



trabajando con los jóvenes de México

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

**Quarterly Performance Report**

Period: January – March 2015

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 (Phase II). 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 is 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 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
- External Evaluation of Cohort 9
- DESEM's Independent Implementation of Cohort 11
- YWM Advisory Committee
- Ongoing Program Promotion
- Capacity Building activities for DESEM staff
- Final Results & Observations of the YWM Model Transference to DESEM

#### Tijuana Activities

- Pilot Cohort Results
- Cohort 2 Recruitment, Selection & Employability Training
- YWM Advisory Committee
- Ongoing Program Promotion
- Capacity Building activities for ProSalud staff
- Observations of the YWM Model Transference to ProSalud

#### Leverage

#### YWM Model Documentation

- YWM Program Manual
- YWM Program Video
- YWM External Program Evaluation

#### Program Expansion - Leon Guanajuato

#### USAID Relations

## **CIUDAD JUAREZ ACTIVITIES**

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

As reported in the previous quarterly report, 62 youth from Cohort 10 graduated the seven-week employability training workshop out of 75 youth enrolled (83%) on November 19, 2014. These youth graduates received a total of 4 months of on-the-job counseling and job placement support through March 25. A success story from a youth in this cohort can be found in Annex 1.

An external evaluation is currently underway with this final cohort and validated placement results will be reported in the final report.

### ***External Evaluation Results of Cohort 9***

IYF contracted Construyendo Capacidades en las Organizaciones de la Sociedad Civil A.C. (Fortaleza), a Mexican consulting firm, to carry out an external follow up evaluation with program graduates from Cohort 9. The study found a significant increase in the number of youth working or studying after the program as well as a significant decrease in the number of “inactive” youth, who are neither working nor studying. Prior to enrollment in the YWM program, only 13% of youth were working or studying (3% working, 10% studying, 0% working & studying). After graduating from the program and receiving job placement services, 67% of youth were working or studying (27% working, 33% studying, 6% working and studying), close to the placement rate target of 70%. In addition, the majority (90%) of the employed youth was doing so under a formal contract and the average salary of YWM graduates was 2.5 times higher than the minimum wage in Ciudad Juarez.

In terms of the program’s impact on reducing youth propensity for violence or illicit activities, the follow-up evaluation found that the great majority of youth believed they were less likely to engage in delinquent or harmful behaviors after going through the YWM program. In addition, the youth’s responses to the Connor-Davidson Scale of Resilience indicated that 61% of graduates increased their level of resilience as compared from baseline (upon enrollment in the program) to 6 months after graduation from the training. Meanwhile, through focus groups it was found that graduate’s family members, neighbors and community members, believed that youth’s behavior changed due to participation in the program. They observed that the young people displayed a calmer demeanor, were more responsible, had improved communication skills, were more active in the household, had formed strong friendships with their cohort peers, were better prepared to face life’s challenges and were less likely to be involved in illicit activities.

A summary of the external evaluation’s findings can be found in Annex 3.

### ***DESEM’s Independent Implementation of Cohort 11***

As reported in the previous quarterly report, local partner DESEM successfully secured 1.3 million MXN (90,000 USD) in funds from local funder Fundación del Empresariado Chihuahuense (FECHAC) to implement an 11th cohort of youth in Ciudad Juarez, independent from IYF and USAID funding.

Through promotion and recruitment efforts on TV, radio and newspapers, DESEM enrolled 94 youth in the employability workshop from an applicant pool of 150. By the end of the first week, 105 youth from 5 different communities were enrolled in the program as the 11th Cohort due to a

strong recruitment and follow up strategy enacted by DESEM staff. The communities included Fray García de San Francisco, Terrenos Nacionales, Centro Municipal de las Artes, La Montada, and Conalep 2. From February 23 through April 10, youth received a 7-week employability training workshop which included the employability life and job skills curriculum developed through YWM in addition to complementary workshops in computer skills, reproductive health and sales/customer service.

On April 16, 88 (84%) of the enrolled met the qualifications to graduate the employability workshop. These youth will enter a 4 month period of job placement services where they will receive on-the-job counseling, mentorship and will be linked to opportunities.

### ***YWM Advisory Committee in Ciudad Juarez***

In order to ensure the success and continuation of the youth employability program in Ciudad Juarez, the YWM Advisory Committee formed last year continues to be active and meet regularly. The Advisory Committee, made up of representatives from the public, private, academic, and civil society sectors in Ciudad Juarez is helping DESEM foster linkages, partnerships and initiatives that support the development, quality and sustainability of the Youth:Work Mexico program. During this reporting period, the Committee held 5 meetings; each conducted by DESEM's President of the Board, Alfonso Marquez, and DESEM's Executive Director, Alejandra Delgado. Ruben Acosta represented IYF during these meetings. During this period, the Committee focused on:

- Strategies to raise funds for the YWM program implemented by DESEM, including events and donor introductions by the Committee's members were discussed and defined;
- Brainstorming new promotion efforts to recruit youth to the YWM program;
- Forming partnerships with social service entities to help youth who drop out of the program due to their vulnerability or social situation and other local stakeholders such as the Autonomous University of Ciudad Juarez (UACJ) to access other services.

DESEM has placed fundraising for the continued sustainability of the program as a key priority. Under the guidance of its YWM Advisory Committee, during this period, DESEM has submitted funding proposals to USAID, The Global Fund for Children, FICOSEC, Fundación ACIR, Fundación Gamesa-Quaker, and Fundación Rosario Campos de Fernández. While no confirmations of new funding have been issued yet, DESEM and the Committee remain confident as they continue to pursue funding in addition to those proposals already submitted.

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

IYF and local partners continue to promote the YWM program with strong support from the local media. During the reporting period, DESEM launched the promotion efforts to recruit youth to enroll in the 11th cohort. The new cohort was amply covered by newspaper outlets in Ciudad Juarez, including El Diario, and television networks, such as Canal 44. Full media coverage can be found in Annex 4.

### ***Capacity building activities for DESEM staff***

IYF's subgrant to DESEM ended on March 31, 2015. Throughout the reporting period, IYF continued to provide formal and informal capacity building technical assistance with the DESEM staff. During this period IYF staff:

- Supplied weekly support and guidance for job placement activities;

- Shared and reviewed with DESEM the recently designed Job Placement Guide and Mentors Guide
- Assisted in the training of a new Job Placement Coordinator;
- Guided DESEM in a self-evaluation activity to measure their capacity to manage and implement the various aspects of the program.

### ***Final Results & Observations of the YWM Model Transference to DESEM***

Overall, IYF is extremely pleased with local partner DESEM's commitment, professionalism and installed capacity to implement and manage the YWM model.

Over the one-year partnership, IYF transferred to the institution the methods, strategies, curricula and protocols of the YWM model, having validated these over 2 years of IYF's implementation in the city. In March of 2014, DESEM and IYF embarked on a joint program implementation to provide a formal 'learning-by-doing' training methodology with a goal to train at least 350 youth and transfer the capacity to DESEM to execute the model independently and sustain it. IYF employed a graduated learning strategy through the management of two cohorts of youth. IYF would play a large role in the first Cohort's (referred to as Cohort 8) program delivery with DESEM managing pieces of the model, while DESEM would take majority control of the following Cohort's delivery (Cohort 9). Several lessons were learned both by IYF and by DESEM during this process and are summarized below:

- The program transference and adoption process takes time both for the partner organization to learn the model and modify processes based on the system's management system.
- Cohort 9 was too large for DESEM to adopt with majority control while still learning the model. As a result, the cohort's retention suffered and only 66% graduated, lower when compared to other cohorts. Meanwhile, in Cohort 10 they had a much smaller cohort to manage, and had learned better strategies for retention, and as such were able to graduate 83%.
- At the onset, DESEM was not strong in youth recruitment and selection which led to a few youth entering the program that did not have the requisite profile or required level of motivation and commitment. As a result, IYF and DESEM worked to improve this process by training the staff and providing additional tools for this stage.
- The provision of job placement services presented some challenges for DESEM due to staff turnover and an unclear vision of the services to be provided. In consequence, IYF refined a number of monitoring tools and provided close guidance on this period in both cohorts. DESEM was able to reach strong placement numbers, very close to the goal of 70%.
- IYF has recommended that a strategy be put in place for greater coordination among the 3 youth leader roles to strengthen the job placement process, and that better labor market mapping be done at the onset to guide the team towards the most promising potential employers.
- DESEM instituted a strategy to better engage mentors, in particular, by having them participate more actively with the facilitators and coordinators and by better defining their role. DESEM also recognized that mentors serve a psychosocial support system and have recruited some young people in psychology programs to serve as mentors.
- DESEM identified that many youth did not have the basic requisites for a job, namely, an identification card and other Mexican documents required upon hiring. During the training workshop, DESEM put in place a packet to help youth acquire and solicit the documents

they need in order to be hired, in the effort to ensure all youth are job-ready by the time they graduate.

