



trabajando con los jóvenes de México

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

**Quarterly Performance Report**

Period: October 1 – December 31, 2013

Cooperative Agreement AID-523-A-10-00002

Between USAID/Mexico and the International Youth Foundation

Cheryl Hodge-Snead, USAID Agreement Officer

Patricia Vargas, Agreement Officer's Representative

Angela Venza, Program Director

*International Youth Foundation*

*32 South Street, Suite 500*

*Baltimore, MD 21202*



## **TABLE OF CONTENTS**

<b>I.</b>	<b>PROGRAM BACKGROUND</b>	<b>1</b>
<b>II.</b>	<b>YWM RESULTS ACHIEVED THIS QUARTER</b>	<b>2</b>
	<i>OVERVIEW</i>	<i>2</i>
	<i>REPORT OF PROGRESS/ACTIVITIES</i>	<i>2</i>
<b>III.</b>	<b>YWM ACTIVITIES FOR NEXT QUARTER</b>	<b>5</b>

Annex 1: Summary of external evaluation results - CJ Cohort 6

Annex 2: C7 Graduation Event Program

Annex 3: Success Story of youth graduate

Annex 4: Updated PMP



## **I. PROGRAM BACKGROUND**

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

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

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

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

Phase II activities focus on two objectives:

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

The following results are expected:

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

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

## **II. YWM RESULTS ACHIEVED THIS QUARTER**

### **Overview of Accomplishments in This Quarter**

- Finalization of external follow-up study of Cohort 6 youth;
- Implementation of Cohort 7 in Ciudad Juarez;
- Identification and selection of the partner organization in Ciudad Juarez;
- Exploration of Tijuana intervention;
- Preparation for YWM employability model toolkit/manual; and,
- Ongoing networking and advocacy work; and,
- Presentation and approval of FY 2014 Work Plan and M&E Plan.

### **Detailed Report of Progress / Activities**

#### ***Finalization of External Follow-up Study on Cohort 6***

The external follow-up evaluation for Cohort 6 carried out by Fortalessa in Ciudad Juarez was finished in December. Based on a representative sample, the evaluation firm found that employment rates increased significantly from pre-program rates and that the percentage of Cohort 6 youth either working or in school at 6 – 9 months post-training was 71%. The majority of the jobs in which youth were employed were salaried positions. A summary of results from the follow-up study is found in Annex 1.

#### ***Implementation of Cohort 7***

During this period, the following activities were carried out for the implementation of Cohort 7 of YWM in Ciudad Juárez:

- Recruitment of youth for Cohort 7 took place during the first 3 weeks of October.
- Cohort 7 began training on October 21<sup>st</sup> in 8 communities. A total of 147 youth received 7 weeks of training, including employability life skills, reproductive health and either ITC or sales/customer service.
- 112 youth finished the program successfully and are currently being supported with job placement services.
- A job fair for the youth graduates took place on December 13 at the Salesian Oratory “Nuestra Señora de Guadalupe”, with 10 companies (Stratecc, PAE, Qualitas, Dominos Pizza, La Abeja Restaurant, Sears, Servicio Nacional de Empleo, Oxxo, Cablemas, Kelly Services).
- The Graduation ceremony of the cohort 7 took place also on December 13 at the same location as the job fair. The 112 youth graduates received a diploma that certifies the

completion of the workshop. Tom Delaney, Mission Director of USAID/Mexico, Douglas Koneff, Adjunct Consul of the U.S. in Ciudad Juárez, and Angela Venza, Program Director of IYF attended the event along with Liz Ramirez and Lucila Serrano from USAID/Mexico and other local stakeholders. Four local news agencies covered the event (Televisa, TV Azteca, Norte and Diario de Juárez). Please refer to Annex 2 for a copy of the graduation ceremony program and Annex 3 for a success story of a Cohort 7 youth graduate.

- The second half of December was dedicated to job placement support for the youth graduates.

