



trabajando con los jóvenes de México

YOUTH:WORK MEXICO, Phase II

Quarterly Performance Report

Period: April - June 2014

Cooperative Agreement AID-523-A-10-00002

Between USAID/Mexico and the International Youth Foundation

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I. PROGRAM BACKGROUND

When awarded in April 5, 2010, Youth:Work Mexico (YWM) was a \$3 million, 3-year cooperative agreement awarded by USAID/Mexico under the Youth:Work Leader with Associates (LWA) Global Development Alliance. In September 2013, a one year extension of the program was approved for another \$1 million. This Work Plan refers to the year-long extension of the program, from October 2013 through November 2014.

In its first three years, YWM worked to build resilient communities in Ciudad Juarez (CJ) and Tijuana (TJ) by creating safe spaces for disadvantaged young people, strengthening and expanding after school and summer programs, and preparing Mexican youth for viable futures through self or salaried employment. The goal of this program was to leverage private sector resources and expertise, and to increase community involvement, in providing at-risk youth in CJ and Tijuana with programs to help them stay in school and access the job market, while equipping them with the education and life skills necessary to become positive role models within the workforce, their families, and their communities.

The target population for Phase I was youth between the ages of 6-28 who lack the education, skills and connections to secure decent entry-level work. They typically live in communities that are highly prone to violence and who are vulnerable to recruitment by gangs or organized crime groups and otherwise susceptible to enter into criminal activity. Youth targeted by YWM were – and are - at risk of dropping out of school or have dropped out of the formal education system prior to completing middle school or high school; are employed in precarious conditions or are unemployed; and are living in poverty in specific geographic areas with critical violence problems, as identified and prioritized by the Mexican Government and municipal authorities. The first phase of the program reached 8,947 young people, of which 1,454 young people participated in the employability programs designed and delivered by IYF in CJ and supervised by IYF in TJ.

The goal of Phase II of YWM is to transfer capacity and ownership to Mexican institutions so that they can manage, deliver, and sustain the YWM employability model to the same target population of youth without dependency on IYF and USAID resources. Phase II of the YWM program will allow IYF to consolidate the best practices of Phase I, increase the number of youth beneficiaries, and ensure the program is on solid footing for the future by preparing a local organization in CJ and TJ to take over the model and sustain it going forward.

Phase II activities focus on two objectives:

- 1) Consolidating the YWM employability model in Ciudad Juarez and Tijuana; and
- 2) Building capacity of local institutions to implement and sustain the employability model.

The following results are expected:

- 500 young people in Juarez trained in employability and supported with job placement and career guidance services
- 70% of the training graduates either return to school or training or secure employment, measured at 3-6 months after graduation

- One organization based in Ciudad Juarez trained to fully implement and sustain the YWM employability program model
- A local organization in Tijuana implements third cohort of youth training, reaching 50 young people, with mostly locally raised funding and an increased capacity to sustain the initiative in the future.
- Advisory committees solidified in Ciudad Juarez and Tijuana and committed to sustaining youth employability efforts

II. YWM RESULTS ACHIEVED THIS QUARTER

Overview

Ciudad Juarez Activities

- Job placement services provided to Cohort 7, final report;
- Implementation of Cohort 8;
- Job placement services provided to Cohort 8, two-month report;
- Capacity Building activities for DESEM staff;
- Advances of YWM Employability Model toolkit;
- Ongoing networking and advocacy work.

Tijuana Activities

- Signing of grant agreement with ProSalud;
- Capacity Building of ProSalud.

USAID Relations

Ciudad Juarez Activities

Job placement services provided to Cohort 7, final report

During the reporting period, the 112 young graduates from Cohort 7 of the employability initiative in Ciudad Juarez received both on-the-job counseling and job placement support through weekly and bi-weekly face-to-face meetings and follow-up of employment leads. As of June 27, the final report tracking job placement services showed that 51% of the graduates had been placed in a job, 13% were enrolled in an educational institution, and 5% were involved in entrepreneurship activities, indicating a total placement rate of 69%. 21% of the graduates were placed in jobs in the maquiladora industry, this being the sector hiring the largest number of our graduates in this cohort, followed by the sales and customer service sector with 10%. At the end of June, an external evaluation firm initiated a follow-up study on the youth in Cohort 7.

