterrey, which have resulted in delays in program activities. During the reporting period, the local government had committed to sign an agreement to begin the renovation of the new YEC in La Alianza and to explore funding opportunities for the YEC, and was unfortunately unable to meet these commitments. Despite this delay, JcR began work with youth in that community and started working on the site.

## **Management Information**

### ***Staffing and Start up***

- 1) JcR concluded the reorganization and hiring of new personnel to make the Program fully operational in the six target communities. Additionally, JcR hired the two staff who will manage the second chance program in each city. The local personnel in the cities is now as follows:

<b>JcR LOCAL TEAMS 2013-2014</b>		
<b>NAME</b>	<b>POSITION</b>	<b>POLÍGONO</b>
<b>TIJUANA</b>		
Jasveeth Rocha Vega	JCC's Regional Coordinator	Technical Team
Alexis Alfonso Saucedo Rodríguez	YEC Coordinator and PMP Monitoring	Technical Team
Aldo Sinuehe Otero Murga	Coordinator of school retention program	Technical Team
Elisa Jaime Saucedo	Coordinator of technical training on ICT	Technical Team
Luis Ricardo Sánchez Medina	Coordinator of technical training on construction	Technical Team
Daniel Sepúlveda Ruíz	Coordinator of placement	Technical Team
María Magdalena Dorantes García	Coordinator of second chance program	Technical Team
Cindy Yamilette Cabrera Nuñez	Youth tutor	Mariano Matamoros
Karen Iveth Hernandez Ibarra	Youth tutor	Mariano Matamoros
To be confirmed	Promoter	Mariano Matamoros
To be confirmed	Promoter	Mariano Matamoros
Manuel Octavio Chozza Covarrubias	Youth tutor	Camino Verde
Jesus Ricardo Moreno Santos	Youth tutor (part time)	Camino Verde
Gilberto Rodríguez García	Youth tutor (part time)	Camino Verde
Carmen Cecilia González Cuadras	Receptionist	Camino Verde
Armando Medina Reyes	Promoter	Camino Verde
Aleida del Rosario Hernández Gastelum	Youth tutor	Granjas Familiares
Santiago Enríquez Rojas	Youth tutor	Granjas Familiares
To be confirmed	Promoter	Granjas Familiares
<b>MONTERREY</b>		
Leticia Lara Balderas	Seraj's Regional Coordinator	Technical Team
Gloria Mercedes López Fuentes	Administration support	Technical Team
Martha Yolanda Galván García	Coordinator of placement	Technical Team
Diego Armando Bernal Solano	YEC Coordinator, PMP Monitoring and coordinator of technical training on ICT	Technical Team
Elena Guadalupe Chávez Garza	Coordinator of school retention program	Technical Team
Karla Fabiola Lozano Correa	Coordinator of second chance program	Technical Team
Ariadna Hernández	Coordinator of technical training on construction	Technical Team
Ricardo Enrique Ordaz Cabrera	Youth tutor	La Independencia
Marianna Mendoza Polina	Youth tutor	La Independencia
Karla Janeth Corpus Armendariz	Receptionist	La Independencia
Juan Alberto Bazavilvazo Azua	Youth tutor	La Alianza
Ana Luisa Jasso de la Rosa	Youth tutor	La Alianza
Luis David Magallanes Galaviz	Youth tutor	Nuevo Almaguer
Marlene Judith Castillo Balderas	Youth tutor	Nuevo Almaguer