During Cohort 9’s youth enrollment, IYF recognized that the enrollment target set by the subgrant agreement would not be met. As a result, IYF and DESEM saw an opportunity to deliver the program once more with a small group of youth to reach the enrollment goal and serve as another guided learning opportunity to ensure DESEM was ready to take on the model independently. By adding a third cohort, IYF was able to provide supervision and extended training. As a result, the percent of dropouts decreased significantly as DESEM was able to employ lessons learned from the challenges encountered during Cohort 9. Through its 3 cohorts, DESEM met the target of placing at least 70% of youth graduates in jobs or education. The following table summarizes the results.

*DESEM Youth Results*

<b>Cohort</b>	<b>Enrolled</b>	<b>Graduated</b>	<b>Placed (jobs or education) at 6 months</b>
<b>Cohort 8</b>	197	138 (70%)	77%
<b>Cohort 9</b>	124	82 (66%)	67%
<b>Cohort 10</b>	75	62 (83%)	62%
<b>TOTALS</b>	<b>396</b>	<b>282 (71%)</b>	<b>71%</b>

After one year of program implementation, DESEM has successfully adopted the YWM model as demonstrated by successful execution of the model’s processes with confidence. To verify that the model had been successfully transferred to the institution, IYF employed a Capacity Assessment Tool. This instrument revealed that DESEM had increased its capacity significantly in the areas of youth outreach and program promotion, the provision of job placement and administrative management of the model.

The assessment showed DESEM would still like to improve its capacity in the areas of fomenting cross-sectoral partnerships, fundraising, and communications and public relations, although improvements have been made in all these areas. Particularly note-worthy is that DESEM has raised funds from FECHAC to continue operating the program and is actively pursuing many other funding opportunities. Despite the strong improvement in the provision of job placement services overall, DESEM has identified areas for improvement around creating linkages and relationships between employers and the program.

Overall, DESEM is well-equipped to continue to implement the program in a quality manner. A summary of the results of the assessment can be found in Annex 5.

## **TIJUANA ACTIVITIES**

### ***Pilot Cohort Results***

As reported in previous quarterly reports, in June 2014, IYF signed an 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 provided ProSalud with a small sub-grant along with substantial training and capacity building. The pilot cohort was launched in July 2014 in the Mariano Matamoros and El Niño communities and the first group of 28 youth graduated from the training component of the program in September 2014. The 28 youth graduates received 4 months of on-the-job counseling and job placement support through mid-January 2015. At the end of the job placement period, results show an overall placement of 79%, with 68% of graduates working and 11% re-enrolled in education. Please see Annex 6 for a summary of the placement results from this pilot cohort .

### ***Cohort 2 Recruitment, Selection & Employability Training***

Due to the success of the pilot with ProSalud, IYF secured funds from the TK Foundation to extend the YWM program (renamed Órale) over an 21-month period in Tijuana and reach 500 additional youth. This opportunity will allow IYF to monitor ProSalud's implementation of the model as they work with a larger cohort of youth and manage a larger staff, and provide guidance as they move to adopt the model as a permanent feature of their program offerings. With this funding, planning for the second cohort began in January 2015.

In early February, 63 youth enrolled in the Órale program for the 7-week employability workshop carried out in 3 communities of Tijuana. The communities included Nuevo Milenio, Valle Verde and Terrazas del Valle I. During the workshop's implementation, the youth were offered the employability life and job skills curriculum developed through YWM in addition to entrepreneurship skills, computer skills, theater for youth, and sexual and reproductive health.

On March 27, 57 (91%) of the youth met the requirements for accreditation and graduated the workshop. The graduation ceremony was held at the Trompo Interactive Museum of Tijuana. The following honored guests were included in the presidium:

- Ricardo Magaña Mosqueda, State Secretary of Social Development
- Joaquín Enrique Palomera, Delegate from the State Secretary of Labor
- Rodolfo López Fajardo, Municipal Secretary Social Development (representing the mayor)
- Roberto Valdés, President of the Board of Fronteras Unidas Pro Salud
- Rubén Acosta Estrada, Deputy Director of the International Youth Foundation
- Marcela Merino, Executive Director of Fronteras Unidad Pro Salud
- María Concepción Moreno, youth representation from the 2nd Cohort of Órale

The youth graduates will enter a 4-month job placement period where they will receive on-the-job counseling, support and guidance.

ProSalud has actively been creating alliances with public and private institutions to create opportunities that enhance the services to youth as well as their employment and education opportunities. The National Institute for Adult Education (INEA) and the Industrial Work Training Center (CECATI) are among those partners who have been active in the program. During the reporting period, both entities' Directors came and spoke with the youth during their training urging them to consider re-enrolling in school and finish secondary school. In addition, ProSalud

has been effective at reaching out to a broad spectrum of local businesses and potential employers to introduce the youth to various opportunities.

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

IYF and ProSalud have promoted the program with strong support of the local media, which has actively supported efforts to cover the 2<sup>nd</sup> Cohort's Graduation Ceremony and launching of the 3<sup>rd</sup> Cohort led by ProSalud in Tijuana. The 2<sup>nd</sup> Cohort's Graduation Ceremony was covered by San Diego Red and the Municipal Youth Institute of Tijuana. The launching of the new cohort was promoted by San Diego Red. Full media coverage can be found in Annex 4.

### ***Advisory Committee in Tijuana***

ProSalud's local Advisory Committee is active and met again on March 10, 2015. The Committee's membership was consolidated and diversified in this period, adding an additional 5 members. The membership in the Committee includes representatives from the academic sector (CETYS and UABC), the private sector (CANACINTRA and Buscacorp), the public sector (Secretaria de Trabajo y Prevision Social and the Municipal Youth Institute of Tijuana), among others. The advisory committee has been active in efforts to identify employers who could provide job opportunities to Órale program youth graduates and is supporting ProSalud's efforts to raise additional funds from local donors.

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

Throughout this quarter, the IYF team provided capacity building support and technical assistance to the ProSalud team in further consolidate their implementation of the Órale model's methods and processes. The following activities were carried out this quarter:

- Monitored the workshop implementation by the facilitators in the 3 community centers and provided feedback and suggestions for improvement;
- Monitored the administration of the baseline survey to youth to ensure a strong start to the M&E system and provided feedback;
- Assisted with the complementary workshops strategy, including how to plan, what kind of workshops, and where to offer them;
- Provided a training workshop for the field staff filling the role of mentors and oriented the facilitators and job placement counselors to the role of the mentor in their activities;
- Guided the 2 coordinators in the management of the program, including dividing the roles and responsibilities between them to ensure effectiveness.

Weekly meetings are held between IYF and ProSalud to monitor progress and troubleshoot as necessary. In addition, both teams have open, ongoing communication. Periodic review of the technical capacity of ProSalud team is done in a collaborative environment to ensure that identified weak areas receive additional support opportune.

### ***Observations of the YWM Model Transference to ProSalud***

Overall, IYF is pleased with ProSalud's management and implementation of the YWM model. In addition, due to the existing infrastructure in the organization and pre-existing strong project management abilities, IYF expects that ProSalud will sustain the now Órale program in the long-term.

IYF continues to work closely with the ProSalud team to implement additional strategies to improve in areas needing improvement, including youth recruitment, youth retention, and fostering employer partnerships as a part of the job placement services offered to youth.

The IYF team also employed the Capacity Assessment Tool with ProSalud. The tool, which measured technical and management capacity to implement the model in 3 points in time, revealed an increase in their ability to implement strategies for outreach, recruitment and selection of youth, areas that were weak. With IYF's assistance, ProSalud was able to improve these areas and made use of the improved strategies during Cohort 2's recruitment. In addition, ProSalud was able to significantly improve its retention and successfully lowered the dropout rate to only 10%. In terms of capacity already installed, ProSalud excelled immediately in the management and supervision of staff, as well as displayed a strong administration of M&E processes.

A summary of the results of the assessment can be found in Annex 5.

