



trabajando con los jóvenes de México

***YOUTH:WORK MEXICO, Phase II***

**Quarterly Performance Report**

Period: July - September 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 to be carried out from October 2013 through November 2014. In May 2014, a no cost extension was approved by USAID, establishing a new end date of May 31, 2015.

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

- Employability and Life Skills Training;
- Job Placement Services;
- Program Extension and Recruitment of Cohort 10;
- Ongoing Program Promotion;
- Capacity Building activities for DESEM staff;
- Employability Program Sustainability.

#### Tijuana Activities

- Program Launch Event;
- Recruitment and Training of Pilot Cohort;
- Job Placement Services;
- Capacity Building of ProSalud;
- Employability Program Sustainability.

#### Challenges and Lessons Learned

Leverage Report, November 2013 – September 2014

#### USAID Relations

## **CIUDAD JUAREZ ACTIVITIES**

### ***Employability and Life Skills Training***

In May and June 2014, 124 youth from 6 communities in Ciudad Juárez were recruited and enrolled as the 9<sup>th</sup> cohort in the Youth:Work Mexico program's seven-week employability training workshop. The training, which included employability life skills, reproductive health, and ICT or sales/customer service, ended on August 1, 2014. As part of the training, the youth also made visits to local employers so that they could learn about potential job opportunities and the work culture at various companies. These included Telefonica Movistar, LEAR, Vani Café de Europa, GE Healthcare, Applebees, Restaurante de Hot Cakes "La Abeja", and CINEPOLIS. As a part of the process to transfer capacity to a local organization, training was implemented by DESEM, under close supervision of the IYF team.

Of those who enrolled in the program, 82 youth successfully completed the training, representing a 66% graduation rate. Exit surveys indicated that the main reasons that youth left the program were 1) personal/family reasons, 2) the youth found a job, and 3) other economic reasons. One factor for a higher than usual drop-out rate was that the maquiladora industry recently increased job openings, allowing a number of youth to find jobs without finishing the program.

To celebrate the 82 youth who fulfilled the requirements of the program, a graduation ceremony was held on August 8 at the Centro Profesional de Ingenieros y Arquitectos, A.C. (CePIA). See Annex 3 for the ceremony agenda. At the event, the youth were congratulated for their hard work and presented with diplomas. The ceremony was attended by the young people's family members as well as high level public and private sector representatives. Elizabeth Ramirez represented USAID and gave words of encouragement to the graduates. Also participating at the event were; Javier González, Ciudad Juarez Municipal Government; Gabriela Acosta, Autonomous University of Ciudad Juarez; Rogelio Gonzalez, FECHAC; Jesús Andrade, COPARMEX Juarez; Alejandro Ramírez, CANACO Juarez; Alejandra Delgado, DESEM; and Angela Venza, IYF. One of the youth graduates presented a moving testimony of how the program had helped him transition into a life of responsibility and productivity. Several TV stations and newspapers covered the event. Some of this coverage can be found in Annex 6.

### ***Job Placement Services***

Through mid-August, the 138 young graduates from Cohort 8 continued to receive the on-the-job counseling and job placement support that began upon their graduation in April 2014. This included weekly and bi-weekly face-to-face meetings and follow-up with employment leads. An external evaluation firm has initiated a follow-up study on the youth in Cohort 8 to validate the placement results.

The provision of job placement services for the 82 youth graduates from Cohort 9 began upon the completion of their training in early August. A job fair for the graduates was held on August 6 at the State Commission of Human Rights Auditorium in Ciudad Juarez. Eight companies from the service, sales and manufacturing sectors attended and met with the YWM participants. The young people were able to practice interviewing skills and several were invited to arrange follow-up meetings with the employers. According to the two-month report of internal job placement tracking, 38% of graduates were employed and 16% had re-enrolled in an educational institution. The job placement period will end in November, at which point the final job placement numbers will be validated by an external research firm.

### ***Program Extension and Recruitment of Cohort 10***

Program activities for Youth:Work Mexico Phase II originally had planned to implement training and job placement for three youth cohorts (Cohorts 7, 8, 9) to reach a total of 500 youth in Ciudad Juárez. However, due to a variety of factors, Cohort 9 operated in fewer communities than planned and the target fell short of the goal of 500 youth. As explained in the previous report, this was the result of some challenges in site availability as well as recruitment difficulties. As a result, it was decided to use the remaining resources to implement a 10th cohort. In addition to assuring that youth beneficiary targets are met, this additional cohort is providing an opportunity for DESEM to manage two full cycles of the program with IYF guidance and to implement some of the lessons learned in Cohort 9, thus strengthening its technical and management capacity.

Cohort 10's program recruitment period took place from September 15 to October 3 under IYF supervision. The four centers in which recruitment took place were State Community Center Fray García de San Francisco, Conalep III, and two Municipal Community Centers in Riveras del Bravo and Francisco Villareal Torres. With technical support from the IYF team, enrollment rates met the target of 15 – 25 participants per center. Preliminary recruitment results are signaling that the program will exceed the enrollment target set for Youth:Work Mexico Phase II:

	<b>Youth Enrollment</b>
Cohort 7	147
Cohort 8	197
Cohort 9	124
Cohort 10	75
<b>Total</b>	<b>543</b>

### ***Ongoing Program Promotion***

IYF and local partners have promoted the YWM program with strong support of the local media, which has actively covered graduations in both Ciudad Juárez and Tijuana and a launch event in Tijuana. In addition, a press conference was held by DESEM on September 30 to announce the start of the 10<sup>th</sup> Cohort of the program in Ciudad Juárez. Alejandra Delgado, Executive Director, and Marlon Perez, Job Placement Coordinator were the spokespersons for DESEM. Fernanda Ortiz, a program graduate, spoke about the program from the youth perspective. The event was covered by local television and newspapers agencies, such as El Diario de Juárez newspaper, El Norte newspaper, Tiempo Digital News, Channel 44 and Televisa Juárez.

In addition to covering these events, local television and newspapers promoted the launch and recruitment efforts of the program in the following ways:

<b>News Source</b>	<b>In-Kind Support</b>
Radio Net	6 interviews
Televisa	56 spots during 3 weeks, 1 interview
Canal 44	24 spots
BM Radio	2 interviews
Orbita	1 interview
TV Azteca	Editorial

Full media coverage of the event can be found in Annex 6.

### ***Capacity Building Activities for DESEM***

Throughout this quarter, the IYF team continued to provide formal and informal capacity building and technical assistance to the DESEM staff. During this period IYF staff:

- Visited the workshop sessions implemented by DESEM to monitor the quality of youth training and staff performance;
- Provided feedback to DESEM management and reviewed with them the processes of field monitoring, planning, recruitment, training and job placement;
- Participated in the interview and selection process of new facilitators, counselors and mentors that were hired due to staff turnover, and monitored and co-led their training;
- Provided guidance and assistance to ensure compliance with the profile of youth participants during recruitment;
- Developed a variety of instruments to make the monitoring of the job placement service activities more efficient and the provision of services more uniform and robust; and,
- Monitored DESEM staff during survey administration and the data cleaning process to provide feedback and strategies for better usage of the program's M&E tools.

Weekly meetings are conducted by IYF to monitor progress and troubleshoot as needed. In addition, 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. Periodic review of technical capacity of the DESEM team is done in a collaborative way to ensure areas of weakness receive additional support. Overall, IYF is very pleased with DESEM's management of the program and the dedication of its team.

### ***Employability Program Sustainability***

In order to advance the sustainability of the program in Ciudad Juarez, an YWM Advisory Committee has been successfully formed with representatives from a variety of key stakeholders in the city. The goal of the Advisory Committee is to convene representatives from the public, private, academic, and civil society sectors in Ciudad Juarez to help DESEM foster linkages, partnerships and initiatives that support the development, quality and sustainability of the Youth:Work Mexico program. Thus far, members include nine representatives from private sector companies and business associations, the U.S. Consulate in Juarez, the media, a local university, and other civil society organizations as well as DESEM's Board President and Executive Director and Deputy Director of YWM from IYF. The Committee will convene every 15 days, the second and last Friday of every month. Meeting minutes are recorded during each session.