- 2) JcR's Program continued to coordinate with the local teams in Tijuana and Monterrey to improve the use of the Management Information System (MIS), and to support JCC and Seraj with their monitoring and evaluation processes.
- 3) JcR's Coordination Team worked in partnership with consultant Rogelio Gómez Hermosillo to review the implementation of the first six months of the Program and the Operations Manual. During two workshops – one in each city – the local teams shared their experiences with the Program, provided feedback about the implementation of the Operations Manual, and shared input about the overall program model. The workshops were also useful in resolving certain questions relating to JcR goals and staff made recommendations on how to improve coordination among the two local teams in both cities. As a follow-up to these workshops, consultant Rogelio Gómez Hermosillo will prepare a new version of the Operations Manual that will incorporate the observations, experiences, and input of the Coordination Team and the local teams.
- 4) The General Director of Seraj trained JcR's local team in Monterrey to be “master trainers” for the Intel Learning curriculum.
- 5) JcR facilitated an exchange between staff in Monterrey and Tijuana in the reporting period. With the aim to share the different experiences in the two cities, Diego Armando Bernal – the YEC coordinator in Monterrey – traveled to Tijuana to accompany Jasveeth Rocha – JcR coordinator in Tijuana – on a site visit to different JcR activities and all three YECs. The exchange was very rich and will contribute to the development process of JcR in Monterrey

## Management visits

MANAGEMENT VISITS			
DATE	CITY	ACTIVITY	PARTICIPANTS
Oct 16-17, 2013	MONTERREY	<ul style="list-style-type: none"> <li>- Meeting with Municipality of Guadalupe to review the agreement for the work in Nuevo Almaguer</li> <li>- Meeting with Human and Social Development Ministry and Youth Institute of the municipality of Monterrey to review agreements for the use of space in La Alianza</li> </ul>	<ul style="list-style-type: none"> <li>-Elisa Estrada Treviño, Director of Planning and Administration of Strategic Projects of the municipality of Guadalupe</li> <li>-Gustavo Hernández (Seraj's General Director)</li> <li>-Leticia Lara (Seraj's regional coordinator)</li> <li>-Alejandro Armendáriz, Director of the Youth Institute</li> <li>-Gerardo Acosta, Operational representative of the Youth Institute Centers</li> <li>-Gustavo Hernández and Leticia Lara</li> </ul>
Oct 17-18, 2013	MONTERREY	Training of local team for the correct use of Management Information System (MIS)	Emilia Ramírez (JcR's Program Manager)
Oct 31, 2013	MONTERREY	Signature of local agreement with CMIC-ICIC	Gustavo Hernández (Seraj's General Director)
Nov 6-7, 2013	MONTERREY	Training of local team for school retention program	Maru Robles (Seraj's vice-president)
Nov 6-8, 2013	TIJUANA	Follow up meeting with local team to review program strategies and budget. Visit to polígonos.	Francisco Almanza (National Director – JCC)
November 6, 2013	TIJUANA	Review of Operational Manual workshop	<ul style="list-style-type: none"> <li>-Francisco Almanza (National Director – JCC),</li> <li>-Tere Lanzagorta (JcR's Program Director)</li> <li>-Emilia Ramírez (JcR's Program Manager)</li> <li>-Gustavo Hernández (Seraj's General Director)</li> <li>-Rogelio Gómez Hermosillo (Consultant)</li> </ul>
November 7-8, 2013	TIJUANA	Launch of the Youth Center in Mariano Matamoros	<ul style="list-style-type: none"> <li>-Francisco Almanza (National Director – JCC),</li> <li>-Tere Lanzagorta (JcR's Program Director)</li> <li>-Emilia Ramírez (JcR's Program Manager)</li> <li>-Gustavo Hernández (Seraj's General Director)</li> </ul>
November 12, 2013	MONTERREY	Meeting with Cemex to follow up on offer to donate materials for the construction of the YEC in La Alianza	Gustavo Hernández (Seraj's General Director)
November 19-20, 2013	MONTERREY	Review of Operational Manual workshop Meeting with Human and Social Development Ministry and Youth Institute to discuss status of agreement for YEC in La Alianza	<ul style="list-style-type: none"> <li>-Francisco Almanza (National Director – JCC),</li> <li>-Tere Lanzagorta (JcR's Program Director)</li> <li>-Emilia Ramírez (JcR's Program Manager)</li> </ul>