Implementation of Cohort 8

During this reporting period, the following activities were carried out for the implementation of Cohort 8 of YWM in Ciudad Juárez:

- The seven week training workshop ended on April 4, 2014. During their last week of training, youth participants attended a talk by the Centro de Atención Primaria en

Adicciones (Primary Care Center for Addictions), on “Myths and realities of using and abusing drugs and its impact on youth employability”.

- A graduation ceremony was held on April 8 for the 138 youth who successfully completed the training workshop. Participating at the event was Stephen Kelley, Director of the Justice and Citizen Security Office at USAID/Mexico; Ian Brownlee, U.S. Consul General in Ciudad Juarez; Gabriela Acosta, representative of the Universidad Autónoma de Ciudad Juárez (Autonomous University of Ciudad Juárez); Fidel Pérez, Secretary of Work and Social Welfare for Chihuahua State; Eleazar González, Director of Community Centers for Ciudad Juarez Municipality; Alfonso Márquez, Chairman of the Board of Directors of DESEM; Marisol Rodríguez, youth representative; and Rubén Acosta, Deputy Program Director IYF. For more details on this event, please refer to Annex 2 – YWM Graduation Program C8
- A job fair for youth graduates was held on April 10th at the Parque Central Community Center. The event took place from 9:00 am until 12:30 pm and included the participation of fifteen companies who conducted job interviews and collected employment applications from the youth. The event also took advantage of the opportunity to reinforce the job search lessons taught during the seven week program by offering talks for the youth participants that encouraged them to actively participate and get the most out of the Job Fair. The two conference talks were led by Saul Morales, human resources recruiter and Sigifredo Heras, formal job employment counselor from the YWM program.
- On the evening of Tuesday April 8th, the YWM employment counselors’ team organized an appreciation dinner event at Rocco Café for the program’s partner companies. Twelve guests attended the dinner. They represented those companies that have contributed to the program, whether by hiring YWM graduates, arranging visits to their establishments or helping as guest speakers. The objective for the event was to thank the companies for their contributions and foster a strong commitment to the YWM program in the future.

Job placement services provided to Cohort 8, two-month report

During the reporting period, the 138 young graduates from cohort 8 of the employability initiative in Ciudad Juarez received both on-the-job counseling and job placement support through weekly and bi-weekly face-to-face meetings and follow-up of employment leads. As of June 27, the two-month report tracking job placement services showed that 35% of the graduates had been placed in a job, 3% were enrolled in an educational institution, and 4% were involved in entrepreneurship activities, for a total placement rate of 42%. 16% of the graduates were placed in jobs in the sales and customer services sector, this being the sector hiring the largest number of our graduates in this cohort, followed by the maquiladora industry with 7%. The four-month job placement period will end in early August.

Capacity building activities for DESEM staff

Throughout this quarter, the IYF team conducted formal and informal capacity building and provided technical assistance with the DESEM staff. The following activities were accomplished throughout this period:

- Capacity building plan: A digital folder was compiled by the IYF team and shared with DESEM. It contained all the documents produced during the YWM Phase I implementation, which includes the protocols, processes and other files needed for the development of a successful program. In addition, a timeline of capacity building activities was shared with DESEM. Weekly meetings are conducted by IYF to review the capacity building process with DESEM.

- Training and monitoring of staff (facilitators, counselors, mentors): In the effort to recruit the team of facilitators, counselors and mentors for Cohort 9, DESEM conducted personal interviews during the last week of April. A 40-hour training workshop for the selected team was conducted jointly by IYF and DESEM on May 12-23. The training included the following topics: an overview of the YWM model, the stages of the program implementation (promotion, recruitment, life skills training, job placement services and follow up), roles and responsibilities, reporting activities, M&E, as well as shared the best practices and lessons learned by IYF during Phase I.
- Promotion: A broad range of promotional efforts with the local media were carried out in order to publicize and bring awareness to the YWM program within the community. These included:
 - 10 interviews with both local radio and TV (Multimedios, Radio Net, Televisa, Channel 44, Channel 5) –*pro bono*
 - 3 TV features in local media (Televisa, Channel 44, Channel 5) –*pro bono*
 - 5 ads in local newspapers (Diario de Juárez, PM, Presencia)
 For more details, please see Annex 3 - Report: Youth:Work México in Local Media.

In addition, IYF provided DESEM with technical assistance on the process of designing and monitoring field promotion plans for each community, which included activities such as dissemination of materials (posters, flyers), zone mapping, promotion at flea markets, etc.