## **LEVERAGE**

IYF and its local partners continue to identify opportunities for both cash and in-kind contributions to enhance the impact and efficiency of the Youth:Work Mexico Program. In Tijuana, local stakeholders provided \$4,325 of in-kind services and facilities, including backpacks and school supplies for the youth from the Baja California state government, expert speakers who volunteer their time, transportation to graduation ceremonies by local businesses among others. These in-kind donations contribute to the young people's experience in the program and maximize program resources. With these additional contributions, the total amount of leveraged resources is \$2,240,174. A detailed leverage report for the period January - March 2015 can be found in Annex 7.

## **DOCUMENTATION OF THE YWM MODEL**

### ***YWM Program Manual***

During the period from January – March 2015, the YWM Program manual, consisting of 7 Chapters, was shared with IYF's communications team for design work. The manual is intended for use by organizations that wish to adopt the model and provides guidance on how to implement the model from defining what staff and resources one needs, to managing all operational aspects and strategic alliances, to managing and analyzing key data. It is complemented by more than eighty supporting documents which will be referenced in the manual and made available to users. In addition, four detailed and comprehensive guides will be included: a Training Guide with the twenty-seven life skills modules, a Job Placement Guide, a Mentor Guide, and an M&E Guide.

It is intended that once the manual is completed, the local partners in Tijuana and Ciudad Juarez will be able to use this manual as an additional piece of continuous technical support from IYF. This manual will also be a critical tool for use in replicating the model in other cities in Mexico. It is expected that the manual will be ready in May 2015.

### ***YWM Video Production***

In the effort to document the program's successes as well as position the YWM model as a unique and successful employability program which targets at-risk youth and equips them with the tools to overcome the challenges in their environment, IYF has begun the filming of a YWM program video.

The purpose of the video will be two-fold: (1) to document the model's impact on youth and employers and (2) increase awareness of the YWM model in Mexico with a view toward its further replication.

A team of consultants was hired in March to produce a video that highlights the successes of the program, with oversight by IYF's communications team. The video will capture three core program elements: (1) the uniqueness of YWM's youth-to-youth approach and the impact of the program's training and job counseling/placement on its beneficiaries; (2) YWM's engagement of the private sector as part of the solution for out-of-school youth and unemployed youth; and 3) the replicability/sustainability of YWM model's approach. The consultants are working closely with IYF staff in order to produce a compelling, engaging product that meets its purpose. The 3-4 minutes long video is expected to be finalized no later than mid-May.

### ***YWM External Program Evaluation***

In order to document the learnings from the YWM program over phases I and II, as well as the model that was developed and successfully adopted by local organizations, IYF contracted the Autonomous University of Ciudad Juarez (UACJ) in February to conduct an external program evaluation.

The purpose of this evaluation is to assess the performance and effectiveness of the YWM employability model in terms of relevance, efficacy and sustainability. Through a document review, qualitative research with a range of program stakeholders, and reviewing data collected throughout the program, UACJ will address the main lessons learned to date and provide suggestions for improvement. The scope of the evaluation will analyze various components of the YWM model including its theory of change, targeting practices, examine its local relevancy, and as well as its long-term viability. It is expected that the evaluation study will be completed by early mid-May.

### **PROGRAM EXPANSION – LEON, GUANAJUATO**

Having successfully consolidated the YWM model in both Ciudad Juarez and Tijuana, as well as validated the model's ability to create pathways for vulnerable youth towards productive futures, IYF explored needs and opportunities to establish the model other cities in Mexico. In January, IYF met with several organizations in Mexico who have a presence in various cities and who work with the program's target population in various capacities. After exploring several possible options, IYF decided to partner with Vinculos y Redes (VyR), a Mexican NGO that supports the Salesians' youth and development projects across the country. IYF saw a natural partner in VyR and their network of Salesian Centers due to their long-time work with vulnerable youth populations, an established network of centers with strong social services, solid management capacity, and their desire to offer a comprehensive youth employability program. Seeing an opportunity to replicate the Orale model in a number of the Salesian centers, VyR applied to USAID's Mexican Partnership Program APS solicitation, including IYF as a technical partner, proposing to install Orale in 6 cities, with high levels of crime and violence. VyR is currently awaiting a response from the solicitation.

In the meantime, TK Foundation, pleased with the work being carried out in Tijuana, agreed to fund a second Orale project in conjunction with VyR. After consulting with the Salesian network and analyzing needs and local capacity, VyR and IYF identified Leon, in the state of Guanajuato for the replication initiative. IYF with VyR and the Salesian Centers in Leon will reach 500 young people from vulnerable communities in Leon with employability training, job placement support and

mentorship, helping them secure jobs or return to school. The two-year program will be launched in May 2015. IYF and VyR hope to raise additional funding to further expand the model within the Salesian network.

### **USAID RELATIONS**

IYF continues to work closely with USAID/Mexico staff to ensure the success of the program. During the reporting period, IYF engaged with USAID in the following ways:

On January 14, Andrea Padilla and Cynthia Perez, Program Officers for IYF attended USAID partner's meeting in Tijuana. The meeting was held at Vía Corporativo, and was led by Lucila Serrano, Project Management Specialist for USAID, and Alejandra Soto, Project Management Assistant. Gabriela Posada, from PCC; Raymundo Tamayo, from Scouts; Jaseveeth Rocha, from Jóvenes Constructores; and Mara Torres, from NDI; also attended the meeting. Additionally, as part of this visit of USAID to Tijuana, on January 16, IYF arranged a site visit for related to YWM program's implementation in Tijuana. Andrea Padilla, Alejandra Soto, and job placement staff from ProSalud visited Office Depot, where they spoke with one of the pilot's graduates, who continues to work here after concluding the 7-week workshop during the Tijuana pilot.

On January 21, Angela Venza, Program Director for IYF, and Ruben Acosta, Deputy Program Director, had a meeting with Indira Villegas, Crime Prevention Specialist for USAID, and Jennifer Renquist, in Mexico City. Updates of the transfer of the model to local partners in Tijuana and Ciudad Juarez were shared, as well as the new funding obtained from FECHAC for DESEM in Ciudad Juarez, and from TK Foundation for Pro Salud in Tijuana. During this meeting, IYF informed about the name transition for the program, changing from Youth:Work México to Órale, Orientando Jóvenes en el Mundo Laboral.

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

For the final two months of the program, April and May 2015, the following activities are planned:

#### Ciudad Juarez activities

- Support DESEM in sustainability efforts for the model
- Attend and support DESEM graduation for Cohort 11 youth

#### Tijuana activities

- Continue remote and on-site technical assistance of ProSalud's Órale team

#### Other

- Digitally Publish the YWM Model Manual
- Finalize the YWM Program Video
- Complete YWM Program Evaluation



*trabajando con los jóvenes de México*

**Annex 1**  
**Quarterly Performance Report, January - March 2015**

**Youth Success Story from Ciudad Juarez**



**USAID**  
FROM THE AMERICAN PEOPLE

**MEXICO**

## SUCCESS STORY

# Youth in Juarez: Resilience Opens New Horizons

### **Youth:Work Mexico prepares at-risk youth for productive futures in Ciudad Juarez and Tijuana**



Courtesy of DESEM, Ciudad Juarez

*Launched in 2010 by USAID and the International Youth Foundation (IYF), Youth:Work Mexico (YWM) seeks to address challenges faced by youth in Ciudad Juarez and Tijuana, some of Mexico's most violent and crime-ridden communities, by providing them with the skills they need to gain employment or re-enroll in education, and become positive role models in their communities.*

"I was sold on participating in Youth:Work Mexico (YWM) during the interview portion of the application. The facilitator and counselor that interviewed me gave me confidence immediately and I liked that they were so young. I wanted more tools to get a job that fit me as a person, not take the typical option for youth in Juarez, a job in a maquiladora."

Yesica Lizbeth Cruz is a 16-year old woman born in Chiapas and part of a large family with 5 siblings. Her mother moved to the border city with her 6 children to escape her abusive husband and find better opportunities for herself and her children. Being the oldest of her siblings, Yesica assumed many household responsibilities as her mother had to work all day to make ends meet. Having to care for her siblings made it impossible for Yesica to go to school, though an aunt taught her to read and write. At age 13, faced with dire family circumstances, her mother put Yesica and her siblings in a Christian orphanage where she was able to complete the requirements for primary school and enter middle school.