### ***Identification and Selection of Local Partner***

A critical piece of YWM, Phase II is the transfer of capacity to a locally-based Juárez organization to be able to continue and sustain the YWM employability model. Thus, in September, the YWM team developed an initial list of potential implementing partners. YWM also utilized meetings with the Municipal Youth Council, the Citizens Council for Education and the Ciudad Juarez Employment Network to announce YWM Phase II and add to and hone the list of potential partners. Individual meetings were also held with interested organizations to share more information about the program and the process for selecting and training a local partner. In total, conversations with 9 organizations were held to explore their interest and suitability. By early October, 6 organizations had submitted written letters of interest documenting their desire to be considered the local implementer for YWM. The six organizations were: Impulsa, Desarrollo Juvenil del Norte (DJN), Fundación Comunitaria de la Frontera Norte (FCFN), Cehlider, CONALEP and Comité Municipal de la Juventud.

As part of the selection process, at least one member of each interested organization was asked to get involved as an “apprentice” in order to understand the field operations of the program. A total of six apprentices participated to the activities of outreach, recruitment, workshop, monitoring and evaluation of the program during 9 weeks. (The Municipal Youth Council did not send an apprentice because its members already include several current YWM facilitators and counselors.) These weeks allowed IYF to observe the involvement of each interested organization, to get a sense of how well they connected with the program and were able to work with vulnerable youth. IYF was able also to confirm the level of interest and commitment of the organization’s management to the program. Also in October, meetings were held with each of the organizations, including members of the board of directors of Impulsa, Cehlider and DJN.

The six organizations were also asked to submit information about their organization’s history, board of directors, sources of funding, programmatic experience, alliances, and relevant administrative processes. Three organizations presented the information requested: Cehlider, Impulsa and DJN. The YWM team analyzed the information and rated each organization on the following criteria:

- Administrative capacity of the organization
- Institutional strength and consolidated board of directors
- Experience working with youth and/or employability
- Ability to manage staff
- Strong community presence (in vulnerable sectors)
- Ability to mobilize resources
- Ability to create and maintain strategic alliances
- Experience with monitoring and evaluation
- Commitment at the highest levels of the organization to the program

In December, Angela Venza and Ruben Acosta held follow-up interviews with the directors of the three final candidates. Based on the analysis of organizational documents, our experiences with the organizations' apprentices in Cohort 7 implementation, and these follow-up interviews, the team selected Impulsa to be the organization to carry on the model. The main reasons that Impulsa stood out was its experience with life skills training for children and adolescents, its presence in vulnerable communities of Juarez, its history of multi-sectoral alliance-building and resource mobilization, and the indication of the board of directors that the program fits with its plans for Impulsa's institutional growth. This decision was communicated to Impulsa and to the other organizations. IYF requested from Impulsa the remaining documents required to carry out its due diligence process with a view toward finalizing a grant with Impulsa early in 2014.

### ***Exploration of Tijuana Intervention***

As originally agreed upon with USAID, IYF's work in Tijuana was to be focused on helping Fundación Internacional de la Comunidad (FIC) develop its capacity to raise needed funds for a third cohort of 50 youth (and ideally future cohorts as well), with the expectation that either FIC or another local NGO would implement this third cohort. In order to re-establish this alliance with FIC, IYF Program Director Angie Venza and Deputy Program Director Ruben Acosta, travelled to Tijuana from November 6-8, 2013, to meet with FIC Executive Director, Tone Beguerisse and Director of Programs, Toni Robles. We were accompanied by Patty Vargas at one of the meetings. On our visit, we discussed our proposals for how IYF could support FIC's internal capacity to raise the needed funds as part of Phase II of YWM. We also shared the results of the external evaluation of the two cohorts of youth served in Phase I, through our collaboration with FIC. The evaluation results allowed us to have a conversation around ways to improve future interventions including modifying the program model. Unfortunately, through these conversations and follow-up efforts to move forward with FIC, it became evident that FIC is not currently in a position to give a youth employability effort the institutional attention that it requires – whether in terms of raising resources or implementing the program activities. These challenges were discussed at length with our AOR Patty Vargas and together it was decided that, given the limited time and resources remaining to achieve the goals for Tijuana, IYF instead would identify a new local partner as soon as possible to implement the third cohort in Tijuana, with the hope that such a partner would also be able to make the employability program an on-going initiative.