- Recruitment: The recruitment of youth for Cohort 9 took place from May 26 through June 13. The IYF team worked closely with DESEM throughout this process and provided them with training and assistance on interviewing youth prospects as well as ensuring the youth participants' profile. The recruitment efforts have maintained the profile that was established at the beginning of the program: focusing on youth between the ages of 16 and 28 who have completed their middle school studies, reside in USAID prioritized neighborhoods in Juarez and who are neither working nor studying at the time of recruitment.

The recruitment of youth for this cohort fell short of projections due to a number of unexpected challenges:

1. It was not possible to maintain many of the community centers where the YWM program had previously worked, because the Juarez Municipal Government had occupied them with other activities and programs. This prompted us to explore some new venues where the program has not worked before. For C9, we are working in Parque Central, Lucio Cabañas, Torres del Pri, Fray García de San Francisco, Felipe Ángeles and Francisco I. Madero, these last two being USAID prioritized neighborhoods in Juarez. In Francisco I. Madero the workshop is being hosted at the Santa Cecilia Church, and in Felipe Ángeles at the Municipal Library in that community, instead of the community centers for the reasons mentioned above. Implementing YWM in Riveras del Bravo was not possible due to a lack of physical spaces available to hold the program.
2. The maquiladora industry has publicized a large number of operator vacancies with an easier hiring process. Many people, particularly youth, with more urgent economic needs have taken those jobs, opting to not enroll in the YWM life skills training and job placement services.
3. The weather during the promotional weeks affected the YWM visibility efforts with high temperatures of 106 Fahrenheit, which deterred people from visiting the public places where YWM promotion normally takes place.

The possibility of using remaining funds to implement another small cohort in the fall is being evaluated, in the order to meet our target of 500 youth.

- Employability life skills training for youth participants: C9 began training on June 16 in 6 communities in Ciudad Juárez. A total of 124 youth were enrolled in the workshop, which includes training on employability life skills, reproductive health and either ICT or sales/customer service. In addition to these, during the first week of July youth participants attended a 4-day workshop hosted by the Human Rights State Commission on “Employment rights for youth”, to complement the training. During this process, IYF has provided DESEM with technical assistance when requested.
- Monitoring and evaluation: IYF has provided DESEM with training and guidance on the M&E system and procedures for YWM. The process of applying monitoring instruments such as the baseline, exit and resilience surveys is being managed by DESEM, while IYF has been monitoring its implementation and providing assistance when needed.
- Administration: During this period, DESEM has received direct technical assistance on different management and administration procedures, through personal accompaniment and work sessions. This has included guidance with contracts, procurement, suppliers, payment processes, employee timesheets/time-tracking systems, payroll procedures, personnel file management, and internal financial reporting. Joanna Braman, Operations Manager for IYF, visited Ciudad Juarez on May 8-9, at which time, both IYF and DESEM reviewed IYF policies and procedures, addressed areas of where strengthening was required and further training needed through a desk audit, discussed critical operational issues to deliver on program outcomes, and tested compliance with USAID rules and regulations. These activities have been monitored by IYF staff through one-to-one meetings and email sharing, providing feedback as necessary.
- Sustainability of YWM: As part of the commitments made in the agreement to sustain the YWM employability model with DESEM, a consultant was hired to prepare a fundraising action plan and to organize a database of potential donors. The plan was developed along with DESEM, who are evaluating ways to implement the plan. To date, DESEM has presented proposals to FECHAC, FUNDEMEX and FICOSEC, this last being a new public sector fund focused on violence prevention.

In addition to weekly meetings, the two teams have open, on-going communication so that DESEM staff can ask questions and share ideas about each the processes, procedures and implementation of YWM.

Advances of YWM Employability Model Manual/ Toolkit

During this period, IYF has worked closely with the consultant hired to help write the YWM employability model toolkit. A total of 4 chapters have been submitted to date. These include the following sections: Introduction to YWM, Program Planning, Participant Recruitment and Selection, and Training. In addition to providing printed materials to support the chapters’ development, IYF has arranged various site visits to the YWM program implementation locations with the purpose of observing the activities and interviewing the task leaders. It is expected that the manual will be completed by November 2014.

Ongoing networking and advocacy work

- During the first week of April, a meeting was held with Gabriela Acosta, from UACJ (Autonomous University of Juarez) in order to invite her to the C8 graduation ceremony as

well as discuss locations among the different UAJC community centers to host the C9 implementation slated to begin in June. During this visit Alejandra Delgado, DESEM director, was introduced to Gabriela as DESEM will be managing future YWM program implementations in Ciudad Juarez.

