



trabajando con los jóvenes de México

YOUTH:WORK MEXICO, Phase II

Quarterly Performance Report

Period: January - March 2014

Cooperative Agreement AID-523-A-10-00002

Between USAID/Mexico and the International Youth Foundation

Cheryl Hodge-Snead, USAID Agreement Officer

Ceara O'Carroll, Agreement Officer's Representative

Angela Venza, Program Director

International Youth Foundation

32 South Street, Suite 500

Baltimore, MD 21202



TABLE OF CONTENTS

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

Annex 1: Success Stories

Annex 2: Report: Youth:Work México in Local Media

Annex 3: 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 Juárez 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 Juárez and Tijuana and committed to sustaining youth employability efforts

II. YWM RESULTS ACHIEVED THIS QUARTER

Overview of Accomplishments in This Quarter

- Job placement services provided to Cohort 7;
- Recruitment completed and training begun for Cohort 8;
- Signing of grant agreement with Impulsa/DESEM;
- Capacity Building activities begun for DESEM staff;
- Identification of new partner in Tijuana;
- Consultant hired to support development of YWM Employability Model toolkit;
- Preparatory work for establishment of advisory committee for Juárez
- Ongoing networking and advocacy work

Detailed Report of Progress / Activities

Job placement services provided to Cohort 7

During the reporting period, the 112 young graduates from cohort 7 of the employability initiative in Ciudad Juárez received both on-the-job counseling and job placement support through weekly and bi-weekly face-to-face meetings and follow-up of employment leads. The three-month report of job placement services (as of March 31) showed that 49% of the graduates had been placed in a job, 13% were enrolled in an educational institution, and 5% were involved in entrepreneurship activities, for a total of 67% of the graduates placed. 20% of the graduates were placed in jobs in the maquiladora industry, this being the sector hiring the largest number of our graduates at the time of this report, followed by the services industry with a 13%.

Implementation of Cohort 8

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

- A training workshop was conducted for new facilitators, counselors and mentors from January 20th to 24th.
- Recruitment of youth for Cohort 8 took place during the last week of January and until February 14th.
- Cohort 8 began training on February 17th in 10 communities. A total of 197 youth were enrolled and received 7 weeks of training, including employability life skills, reproductive health and either ITC or sales/customer service.

- 138 youth finished the program successfully on April 4 and are currently being supported with job placement services.
- The 10 groups of youth participants visited real work places and technical training organizations as part of their employability training. Some of the companies visited were Cinemex, Las Alitas Restaurant and La Abeja Restaurant. Conalep CAST, CENALTEC and CECATI were the institutions visited that provide technical training.
- During the first week of March, the YWM staff had a half term review meeting, in which IMPULSA/DESEM participated and the team was informed about the next steps in the transfer process of the YWM model to this organization.

Agreement and capacity building with 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. Desarrollo Empresarial Mexicano de Ciudad Juárez, A.C. (DESEM, formerly known as IMPULSA), was the selected organization to carry on the YWM model in Juárez. DESEM was chosen from among the other organizations due to its experience with life skills training for children and adolescents, its long-term presence in vulnerable communities of Juarez, its history of multi-sectorial alliance-building and resource mobilization, and the strong indication of the board of directors that the program fits with its plans for DESEM's institutional growth.

During the month of January, DESEM was asked to provide IYF with information regarding their governance, legal, financial, and organizational capacity status, in order to conduct a rigorous due diligence process. By mid-February, the due diligence process ended, and the sub-grant was approved by USAID on March 3rd, for a total estimated amount of USD \$112,176.

During the second week of March, with the presence of Alfonso Marquez, President of the Board of DESEM, Alejandra Delgado, Executive Director of DESEM, and Angela Venza and Ruben Acosta from IYF, the grant agreement was signed. After this event, an organizational capacity assessment was conducted with DESEM, in order to design a capacity building action plan to transfer the model to DESEM during the remaining months of the agreement. By the end of March, the first disbursement was made to DESEM.

Throughout the quarter, formal and informal capacity building and coaching occurred between the IYF team and DESEM Staff. In March IYF staff provided an overall M&E orientation and a training session on the application of baseline surveys. IYF staff worked closely with DESEM to develop a working budget and systems for managing costs. IYF also advised and coached DESEM on recruitment of new staff and field team contracts, providing valuable experience in identifying quality facilitators and job placement counselors. DESEM staff joined most meetings related to planning for C8, from visiting potential community centers to preparing for promotion and recruitment. DESEM participated in all team meetings with the field staff to observe, learn and ask questions about challenges faced and to understand how the team is supervised. They also visited and observed training of youth and job placement activities. The two teams have open on-going communication so that the DESEM staff can ask questions and share ideas as they begin to take on their new responsibilities.

Identification of new partner in Tijuana

Due to the inability to continue working with Fundación Internacional de la Comunidad as indicated the previous quarterly report, in the beginning of this quarter, terms of reference were developed for the identification of potential partner organizations for the implementation of the YWM

employability program with 50 youth in Tijuana. Interviews were conducted by Ruben Acosta during a trip to the city of Tijuana (January 15-17) with 5 local organizations with profiles similar to the objectives required. Three of these organizations submitted letters of intention, upon which IYF requested additional institutional information for the assessment. An analysis of the each organization's programmatic expertise, institutional capacity and experience with local alliances and resource development was carried out. A second trip was made to Tijuana on March 26 - 28 to conduct field visits, interview members of the staff, and gather additional information on the 2 organizations who had continued to be active candidates. In early April, IYF made the decision to work with Fronteras Unidas PROSALUD and additional steps have been taken to finalize due diligence and develop a grant agreement for the partnership.