This decision was communicated to FIC and they have concurred that this is not a good time for them to dedicate themselves to the project and have expressed their interest and desire to support our efforts in Tijuana to the extent possible. The search for a new partner began in earnest in early January and it is hoped that we can have a new partner on board by the end of February.

### ***Preparation of Youth:Work Employability Toolkit/Manual***

The YWM team is preparing a Youth:Work Mexico Employability Toolkit to document the model of the intervention in Juarez in order to better transfer the model to the local partner. During this period, IYF has done a thorough review of all existing materials to be incorporated into the Toolkit and has identified what materials need to be still produced. A number of guides around job placement and mentoring, among others were developed (some still being finalized) to contribute to the existing materials. In addition, an overall structure for the toolkit has been laid out and basic components identified. We have clarified the overall needs for outside support to put the myriad materials together in a package and will disseminate terms of reference for a consultant to support this work in early January.

### ***Networking/Advocacy Activities***

The YWM program staff is involved in multiple efforts in Ciudad Juarez to continue to raise awareness and resources around the issue of youth employability and to ensure good collaboration with other public and private initiatives. A few highlights of these efforts from the reporting period include the following:

USAID Partners Meetings: IYF participated in three meetings of USAID partners working in Ciudad Juarez were held during the reporting period. The meetings have served to ensure that all partners are aware of the progress that each partner is making, important calendar dates, share best practices and ensure effective coordination with the public sector. In addition, Program Director Angela Venza participated in a USAID partners meeting in Tijuana in November.

#### Employability Network:

The employability network of Ciudad Juarez that IYF helped establish earlier in the year with other active civil society organizations met on a monthly basis to continue to share information and identify ways to collaborate on the issue of employment for marginalized youth in the city. In this period, a couple of sessions were held to work on strategic planning for the group. Other members of the network include: Fundación Comunitaria de la Frontera Norte; Comité Municipal de Juventud; Fortalecimiento del Tejido Social de Ciudad Juárez; Centros de Integración Juvenil; Jóvenes Constructores de la Comunidad; and Consultores 20-20.

Municipal Youth Council (Comité Municipal de la Juventud): The Municipal Youth Council, formally launched by the Mayor in March, continues to be active. The council is composed of municipal authorities, city council members and representatives of 12 youth led and/or youth serving NGOs. The council's goal is to recommend and implement public policies that promote the comprehensive development of the youth in Juarez so as to improve their quality of life. In this period, IYF has continued to attend meetings and contribute to the work of the council.

#### Hosting US Media Reporters

On December 2, 2013, IYF supported the visit of a couple of U.S.-based reporters to USAID-funded projects in Ciudad Juarez, organized by USAID/Mexico. IYF staff arranged visits to YWM a project site for Mónica Ortiz of NPR and Julian Aguilar of the Texas Tribune. The reporters visited the Community Center in Riveras del Bravo, where IYF explained the USAID – IYF strategic alliance within the framework of the Merida Initiative. The YWM initiative in Juarez and Tijuana was presented to the reporters within the social and economic context of the vulnerable communities in which they live, in particular the challenges faced by young people with regards to finding employment. The reporters were able to observe a training session and interview youth participants as well as the young leaders who work with them. IYF also arranged a follow-up interview on December 6 for the NPR reporter with a youth graduate who has formal paid employment as a cell phone store manager as a result of his participation in the program.

#### Preparatory work for Advisory Committee

In this period, IYF has carried out preparatory work to support the creation of a local advisory committee, which will be composed of a cross-section of local stakeholders to support the sustainability of the YWM employability program in Juarez. Work this period included the development of materials describing the objectives for the committee as well as expected contributions from and a proposed list of committee members. The materials and list of members will be finalized along with Impulsa in early next quarter to begin outreach and consolidate the committee.

***Submission and Approval of 2014 Work Plan***

IYF submitted and received AOR approval for its 2014 Work Plan and M&E plan for Phase II of Youth:Work Mexico.

**III. YWM PROGRAMMED RESULTS FOR NEXT QUARTER**

For the quarter January through March 2013 (Q2 of FY2014), the following activities are planned:

- Job placement services provided to Cohort 7;
- Recruitment completed and training begun for Cohort 8;
- Signing of grant agreement with Impulsa;
- Capacity Building activities begun for Impulsa staff;
- Identification of new partner in Tijuana and strategy to support them;
- Hire consultant to support development of YWM Employability Model toolkit; and,
- Establishment of initial advisory committee for Juarez (and possibly Tijuana).