			-Gustavo Hernández (Seraj's General Director) -Rogelio Gómez Hermosillo (Consultant)
November 26-29,	TIJUANA	Revision of progress and results of the JcR strategy. Visit to poligonos and meeting with local teams.	Francisco Almanza (National Director – JCC)
December 6, 2013	MONTERREY	Meeting with the NEO alliance to review possibilities to link this initiative with JcR	Gustavo Hernández (Seraj's General Director)

### ***Progress on alliance formation***

- **Government of Mexico:**

- Tijuana: JcR consolidated its relationship with the Municipal Sports Institute regarding the renovation and launch of the YEC in Mariano Matamoros. Following the elections in July, the municipal government of Tijuana changed its administration at the beginning of December. JcR's local team is in a continuing dialogue with new authorities, in order to guarantee the continuation of the good relationship that JcR enjoyed with the previous administration. JcR staff greatly appreciated that the new government joined in the JcR celebration of the first Municipal Health Day that was held at the YEC Mariano Matamoros. Over 600 people from the community participated in this event.

JcR also made an agreement with the Community Center of Granjas Familiares to build an additional classroom in the center that is functioning as the YEC in that community. This agreement was possible thanks to the facilitation of the Department of Crime Prevention and Citizen Participation of Tijuana.

- Monterrey: The Youth Institute of Monterrey and the Human and Social Development Ministry committed to signing an agreement with Seraj in Monterrey in order to establish the YEC in La Alianza.

- The Municipality of Guadalupe approved the use of the Community Center "Unidad Piloto" for JcR activities. Additionally, JcR has established a Contact Point in an old police station in Nuevo Almaguer. The signature of an agreement for the use of this space is in process.

- **Private Sector:**

- CEDESKO (Center of Strategy and Development of the Coca-Cola System) and ARCA Continental (a Coca-Cola bottling company) agreed with Seraj to train and certify youth in employment courses focused on marketing strategies in Monterrey.
- The marketing agency, Quentra, made an alliance with JCC in Tijuana to train and certify youth from Mariano Matamoros in neuro-linguistic programming (NLP) and in a network marketing course. Quentra will also provide internships to graduates of the training.
- JcR will seek to broaden these alliances so as to benefit more youth from the communities.

- **Private and Public Universities**

The program continued strengthening its alliances with universities during the reporting period. JcR signed agreements with the Centro de Estudios Universitarios (CEU), the

Universidad del Valle de México (UVM), and the Emiliano Zapata University (UEZ) in Monterrey.

- **Public middle and high schools in the target cities:**

- JcR signed an agreement with the Secundaria General #117 in Granjas Familiares.

#### 4. Timeline and Next Steps

<b>GOAL 1: Increase the number of safe spaces for young people</b>				
<b>GENERAL ACTIVITIES</b>				
<b>TASK</b>	<b>ACTIVITIES</b>	<b>Jan</b>	<b>Feb</b>	<b>March</b>
<b>1.1 Consolidate the Model of Operations of YPM</b>	<b>1.1.1 Evaluation of pilot phase and reediting the Manual of Operations</b>			
	<b>1.1.2 Evaluation of curricula</b>			
	<b>1.1.3 Revision and adjustments to informatics system</b>			
	<b>1.1.4 Training of personnel</b>	X	X	X
<b>1.2 Development of visual identity of YECs, strengthening of communications strategy in the cities and recovery of success stories</b>	<b>1.2.1 Define visual identity for YECs and produce materials</b>			
	<b>1.2.2 Define a specific communication strategy for each polígono, focused mainly on youth and beneficiary communities</b>			
	<b>1.2.3 Implement local communications strategies</b>	X	X	X
	<b>1.2.4 Design of project for success stories</b>			
	<b>1.2.5 Implementation of project for success stories</b>	X	X	X
<b>MONTERREY</b>				
<b>TASK</b>	<b>ACTIVITIES</b>	<b>Jan</b>	<b>Feb</b>	<b>March</b>
<b>1.2 Open YEC in La Alianza</b>	<b>1.2.1 Fundraise and manage resources</b>			
	<b>1.2.2 Rehabilitation (1<sup>st</sup> phase), adaptation and equipping of YEC *</b>			
	<b>1.2.3 Hiring and training of personnel</b>			
	<b>1.2.4 Develop community diagnostics and mapping of youth</b>			
	<b>1.2.5 Promotion of YEC and services and invitation to youth</b>	X	X	X
	<b>1.2.6 Open YEC</b>	X		
	<b>1.2.7 Develop YEC activities</b>	X	X	X
<b>1.3 Participation in the infrastructure rehabilitation project of the Municipality of</b>	<b>1.3.1 Invitation to youth in Nuevo Almaguer to participate in rehabilitation</b>			