- During the first week of April, several visits were made to municipal and state government officials, with the objective of inviting them to the C8 graduation ceremony and discuss possible locations for the C9 implementation. Among the officials visited were Dr. Eleazar Gonzalez, Juarez Municipal Government Community Centers Director; Alva Almazán Juarez Government Projects Coordinator; Omar Zorrilla, Chihuahua State Government Community Centers Director, and Fidel Perez, Chihuahua State Government Labor Secretary.

Tijuana Activities

Signing of grant agreement with ProSalud

From April 9-11, Ruben Acosta traveled to Tijuana to conduct a capacity assessment evaluation with Fronteras Unidas Pro Salud, the new local partner identified to implement the YWM model in Tijuana, and to continue the development of a work plan for the grant agreement with IYF. During the month of May, virtual conversations were held to finalize the details needed to sign the agreement and begin planning the first activities to transfer capacity and ownership of the model. Upon receiving USAID approval for the sub-grant, the grant agreement was signed on June 17, for a total amount of USD \$26,465.

Capacity building of ProSalud

From June 23 to 27, IYF Program Officers, Andrea Padilla and Cynthia Pérez conducted a one-week training for new facilitators, counselors and mentors in Tijuana, most of whom were existing ProSalud staff members or community promoters involved in their youth programs. The training included topics such as an overview of the YWM model, stages of the program implementation (promotion, recruitment, life skills training, job placement services and follow up), roles and responsibilities, reporting activities, M&E, as well as sharing by IYF staff of best practices and lessons learned during Phase I in Ciudad Juarez. This training is the first of a series of workshops that will take place during the following months, in order to ensure a high-quality implementation of the YWM program by ProSalud. In addition, the two teams have open on-going communication and have scheduled formal weekly virtual follow-up meetings in order for IYF to monitor ProSalud's progress and provide assistance during the program implementation.

USAID Relations

- From April 9 - 11, Ruben Acosta, Deputy Program Director for IYF traveled to Tijuana, to attend a USAID partners meeting and participate in a meeting with Tijuana Municipal Government officials.
- During this period (April - June), a total of 3 USAID partners meetings were held in Juarez and attended by IYF staff. The YWM program was featured during one of the partner meetings. The gatherings fostered an agreement among partners implementing programs in the same areas to work together.
- At the June 24 USAID Juarez partners meeting, USAID/Mexico Mission Director, Dick Goughnour and AOR Ceara O'Carroll also attended. That same day, the USAID visitors observed the YWM workshop in the Felipe Ángeles neighborhood, where they had the

chance to speak with the young participants about their communities, their needs, and their expectations for YWM. After this visit, IYF and USAID had lunch at Rocco Café, a local restaurant that has employed YWM graduates since the beginning of the program and talked with restaurant managers and a YWM graduate who is currently working there.

- On June 30, Ruben Acosta participated in a meeting with the other Juarez USAID partners and the evaluation team commissioned by USAID to review programs being implemented in Juarez. The IYF team arranged the requested focus groups for the evaluation team with youth participants, a group of facilitators and counselors, and IYF staff on July 3.
- At the end of June, USAID/Mexico approved a no-cost extension request to extend the Youth:Work Mexico program through May 31, 2014.

III. YWM ACTIVITIES FOR NEXT QUARTER

For the quarter July through September 2014, the following activities are planned:

Ciudad Juarez Activities

- Implementation of Cohort 9 youth training in Ciudad Juarez, which will end August 1.
- Graduation of Cohort 9 on August 8th at the Centro Profesional de Ingenieros y Arquitectos (CePIA);
- Job Fair for Cohort 9 on August 7 with local employers at Parque Central Community Center;
- On-going job placement services provided to Cohort 8 and Cohort 9;
- External follow-up study completed on Cohort 7 youth and begun on Cohort 8;
- Continued capacity building for DESEM in Juarez;
- On-going development of sustainability plan for DESEM;
- Initial advisory committee meetings for Juarez.

Tijuana Activities

- Launch of YWM in Tijuana;
- Implementation of youth training with PROSALUD in Tijuana;
- Continued capacity building for PROSALUD in Tijuana through site visits and virtual contact;
- Initial advisory committee meetings for Tijuana.