After completing her middle school education, Yesica continued to help her mother in the household but had a yearning to learn new skills and do something more. While walking with her mother one day, Yesica saw a poster advertising Youth:Work Mexico (YWM), an program for youth her age that would help her with her job search.

Despite having to walk one hour a day to the training center, she didn't miss a single class of the 7-week workshop and always arrived on time. Yesica took full advantage of the life skills and job search skills training, and with the help of her facilitator, counselor and mentor, she learned to manage her emotions, communicate effectively and hone her decision-making skills. She also learned about the documents she needed to secure a job that she wasn't aware of previously.

Despite the many challenges in Yesica's life, she has demonstrated a high level of resilience. Her ambitions and desire to create a better life for herself brought her to YWM. She now has the self-confidence to choose a job and he acquaintances and plan for her future. Her next goal is to enroll in high school or pursue professional training as a teacher's assistant. She will search for a job at a restaurant to support herself while she studies and pursue her dream of one day being a teacher and owning her own home.



**USAID**  
DEL PUEBLO DE LOS ESTADOS  
UNIDOS DE AMÉRICA

**MÉXICO**

## HISTORIA DE ÉXITO

### Jóvenes en Juárez: La Resiliencia Abre sus Horizontes.

#### **Youth:Work México prepara jóvenes en condiciones de riesgo para futuros productivos en Ciudad Juárez y Tijuana**



Cortesía de DESEM, Ciudad Juárez

*Lanzado en 2010 por USAID y la International Youth Foundation (IYF), Youth:Work México (YWM) busca atender los retos que enfrenta la juventud en Ciudad Juárez y Tijuana, algunas de las comunidades con mayor crimen y violencia de México, al proporcionarles las habilidades que necesitan para obtener un empleo o reingresar a la educación, y convertirse en modelos positivos en sus comunidades.*

“Lo que me motivó a participar en Youth:Work México fue la confianza que me brindaron en la entrevista inicial el facilitador y consejero que eran muy jóvenes, la oportunidad de tener una herramienta más para conseguir un empleo, de no solo quedarse con la primera opción en Ciudad Juárez para los jóvenes: un empleo en la maquiladora, sino un empleo de acuerdo a mi persona”.

Yesica Lizeth Cruz es una joven de 16 años de edad, nacida en Chiapas, en una familia de 5 hermanos. Su madre mudó a sus cinco hijos a la ciudad fronteriza después de sufrir violencia doméstica por parte del padre de sus hijos. Desde ese momento Yesica vivió en un hogar uniparental en donde en consecuencia de que su madre tenía que trabajar todo el día, ella asumía la responsabilidad de cuidar a sus hermanos menores, ocasionando que Yesica no tuviera tiempo ni la posibilidad de asistir a la escuela básica. Gracias a una tía ella aprendió a leer y escribir. Cuando Yesica tenía 13 años de edad, debido a la difícil situación en la que vivía toda la familia, la madre de Yesica decide ingresar a sus hijos en un albergue cristiano para niños, fue ahí donde realizó dos años de primaria y pudo ingresar a la secundaria.

Seis meses después de terminar la secundaria Yesica seguía apoyando a su madre en labores del hogar, pero con la sensación de seguir aprendiendo cosas nuevas. Un día mientras caminaba con su madre, Yesica miró en un poste de su colonia, una cartulina que promocionaba YWM que era un programa para jóvenes de su edad y le apoyarían en la búsqueda de un empleo.

Emprendiendo un nuevo reto, a pesar de que Yesica tenía que caminar por una hora para llegar al taller, asistió diariamente, puntual, dejando de lado el cansancio con la motivación de su formación en habilidades para la vida y el empleo, con el apoyo del facilitador, consejero y mentor durante las sesiones desarrollo sus capacidades de manejo de emociones, comunicación y toma de decisiones, conoció documentos que no sabía que existían.

Aún cuando grandes han sido las dificultades en la vida de Yesica, ella ha mostrado un alto nivel de resiliencia. Su gran esfuerzo por acrecentar su panorama y porvenir la hicieron llegar a YWM y a través del programa pudo abrir su abanico de posibilidades. Ahora tiene la confianza en sí misma de saber elegir un trabajo, con quien relacionarse, y planificar. Su próxima tarea es inscribirse en el bachillerato o tomar una capacitación técnica de asistente educativo al mismo tiempo conseguir un empleo en cocina y más adelante cumplir su sueño de educar niños y tener su propia casa.



*trabajando con los jóvenes de México*

**Annex 2**  
**Quarterly Performance Report, January - March 2015**

**Updated Performance Monitoring Plan (PMP)**

ANNEX 2 Quarterly Performance Report, January - March 2015

Youth:Work Mexico, Phase II Indicator Matrix/PMP																
		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		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
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		62	375	394	Ciudad Juarez
						75%	76%	75%	70%		66%		83%	75%	73%	
								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)		100% (62 youth)	90%	100%	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%	32 29%	27 20%	48 35%	27 20%	45 31%	75 20%	126 32%	Ciudad Juarez
													7 25%	8 20%	7 25%	Tijuana
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			53 50%	75 51%	68 50%	72 52%	68 50%	57 40%	188 50%	204 52%	Ciudad Juarez
													19	19	19	Tijuana
													68%	50%	68%	
<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 20%	110 98%	27 20%	132 96%	27 20%	138 96%	75 20%	380 97%	This instrument was only applied in Ciudad Juarez due to the small size of the Tijuana cohort.

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%	CD-RISC Resiliency survey	21	46	27	80	27	50			75	176	<b>NOTE:</b> Resilience survey only applied to Ciudad Juarez graduates
						20%	41%	20%	58%		61%			20%	53%	
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			5 focus groups have been carried out to date with community and family members of cohorts from C7, C8 & C9. Some of the main takeaways are summarized below:  The majority of adults agreed that they saw significant changes in the youth's demeanor after participating in the program, namely they were more self-confident, responsible and had increased communication skills.  Roughly three quarters of adults considered that youth were less likely to engage in illicit activities as a result of their participation in the program.							Focus groups only carried out in Ciudad Juarez.	
<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: • 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.	2		3					3.4		3.4	4 point scale tool DESEM - Ciudad Juarez  ProSalud - Tijuana
								3.7			3.6			3.8	3.8	
2.2	OUTCOME	A local orgzanization in Tijuana has mobilized resources to support a third cohort of the employability 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)								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 members.			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.





**Annex 3**  
**Quarterly Performance Report, January - March 2015**

**External Evaluation Results, Cohort 9, Ciudad Juarez**

## **External Evaluation Results Cohort 9, Ciudad Juarez**

In February 2015, IYF contracted Construyendo Capacidades en las Organizaciones de la Sociedad Civil A.C. (Fortaleza), a Mexican consulting firm, to conduct a follow up study with a representative sample of youth from the Youth:Work Mexico Program's Cohort 9 in Ciudad Juarez. This group of youth participated in a training workshop from June to August 2014 and received job placement services from September to December 2014. The following represents a summary of the study's findings.

### **Methodology**

The study was conducted 6 months after the youth completed training and is based on a representative sample of 63 cases from a population of 82 youth graduates, with a 95% confidence level and a 5% margin of error. The study analyzed results compiled from youth surveys applied at baseline, exit (end of training) and at 6 months post-training (end of job placement period), as well as results from the Connor-Davidson Resilience Scale (CD-RISC) applied both at baseline and 6 months after graduation. In addition, 11 employers, who in total had hired 14 youth graduates from the cohort, were interviewed to gather insights on graduate's performance.

### **Youth Placement in Jobs and Education**

The study revealed a total placement rate for Cohort 9 (working and studying) of 67%. The study also showed that the number of inactive youth decreased significantly from 87% prior to the start of training to 33% at the end of the job placement period.

	Ex-Ante	Ex-Post
Working (only)	3%	27%
Studying (only)	10 %	33%
Working & Studying	0%	6%
<b>Total Placed (working or studying)</b>	<b>13%</b>	<b>67%</b>
Inactive (not working or studying)	87%	33%

### **Placement Results by Gender**

Both the employment and education situations of young men and women increased significantly from baseline to ex-post. Particularly notable is the increase in employment among young men and the increase in enrollment in education for young women.