During this period, the following activities were carried out:

1. Definition of the Advisory Committee objectives and the expectations of its members;
2. Development of a charter that governs the committee meetings;
3. Development of a list of potential additional candidates to serve on the Committee; and,
4. Authorization of the hiring of an individual to support the resource sustainability efforts of DESEM, allocated from funds provided by the Committee.

The President of the DESEM Board of Directors, Alfonso Marquez, has expressed his deep commitment to the YWM program and continues to see this work as critical to DESEM's mission. With the support of the advisory committee, he is actively engaged with DESEM's Executive Director in efforts to identify new funding sources to continue the work that has been launched with USAID and IYF support. To date, DESEM has submitted proposals to fund the program in 2015 to the Fundación del Empresariado Chihuahuense (FECHAC) and the Fideicomiso para la Competitividad y Seguridad Ciudadana (FICOSEC). In addition, DESEM is exploring support from FUNDEMEX, Fondo Unido, Redondeo Smart and the Australian Embassy for the program. IYF continues to monitor and support these efforts.

## **TIJUANA ACTIVITIES**

As reported in the previous quarterly report and as approved by USAID, in June 2014, IYF signed a subgrant agreement with a local partner, Fronteras Unidas ProSalud (ProSalud) to carry out a pilot of the YWM employability program model in Tijuana. Building off IYF's experience in Ciudad Juarez, IYF identified ProSalud due to its capacity to implement and sustain the model in the long-term and provided it with a small sub-grant along with substantial training and capacity building. The pilot cohort of youth was launched in July 2014 and is being implemented under the guidance of IYF staff. ProSalud, with support from IYF, will work to secure additional resources to be able to continue to consolidate the model and expand the program in Tijuana.

### ***Program Launch Event***

A small launch event at the ProSalud offices was held on July 24 to announce the YWM program in Tijuana (see Annex 4 for event agenda). It was attended by ProSalud staff and board members, youth enrolled in the program and key local stakeholders including the following:

- Juanita Pérez Floriano, State Secretary of Labor and Social Welfare
- Arnulfo Guerrero, State Undersecretary of Social Development
- Jorge Madrigal Silva, Director, Municipal Institute for Youth
- René Romandía Tamayo, President, CANACINTRA
- José López Castellanos, Executive Business Director, CANACINTRA
- Luis Armando Padilla Fitch, Public Relations General Manager, Hyundai
- Guadalupe Acuña Álvarez, National Institute for Adult Education
- Cecilia Martínez García, General Coordinator, YMCA Education and Community Action Center
- Andy Carey, Director, Alianza Fronteriza de Filantropía México-Estados Unidos.

IYF was represented by Angela Venza and Ruben Acosta. The event was covered by news outlets including local television and newspapers (details on coverage are found in Annex 6).

### ***Recruitment & Training of Pilot Cohort***

Recruitment of youth for the pilot cohort began in early July 7. IYF supported ProSalud by sharing best practices on participant recruitment from the Ciudad Juarez experience. The team provided ProSalud with a recruitment plan which suggests activities as well as emphasizes the benefits of a good selection practice. IYF monitored the recruitment progress and the profile of youth selected on a weekly basis. A total of 46 youth enrolled in the program across two communities. ProSalud faced some challenges finding youth who weren't enrolled in school. Out-of-school youth were a new population for ProSalud and they had to learn new recruitment strategies.

From July 28 through September 12, the 46 youth received a seven-week training workshop which included employability life skills, reproductive health, ICT skills, human development, English, and leadership. As a part of the capacity transfer process, training was implemented under close supervision of the IYF team. IYF staff members traveled to Tijuana periodically during this period to monitor training and provide on-going capacity building. IYF also worked closely with ProSalud as they implemented the baseline survey and resilience scale survey with the youth beneficiaries, to ensure compliance with the program's established M&E system.

Of the 46 youth enrolled, 28 fulfilled the graduation requirements, representing a graduation rate of 61%. The Exit survey shows that the main reasons that youth left the program were 1) they returned to school and 2) personal/family reasons. It was discovered that a number of the youth enrolled in the program while they were awaiting an education institution's decision on their re-admittance. As a result, when the youth were accepted, they left the program to continue their studies.

A graduation ceremony for the 28 youth graduates was held on September 18 and attended by family members and local stakeholders. The youth received diplomas and encouragement from speakers that included Juanita Perez, State Secretary of Labor; Arnulfo Guerrero, of the State Social Development Department; Javier Camarena, Municipal Secretariat of Social Development; Jennifer Renquist, Crime and Violence Prevention Team Lead, USAID/Mexico; and Roberto Valdés, Board President, Pro Salud. Ruben Acosta attended on behalf of IYF. The graduation ceremony agenda can be found in Annex 5. The graduation ceremony was covered by local news agencies (see Annex 6 for more information).

### ***Job Placement Services***

Prior to the start of the job placement phase of the project, IYF staff traveled to Tijuana to provide training to ProSalud staff on the job placement process, including researching the labor market demand and creating linkages with potential employers. Strategies, tools and reporting procedures were reviewed to ensure ProSalud could effectively serve the youth beneficiaries. IYF staff accompanied ProSalud employability counselor on visits to eight local employers to promote the new program in Tijuana and begin to engage employers as partners for the program.

The provision of four months of on-the-job counseling and job placement support to the Tijuana youth graduates began upon completion of their training in mid-September. In addition to individual support by the employability counselor, the graduates participated in a job fair organized by the Municipal Labor Department. Throughout the job placement phase, IYF is in regular contact with ProSalud to provide mentoring and on-going support to the local team.

### ***Capacity Building of ProSalud***

Throughout this quarter, the IYF team worked closely with the ProSalud staff to prepare them to carry out the pilot initiative of YWM in Tijuana. This included several site visits as well as in-person and virtual capacity building and technical assistance accompanying each of the program components. In addition to those described above, capacity building activities include:

- Meetings with ProSalud management and board members to further educate them on the program and accompany them in outreach to local stakeholders.
- Technical support in the development of a local Advisory Committee to contribute to the program's sustainability.

- Provision of on-going coaching, feedback and guidance on all aspects of the program implementation.
- Sharing of best practices and tools for recruitment, M&E, training and job placement components.
- Weekly check-ins between key staff members to monitor program implementation.

### ***Employability Program Sustainability***

ProSalud convened the first formal meetings of the local YWM Advisory Committee in September. In addition to the ProSalud's senior management, the following individuals have agreed to join the Committee:

- Claudia Gómez, ProSalud Board of Directors member and CETYS professor;
- Marianne Rubio, ProSalud Board of Directors member and UABC professor;
- Mario López, ProSalud Board of Directors member
- Lic. José López Castellanos, Executive Business Director of CANACINTRA
- Areli Zavala Castellanos, Youth Advocate

Among the objectives agreed upon by the Committee, a goal of recruiting more members from Tijuana's public and private sectors was established. Committee meetings will take place bimonthly, with the next meeting scheduled for November.

IYF is working closely with the ProSalud team to identify additional sources of funding to allow the pilot program to evolve into a permanent offering within ProSalud's activities.

## **CHALLENGES AND LESSONS LEARNED**

While the transfer of the YWM model to local institutions in Ciudad Juarez and Tijuana has in general been very effective, some challenges have been faced, and lessons learned in the process. A few of the insights are shared below.

### **Adoption of a Model Takes Time**

It takes time for an organization to adopt a new model, especially if it needs to learn new program components. The YWM program processes at times didn't merge smoothly with the organization's existing management systems and it took time to achieve a true integration. In retrospect it was overly ambitious to expect DESEM to take over the program's implementation while maintaining the same level of activity as IYF had previously managed. Thus, it is recommended that the initial first or second cohorts of youth be small (3- 4 sites) to allow the new organization to learn the ropes and figure out how to incorporate the operational and management of the activities and the new staff into the organization's culture and processes.

### **Monitoring of Implementation is Key**

Continuous monitoring by IYF during at least one full cycle of the program – and if possible two – was critical to ensuring quality and to addressing problems as they arise. This is particularly true with regards to recruitment protocols, implementation of the curriculum and the tools used to monitor and evaluate the youth outcomes. IYF was able to intervene and correct errors in a timely manner because we were overseeing the implementation closely.