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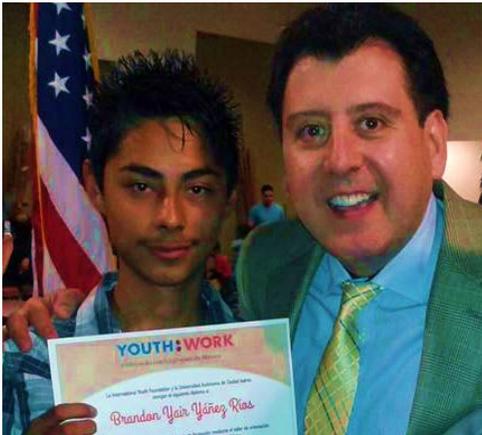
Annex 1
Quarterly Performance Report, April – June 2014

Youth:Work Mexico Success Story of Youth Graduate

YOUTH:WORK

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Brandon Yair Yañez Ríos Fray García de San Francisco Cohort 8



Brandon receives his YWM diploma from Alfonso Márquez, Chairman of the Board of local IYF partner, DESEM, ,.

“It is a worthwhile endeavor to wake up early every day, look forward to being at work and really giving my personal best in every single task. I believe my effort will reward me and will help me succeed in the future”. -Brandon Yañez

Brandon Yair Yañez Ríos was born on January 31st, 1996 in Mexico City. He is 18 years old and lives on Parajes del Sur, a neighborhood located in the south of Ciudad Juárez, Chihuahua; he lives with his mother (Isabel), his stepfather (Cesar) and two younger siblings.

Brandon came to learn about the Youth:Work Mexico program through his mother, who has served as his source of inspiration and continuous encouragement. Isabel has always motivated Brandon towards finishing his studies and striving to be a better person. As an active member in the Fray García de San Francisco Community Center, she learned about Youth:Work Mexico and

knew it would be a great opportunity for her son to find a job, while preventing him from losing time and losing track of his life.

Prior to enrolling in the Youth:Work Mexico program, Brandon lacked discipline and had many problems in his family and school life. Through his participation in the program, he developed skills including teamwork, responsibility, self-control, self-esteem, and he learned to be more independent. The program also helped fill a gap in his computer skills, by teaching the basics of using a computer. These new skills and competencies have helped him grow and become a better person.

After nearly four months of graduating from Youth:Work, Brandon is now working as a service clerk at Cinépolis, the largest movie theater company in Mexico.

“This program helped me be more confident, I hope to finish my studies and get a better job. I understand clearly that studying and working is key to being successful. I really appreciate Youth:Work Mexico, because it has helped me find this job, which allows me to continue with my high school studies. I can also state that due to the program, my dreams and goals are well defined and I know that this will help me overcome myself and become a better person”.



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Annex 2
Quarterly Performance Report, April – June 2014

Youth:Work Mexico Cohort 8 Graduation Program



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Annex 3
Quarterly Performance Report, April – June 2014

Report of Youth:Work Mexico Engagement with Local Media



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**CEREMONIA DE GRADUACIÓN
8ª GENERACIÓN DEL PROGRAMA YOUTH:WORK MÉXICO**

Ciudad Juárez, México

8 de abril de 2014

Horario: 10:00 a.m. – 11:40 a.m.
Lugar: Centro Profesional de Ingenieros y Arquitectos, A.C. (CePIA)
Prof. Manuel Díaz No. 518-B, Zona Pronaf, C.P. 32315
Ciudad Juárez, Chihuahua, México

Presidium

Enrique Serrano, Presidente Municipal de Ciudad Juárez
Stephen Kelley, Director de Oficina de Justicia y Seguridad Ciudadana, USAID México
Fidel Pérez, Secretario de Trabajo, Gobierno del Estado de Chihuahua
Ian Brownlee, Cónsul General del Consulado de los Estados Unidos en Ciudad Juárez
Ricardo Duarte, Rector de la Universidad Autónoma de Ciudad Juárez
Alfonso Márquez, Presidente de Consejo de Desarrollo Empresarial Mexicano de Cd. Juárez, A.C.
Rubén Acosta, Director de Programa de la International Youth Foundation
Marisol Rodríguez, Joven representante de 8ª generación Youth:Work México