	Working		Studying	
	Ex-Ante	Ex-Post	Ex-Ante	Ex-Post
Young Women	0%	19%	10%	52%
Young Men	6%	40%	10%	33%

## Type and Quality of Employment

Of those youth who were working ex-post, 100% were salaried employees and none of the youth were self-employed. Among the salaried employees, the following characterizes the quality of their employment:

- 90% have formal contracts
- 76% receive one or more employment benefits (e.g. paid vacation, bonus, health insurance)
- The average number of hours worked per week was 43 hours.
- The average salary is 20.56 pesos/hour, about 2.5 times higher than the minimum wage in Ciudad Juarez (8 pesos/hour)
- Average time working in this position is 3.6 months
- 95% of youth report that they are either satisfied or highly satisfied with their employment

## Employer Perceptions

11 employers were surveyed, which in total had hired 14 Youth:Work Mexico program graduates. These employers indicated that in general, 79% of the youth hired performed satisfactorily in terms of their inter-personal skills, job-specific performance, ICT skills, work habits, presentation, and teamwork and conflict management.

Employers considered 79% of the employed youth as better performing workers than their non-YWM counterparts. Meanwhile, 86% of employers surveyed indicated they would hire another Youth:Work Mexico graduate in the future.

## Changes in Propensity towards Risky or Violent Behavior

Changes in youth graduates' propensity towards risky or violent behavior was measured in three ways: through the youth survey, the CD-RISC resilience questionnaire and through focus groups. The CD-RISC measured youth's resilience prior and after participation in the program, while the youth survey questions were only applied during the follow-up evaluation.

### *Youth Survey*

The survey asked the young people to evaluate whether their propensity toward certain risky or violent behaviors had increased, decreased or stayed the same as a result of their participation in the Youth:Work Mexico program. Overall, 96% of youth stated that they were less inclined to participate in these detrimental activities as a result of the program, greatly exceeding the target of 20%. For each area in particular, the following was found:

Propensity to....	% less inclined
Consume more than 6 alcoholic beverages per week	96.8%
Carry a knife or gun for protection	93.6%
Have friends who are involved in crime	98.4%
Be involved in crime oneself	100%
Consume drugs	95.2%

## *CD-RISC Questionnaire*

“Resilience” is defined as a person’s capacity to develop psychologically in a healthy way that leads to success, despite being in an environment that is threatening to this development. The CD-RISC tool was applied which analyzes 25 factors to help determine resilience on a 100 point scale. It was applied with the youth beneficiaries twice, once at baseline and once 6 months after with the same youth. The results of the scale indicated that 61% of youth were found to have increased their level of resilience, exceeding the program’s target of 20%.

## *Focus Groups with Community Members*

In February 2015, two focus groups were held in three of the communities where graduates received training. In total 11 people participated and included graduate’s family members, neighbors and community members who have indirect contact with the youth. The purpose of these focus groups were to learn, from an external perspective, the changes observed in the youth in terms of their propensity to engage in illicit and violent activities. Some highlights are presented below:

### Group 1 (3 participants)

- Community members were of the opinion that the youth who participated in the program had a calmer demeanor, were less quick to anger, were more responsible, displayed stronger listening and communication skills, and were more eager to help in the household than before their participation in YWM.
- They also relayed that the youth graduates had formed strong friendships with others of their cohort.
- One of the participants noted that his graduate family member had been placed in a job but then fired, the youth had displayed a high degree of confidence but now he/she seemed discouraged.
- All the participants agreed that they have not seen the youth engaged with gangs, illicit activities, nor drug use. In fact, they cited that the youth seemed to have a calmer disposition.

### Group 2 (8 participants)

- Community members agreed that youth displayed higher levels of self-confidence, more effective communication skills, have gained more friends and were more responsible as a result of their participation in the YWM program.
- While most of the participants felt that the youth graduates were more prepared and had a better vision of their future path, one of them relayed that his young family member continued to be unmotivated.
- The community members were of the opinion that while the youth were in the YWM program, they were less vulnerable to falling into crime and illicit activities. They believed that if the youth weren’t provided with follow-up, they were more at risk. At the same time, they agreed that the YWM program had given them the educational tools to make good choices.



*trabajando con los jóvenes de México*

**Annex 4**  
**Quarterly Performance Report, January - May 2015**

**Youth:Work Mexico in Local Media**

## Outreach and Recruitment for Cohort 11 in Ciudad Juarez



### **El próximo lunes iniciarán los talleres Youth: Work México**

Araly Castañón

El Diario | Miércoles 18 Febrero 2015 | 11:13 hrs

Los talleres del programa Youth: Work México inician el próximo lunes 23 de febrero en cinco sedes ubicadas en diferentes puntos de la ciudad.

Los talleres son para preparar a jóvenes de 16 a 28 años que no estudian ni trabajan, para que puedan conseguir un empleo o ingresen de nuevo a la escuela, dio a conocer Alejandra Delgado Santizo, directora Ejecutiva de Empréndete Juárez.

Los talleres se imparten durante siete semanas y posteriormente se hace un acompañamiento con los jóvenes para vincularlos a un área laboral o entren a la escuela.

Los talleres se impartirán en los Centros Comunitarios Fray García de San Francisco, La Montada, Terrenos Nacionales, así como en el Conalep II y en el Centro Municipal de las Artes.

Source: [http://diario.mx/Local/2015-02-18\\_d7093a68/el-proximo-lunes-iniciaran-los-talleres-youth-work-mexico/](http://diario.mx/Local/2015-02-18_d7093a68/el-proximo-lunes-iniciaran-los-talleres-youth-work-mexico/)

## **Youth:Work fundación que brindará talleres para jóvenes emprendedores** **Puente Libre | Miércoles 18 Febrero 2015**

*Esta asociación Youth:Work México cuenta con ya 18 años de experiencia en el sector social, y dicho programa lo llevan a cabo en conjunto con la Asociación Emprendete Juárez.*



**Con el fin de infundir en jóvenes juarenses la cultura emprendedora que los ayudará a tener mejores oportunidades de desarrollo personal la fundación Youth:Work realizará talleres con este propósito.**

Por lo que a partir del próximo lunes 23 de febrero de este año, iniciarán con los talleres que los dirigen a jóvenes de entre 16 a 18 años de edad.

Los requisitos para asistir a estos talleres son, que los jóvenes cuenten con la edad en mención, que actualmente no estudien ni trabajen pero que tengan la secundaria terminada, así como el deseo de superación.

Los talleres los impartirán en los horarios de 9 de la mañana a 1 de la tarde en el Centro Comunitario Fray García de San Francisco, el Conalep II y el Centro Municipal de las Artes.

Así como en el turno vespertino de 2 a 6 de la tarde en el Centro Comunitario La Montada y Centro Comunitario Terrenos Nacionales.

Dichos talleres tendrán duración de siete semanas, mismas en la que los jóvenes que deseen acudir desarrollarán habilidades más competitivas en cuanto a la vida laboral y mejor formación ocupacional.

Así mismo al término del taller, estos contarán con apoyo de cuatro meses donde los vincularán a áreas laborales o académicas.

Source: <http://puentelibre.mx/notas/1907110>

## **CURSO PARA NINIS**

**La Polaka | Miércoles 18 Febrero 2015**



Lo asociación civil “Empréndete Juárez” iniciará el próximo lunes el programa Youth Work México para capacitar a jóvenes que no estudian y no trabajan.

Alejandra Delgado, directora ejecutiva del organismo comentó que Youth Work México es una iniciativa puesta en marcha por la International Youth Fundation (IYF) y la Agencia de los Estados Unidos para el Desarrollo Internacional (USAID) en 2010.

Este programa consiste en talleres corresponden a la generación 11, enfocado a jóvenes de 16 a 28 años que actualmente no estén estudiando ni trabajando, que cuenten con secundaria terminada y con deseos de superación.

El taller tiene una duración de 7 semanas en los que desarrollarán habilidades para la vida y el empleo que harán más competitivos a los jóvenes en el mercado laboral y al finalizar los participantes cuentan con 4 meses para ser vinculados a las áreas laborales o académicas.

Para el turno matutino de 9 de la mañana a 1 de la tarde será en el centro comunitario Fray García de San Francisco, Conalep II y Centro Municipal de las Artes.

Para el tueno vespertino de 2 a 6 de la tarde será en los centros comunitarios La Montada y Terrenos Nacionales.

Empréndete Juárez es una organización social que tiene más de 18 años de experiencia en el sector social y trabaja en programas escolarizados, realizando intervenciones con programas de emprendurismo.