### Recruitment Strategies Need to be Flexible and Follow Protocols

Recruiting youth into the program requires continuous adaptation of strategies as we saw in Cohort 9 when it was necessary to change locations due to lack of availability of space, weather conditions, and varying receptivity in the community. The implementing team, along with the program management, should be ready to deploy a variety of strategies and change course quickly as needed in order to ensure an effective recruitment.

Taking care to carefully select participants is an important factor in reducing the number of dropouts and to ensuring successful job placement. Retention rates were slightly lower in the cohorts directly recruited by DESEM and ProSalud in part because their lack of experience led to a selection of youth who didn't have the required level of motivation and commitment to the program or who had plans to return to school and thus did not stick with the training.

### Job Placement Requires More Structure and Accountability

In the effort to transfer the job placement component to the local partner organization and due to some lower than expected placement rates in Cohort 8, it became evident that the tools for guiding employability counselors in the field as well as processes for ensuring their accountability needed to be strengthened to effectively build the capacity of another organization. IYF refined a number of monitoring tools for use in the field and more clearly defined tasks and reporting procedures. The new tools were rolled out and expectations of the staff were made explicit, which has allowed for a more streamlined and robust field work in job placement efforts in Cohort 9 as well as in the capacity transfer to ProSalud in Tijuana.

### Strategic Partnerships are Critical

An important part of the transfer of the program model is instilling the value of strategic partnerships. The development of a local advisory committee has been especially useful as a mechanism to engage stakeholders from a variety of sectors and help the implementing organization forge the relationships it will need to be successful and help ensure sustainability.

## **LEVERAGE**

The success of the Youth:Work Mexico model depends on a variety of partnerships with local stakeholders. In the attached leverage report (Annex 8), we have listed the various public sector, private sector and nonprofit in-kind contributions to the program so far in Phase II of the program, valued at over US\$70,000. Of this, private sector contributions, especially from TV and radio stations that provided free media coverage for the recruitment and promotion of the program, was valued at over US\$30,000 and were essential to the success of the program. The municipal and state governments also contributed valuable classroom space for workshops and technical instructors and lecturers, amounting to nearly US\$25,000. Finally other nonprofit organizations contributed close to US\$15,000 in classroom space, technical expertise and cultural performances for events. Such contributions allow the program to stretch its resources to reach more youth and ensure community buy-in and awareness of the importance of the initiative.

## **USAID RELATIONS**

IYF continues to work closely with USAID/Mexico staff to ensure the success of the program. In Phase II, IYF has greatly benefitted from the guidance and support from Patty Vargas, Ceara O'Carroll and Elizabeth Ramirez and from on-going relations with USAID's other partner organizations in Ciudad Juarez and Tijuana.

IYF appreciates USAID/Mexico staff members attendance at program events. During this period, Liz Ramirez represented USAID at the August 8 YWM graduation in Ciudad Juarez and Jennifer Renquist Horsfall represented USAID at the Tijuana's pilot cohort graduation ceremony on September 18.

Ruben Acosta attends the regular monthly USAID partner meetings in Ciudad Juarez to coordinate with the other organizations working with USAID on similar objectives. Ruben also attended the USAID partners meeting in Mexico City on August 27 and the USAID partners meeting in Tijuana on September 18, where he presented the local pilot of the YWM program with ProSalud and explored coordination efforts with other organizations working in the same areas.

### **III. YWM ACTIVITIES FOR NEXT QUARTER**

For the October to December 2014 quarter, the following activities are planned:

Ciudad Juarez activities:

- USAID representatives and Andy Rabens, Special Advisor for Youth at the US Department of State visit Ciudad Juarez program;
- Youth workshop for Cohort 10 and graduation;
- Job placement services provided to Cohorts 9 and 10;
- Continued capacity building for DESEM;
- External follow-up study on Cohort 8 completed; and,
- Advisory committee strengthening.

Tijuana activities:

- Job placement services provided to Cohort 1;
- Continued capacity building for ProSalud; and,
- Advisory committee strengthening.



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**Annex 1**  
**Quarterly Performance Report, July - September 2014**

**Youth:Work Mexico Youth Success Stories**

## Youth Success Story

### Youth:Work México

José de Jesús Martínez Rodríguez  
Parque Central Center| Ciudad Juárez  
Cohort 9 | July 2014



*José de Jesús participating in the YWM job fair.*

***“I began this program with the goal of finding a job. I wanted to learn and do things that I like. I thought that this program would only help us find employment, but I learned quickly that Youth:Work Mexico does much more...”***

Born in Guadalajara, José de Jesús moved to Ciudad Juárez at 5 years old so the family could make a better living. José is 20 years old and lives with his parents.

José’s neighborhood suffers from drug use and high volumes of delinquency. According to José, youth in this community have trouble overcoming the influences of their surroundings.

Prior to entering the program, José was inactive and spent the majority of his time at home watching television. However, he wanted to prove he could do something more with his life. He began seeking work with a goal to ultimately having the means continue his studies. José had tried to secure work at a maquiladora near his house but due to a lack of a CV, cover letter, employment documents and good presentation skills, the company rejected his application. On the way home, José found a flyer promoting the Youth:Work Mexico program. Its announcement to help youth find work as well as provide them with life and work skills immediately piqued his interest. He

called to learn more, interviewed, and was accepted into the program at the Parque Central community center.

Counselors and facilitators describe José as responsible, participative, and always ready to help his peers. Over the course of the training, José’s confidence increased, his public speaking skills improved and he learned to work with different types of people. He shared that at the beginning of the program he felt uncomfortable but adapted to the dynamics and interactions in the group.

José’s future plans include finishing high school and finding a stable job that will allow him to go on and study at the university. He hopes to pursue a career in community development or social work due to his spirit of service and passion.

***“The program helped me gain more confidence. I feel more comfortable speaking publicly and my professional conversational skills have improved. In addition, this program teaches you how to avoid making poor decisions because when you come from a difficult area and don’t receive support its easy to walk the wrong path. It’s as if YWM provided a bridge in our lives to help us get to where we want to go. It gave us the tools to be confident when faced with life’s challenges.”***

## Youth Success Story

### Youth:Work México

Samantha Cárdenas Hernández

Lucio Cabañas Community Center | Ciudad Juarez

Cohort 9 | July 2014



*Samantha participating in the community mapping activity during training, where youth locate the different job opportunities in the surrounding areas.*

***“The Youth:Work México program has taught us confidence and helped us understand our strengths and skills, not just for employment but also for life.”***

Born in Durango, Mexico, Samantha “Sam” Cárdenas moved to Ciudad Juarez at age 11 after briefly living in the United States. Sam is 17 years old and currently lives with her mother, stepfather, two younger brothers and her daughter.

Sam’s neighborhood faces issues related to drug use, gangs and crime. According to Sam, these are the primary challenges that youth in her community must overcome.

Sam dropped out of school after the 9<sup>th</sup> grade due to the birth of her child. In order to support her daughter Casey, Sam was searching for work but found many barriers to gaining employment. In addition to her young age, her limited years of education and her lack of work experiences created additional obstacles to employment. After two months of searching, she remained unemployed.

Sam came to learn about the Youth:Work Mexico program through her mother. While taking advantage of the services provided by the Lucio Cabañas community center, Sam’s mother came across YWM promotional materials and presented them to her daughter. Sam enrolled in the YWM program shortly after.

Counselors and facilitators describe Sam as a responsible and committed young woman. While shy at the start of the program, she gained more confidence over time and fostered close relationships with her peers. Sam says that the most valuable skills she acquired during program were how to write a resume, a cover letter and other employment documents. In addition, she expressed that the lessons taught during the life skills component were particularly valuable, especially managing emotions and self-confidence.

Sam’s future goals include finding a stable job, re-enrolling in high school, becoming independent and pursuing a meaningful career.

***“Beginning now, I’ll present myself confidently when I apply for jobs because I know I have strong teamwork skills and good communication skills.”***



## Youth Success Story

### Youth:Work México

David Eslava González

YMCA Community Center | Tijuana

Cohort 1 | September 2014



David presents his "Education and Work History" poster during training.

Born in Tijuana, Baja California, David Eslava is a 19 year old youth who lives with his parents. The neighborhood in which David lives has historically suffered from violence and crime. According to David, vandalism, robberies and youth deaths due to neighborhood conflicts are common and pose challenges for youth.