## Annex 1

### Results of Follow-Up Study Cohort 6 – Ciudad Juarez

The follow-up study of cohort 6 was conducted between August and September 2013 in Ciudad Juarez. The study was conducted 6 months after the youth graduated and is based on a representative sample of 115 cases in cohort 6 with a 95% confidence level and 5% margin of error. Highlights from the study are presented below.

#### Cohort 6 – 115 youth

##### Employment Situation

The study of Cohort 6 revealed an employment rate of 37%, nearly 4 times higher than the rate at baseline and over a 50% drop in the unemployment rate since the youth enrolled in YWM (83% versus 38% ex post).

Work Status	Ex-Ante	Ex-Post
Working	9%	37%
Unemployed	83%	38%
Inactive	14%	24%

Females fared nearly as well as males with a 28 percentage point increase in their employment from 2% to 30%. For males it was a 29 percentage point increase from 14% to 43%.

##### Type and Quality of Employment

The majority of the youth who were working ex-post were salaried employees; only two youths were working for themselves. For youth in salaried employment, the quality of the jobs was solid particularly given the high level of informality in the Mexican labor market among youth. For example, the study revealed:

- 63% had formal contracts
- 80% were working full time
- 68% received one or more employment benefits (paid vacation, end of year bonus, health insurance). Those who were not receiving benefits tended to work for smaller firms and/or in part-time jobs.
- The average salary was 21.15 pesos/hour; more than twice the minimum wage in Ciudad Juarez (8.00 pesos/hour) and a wage level enjoyed by only 47% of Juarez workforce, including adults with more experience
- Average time on the job is 6 months, which suggests a high likelihood of retention in the job market

### Changes in Education

There was a 21% increase in the number of youth that were enrolled in school ex post compared to baseline. 47% of the youth enrolled in school ex post were not enrolled at baseline. Of the 18 cases that were enrolled at baseline, 89% increased their education level by at least one year at ex-post and 72% attained a diploma or additional certification.

### Transitions from Idle to Engaged

The data on transitions from idleness since baseline are particularly interesting as one of the central aims of YWM Employability program is to enable youth to develop the skills and self motivation to make the transition from a lack of opportunity and self-direction to either work or school and thus reducing their risk of becoming engaged in illicit activities and squandering their talents and energy.

For cohort 6, the percentage of young people who were neither studying nor working at baseline **declined by nearly 50%**; from 87 cases at baseline to 44 cases at ex-post.

### Conclusions

Working	Studying	Working or Studying
37%	34%	71%

For Cohort 6, 71% of youth interviewed were either working or studying ex post. These findings are consistent with data from previous follow up studies which reported an average of 70% working or studying at 6 months ex-post.