Source: [http://www.lapolaka.com/curso-para-ninis/?fb\\_action\\_ids=800005516701520&fb\\_action\\_types=og.comments](http://www.lapolaka.com/curso-para-ninis/?fb_action_ids=800005516701520&fb_action_types=og.comments)

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

Canal 44

Video of a local news show covering the promotional efforts of by DESEM's Executive Director, Alejandra Delgado.

Source:: <https://www.youtube.com/watch?v=HBTgmv5rUVs>

## Cohort 2 Graduation in Tijuana

### Programa Órale gradúa a 57 jóvenes con esperanzas de empleabilidad y estudios

José Sánchez

San Diego Red | 2 de abril 2015 | Tijuana



La segunda generación de este programa realizado a través de Fronteras Unidas ProSalud tras años de afinar un programa de capacitación y mejora de oportunidades para jóvenes vulnerables, una serie de organizaciones no gubernamentales han logrado algo realmente especial en la ciudad, que dio su segunda generación de resultados la semana pasada en el Museo del Trompo de Tijuana.



"Órale, orientando a jóvenes en el mundo laboral" es un programa con raíces en proyectos de empleabilidad en Ciudad Juárez, iniciados por la Agencia de los Estados Unidos para el Desarrollo Internacional (USAID) y las fundaciones TK y International Youth Foundation (IYF), con el objetivo de orientar y capacitar a los asistentes (jóvenes que tienen mínimo la secundaria terminada y tienen entre 16 a 28 años de edad) con el fin de que estos tengan herramientas para poder tomar decisiones con responsabilidad, reconocer sus habilidades y así mejorar sus probabilidades de obtener empleo o continuar con sus estudios.

Marla Lino, directora operativa de Fronteras Unidas ProSalud, comenta que fue IYF quienes se acercaron a ProSalud para implementar, a través de su programa "gente joven" ya establecido, se esforzaron por hacer una realidad las metas de orientar a jóvenes vulnerables hacia la empleabilidad.

El año pasado fueron 31 y ahora este ayudará a 57, para una meta final de 525 en estos próximos 2 años, y aunque originalmente se planeaban cuatro distintos grupos, uno por cada colonia en donde se implementaría el programa, para la segunda generación terminaron siendo tres: Valle Verde, Nuevo Milenio y Terrazas del Valle I.



¿Qué sigue ahora? Serán cuatro meses de seguimiento, que "consisten en que, la decisión que haya tomado el joven, ya se vea reflejado en una realidad," comenta Lino. "En esta fase hay una persona clave [consejero], que va a generar los vínculos con los centros de trabajo o los centros educativos para que los jóvenes puedan obtener las oportunidades que se les está ofreciendo."

Source: <http://www.sandiegored.com/noticias/62364/Programa-Orale-gradua-a-57-jovenes-con-esperanzas-de-empleabilidad-y-estudios/>

## Cohort 2 Launch in Tijuana

### **ÓRALE: Orientando jóvenes al mundo laboral**

*Ofrecerán empleos a más de 500 jóvenes en Tijuana*

**Said Rodriguez**

**San Diego Red | 5 de febrero 2015 | Tijuana**



Tomando en consideración que el 27% de la población de la ciudad oscila entre los 15 y 29 años de edad, la asociación civil Fronteras Unidas Pro-Salud arrancará el programa que lleva por título "ÓRALE" donde se ofrecerán oportunidades de empleo para aquellos jóvenes que habitan dentro de las colonias marginadas de la ciudad.

Esto surge ante la preocupación por el desarrollo y calidad de vida de los jóvenes de escasos recursos. El programa ofrece un taller en cuatro distintos puntos de la ciudad donde pretenden orientar y capacitar a los asistentes con el fin de que estos obtengan un empleo digno. El único requisito para asistir es haber concluido la educación secundaria.

Las cuatro sedes donde se desarrollará la intervención son:

1. El Pípila (La Presa-Este): Avenida del Arrollo S/N, Col. Piípila, C.P. 22206
2. Valle Verde (La Presa-Noreste): Calle Solidaridad #12415, Col. Valle Verde, C.P. 2224
3. Terrazas del Valle I (La Presa-Sureste): Paseo de las Lomas Mz. 9, Lt. 1, entre Paseo de las Torres Sur y Paseo de las Torres Norte, Col. Terazas del Valle 1, C.P. 22246
4. Nuevo Milenio (San Antonio de los Buenos-Suroeste): Nicolás Bravo S/N, Col. Nuevo Milenio, C.P. 22604

Source: <http://www.sandiegored.com/noticias/60867/ORALE-Orientando-jovenes-al-mundo-laboral/>



*trabajando con los jóvenes de México*

**Annex 5**  
**Quarterly Performance Report, January - March 2015**

**Local Partner Capacity Assessment**

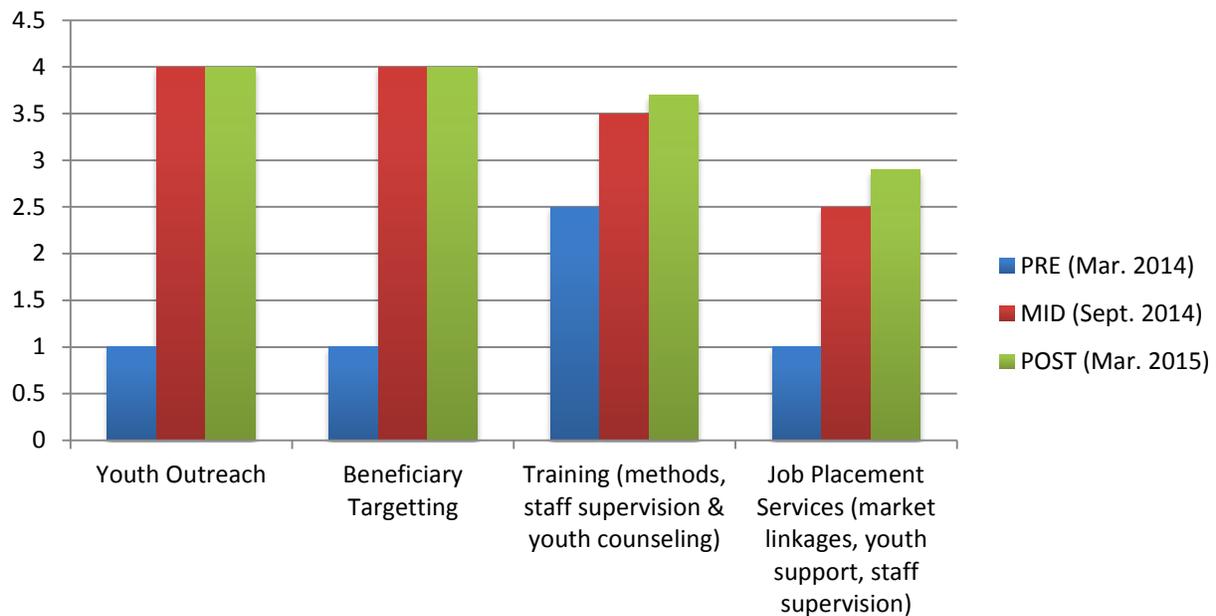
## Local Partner Capacity Assessment

One of the primary goals of Youth:Work Mexico Phase II is to transfer the validated YWM model to local organizations in both Ciudad Juarez and Tijuana, so that it may be sustained as a permanent feature in their program offerings without the financial and technical support from IYF and USAID.