Prior to entering the program, David dropped out of school in order to find work and contribute to the household. However due to his lack of education, finding employment has been difficult.

David is passionate about soccer and he came to learn of Youth:Work Mexico during his morning exercises. He found a YWM flyer posted in his neighborhood's soccer field and decided to enroll shortly after.

Counselors and facilitators describe David as introverted, insecure and unaware of his strengths and weaknesses when he started in the program. When required to speak publicly, he stuttered through his sentences and did not participate in class. Over the course of the program, he began to express himself better and surprised his peers with his creative ideas. His confidence increased, he learned to work in groups and he actively participated in the workshop.

During the session titled "Strengths and Weaknesses," David and his team were required to give a presentation to their peers.

While discussing which team member would lead the presentation, David volunteered, to the surprise of his group, and received praise for his confidence.

David has dreams of being a professional soccer player and wakes up daily at 6am to go running at the sports center near his house. Despite this, David also has grounded his career ambitions in becoming a physical education teacher. In order to achieve this, David has decided to continue his studies after the program and work towards his degree.

At the end of the program, David shared with the team the following phrase which he says is his motto going forward: "Not everything is as it seems. When you fall, you must get up. Don't lose your steam, the train only passes once. You'll have one chance to find your calling."



*trabajando con los jóvenes de México*

**Annex 2**  
**Quarterly Performance Report, July – September 2014**

**Youth:Work Mexico Employer Stories**

## Youth:Work México

Employer Story

La Abeja | Ciudad Juarez

August 2014

*Ciudad Juarez, Chihuahua* – **Hot Cakes La Abeja** is a local restaurant in Ciudad Juarez, famous for its breakfast, especially its pancakes which are considered the best in the city.

With two locations in Ciudad Juarez, La Abeja has been a key partner in the Youth:Work Mexico program and much of their staff is made up of program graduates. La Abeja owners, Claudia Parra and Jaime Chavira, consider YWM as a key recruiting tool for qualified employees. They expressed that as a new business, it can be very difficult to find responsible and skilled employees. Due to the YWM program, they have been able to recruit and hire qualified young people with the skills to make the restaurant successful.

The owners conveyed that a “difference in character” was why they preferred to hire YWM graduates over other youth. According to co-owner Jaime, “we can quickly tell if the person standing in front of us asking for a job is a Youth:Work Mexico graduate. That person will clearly list their strengths and their weaknesses, with a promise to work on them.” Knowing these attributes prior to employing the youth allows company owners to better plan their professional development in order to develop “first a better person, then a better employee.”



*YWM graduates hired at Hot Cakes La Abeja*

Among the 6 YWM graduates currently working in the restaurant, Javier Perez has been nominated as most outstanding. At the beginning of his employment, he didn't have any experience or knowledge of working in a kitchen. Today he is the head of the kitchen. Co-owner Claudia speaks of Javier's journey. “Initially he was extremely shy, and he rarely even spoke to his co-workers. But slowly, he began to take a larger role and became more vocal. He never came in late and displayed a high level of commitment to the company. His attitude was what made us decide to make him the head of the kitchen.

As a key employer partner to the YWM program, La Abeja has participated in two job fairs and has hosted several visits by youth during their training. “We are very grateful to Youth:Work Mexico, because the program has helped us grow with strong employees that provide excellent customer service while displaying a solid commitment to their jobs,” Claudia says after a year and a half of collaboration. “We are confident that we will continue to work with the YWM program.”

## Youth:Work México

Employer Story

Mecánica y Servicios Paso del Norte | Ciudad Juárez

August 2014



*YWM group site visit to Paso Del Norte*

*Ciudad Juarez, Chihuahua* – **Mecánica y Servicios Paso del Norte** is a maquiladora supplier which provides installation equipment, machinery maintenance, painting supplies, and tool support. In summer of 2012, Paso Del Norte learned about the Youth:Work Mexico program and have since been hiring program graduates as assistants or machine clerks, as well as supporting the program with site visits and presentations.

Paso Del Norte is interested in working with inexperienced people in order to help them develop professionally in a way that aligns with the company's work style and culture. Due to this philosophy, Paso Del Norte and the YWM program make a perfect match.

The company is interested in hiring YWM graduates who are looking for their very first job and that can grow with the company.

Three YWM graduates have worked at Paso Del Norte and the company regularly invites youth cohorts to attend a site visit to view their facilities firsthand and speak with current employees. Paso Del Norte owner, Sergio Lopez says that YWM is a valuable program. Having grown up in the Chaveña neighborhood, where YWM has worked, he identifies with the program participants and believes it is imperative to keep supporting these kinds of programs.

Currently working at the company is Juan Manuel, a YWM program graduate from Cohort 3. Sergio highly value's Juan's contributions to the company and works to incentivize his retention as an employee. Juan Manuel began as a lathe auxiliary but has grown rapidly within the company. When hired, he had a starting salary of \$500 pesos per week and has grown to a salary of \$2,000 pesos per week. As one of the most outstanding employees, Sergio stated that "Juan Manuel's development has been truly impressive. We are currently subsidizing the cost of his enrollment at CENALTEC (a high performance national training center) for training in the Machines & Tools Career track. We're doing this because we want him to keep growing in the organization and simultaneously helping us grow. We think he is a special kid with a high sense of responsibility and very committed to his job."



*trabajando con los jóvenes de México*

**Annex 3**  
**Quarterly Performance Report, July - September 2014**

**Youth:Work Mexico Cohort 9 Graduation Program, Ciudad Juarez**

# YOUTH:WORK

trabajando con los jóvenes de México

## CEREMONIA DE GRADUACIÓN 9ª GENERACIÓN DEL PROGRAMA YOUTH:WORK MÉXICO

*Ciudad Juárez, México*

*8 de agosto de 2014*

**Horario de ceremonia:** 10:00 a.m. – 11:20 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

1. Enrique Serrano, Presidente Municipal de Ciudad Juárez
2. Elizabeth Ramirez, Directora Adjunto, Justice & Citizen Security Office, USAID México
3. Fidel Pérez, Secretario del Trabajo, Gobierno del Estado de Chihuahua
4. Ian Brownlee, Cónsul General del Consulado de los Estados Unidos en Ciudad Juárez
5. Martín Alonso Cisneros, Presidente Consejo Local Juárez Fundación del Empresariado Chihuahuense
6. Ricardo Duarte, Rector de la Universidad Autónoma de Ciudad Juárez
7. Guadalupe de la Vega, Presidente COPARMEX Ciudad Juárez
8. Alejandro Ramírez, Presidente CANACO Ciudad Juárez
9. Angela Venza, Directora de Programa de la International Youth Foundation
10. Alfonso Márquez, Presidente de Consejo Empréndete Juárez
11. Joven representante de 9ª generación Youth:Work México



# YOUTH:WORK

trabajando con los jóvenes de México

## Programa

<b>10:00 A.M. – 10:05 A.M.</b>	Apertura de evento – Proyección de video YWM y palabras de maestros de ceremonia.
<b>10:05 A.M. – 10:10 A.M.</b>	Palabras de bienvenida por parte del Ing. Alfonso Márquez Quiroz. Presidente de Consejo de Desarrollo Empresarial Mexicano de Cd. Juárez, A.C. /Empréndete Juárez
<b>10:10 A.M. – 10:15 A.M.</b>	Palabras de Gobierno del Estado.
<b>10:15 A.M. – 10:25 A.M.</b>	Entrega de reconocimientos para jóvenes del Centro Comunitario del Estado Fray García de San Francisco por parte de representante de Gobierno del Estado.  Entrega de reconocimientos para jóvenes de Centro Francisco I. Madero y Centro Biblioteca Municipal Felipe Ángeles por parte de representante de USAID México.
<b>10:25 A.M. – 10:30 A.M.</b>	Testimonio de empleador.
<b>10:30 A.M. – 10:40 A.M.</b>	Entrega de reconocimientos para jóvenes del Centro Comunitario del Estado Lucio Cabañas por parte de representante de FECHAC.  Entrega de reconocimientos para jóvenes de Centro Comunitario del Estado Torres del PRI por parte de representante UACJ.
<b>10:40 A.M. – 10:50 A.M.</b>	Expresión artística.
<b>10:50 A.M. – 11:00 A.M.</b>	Entrega de reconocimientos para jóvenes de Centro Comunitario del Estado Parque Central por parte de representante Gobierno Municipal.
<b>11:00 A.M. – 11:05 A.M.</b>	Palabras de representante USAID.
<b>11:05 A.M. – 11:10 A.M.</b>	Palabras de Gobierno Municipal.
<b>11:10 A.M. – 11:15 A.M.</b>	Palabras de joven representante de la 9ª generación Youth:Work México.
<b>11:15 A.M. – 11:20 A.M.</b>	Cierre de evento por parte de maestros de ceremonia.