Mención Especial

Invitados especiales asistentes



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Programa

10:00 A.M. – 10:05 A.M.	Apertura de evento – Proyección de video YWM y palabras de maestros de ceremonia.
10:05 A.M. – 10:10 A.M.	Palabras y entrega de reconocimientos por parte de Rubén Acosta, International Youth Foundation.
10:10 A.M. – 10:15 A.M.	Palabras de Gobierno del Estado.
10:15 A.M. – 10:30 A.M.	Entrega de reconocimientos para jóvenes de Centros Comunitarios del Estado (Fray García de San Francisco y Parque Central) por parte de representante de Gobierno del Estado. Entrega de reconocimientos para jóvenes de Centros Comunitarios de la Universidad Autónoma de Ciudad Juárez (UACJ) (Chaveña) por parte de representante de la Universidad Autónoma de Ciudad Juárez. Entrega de reconocimientos para jóvenes de Centro de Capacitación y Asistencia Técnica (CONALEP CAST) por parte de representante de CONALEP.
10:30 A.M. – 10:35 A.M.	Testimonio de empleador.
10:35 A.M. – 10:45 A.M.	Entrega de reconocimientos para jóvenes de Centros Comunitarios del Municipio (Anapra, Francisco I. Madero, Manuel Valdez y San Antonio) por parte de representante de USAID México.
10:45 A.M. – 10:50 A.M.	Firma de convenio de transferencia de programa a Desarrollo Empresarial Mexicano A.C. (DESEM).
10:50 A.M. – 10:55 A.M.	Palabras de Presidente de Consejo de Desarrollo Empresarial Mexicano A.C.
10:55 A.M. – 11:05 A.M.	Expresión artística musical a cargo de CCOMPAPZ.
11:05 A.M. – 11:15 A.M.	Entrega de reconocimientos para jóvenes de Centro Comunitarios del Municipio (Francisco Villarreal Torres y Riveras del Bravo) por parte de Gobierno Municipal.
11:15 A.M. – 11:20 A.M.	Palabras de Consulado de los Estados Unidos en Ciudad Juárez.
11:20 A.M. – 11:30 A.M.	Palabras de Gobierno Municipal.
11:30 A.M. – 11:35 A.M.	Palabras de Marisol Rodríguez, joven representante de la 8ª generación Youth:Work México.
11:35 A.M. – 11:40 A.M.	Cierre de evento por parte de maestros de ceremonia.



CUADRO DE DIFUSIÓN EN MEDIOS TELEVISIVOS Y RADIOFONICOS			
Medio de Comunicación	Apoyo recibido	¿Quién realizó la gestión?	¿Quién atendió entrevista?
Multimedios	2 entrevistas en noticieros.	Ana Luisa Reza	<ul style="list-style-type: none"> Alejandra Salinas y Rubén Acosta. Christian Gómez y Marlon Pérez.
Radio Net	4 entrevistas	Rubén Acosta	<ul style="list-style-type: none"> Marlon Pérez y Rubén Acosta Marlon Pérez Christian Gómez Grecia Andrade y Angélica Chávez
Televisa	Spot de televisión y 2 entrevistas (espacios en programas de televisión <ul style="list-style-type: none"> Hola Juárez Kaboom) 	Rubén Acosta	<ul style="list-style-type: none"> En Hola Juárez atendieron Marlon Pérez y Rubén Acosta Kaboom atendió Alejandra Salinas
Canal 44	Spot en televisión, 4 veces al día del 11 al 16 de Junio	Marlon Pérez	
Canal 5	4 entrevistas en noticieros y spot de televisión	Rubén Acosta	<ul style="list-style-type: none"> Marlon Pérez Alejandra Salinas Alejandra Delgado

- Total de 10 entrevistas
- Marlon Pérez, Alejandra Salinas, Rubén Acosta, Alejandra Delgado, Angélica Chávez, Grecia Andrade y Christian Gómez es el personal que atendió medios
- Multimedios fue el medio de comunicación con quien se hizo gestión por primera vez
- Canal 5, canal 44 y televisa apoyaron con spot de televisión

DIFUSIÓN EN MEDIOS IMPRESOS

Lugar de impresión	Fechas
Clasificado Diario de Juárez	24,25 y 26 de Mayo
Clasificado Diario de Juárez	31 de Mayo, 1 y 2 de Junio
Clasificado Diario de Juárez	7,8 y 9 de Junio
Clasificado PM	7, 8 y 9 de Junio
Periódico Católico presencia	1 y 8 de Junio



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Annex 4
Quarterly Performance Report, April – June 2014