In order to measure the effectiveness of the transference and capacity building process, IYF used an NGO Organizational Capacity Tool to evaluate the local partner's capacity and adoption of the model at three points in time: (1) before IYF's intervention, (2) at midpoint in implementation, and (3) at the end of the grant relationship with IYF. IYF used this tool to assess the capacity needs of the organization and develop a training plan. The tool measured the organization's capacity across 9 dimensions and 14 sub-dimensions, each of which represents mastery of a different facet of the YWM model including its processes, methodology and overall management. The highest score of "4" indicates that the organization has sufficient technical and management abilities to carry out that function, while a score or 1 relays limited to no capacity. The institutions began by self-evaluating their competency, this was followed by a discussion with IYF, at which point the score was agreed upon. Below is a summary of the capacity installed in each IYF's local partners to implement and sustain the YWM model in their respective cities:

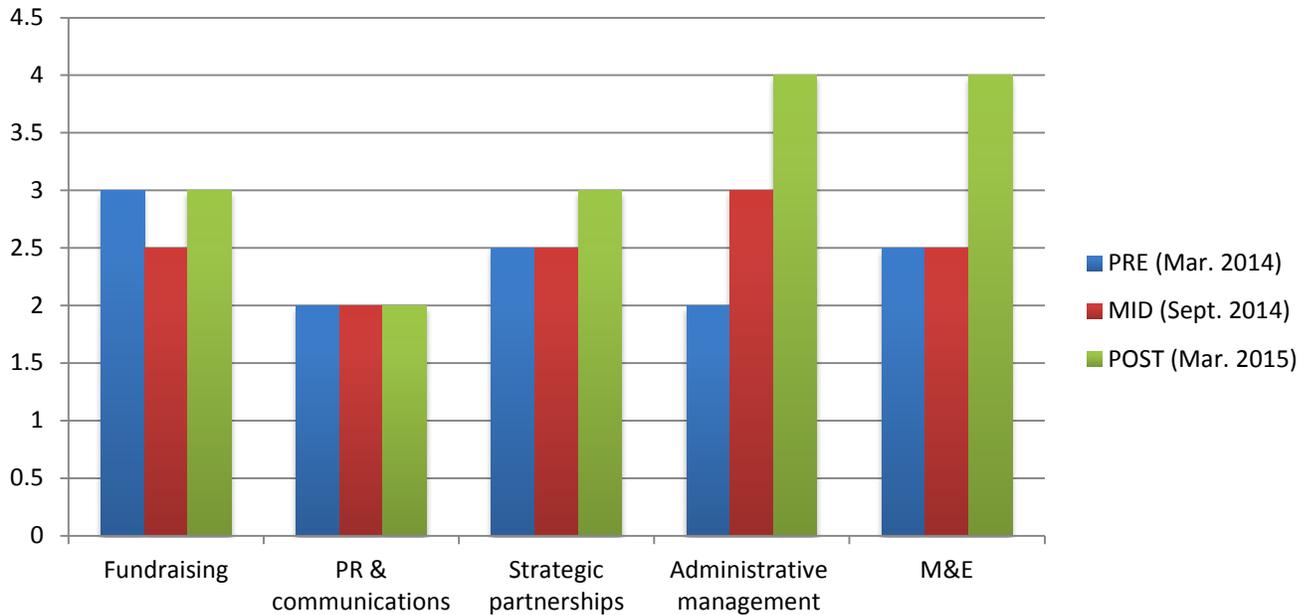
### *Desarrollo Empresarial Mexicano de Cd. Juárez (DESEM), Ciudad Juarez*

**Chart 1.1** DESEM's program implementation capacity



As exhibited by the chart, DESEM's capacity to implement the YWM is strong particularly in the outreach and training sections. In light of the relative low capabilities in job placement, the IYF team made a concerted effort to focus heavily in this area by providing training, feedback and monitoring the process closely through monthly placement and employer follow-up reports. In addition, IYF advised that the counselor team be given career guidance training to enhance services, which DESEM recently enacted.

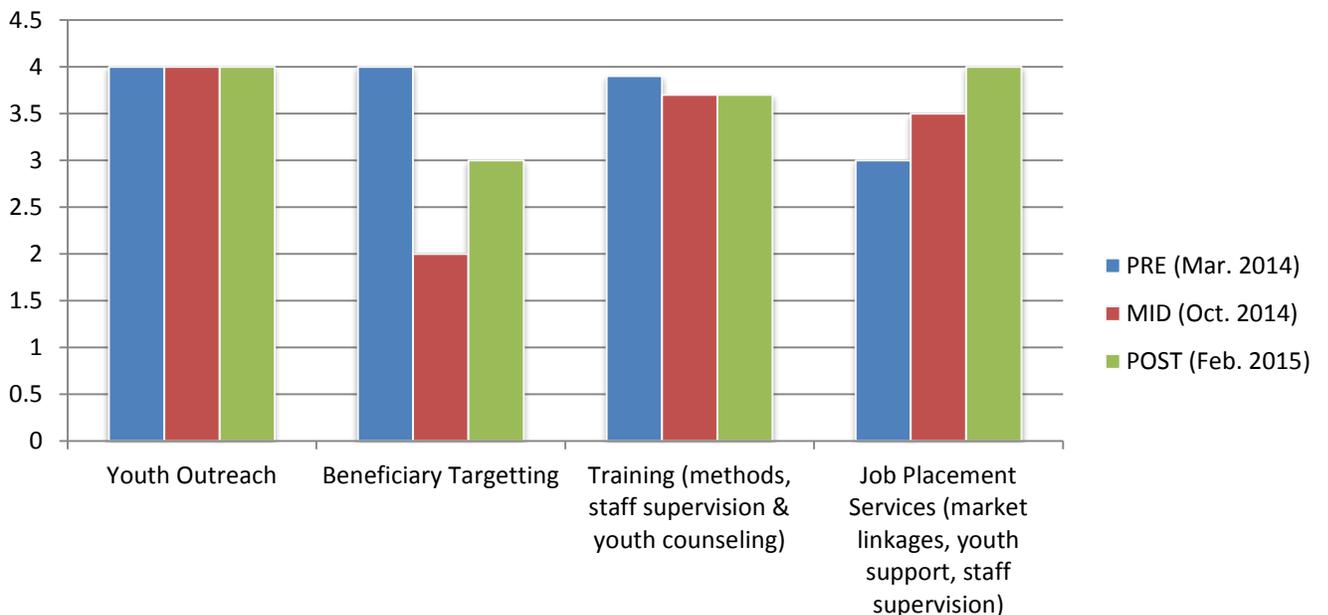
**Chart 1.2** DESEM’s management, strategy and learning capacity



As highlighted in chart 1.2, DESEM’s capacity to manage the program administratively and use data to inform decision-making through a robust M&E system were the two areas of most improvement through the course of the program. Despite challenges in the program promotion and fundraising tasks and a continued self-evaluated low rank, DESEM displayed improvements through the course of the program, including having been able to secure funding after IYF’s engagement.

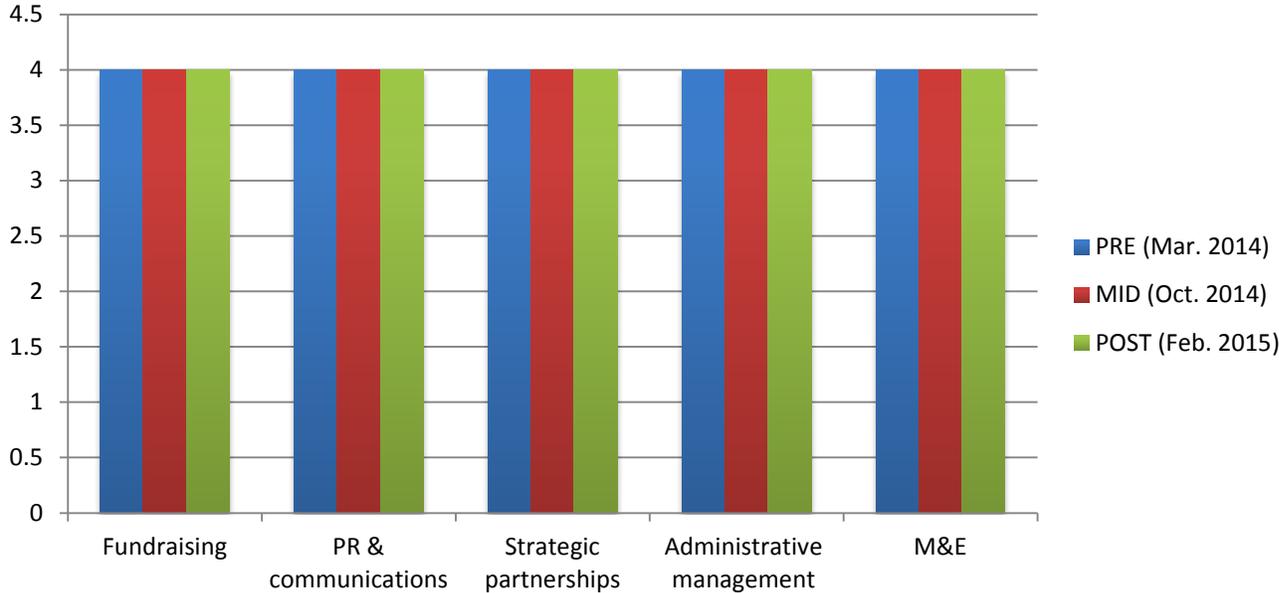
*Fronteras Unidas ProSalud, A.C., Tijuana*

**Chart 2.1** ProSalud’s program implementation capacity



While ProSalud self-assessed high in many of project methods prior to implementation, they still required training and support to apply their experiences from other programs to the YWM model. Having a youth-serving program *Gente Joven*, which provides sexual and reproductive health education already in their program offerings, ProSalud felt confident about their youth outreach and targeting methods at the onset. However, after learning the specific requirements for the YWM program enrollment and its targeting methods, ProSalud learned its self-rating at the pre-evaluation was projected too high. As a result, the mid-term ranking represents a more accurate assessment of their early capacity. This weakness was demonstrated during the pilot cohort’s selection process, when the majority of the youth enrolled were under 18 and the employer partnerships fostered required youth to be at least 18 years of age. By the end of the pilot, ProSalud significantly increased their capacity in this area as well as in the provision of job placement services. For Cohort 2 under the leveraged funds, ProSalud was able to learn from this experience and created a more conscious alignment between employer partnerships and the youth selected and enrolled in the program.