*trabajando con los jóvenes de México*

**Annex 4**  
**Quarterly Performance Report, July - September 2014**

**Youth:Work Mexico Program Launch in Tijuana**

# PROGRAMA DE EMPLEABILIDAD

## YOUTH:WORK

*trabajando con los jóvenes de México*

24 Julio del 2014, 10:00 A.M.

### PROGRAMA

1. Bienvenida
2. Intervención de la Lic. Marcela Merino, Directora General de Pro Salud  
Nos presentará la situación de las y los jóvenes
3. Presentación del Presídium.
4. Intervención del Lic. Roberto Valdés, Presidente del Consejo Directivo de Pro Salud.
5. Intervención de la Lic. Ángela Venza, Directora del Programa de la International Youth Foundation USA.
6. Intervención del Lic. Rubén Acosta, Director del Programa YouthWork: México de Ciudad Juárez.
7. Intervención del Lic. Juanita Pérez Floriano, Secretaria del Trabajo y Previsión Social del Estado.
8. Intervención del Lic. Arnulfo Guerrero, Sub secretario de Desarrollo Social del Estado.
- 9.- Lic. Roberto Valdés, Presidente del Consejo Directivo de Pro Salud, quien dirigirá unas palabras de cierre.





*trabajando con los jóvenes de México*

**Annex 5**  
**Quarterly Performance Report, July - September 2014**

**Youth:Work Mexico Cohort 1 Graduation Program, Tijuana**



trabajando con los jóvenes de México

**CEREMONIA DE GRADUACIÓN  
1ª GENERACIÓN DEL PROGRAMA YOUTH:WORK MÉXICO**

**Tijuana, México  
18 de septiembre de 2014**

**Horario de ceremonia:** 4:00 P.M. a 5:00 P.M.

**Lugar:** Auditorio Corporación del Fuerte, CETYS Universidad  
Av. CETYS Universidad s/n Fracc. El Lago, Tijuana, B.C.,  
México, C.P. 22550

**Presídium**

1. Dr. Jorge Astiazarán Orcí, Presidente Municipal de Tijuana
2. Lic. Juanita Pérez Floriano, Secretaria del Trabajo y Previsión Social del Estado
3. Lic. Arnulfo Guerrero, Sub Secretario de Desarrollo Social del Estado
4. Cónsul de Tijuana
5. Lic. Roberto Valdés, Presidente del Consejo Directivo de Fronteras Unidas Pro Salud, A.C.
6. Representante de USAID / México: Jennifer Renquist Horsfall, Asesor en Prevención del Delito, Agencia de los Estados Unidos para el Desarrollo Internacional / México
7. Representante de IYF: Rubén Acosta Estrada, Director de Programa Youth:Work México, International Youth Foundation
8. Lic. Marcela Merino, Directora General Fronteras Unidad Pro Salud, A.C.
9. Joven representante de la 1ª generación Tijuana Youth:Work México - Yesenia García Sarmiento



# YOUTH:WORK

trabajando con los jóvenes de México

## Programa

<b>4:00 P.M. – 4:05 P.M.</b>	Apertura de evento–Proyección de video YWM y palabras de la maestra de ceremonia.
<b>4:05 P.M. – 4:10 P.M.</b>	Palabras de bienvenida por parte del Lic Roberto Valdez, Presidente del Consejo Directivo de Fronteras Unidad Pro Salud, A.C.
<b>4:10 P.M. – 4:15 P.M.</b>	Palabras por parte de la Lic. Juanita Pérez Floriano, Secretaria del Trabajo Previsión Social del Estado.
<b>4:15 P.M. – 4:25 P.M.</b>	Palabras por parte de Lic. Arnulfo Guerrero, Sub Secretario de Desarrollo Social del Estado
<b>4:15 P.M. – 4:25 P.M.</b>	Entrega de reconocimientos para jóvenes graduados por parte de: Lic. Juanita Pérez Floriano, Secretaria del Trabajo y Previsión Social del Estado Lic. Arnulfo Guerrero, Sub Secretario de Desarrollo Social del Estado Representante de USAID
<b>4:25 P.M. – 4:30 P.M.</b>	Palabras de él joven Andrés Cancino Núñez representante de El Centro Comunitario Mariano Matamoros de la 1ª generación Tijuana, Youth: Work México
<b>4:30 P.M. – 4:35 P.M.</b>	Representante de USAID/México: Jennifer Renquist Horsfall, Asesora en Prevención del Delito, Agencia de los Estados Unidos para el Desarrollo Internacional / México.
<b>4:40 P.M. – 4:45 P.M.</b>	Palabras de la joven <u>Yesenia García Sarmiento</u> representante de El Centro Comunitario El Niño de la 1ª generación Tijuana, Youth: Work México.
<b>4:45 P.M. – 4:50 P.M.</b>	Cierre del evento por parte del maestra de ceremonia.





*trabajando con los jóvenes de México*

**Annex 6**  
**Quarterly Performance Report, July – September 2014**

**Youth:Work Mexico in Local Media**

## Cohort 9 Graduation in Ciudad Juárez

### **Egresan 82 personas de talleres para la empleabilidad**

Cinthya Ávila

El Diario | Viernes 08 Agosto 2014 | 21:18 hrs

Un total de 82 hombres y mujeres de entre 14 a 20 años y que habitan en zonas vulnerables de la ciudad, graduaron de talleres para la empleabilidad, impartidos por Youth Work México, perteneciente a la Agencia de Estados Unidos para el Desarrollo Internacional (USAID).

Los graduandos pertenecen a los centros comunitarios Francisco I. Madero, Felipe Ángeles, Fray García de San Francisco, Lucio Cabañas, Torres del PRI y Parque Central.

Alejandra Delgado, directora de Empréndete Juárez, organización involucrada en esta iniciativa, señaló que esta capacitación tuvo una duración de 116 horas, en la cual se buscó desarrollar habilidades para acceder a un empleo.

Dijo que esta es la novena generación del proyecto Youth Work y agregó que a cada egresado se le da seguimiento por cuatro meses.

Julissa Guillón, una de las graduadas, mencionó que la capacitación consistió en aprender el manejo de las emociones, trabajo en equipo y toma de decisiones dentro de una organización.

Comentó que con las habilidades desarrolladas en el taller se siente con mayor preparación para insertarse en el campo laboral.

Durante la ceremonia de graduación la directora de Empréndete hizo un llamado a autoridades y empresarios para que desarrollen programas que incluyan a los jóvenes a fin de que éstos puedan integrarse a la actividad económica.

Delgado señaló que Youth Work comenzó en 2010 con la finalidad de atender a jóvenes que vivan en zonas vulnerables, brindándoles las herramientas necesarias para que se involucren en actividades provechosas.

Agregó que a la fecha 9 mil personas se han beneficiado a través de las actividades desarrolladas por esta iniciativa.

[cavila@redaccion.diario.com.mx](mailto:cavila@redaccion.diario.com.mx)

Source: [http://diario.mx/Economia/2014-08-08\\_7784b5fa/egresan-82-personas-de-talleres-para-la-empleabilidad/](http://diario.mx/Economia/2014-08-08_7784b5fa/egresan-82-personas-de-talleres-para-la-empleabilidad/)

## Press Conference announcing Cohort 10 in Ciudad Juarez

### **Reclutan ni-nis para programa 'Empréndete'**

**Josefina Martínez**

**El Diario | Martes 30 Septiembre 2014 | 19:43 hrs**

Con el objetivo de ofrecer capacidades a jóvenes que no trabajan ni estudian para que identifiquen sus habilidades, y aprenda cómo elaborar un currículum y la forma de relacionarse y coordinarse en un empleo, la organización civil Empréndete Juárez invita a jóvenes de 16 a 28 años para que se inscriban en su taller de Formación Integral de Competencias.