Youth:Work Mexico Updated PMP

Annex 4: Youth:Work Mexico, Phase II Indicator Matrix/PMP, June 2014

		Indicators	Definitions	Target Range	Verification	Target FY14 Q1	Actual FY14 Q1	Target FY14 Q2	Actual FY14 Q2	Target FY14 Q3	Actual FY14 Q3	Target FY14 Q4	Actual FY14 Q4	Goal FY14	Total to date	Comments
IR1 YWM Employability Model Consolidated in Ciudad Juarez and Tijuana																
1.1	OUTPUT	Number of youth enrolled in employability activities	Number of youth who formally matriculated in the YWM employability program.	16 to 28 years old	Baseline survey and attendance records	140	147	180	197	180	124			500	468	Ciudad Juarez Tijuana
1.2	OUTPUT	No. of youth who have been provided career guidance, counseling or job placement services	Support and services to participating youth may occur through a variety of means, including: - Training on employability/job seeking skills (e.g. resume and cover letter preparation, job interview skills and practice, business etiquette, etc.) - Job/career fairs, expositions, placement events, etc. - Access to job advertisements, listings, databases, etc. - Services from employment centers - Career counseling/guidance services - Assistance and advice from a Job Placement Coordinator	16 to 28 years old	Maintenance of project records and participant lists	140	147	180	197	180	124			500	468	Ciudad Juarez Tijuana
1.3	OUTPUT	Number & % of youth receiving certification after completing employability training programs	This indicator calculates the number & percentage of youth who have successfully completed a training cycle either in formal or non-formal programs, specifically employment, vocational, life-skills and livelihood programs.	16 - 28 years old	Youth complete training and receive certification, exit survey	105 75%	112 76%	135 75%	138 70%	135				375 38 75%	250	Ciudad Juarez Tijuana
1.4	OUTCOME	Number and % of youth certified reporting satisfaction with training/services received	This "customer satisfaction" indicator will measure how pleased youth are with the activities and services provided in the YWM employability component, and the extent to which youth perceive benefits from their participation in the program. Satisfaction of quality will be measured through the exit survey applied at the end of training on a scale of: - Excellent - Good - Normal - Poor	16 to 28 years old	Satisfaction measured as 'good' or 'excellent' replies on exit survey administered during final week of training	90%	100% (112 youth)	90%	99% (137 youth)	90%				90%	90%	Ciudad Juarez Tijuana

1.5	OUTCOME	No. and % of certified youth who re-enroll in formal education programs or further professional training 6 months after graduation	This indicators measures the percentage of young men and women who continue their education after participating in YWM activities. This may be: a) re-enrolled in a formal secondary school; b) participating in a non-formal education program (e.g. to obtain an equivalency certificate/diploma); c) enrolling in a longer-term vocational or professional training course/program; or d) enrolling in community college, college or university	16 to 28 years old	Administration of follow-up surveys			21 20%	14 13%	27 20%		27 20%		75 20%	14	Ciudad Juarez
1.6	OUTCOME	No. and % of certified youth who are working (salary or self-employed) six months post-graduation from employability training	This quantitative indicator measures youth who have successfully obtained employment (part-time or full time) as a result of completing vocational programming offered by YWM or which they may have been linked through internships. "Work" is defined as monetary remuneration for labor and services provided, whether on a full-time or part-time basis. Remuneration may be based on an hourly, daily, weekly, monthly or project/assignment rate. Internships and temporary assignments will be considered work only if they are paid, last for at least three months, and provide a reasonable prospect for continued paid employment in the future. This indicator also includes young men and women who have formally started their own small/microenterprise, are actively in the process of starting a business, or are otherwise self-employed.	16 to 28 years old	Administration of follow-up surveys			52.5 50%	63 56%	68 50%		68 50%		188 50%	63	Ciudad Juarez
<p>Note about placement rate targets: While IYF will endeavor to achieve a total 70% placement rate (50% employment, 20% education) as we have done in Phase I of the project, we also need to acknowledge a number of factors that will make it more challenging to reach this in Phase II. One important factor is that due to the increase in the IVA rate, border cities such as Ciudad Juarez and Tijuana are expected to experience a dampening of economic activity that will likely reduce the number of jobs available in the labor market. IYF's job placement officers are already seeing early effects of this. In addition, in Phase I, for cohorts 4 & 5, IYF was able to secure funds from a third party donor to support partial scholarships to assist some young people to enroll in technical training programs. However, those funds are no longer available and as such it will be harder for as many young people from target neighborhoods to afford to return to school. Finally, in Phase II, IYF will be transitioning the employability model to a local partner who will increasingly take responsibility for the job placement and educational placement aspects of the model. Thus, it will be more challenging to be simultaneously teaching the local partner to manage the placement efforts while trying to reach these ambitious targets.</p>																
1.7	OUTCOME	No and % of youth graduates who believe they are less likely to be drawn into crime or violence after their participation in the program	This indicator measures whether young people who graduate from the employabilty program believe they are less likely to be drawn into violent or criminal activities as a result of their participation in the program. The underlying assumption is that by having developed a life plan, acquired greater skills and confidence, being supported to achieve their goals and moving from 'inactive' to 'active' by re-enrolling in school or finding work will increase their ability to resist risky and illicit behavior. This will be measured through questions on the ex-post surveys and through focus groups done as part of the external evaluations	16 to 28 years old ; target % of youth showing change: 20%	ex-post surveys (3-6 months post graduation) and focus groups			21		27		27				