**Chart 2.2** ProSalud’s management, strategy and learning capacity



ProSalud came to YWM program with well-developed skills in their overall institutional management, communications, and learning as showcased in the chart above. IYF worked to the organization to ensure that the YWM program requirements could be inserted into their existing organizational framework while keeping the program’s best practices in these areas in place. They were able to effectively apply this institutional capacity to the specific needs of the YWM program.

## *Additional Observations*

Overall, both local partners have successfully adopted the program and demonstrated their commitment to its success. While DESEM began with a lower operational and programmatic capacity, IYF was able to work with them to significantly raise their skills in all areas of the program and its management. A particular challenge for DESEM has been in the area of fundraising, largely due to their small staff size and the Executive Director's focus on direct operational management of the program. IYF worked very closely with DESEM to hire and train an additional administrative staff member, to relieve the ED from some of her operational functions and allow her to engage with partners and enact a fundraising strategy planned with IYF and the Advisory Committee. As a result, DESEM has submitted a number of applications and engaged with several local funders over the last year. These efforts were rewarded when they successfully secured funding for an 11th Cohort of youth.

Cohort 11 under DESEM's individual management and oversight has been performing exceptionally well. IYF's monitoring and involvement of Cohort 10 helped DESEM increase their capacity by providing additional technical services and oversight. The lessons learned from these experiences are now being applied in Cohort 11. They have also instituted more documentation of the individual youth visits and further formalized the mentoring process so as to learn from it and improve upon it. In addition, due to the unique needs of vulnerable youth, DESEM has begun recruiting psychology and social work students and recent graduates to act as mentors.

As IYF learned from the experience with DESEM, having the local partner implement only one cycle of the program under IYF guidance and technical assistance is not sufficient for a full adoption of the model and can impact its long-term sustainability due to a lack of enough buy-in or not enough time to learn the program. While ProSalud performed very well during the pilot effort, it is not sufficient to ensure solid implementation ability and full adoption of the YWM model. In consequence, IYF and ProSalud jointly sought funding from the TK Foundation to continue to effort in Tijuana and provide a longer-term capacity building experience to meet the goals of consolidating the model in that city.

In the next phase with ProSalud, IYF will work with them on specific areas in the program that have been identified as in need of strengthening. For example, the individual support mechanism of youth mentorship provided by the program has been acknowledged as insufficient. Some strategies that will be employed include improving field staff communication (between facilitators, counselors and mentors) and providing mentors with clearly defined responsibilities and reporting mechanisms. Another area, as mentioned above, is the identification of a variety of employment opportunities for youth that meet their interests and skill set. In particular, ProSalud will have to work in expanding their search and labor market mapping at the beginning of a cohort in the effort to have a wider base of information from where to start the youth job placement experience.

IYF is pleased that DESEM has expressed and demonstrated their commitment to the program; we are confident of its continued success in Ciudad Juarez and will continue to play an active role through the Advisory Committee. Meanwhile, IYF is pleased that we will be able to continue to provide technical assistance to ProSalud to ensure its sustainability there as well.



**Annex 6**  
**Quarterly Performance Report, January - March 2015**

**Placement Results for Tijuana Pilot Cohort**

## Placement Results Pilot Cohort, Tijuana

From June 2014 through January 2015, Tijuana-based local partner ProSalud, implemented the Youth:Work Mexico (YWM) model with a pilot cohort of 46 youth under IYF's guidance and technical assistance. In September of 2014, 28 of the youth successfully met the requirements for graduation and entered the job placement period. Of these, 12 (43%) were male and the remaining 16 (57%) were female. The pilot cohort's job placement period ended in January 2015. The following represents a summary of their placement results.

### **Youth Placement in Jobs and Education**

By the end of the job placement period, the pilot cohort revealed a total placement rate (working and studying) of 79% exceeding the placement rate target of 70%.

	Ex-Ante	Ex-Post
<b>Working</b>	0%	68%
<b>Studying</b>	7%	11%
<b>Total Placed (working or studying)</b>	<b>7%</b>	<b>79%</b>

### **Placement Results by Gender**

The employment situation of both young men and women increased significantly from baseline to the end of the job-placement period. None of the young women graduates and young male graduates were working prior to the program and almost 70% in each group had a job 4 months after graduating. Meanwhile, education enrollment for young women increased significantly while education enrollment for young men decreased at a similar rate.

	Working		Studying	
	Pre	Post	Pre	Post
<b>Young Women (16)</b>	0%	69%	0%	19%
<b>Young Men (12)</b>	0%	67%	17%	0%

### **Type and Quality of Employment**

Of those youth who were working at the end of the job placement period, the majority (44%) were working in the customer service sector, in jobs such as representatives in call centers and at the reception desks at local businesses. The next sectors where a large number of graduates are working include the maquiladora industry (17%) and the restaurant industry (17%). Among the salaried youth employed, it was found that the average salary was 805 pesos/week, almost three times the minimum wage in Tijuana (270 pesos/week). Overall, the youth rate their satisfaction with their job at an average of 4.5 out of 5.

### **Employer Perceptions**

Nine employers were surveyed, with the majority representing the customer service sector (7 out of 9). These employers rated their level of satisfaction with their YWM hires as 5 out of 5. Overall they rated the services provided by YWM highly, with a grade of 5 out of 5.



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**Annex 7**  
**Quarterly Performance Report, January - March 2015**

**YWM Leverage Report**

## Annex 8 Quarterly Performance Report, January - March 2015

### Leverage Report

International Youth Foundation  
Youth:Work Mexico Program  
January - March 2015

Leverage Committed as of previous period:	2,235,849
Leverage Committed for current period:	4,325
Leverage Committed to date:	<b>2,240,174</b>

#### Leverage Contributions This Period

Donor	Description of contribution	Local Currency			USD		
		Cash	In Kind	Total	Cash	In Kind	Total
Fronteras Unidas Pro Salud, A.C.	3 months of Executive Director salary (5% of her time)		12,000	12,000		800	800
Fronteras Unidas Pro Salud, A.C.	60 workshop packets for the reproductive health workshop 'Joven Saludable'		9,000	9,000		600	600
Museo Interactivo El Trompo	Graduation space rental		6,000	6,000		400	400
Linea de Transportes Urbanos y Suburbanos de B.C., S.A.	Transportation for youth to graduation		2,100	2,100		140	140
Fronteras Unidas Pro Salud, A.C.	Facilitation of basic education		6,000	6,000		400	400
Fronteras Unidas Pro Salud, A.C.	Speaker - nutrition		900	900		60	60
Fronteras Unidas Pro Salud, A.C.	Speaker - personal hygiene		900			60	60
Gobierno del Estado de Baja	74 backpacks and school supplies		8,880	8,880		592	592

Miguel Vasconcelos	2 cans of paint for the community center		1,200	1,200		80	80
Michelle Flores	Design flyers, radio spots, diplomas, and invitations, and		2,500	2,500		167	167
Panelista	7 speaker sessions during the employability workshop		2,800	2,800		187	187
Verde, Nuevo Milenio y Terrazas del Valle	3 classrooms for the workshops		6,000	6,000		400	400
Injuvbc	Classroom, tables, chairs, AV		4,600	4,600		307	307
Círculo abierto	Program promotion interview slot		1,000	1,000		67	67
Radio Latina	Program promotion interview slot		1,000	1,000		67	67
<b>Total</b>		-	<b>64,880</b>	<b>63,980</b>		<b>\$ 4,325</b>	<b>\$ 4,325</b>

	1 USD=	14.000
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