El taller iniciará el próximo 6 de octubre y para inscribirse los interesados deben tener secundaria terminada, no estar estudiando ni trabajando y tener la edad mencionada, informó Alejandra Delgado, directora de esta organización civil.

Agregó que esta labor de capacitar a los jóvenes para que puedan presentarse de mejor manera a una entrevista de trabajo inició desde 2010 a través de la Youth Work Foundation apoyada por la Agencia de los Estados Unidos para el Desarrollo Internacional (USAID).

“Ahora nos corresponde a nosotros a través de Empréndete continuar con esta labor a favor de los jóvenes de Ciudad Juárez y prepararemos a la Décima Generación que ingresará al taller el próximo 6 de octubre”, dijo.

Informó que los talleres se imparten en los centros comunitarios de Riberas del Bravo, Francisco Villarreal y Fray García de San Francisco además se trabajará en el Conalep III que se ubica en esta misma zona de crecimiento de la ciudad.

“Buscamos zonas vulnerables y donde haya espacio para que los jóvenes puedan tener un espacio para acudir al taller”, dijo.

Sobre el tema de los talleres informó que se trata de proporcionar a los jóvenes de competencias y habilidades para que se vuelvan agentes de cambio en sus comunidades.

Luego de las 78 horas de taller que implica que las personas acudan 4 horas de lunes a viernes durante 7 semanas, se vincula a los egresados con algún empleador que se interese en ellos y posteriormente se les acompaña durante 4 meses para verificar que continúe en su empleo y que esté satisfecho con los resultados.

“Nosotros no proporcionamos habilidades técnicas, más bien trabajamos con ellos en cuanto a liderazgo, presencia, les ayudamos a ubicar su mercado, descubrir sus habilidades, y a expresarlas a través de su currículum vitae”, dijo.

Señaló que desde 2010 se han graduado mil 800 jóvenes y 7 de cada 10 de sus egresados consiguen y permanecen en sus empleos.

“Detectamos que el 30 por ciento de los jóvenes que no se quedan es porque se van de la ciudad o su objetivo principal ya no es conseguir un empleo, esto lo vemos principalmente entre las mujeres que se casan y deciden quedarse en su casa”, expresó.

Agregó que además de la formación para la competitividad se les da otra capacitación alterna que incluye salud sexual reproductiva y otras habilidades que convierten a estos talleres en una formación integral.

[jmartinez@redaccion.diario.com.mx](mailto:jmartinez@redaccion.diario.com.mx)

Source: [http://diario.mx/Local/2014-09-30\\_898d0c4b/reclutan-ni-nis-para-programa-emprendete/](http://diario.mx/Local/2014-09-30_898d0c4b/reclutan-ni-nis-para-programa-emprendete/)

## **Youth Work México apoyó a casi 9 mil jóvenes desde el 2011**

**Tiempo, La Noticia Digital | 30 Septiembre 2014 | 10:43**

Fue desde 2011 que inició el programa Youth Work México en Ciudad Juárez con el cual lograron beneficiar ya a nueve mil jóvenes a conseguir algún empleo al desarrollar sus oportunidades.

En conferencia de prensa los coordinadores del programa en la frontera dieron a conocer lo que resultó hasta ahora y desde hace tres años el programa en donde el principal objetivo es generar oportunidades de prosperidad y desarrollo a los jóvenes.

Hasta ahora Juárez cuenta con cuatro puntos diferentes en donde los jóvenes de entre 16 a 28 años de edad pueden acudir a solicitar apoyo, los cuales son Riberas del Bravo, Conalep 3 por la colonia Mezquital, Centro Comunitario Fray García de San Francisco y en Francisco Villarreal Torres.

Según las estadísticas que manejan indican que siete de cada diez jóvenes logran obtener algún trabajo en diferentes empresas, desde restaurantes hasta en el sector maquilador, esto al desarrollar sus habilidades.

Será este próximo lunes seis de octubre que inicien con la nueva generación de Youth Work México por lo que las personas que lleguen a interesarse pueden acudir a los diversos puntos para inscribirse lo cual no tiene ningún costo

Source: <http://www.tiempo.com.mx/notas/c1947270>

## **Youth Work México llegó a Juárez en 2011**

**Everado Cardona**

**Canal 44 | 30 Septiembre 2014**

### **Entrenaron a 9 mil jóvenes para conseguir empleo**

La campaña de entrenamiento laboral Youth Work, puesta en marcha en nuestra ciudad desde el año 2011 para contrarrestar la descomposición del tejido social en la que participan la International Youth Foundation y la Agencia de Estados Unidos para el Desarrollo Internacional está próxima a iniciar su nueva generación.

En ciudad Juárez, unos 9 mil jóvenes han recibido apoyo de este proyecto en el que se busca adiestrarlos para conseguir trabajo en empresas o auto emplearse tras la aplicación de programas de actividades extraescolares y de verano.

De esta manera, Youth Work aporta educación, capacitación y habilidades para la actividad en el entorno laboral y reducir así la posibilidad de que los participantes se vean involucrados en actividades ilícitas, por lo que se pide que los interesados se inscriban antes del lunes 6 de octubre cuando inicia la nueva generación.

Source: <http://canal44.com/?p=26451>

## **Youth Work México ayuda a jóvenes con ganas de trabajar**

**Javier Omar Gonzalez Gonzalez**

**Televisa Juarez | 2 octubre 2014**

Ciudad Juárez, 01 Octubre 2014.- Fue desde el 2011 cuando inicio el programa Youth Work México en Ciudad Juárez con el cual a la fecha se han beneficiado a 9 mil jóvenes.

Abren nueva convocatoria para una nueva generación del programa Youth Work México en Ciudad Juárez, donde de acuerdo a estadísticas de la organización, siete de cada 10 jóvenes egresados de este programa logran obtener algún empleo en empresas formales.

Será el próximo 6 de octubre cuando dé inicio esta nueva generación. Así lo dieron a conocer en rueda de prensa los coordinadores de Youth Work México en esta frontera.

Agregaron que a través del mismo han beneficiado a más de 9 mil jóvenes, con el objetivo de generar oportunidades de desarrollo.

“A mí me ayudo bastante ya que en realidad no sabía para lo que era buena pero me ayudaron a desarrollar ahora si mis habilidades y buscaron cuales eran mis fortalezas y debilidades gracias a esto ya sé a dónde puedo ir a buscar una oportunidad de trabajo”. Dijo, Fernanda Ortiz, beneficiada.

Hasta el momento, cuentan con cuatro puntos a donde los interesados pueden acudir, que son los centros comunitarios de Riberas del Bravo, el Fray García de San Francisco, el de Francisco Villarreal Torres y en el Conalep 3.

El requisito es contar con secundaria terminada y tener entre 16 y 28 años.

Source: <http://www.televisajuarez.tv/noticias/544-youth-work-mexico-ayuda-a-jovenes-con-ganas-de-trabajar>

## **Buscan que los jóvenes se superen y consigan un empleo**

**Paola Gamboa**

**NorteDigital | 2 octubre 2014 | 12:35 am**

Para que los jóvenes de distintas colonias de la ciudad aprendan a identificar sus habilidades y relacionarse con los demás, y así conseguir un empleo, la asociación Empréndete Juárez, invita a los jóvenes de la ciudad de entre 16 a 28 años a que se inscriban al taller Formación Integral de Competencias.

El taller iniciará el próximo 6 de octubre y para inscribirse los interesados deben tener secundaria terminada, no estar estudiando ni trabajando y tener la edad mencionada, informó Alejandra Delgado, directora de esta organización civil. La actividad comenzó desde el 2010, a través del programa Youth Work Foundation, apoyada por la Agencia de los Estados Unidos para el Desarrollo Internacional, USAID.

“Ahora nos corresponde a nosotros a través de Empréndete continuar con esta labor a favor de los jóvenes de Ciudad Juárez y prepararemos a la décima generación que ingresará al taller el próximo 6 de octubre”, dijo.