Guadalupe	1.3.2 Construction process *			
	1.3.3 Training of youth *			
	1.3.4 Deliver construction products and graduation of 1 <sup>st</sup> group of youth *	X		
1.4 Open Contact point module in Nuevo Almaguer	1.4.1 Rehabilitation, adaptation and equipping of the space*			
	1.4.2 Hiring and training of personnel			
	1.4.3 Promotion of services and invitation to youth	X	X	X
	1.4.4 Develop activities	X	X	X
	1.4.5 Participation in municipal project for community center (with space for USAID partners)	X	X	X
	1.4.6 Open YEC in municipal building			
<b>TIJUANA</b>				
<b>TASK</b>	<b>ACTIVITIES</b>	Jan	Feb	March
1.5 Open YEC in Granjas Familiares	1.5.1 Invitation to youth for rehabilitation*			
	1.5.2 Rehabilitation, adaptation and equipping of space *			
	1.5.3 Hiring and training of personnel			
	1.5.4 Open/Launch YEC			
	1.5.5 Promotion of services and invitation to youth	X	X	X
	1.5.6 Develop activities	X	X	X
1.6 Open YEC in Mariano Matamoros	1.6.1 Invitation to youth for rehabilitation *			
	1.6.2 Rehabilitation, adaptation and equipping of space *			
	1.6.3 Hiring and training of personnel			
	1.6.4 Open/Launch YEC	X		
	1.6.5 Promotion of services and invitation to youth	X	X	X
	1.6.6 Develop activities	X	X	X

\* These activities also form part of Objective 2 for the technical trainings on construction trades

GENERAL ACTIVITIES				
TASK	ACTIVITY	Jan	Feb	Mar
2.1 Incorporate a third option for technical training focused on “hospitality”	2.1.1 Develop an agreement with Diageo for the donation of the hospitality curriculum			
	2.1.2 Incorporate the curriculum to the YPM model and make necessary adjustments based on community needs			
	2.1.3 Hire and train facilitators	X		
	2.1.4 Implement the curriculum in the cities	X	X	X
MONTERREY				
TASK	ACTIVITY	Jan	Feb	Mar
2.2. Continue with training courses on Information and Communications Technology (ICT) and on Construction Trades.	2.2.1 Train youth in construction trades	X	x	x
	2.2.2 Train youth in ICTs	X	x	x
	2.2.3 Train 10 facilitators for ICT in the communities	X	X	X
TIJUANA				
TASK	ACTIVITY	Jan	Feb	Mar
2.3. Continue with training courses on Information and Communications Technology (ICT) and on Construction Trades.	2.3.1 Train youth in construction trades	X	x	x
	2.3.2 Train youth in ICT	X	x	x
	2.3.3 Train 15 facilitators for ICT in the communities	X	X	X

Goal 3: Implement the model to prevent school dropout in the selected schools of the 6 target communities.				
MONTERREY				
TASK	ACTIVITIES	Jan	Feb	March
3.1 Strategy for open population	3.1.1 Diagnostics and awareness workshops with students	X	X	
	3.1.2 Diagnostics and awareness workshops for teachers	X	X	
	3.1.3 Organize and develop projects to improve school environment*	X	X	X
	3.1.4 Train, monitor and supervise facilitators from universities	X	X	X
3.2 Strategy for population at risk of dropping out	3.2.1 Identify population and invite them to participate			
	3.2.2 Diagnostics and elaboration of individual action plans			
	3.2.3 Follow up workshop during school year	X	X	X
	3.2.4 Follow up activities in YECs	X	X	X