trabajando con los jóvenes de México

## YOUTH:WORK MÉXICO | CEREMONIA DE GRADUACIÓN PROGRAMA

### Presidium

**Tom Delaney**, Director de Misión de USAID/México

**Douglas Koneff**, Cónsul General Adjunto de los Estados Unidos en Ciudad Juárez

**Ángela Venza**, Directora de Programa Youth:Work México de International Youth Foundation

**Ricardo Piña**, Representante juvenil de la 7<sup>a</sup> Generación de jóvenes egresados

<b>10:30 A.M. – 10:35 A.M.</b>	Apertura de ceremonia – Proyección de video YWM y palabras de Abigail Ortiz y Mario Castañeda, Maestros de Ceremonias
<b>10:35 A.M. – 10:40 A.M.</b>	Mensaje de bienvenida – Angela Venza, Directora de Programa Youth:Work México de International Youth Foundation
<b>10:40 A.M. – 10:50 A.M.</b>	Entrega de diplomas a graduados de centros Felipe Ángeles, Francisco Villarreal Torres y Riveras del Bravo, de manos de Tom Delaney, Director de Misión de USAID/México
<b>10:50 A.M. – 10:55 A.M.</b>	Presentación de proyecto juvenil sobre acciones de servicio a favor de la comunidad
<b>10:55 A.M. – 11:05 A.M.</b>	Palabras – Tom Delaney, Director de Misión de USAID/México
<b>11:05 A.M. – 11:15 A.M.</b>	Entrega de diplomas a graduados de centros Fray García de San Francisco, Francisco I. Madero y Kilómetro 20, de manos de Douglas Koneff, Cónsul General Adjunto de los Estados Unidos en Ciudad Juárez
<b>11:15 A.M. – 11:30 A.M.</b>	Expresiones artísticas juveniles
<b>11:30 A.M. – 11:35 A.M.</b>	Presentación de proyecto juvenil del centro (pendiente definir) sobre acciones de servicio a favor de la comunidad
<b>11:35 A.M. – 11:45 A.M.</b>	Entrega de diplomas de centros Oratorio Lupita y Oasis Revolución, de manos de Angela Venza, Directora de Programas
<b>11:45 A.M. – 11:50 A.M.</b>	Presentación de proyecto juvenil del centrosobre acciones de



# YOUTH:WORK

trabajando con los jóvenes de México

servicio a favor de la

comunidad

**11:50 A.M. – 11:55 A.M.**

Testimonio juvenil – Representante juvenil de la 7<sup>a</sup> Generación de jóvenes egresados

**11:55 A.M. – 12:00 P.M.**

Cierre de ceremonia – Abigail Ortiz y Mario Castañeda, Maestros de Ceremonias



**Annex B: Youth:Work Mexico, Phase II Indicator Matrix/PMP, October 2013**

		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		180				500		Ciudad Juarez Tijuana
1.2	OUTPUT	No. of youth who have been provided career guidance, counseling or job placement services	Support and services to participating youth may occur through a variety of means, including: - Training on employability/job seeking skills (e.g. resume and cover letter preparation, job interview skills and practice, business etiquette, etc.) - Job/career fairs, expositions, placement events, etc. - Access to job advertisements, listings, databases, etc. - Services from employment centers - Career counseling/guidance services - Assistance and advice from a Job Placement Coordinator	16 to 28 years old	Maintenance of project records and participant lists	140	147	180		180				500		Ciudad Juarez Tijuana
1.3	OUTPUT	Number & % of youth receiving certification after completing employability training programs	This indicator calculates the number & percentage of youth who have successfully completed a training cycle either in formal or non-formal programs, specifically employment, vocational, life-skills and livelihood programs.	16 - 28 years old	Youth complete training and receive certification, exit survey	105 75%	112 76%	135 75%		135				375		Ciudad Juarez Tijuana
1.4	OUTCOME	Number and % of youth certified reporting satisfaction with training/services received	This "customer satisfaction" indicator will measure how pleased youth are with the activities and services provided in the YWM employability component, and the extent to which youth perceive benefits from their participation in the program.  Satisfaction of quality will be measured through the exit survey applied at the end of training on a scale of: - Excellent - Good - Normal - Poor	16 to 28 years old	Satisfaction measured as 'good' or 'excellent' replies on exit survey administered during final week of training	90%	100% (112 youth)	90%		90%				90%		Ciudad Juarez Tijuana
1.5	OUTCOME	No. and % of certified youth who re-enroll in formal education programs or further professional training 6 months after graduation	This indicators measures the percentage of young men and women who continue their education after participating in YWM activities. This may be: a) re-enrolled in a formal secondary school; b) participating in a non-formal education program (e.g. to obtain an equivalency certificate/diploma); c) enrolling in a longer-term vocational or professional training course/program; or d) enrolling in community college, college or university	16 to 28 years old	Administration of follow-up surveys			21 20%		27 20%			27 20%	75 20%		Ciudad Juarez



IR2 Local Partners have Capacity to Implement and Sustain Employability Model															
2.1	OUTCOME	Seleted organization in CJ has the technical/management capacity to be able to successfully implement the model.	This indicator measures the capacity of the local organization selected after receiving a series of trainings, workshops and having fully participated in 3 cohorts of intervention, with increasing responsibility. Some specific competencies that will be measured include the ability to: <ul style="list-style-type: none"> <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/strengthening.
2.2	OUTCOME	A local organization 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)							
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	
2.4	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		2		2		5	