Los talleres se impartirán en los centros comunitarios de Riberas del Bravo, Francisco Villarreal y Fray García de San Francisco, además se trabajará en el Conalep III que se ubica en esta misma zona de crecimiento de la ciudad. “Buscamos zonas vulnerables y donde haya espacio para que los jóvenes puedan tener un espacio para acudir al taller”, dijo. En los talleres se buscará proporcionar a los jóvenes de competencias y habilidades para que se vuelvan agentes de cambio no sólo en su vida, si no también en sus comunidades.

Por tal razón los talleres y demás actividades tendrán una duración de 78 horas, que se dividirán en 4 horas de lunes a viernes durante 7 semanas.

Durante el tiempo en el que Empréndete ha estado en Juárez se ha logrado que más de mil 800 jóvenes gradúen, y cada 10 egresados 7 consigan y permanezcan en sus empleos.

“Detectamos que el 30 por ciento de los jóvenes que no se quedan es porque se van de la ciudad o su objetivo principal ya no es conseguir un empleo, esto lo vemos principalmente entre las mujeres que se casan y deciden quedarse en su casa”, expresó. la invitación está hecha para todos los jóvenes de la ciudad que deseen superarse y conseguir un empleo digno.

Source: <http://nortedigital.mx/buscan-que-los-jovenes-se-superen-y-consigan-un-empleo/>

## **Program Launch in Tijuana with ProSalud**

### **Ponen en marcha programa piloto denominado "Empleabilidad"**

Uniradioinforma | 24 julio 2014

Video & article: <http://www.uniradioinforma.com/movil/articulo/283807>

### **Brindarán a los jóvenes oportunidad de empleo**

Eliud Ávalos Matías

El Sol de Tijuana | 25 julio 2014

Tijuana.- Este jueves arrancó el "Programa de Empleabilidad", dirigido a jóvenes que radican en las colonias El Niño y Mariano Matamoros. La intención es que se les brinden oportunidades de empleo para cambiar su estilo de vida.

Esto lo dio a conocer la secretaria del Trabajo de Baja California, Juana Laura Pérez Floriano, quien explicó que el programa es resultado de la coordinación de Asociaciones Civiles y Organismos No Gubernamentales (ONG) apoyados por el Gobierno del Estado a través de la Secretaría de Trabajo.

"El programa ha sido diseñado mediante la intervención de la STPS, Secretaría de Desarrollo Social del Estado (Sedesoe), Instituto Municipal de la Juventud de Tijuana, Canacintra, el Centro YMCA Educativo de atención comunitaria El Niño, además de empresarios que se caracterizan por su responsabilidad social y que se han acercado a apoyar de alguna u otra forma", indicó la funcionaria estatal.

Destacó que el programa iniciará con la orientación a 50 jóvenes de las zonas mencionadas para brindarles acceso a información sobre oportunidades de empleo, recibirán también, según sus intereses y capacidades, orientación acerca de áreas del sector productivo y elaborarán un plan de vida personalizado para que practiquen un estilo de vida que les permita un futuro productivo y sano.

Agradeció que las Asociaciones Civiles como Fronteras Unidas Pro Salud, que en este caso es anfitriona del "Programa de Empleabilidad", se involucren desde hace más de 15 años en buscar mejores horizontes para los jóvenes, y reconoció que es muy positivo sumar esfuerzos que vayan de la mano en un trabajo conjunto con las dependencias estatales, debido a que el gobernador Francisco "Kiko" Vega de Lamadrid ha sido enfático en que su administración sea de puertas abiertas y esto es una prueba más de ello.

Para finalizar, agradeció al presidente del Consejo Directivo de Fronteras Unidos Pro Salud, Roberto Valdez Castañeda, por la invitación a formar parte de este esfuerzo, y exhortó a la población en situación vulnerable a aprovechar los programas para buscar oportunidades laborales en Tijuana y en el resto de los municipios.

En la ceremonia estuvieron presentes la directora del Programa de la International Youth Foundation, Ángela Venza; el director de Youth: Work México, Rubén Acosta; la representante de Sedesoe, Patricia Lorena Sotelo Miranda, y el director ejecutivo empresarial de Canacintra, José López Castellanos.

Sobre este mismo asunto, el director de Youthwork México, Rubén Acosta, señaló que el éxito de Youthwork se debe a las alianzas estratégicas de la gente que se preocupa y ocupa de los jóvenes de la comunidad.

"Cuando las autoridades del sector gobierno pone los ojos y la voluntad para que los jóvenes sean atendidos en sus necesidades más apremiantes, pero también el sector privado, los empleadores se suman a este esfuerzo y hay organizaciones civiles, caso de Pro Salud, YMCA, se van haciendo sinergias en beneficio de la comunidad".

Dijo que la problemática a veces es aguda y los resultados indeseables, pero que en Youthwork ven en los jóvenes más que los conflictos, las soluciones.

"Tanto en la Fundación Internacional para la juventud como en el propio programa Youthwork, sabemos que en cada uno de ellos hay capacidades para ponerse al servicio de las empresas, de los negocios o los sectores que necesita cada población", concluyó.

Source: <http://www.oem.com.mx/elsoldetijuana/notas/n3479157.htm>

## Cohort 1 Graduation in Tijuana

### **Egresan 31 jóvenes de talleres para la empleabilidad juvenil**

*Una iniciativa de Pro Salud, Youth Fundation y USAID*

**Brenda Colón Navar**

**San Diego Red | Viernes 23 Septiembre 2014**

TIJUANA.- Con gran emoción se dio lugar a la graduación de 31 jóvenes de los talleres de "Orientación para la Empleabilidad", un esfuerzo donde varias instituciones locales como Fronteras Unidas Pro Salud y otros órganos internacionales como USAID y Youth Fundation se dieron a la tarea de convertirse en agentes de cambio para crear una mejor calidad de vida en Tijuana.

Los talleres fueron impartidos en dos centros comunicarios, ubicados en las colonias de "El Niño" y Mariano Matamoros respectivamente. Durante 140 horas, los jóvenes originarios de zonas vulnerables, desarrollaron diversas habilidades que les permitirán acceder a mejores oportunidades educativas y laborales.



*El Presidente del Consejo de Fronteras Unidas Pro Salud Roberto Valdés y Marcela Merino, Directora de la Institución*

Además de Fronteras Unidas Pro Salud, Youth Fundation y la Agencia de los Estados Unidos para el Desarrollo Internacional (USAID), en esta labor también participaron la Secretaría del Trabajo y Previsión Social de Baja California, Desarrollo Social del Estado, el Instituto Municipal de la Juventud, el Instituto Nacional para la Educación de los Adultos, el Centro de Enseñanza Técnica Superior (CETYS), el Centro de Capacitación para el Trabajo Industrial No. 144 (CECATI), el Centro de Estudios de Sistemas computacionales (C.E.S.C.A.) y el Colegio de Estudios Científicos y Tecnológicos del Estado de Baja California (CECYTE).



*Representantes de las organizaciones involucradas*

El programa surgió en el 2010 en Ciudad Juárez, donde hasta hoy han egresado más de 1781 jóvenes y el 70% de ellos ya se ha incorporado a la vida productiva del país por lo que Tijuana no será la excepción. Esta primera generación es el comienzo del programa en la región, mismo que se extenderá a otras áreas de Tijuana y Baja California.

Uno de los puntos que más destaca de esta iniciativa es el hecho de que los jóvenes son capacitados por jóvenes. Para el reclutamiento, implementación y seguimiento "Youth : Work Mexico, cuenta con 7 jóvenes en Tijuana que actúan como facilitadores, mentores y consejeros, estos favorecen a que jóvenes vulnerables formen parte del sistema escolar, formación técnica y/o que accedan a un empleo digno.



*Los graduados y sus mentores*

Durante la ceremonia realizada en Tijuana este fin de semana, varios egresados compartieron su experiencia de como el programa había cambiado su perspectiva hacia la vida y como este incluso había impactado su entorno familiar.