	<b>3.2.5 Train, monitor and supervise facilitators from universities</b>	X	X	X
	<b>3.2.6 Awareness workshops with family members</b>	X	X	X
<b>3.3 Agreement with a new high school in Monterrey</b>	<b>3.3.1 Select high school</b>			
	<b>3.3.2 Negotiations with school authorities</b>			
	<b>3.3.3 Sign agreement</b>			
	<b>3.3.4 Start activities</b>			
<b>3.4 Selection and training of new facilitators from universities</b>	<b>3.4.1 Call out for participants</b>		X	X
	<b>3.4.2 Agreement with universities</b>	X	X	
	<b>3.4.3 Selection and training of facilitators</b>			X
<b>3.5 Public event to recognize the work of facilitators</b>	<b>3.5.1 Organize and perform event</b>			
<b>TIJUANA</b>				
<b>TAREA</b>	<b>ACTIVIDAD</b>	<b>Ene</b>	<b>Feb</b>	<b>Mar</b>
<b>3.6 Strategy for open population</b>	<b>3.6.1 Diagnostics and awareness workshops with students</b>	X	X	
	<b>3.6.2 Diagnostics and awareness workshops for teachers</b>	X	X	
	<b>3.6.3 Organize and develop projects to improve school environment*</b>	X	X	X
	<b>3.6.4 Train, monitor and supervise facilitators from universities</b>	X	X	X
<b>3.7 Strategy for population at risk of dropping out</b>	<b>3.7.1 Identify population and invite them to participate</b>			
	<b>3.7.2 Diagnostics and elaboration of individual action plans</b>			
	<b>3.7.3 Follow up workshop during school year</b>	X	X	X
	<b>3.7.4 Follow up activities in YECs</b>	X	X	X
	<b>3.7.5 Train, monitor and supervise facilitators from universities</b>	X	X	X
	<b>3.7.6 Awareness workshops with family members</b>	X	X	X
<b>3.8 Selection and training of new facilitators from universities</b>	<b>3.8.1 Call out for participants</b>		X	X
	<b>3.8.2 Agreement with universities</b>	X	X	
	<b>3.8.3 Selection and training of facilitators</b>			X
<b>3.9 Public event to recognize the work of facilitators</b>	<b>3.9.1 Organize and perform event</b>			

\* These school projects are also part of the leadership program.

**Goal 4: Implement a leadership development program that provides young people with the necessary competencies and confidence to lead efforts that address the root causes of violence in their communities**

<b>MONTERREY</b>				
<b>TASK</b>	<b>ACTIVITY</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>
4.1 Continue implementing ICT and Community course	4.1.1 Invitation to youth for the ICT and Community course	X	X	X
	4.1.2 Development of courses	X	X	X
	4.1.3 Development of selected projects resulting form course	X	X	X
4.2 School projects to improve environment	4.2.1 Organization of school project groups			
	4.2.2 Project design	X		
	4.2.4 Implementation of projects		X	X
4.3 Development of Community projects based on prevention of the roots of violence	4.3.1 Organization of groups	X	X	X
	4.3.2 Project design	X	X	X
	4.3.3 Project evaluation and selection	X	X	X
	4.3.4 Development of selected projects	X	X	X
<b>TIJUANA</b>				
<b>TASK</b>	<b>ACTIVITY</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>
4.4 Continue implementing ICT and Community course	4.4.1 Invitation to youth for the ICT and Community course	X	X	X
	4.4.2 Development of courses	X	X	X
	4.4.3 Development of selected projects resulting form course	X	X	X
4.5 School projects to improve environment	4.5.1 Organization of school project groups			
	4.5.2 Project design	X		
	4.5.4 Implementation of projects		X	X
4.6 Development of Community projects based on prevention of the roots of violence	4.6.1 Organization of groups	X	X	X
	4.6.2 Project design	X	X	X
	4.6.3 Project evaluation and selection	X	X	X
	4.6.4 Development of selected projects	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”**