1.8	OUTCOME	No. and % youth showing improved attitudes towards violence alternatives and/or resiliency in the face of adversity.	This indicator measures whether youth have improved attitudes toward resisting violent behaviors and can be more resilient in the face of adversity. One of two proven survey tools will be administered to youth graduating from the training: a resiliency survey and an 'attitudes toward aggression' survey.	16 to 28 years old ; target % of youth showing change: 20%	CDRISC Resiliency survey and/or Multisite Violence Prevention survey on attitudes toward aggression	21		27		27							
1.9	Outcome	Community members believe young people in their community are less prone to risky/illicit activities after participating in the program.	This is a qualitative indicator that aims to gather insight from community members where youth participants live around whether and how parents, othe relatives and neighbors have observed changes in youth participants that make the youth less likely to engage in risky/illicit activities because of theri participation in the program. Data will be gathered through focus groups as part of the ex-post external evaluation	Adults in communities where intervention took place	focus groups												
IR2 Local Partners have Capacity to Implement and Sustain Employability Model																	
2.1	OUTCOME	Seleted organization in CJ has the technical/management capacity to be able to successfully implement the model.	This indicator measures the capacity of the local organization selected after receiving a series of trainings, workshops and having fully participated in 3 cohorts of intervention, with increasing responsibility. Some specific competencies that will be measured include the ability to: <ul style="list-style-type: none"> • Connect with and assess labor market and tailor training to meet employer needs • Recruit, screen and enroll disadvantaged youth • Implement 27 session training course, including relationships with trainers, venues, and outside contractors. • Provide job placement services, including counseling youth and connecting them to job prospects • Cultivating and maintaining relationships with potential employers • Monitor youth throughout program and collect data to evaluate impact • Raise sustainable funding to ensure intervention is on-going, with support of local advisory board 		Initial capacity assessment and final capacity assessment; Records showing agendas for capacity building sessions; attendance at capacity building sessions by local partner and participant names.												The actual changes in capacity will depend on the organization selected and the areas where they need the most training/strengthe ning.

2.2	OUTCOME	A local organization in Tijuana has mobilized resources to support a third cohort of the employabilty model in Tijuana.	This indicator measures the amount of funds raised by the local organization in support of the third cohort of youth to be trained.		Records of receipt of funds and/or commitments from donors.			100% of funds needed (actual amount TBD)	n/a								Because of a change in strategy to transfer the model to a new partner in Tijuana, this indicator is not longer applicable since IYF gave a subgrant to the local partner to carry out the third cohort.	
2.3	Output	Advisory Committees established in each city are active and committed to support program sustainability.	This indicator measures that a multi-sectoral advisory committee (with public sector, business sector and nonprofit sector members) has been established in each city (CJ and Tijuana) with the goal of providing ongoing advice and securing connections and financial support to ensure local commitment and sustainability to the YWM employability model in the future.		minutes of advisory committee meetings, agendas, MOU or other indication of membership/commitment by members, list of			1		1						2		
2.4	OUTCOME	Number of Public Private Partnerships established to support program goals.	This indicator measures PPPs established with any type of public sector (federal, state, or local), private sector or civic organization that contributes to the program goals of increasing employability and crime and violence prevention.		Documentation of agreements (letters, MOUs, working documents)			1	1	2	1	2				5	2	Partnership agreements signed with DESEM and ProSalud.