Source: <http://www.sandiegored.com/noticias/57554/Egresan-31-jovenes-de-talleres-para-la-empleabilidad-juvenil/>



*trabajando con los jóvenes de México*

**Annex 7**  
**Quarterly Performance Report, July - September 2014**

**Youth:Work Mexico Updated Performance Measurement Plan (PMP)**

**Annex 7: Youth: Work Mexico, Phase II Indicator Matrix/PMP, September 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
<b>IR1 YWM Employability Model Consolidated in Ciudad Juarez and Tijuana</b>																
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		75	500	543	Ciudad Juarez
								50					46	50	46	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		75	500	543	Ciudad Juarez
								50					46	50	46	Tijuana
								50								
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	112	135	138	135	82			375	332	Ciudad Juarez
						75%	76%	75%	70%		66%			75%	71%	
								38					28	38	28	Tijuana
								75%					61%	75%	61%	
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%	100% (82 youth)			90%	99%	Ciudad Juarez
								90%					100% (28 youth)	90%	100%	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%		27 20%		27 20%		75 20%	0	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%		68 50%		68 50%		188 50%	0	Ciudad Juarez
<p><b>Note about placement rate targets:</b> 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 &amp; 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												
<b>IR2 Local Partners have Capacity to Implement and Sustain Employability Model</b>																	
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"> <li>• Connect with and assess labor market and tailor training to meet employer needs</li> <li>• Recruit, screen and enroll disadvantaged youth</li> <li>• Implement 27 session training course, including relationships with trainers, venues, and outside contractors.</li> <li>• Provide job placement services, including counseling youth and connecting them to job prospects</li> <li>• Cultivating and maintaining relationships with potential employers</li> <li>• Monitor youth throughout program and collect data to evaluate impact</li> <li>• Raise sustainable funding to ensure intervention is on-going, with support of local advisory board</li> </ul>		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	2		1 in Ciudad Juarez 1 in Tijuana
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.



*trabajando con los jóvenes de México*

**Annex 8**  
**Quarterly Performance Report, July - September 2014**

**Youth:Work Mexico Updated Leverage Report**

## Leverage Report

International Youth Foundation  
Youth:Work Mexico Program  
November 2013 - March 2014

Leverage Committed as of previous period:	<b>1,658,599</b>
Leverage Committed for current period:	<b>70,871</b>
Leverage Committed to date:	<b>1,729,470</b>

### Leverage Contributions This Period

Donor	Description of contribution	Local Currency			USD
		Cash	In-Kind	Total	
Arriba Chihuahua	12 guest speakers for session 8 of the youth training workshops where human resources staff share experiences with participants of Cohort 7.		6,000	\$6,000	<b>\$462</b>
Cadena 3	1 donated TV interview slot for Cohort 8 promotion		10,859	\$10,859	<b>\$835</b>
Canal 44	24 donated TV slots for Cohort 9 promotion		25,149	\$25,149	<b>\$1,935</b>
Cecilia Valdés, Lawyer	1 special guest speaker on Mexico labor rights, talk given to youth of Cohort 8		2,000	\$2,000	<b>\$154</b>
Chihuahua State Government	Use of classroom space in 1 state community center for Cohort 7; 2 state community centers for Cohort 8; and 3 state community centers for Cohort 9 for the 7 week youth training workshop. Use of 1 hall for job fair during Cohort 8.		48,500	\$48,500	<b>\$3,731</b>
Colegio de Abogados Laboralistas	2 special guest speakers on Mexico labor rights, talk given to youth of Cohort 8		4,000	\$4,000	<b>\$308</b>
Colegio de Educacion Profesional Tecnica del Estado de Chihuahua (CONALEP)	Discount given to the program for the delivery of technical workshops to 12 groups of youth in Cohorts 7 and 8.		157,500	\$157,500	<b>\$12,115</b>
Comision Estatal de Derechos Humanos	6 guest speakers deliver a Mexico labor rights talk; donation of 1 hall to hold the YWM Job Fair for Cohort 9.		6,380	\$6,380	<b>\$491</b>
Compazz Orchestra Ciudad Juárez	Donanted cultural performance for Cohort 8 graduation		500	\$500	<b>\$38</b>
CONALEP CAST	Use of classroom space at CONALEP CAST during Cohort 8 for the 7 week youth training workshop.		7,000	\$7,000	<b>\$538</b>
Desarrollo Juvenil del Norte A.C.	Use of classroom space for the 7 week youth training workshop; and use of a reception hall for graduation and job fair, all during Cohort 7.		20,000	\$20,000	<b>\$1,538</b>
Despacho de Abogados	2 special guest speakers on Mexico labor rights, talk given to youth of Cohort 8		4,000	\$4,000	<b>\$308</b>
Florería Brenda Andrade	Donation of floral centerpieces for Cohort 8 graduation		900	\$900	<b>\$69</b>
Fomento Tejido Social A.C.	Use of classroom space in the Oasis Revolucion neighborhood during Cohort 7 for the 7 week youth training workshop.		7,000	\$7,000	<b>\$538</b>

Fronteras Unidas Pro Salud, A.C.	Staff time donated to the project from supervisory and administrative offices for Cohort 1 in Tijuana	85,800	\$85,800	\$6,600
Fronteras Unidas Pro Salud, A.C.	Donated sexual reproductive health workshop & check-up	23,000	\$23,000	\$1,769
Fronteras Unidas Pro Salud, A.C.	Supplies donated: laptop, projector, camera	24,000	\$24,000	\$1,846
Grupo RE	25 guest speakers for session 8 of the youth training workshops where human resources staff share experiences with participants of Cohort 8. 13 guest speakers for session 8 with participants of Cohort 9	19,000	\$19,000	\$1,462
Hotel Lucerna	Discount on rate on all Hotel Lucerna reservations through December 31, 2014. 14 nights reserved during Cohort 8 in Ciudad Juarez, 4 nights reserved during Cohort 9 in Ciudad Juarez and 15 nights reserved during Cohort 1 in Tijuana. Various visitors for project monitoring and capacity building.	29,340	\$29,340	\$2,257
Juarez Municipal Government	Use of classroom space in 5 municipal community centers for Cohort 7; 6 municipal community centers for Cohort 8; and 1	98,000	\$98,000	\$7,538
La Rodadora	Use of classroom space for Cohort 9 for the 7 week youth training workshop.	7,000	\$7,000	\$538
Multimedios	2 donated TV interview slots for Cohort 9 promotion	25,149	\$25,149	\$1,935
Olmo Leon	Cohort 7 graduation cultural performance	500	\$500	\$38
Radio Net	3 donated radio interview slots for Cohort 8 promotion; 4 donated radio interview slots for Cohort 9 promotion	17,500	\$17,500	\$1,346
Santa Cecilia Church	Use of classroom space for Cohort 9 for the 7 week youth training workshop.	7,000	\$7,000	\$538
Saul Morales	1 special guest speaker on employment tips, talk given to youth of Cohort 8 during job fair	1,000	\$1,000	\$77
Sergio Torres y Saul Martinez	Discounted rate for editing and voice-over of TV promotion ad	14,000	\$14,000	\$1,077
Sigifredo Heras	1 special guest speaker on employment tips, talk given to youth of Cohort 8 during job fair	1,000	\$1,000	\$77
Studio Cuatro Trece	Cohort 7 graduation cultural performance	500	\$500	\$38
Superarte A.C.	Donation of audiovisual equipment for Cohort 7 and Cohort 8 graduation ceremony	8,634	\$8,634	\$664
TELEVISA	4 donated slots for TV interviews and 1 special TV recording for Cohort 8 promotion; 60 donated slots for Cohort 9 promotion	190,910	\$190,910	\$14,685
Transporte Villalobos	Discounted fare for transportation of Cohort 8 youth.	1,050	\$1,050	\$81
UACJ	Use of classroom space at UACJ Community Center during Cohort 8 for the 7 week youth training workshop.	7,000	\$7,000	\$538
XEJ-TV	1 TV interview slot for Cohort 8 promotion	10,859	\$10,859	\$835
XHCJ	4 donated TV interview slots for Cohort 9 promotion	50,298	\$50,298	\$3,869

<b>Total</b>	\$0	\$921,329	\$921,329	\$70,871
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Public Sector	24,952
Private Sector/Media	31,501
NGO	14,072
Individuals	346
<b>Total</b>	<b>70,871</b>

1 USD= 13.000