<b>MONTERREY</b>				
<b>TASK</b>	<b>ACTIVITY</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>
<b>5.1 Strategy with youth in locked facilities</b>	<b>5.1.1 Identify Detention Centers and start relationship</b>			
	<b>5.1.2 Sign agreement</b>			
	<b>5.1.3 Identify youth from our target polígonos</b>	X	X	X
	<b>5.1.4 Have first contact with youth</b>	X	X	X
	<b>5.1.5 Visits to family members</b>	X	X	X
<b>5.2 Non custodial measures</b>	<b>5.2.1 Agreement with Ministry of Social Prevention of the State of Nuevo León</b>			
	<b>5.2.2 Receive youth in YECs</b>	X	X	X
	<b>5.2.3 Visit families of youth</b>	X	X	X
<b>5.3 Work with youth that have been in conflict with the law</b>	<b>5.3.1 Identify youth that have had conflicts with the law inside the YECs</b>	X	X	X
	<b>5.3.2 Close follow up and support to these youth</b>	X	X	X
	<b>5.3.3 Work with family members of these youth</b>	X	X	X
<b>TIJUANA</b>				
<b>TASK</b>	<b>ACTIVITY</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>
<b>5.4 Strategy with youth in locked facilities</b>	<b>5.4.1 Identify Detention Centers and start relationship</b>			
	<b>5.4.2 Sign agreement</b>			
	<b>5.4.3 Identify youth from our target polígonos</b>	X	X	X
	<b>5.4.4 Have first contact with youth</b>	X	X	X
	<b>5.4.5 Work with families</b>	X	X	X
<b>5.5 Work with youth that have been in conflict with the law</b>	<b>5.4.1 Identify youth that have had conflicts with the law inside the YECs</b>	X	X	X
	<b>5.4.2 Close follow up and support to these youth</b>	X	X	X
	<b>5.4.3 Work with family members of these youth</b>	X	X	X

## **5. Lessons Learned and Recommendations**

- During this quarter, JcR made substantial progress in increasing the number of youth served by the program in the YECs and in the schools (see Attachment 6). This progress was particularly important in Monterrey, where we had faced serious challenges recruiting youth to participate. Most of the youth have participated in the technical trainings offered by the program. However, JcR continues to face significant challenges in placing program participants in educational and economic opportunities. To enhance its placement strategies and outcomes, JcR needs to broaden its alliances with the private sector and find better placement opportunities for youth. During the upcoming quarter, JcR will prioritize the identification of relevant job opportunities and the appropriate registration of these job openings in the Management Information System (MIS). Additionally, JcR will strengthen its efforts to monitor youth who are placed in job opportunities.
- JcR initiated its work with youth in conflict with the law during this quarter. It has been extremely challenging to receive permission to work with the youth population in detention facilities. While JcR has been well-received by authorities in Tijuana, the Program has faced greater difficulties in the detention center in Monterrey and has not yet been able to develop a partnership with the authorities who work with detained youth. Due to state regulations, authorities from the detention center are not allowed to disclose information about the youth detained. JcR is working on an agreement that would allow JcR personnel to enter the facilities during visitation days and obtain information directly from the families of inmates. Nonetheless, authorities have allowed JcR to work with youth that are released from facilities and who are referred to Libres, A.C. JcR has established an agreement with this organization, and will work with youth from the target communities. As a result, the program in Monterrey is currently serving only six youth who have been in conflict with the law.

## 6. Exhibits

### Exhibit 1: Communications tools



Please visit: [www.jovenesconrumbo.org](http://www.jovenesconrumbo.org)  
[www.facebook.com/programajovenesconrumbo](http://www.facebook.com/programajovenesconrumbo)



Visit: <http://bit.ly/1cwtMIP>

## **Exhibit 2: Newsletters**

October newsletter: <http://bit.ly/KtnREC>

November newsletter: <http://bit.ly/1efSQgk>

December newsletter: <http://bit.ly/1a11Mnk>

(See attachments 1, 2 and 3 for PDFs)