Preparation of Youth:Work Employability Toolkit/Manual

Over the same period, the YWM staff developed terms of reference and initiated a search for candidates to help develop the YWM program manual. In addition, the team did a careful review of existing procedures and supporting documentation to prepare a solid outline to guide the consultant in his/her work. A rigorous selection process took place to identify and evaluate candidates for the preparation of the YWM manual. In March, a consultant was hired to support the development of the YWM Employability Model Manual, which will serve to document the model of the intervention in Juarez in order to better transfer the model to the local partner. The consultant has been involved in some of the workshop activities of cohort 8 as an external observer, while gathering information from the YWM field and managerial staff.

Preparatory work for Advisory Committee

Activities to begin outreach and consolidate the advisory committee during this period included the participation of Rubén Acosta, Deputy Program Director for IYF, Alfonso Márquez, President of the Board of DESEM, and Alejandra Delgado, Executive Director of DESEM. The three attended a meeting on February 17th of the Consejo Coordinador Empresarial de Ciudad Juárez (CCE), which is a grouping of all the main chambers of commerce and industry in Ciudad Juárez. IYF was given an opportunity to present the YWM program, indicating the USAID/IYF partnership in the framework of the Merida Initiative, and raising awareness among the business leaders of the importance of their input and contributions to the program as a way of addressing concerns about youth unemployment in the city. Alfonso Marquez, an established business leader in Juarez, also reiterated his commitment to the YWM program that DESEM has adopted and his desire to engage the business community more actively in the program going forward.

During the last week of February and first of March each CCE member received via email more information with results of the program and were asked for a follow-up meeting to identify potential candidates to the Advisory Committee. A meeting was held at the end of March with the Director of CANACINTRA. Others are being scheduled.

Networking/Advocacy Activities

The YWM program staff is involved in multiple efforts in Ciudad Juárez 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 two meetings (January 9 and February 27) of USAID partners working in Ciudad Juárez. 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. Along with IYF, FECHAC, CCOMPAZ, PCC and NDI attended the meetings.

In addition, Angela Venza, IYF Program Director, attended the USAID Partners meeting in Mexico City on February 18. She took the opportunity to also meet with USAID staff connected to the YWM program, including the newly assigned AOR, Ceara O'Carroll, as well as Liz Ramirez and Steve Kelley.

Municipal Youth Council (Comité Municipal de la Juventud):

During this period, the Municipal Youth Council was formally established as the Municipal Youth Institute. The Institute will now be a public organism, a decentralized part of the municipal administration, resulting in wider recognition and a closer connection to the municipality. The goal of the Institute is to continue working towards the implementation of public policies that promote the comprehensive development of youth in Juárez so as to improve their quality of life. In this time, IYF has continued to attend meetings and contribute to the work of the Intitute. The member organizations of the Institute are: International Youth Foundation, Fundación Comunitaria de la Frontera Norte, Consultores 20-20, Colectivo Fundamental, Superarte, Amor por Juárez, JovesMás, Desarrollo Juvenil del Norte, Fundación Juárez Integra, Cancer Survivor and Terapect.

Youth:Work México in Local Media

With the purpose of better positioning the YWM program in the community and to facilitate the recruiting processes for new cohorts, a mass communication strategy was carried out this quarter. During the month of February, the program appeared 7 times on television, 5 on the radio and once in the newspaper. All of the media spots were pro-bono and were managed through personal interviews with each one of the directors of local news agencies.

A one-hour special appearance in the “La Fuerza de la Voz” TV show, from Televisa, was aired on February 22, where IYF staff (Ruben Acosta, Cynthia Perez and Andrea Padilla), provided the community with an overview of the program, the context, the challenges and the results. Field staff from the YWM program, such as facilitators, counselors and mentors, along with youth participants, also appeared on the show to share their individual experiences and stories.

All of appearances were in local media with high impact on the target population of the program. For more details, please see Annex 2 - Report on YWM appearances in local media.

III. YWM PROGRAMMED RESULTS FOR NEXT QUARTER

For the quarter April through June 2014, the following activities are planned:

- Graduation of Cohort 8 on April 8th at Centro Profesional de Ingenieros y Arquitectos (CePIA)
- Job Fair for Cohort 8 with local employers on April 10th at the Parque Central Community Center
- Job placement services provided to Cohort 7 and Cohort 8;
- External follow-up study begun on Cohort 7 youth;
- Continued capacity building for DESEM in Juárez;
- Recruitment completed and training begun for youth in Cohort 9;

- On-going development of sustainability plan for DESEM;
- Signing of agreement with partner in Tijuana (PROSALUD) and definition of strategy to support them;
- Capacity building begun for PROSALUD staff;
- Establishment of initial advisory committee for Juarez (and possibly Tijuana).



trabajando con los jóvenes de México

Annex 1
Quarterly Performance Report, January – March 2014

Youth:Work Mexico Success Stories of Youth Graduates

Francisco Fierro and Alan Mendez Oratorio Lupita Community Center



Francisco (right) and Alan (left), pictured in their auto parts business.

Before joining the Youth:Work Mexico program in 2012, Francisco associated a job with obligation and had no clear life plan. Alan, on the other hand, had dreamed from an early age of starting a business. From the beginning, he saw Youth:Work as an opportunity for improvement; to acquire new knowledge to use in everyday life and in the workplace.

Francisco initially thought the program would simply offer him a better job, but through the training he learned to identify his personal skills and defined his long term goals. “Despite being friends and neighbors, after graduating from the program, Alan and I took different paths and started new stages in our lives,” Francisco notes, “I entered the world of sales, and Alan began his own business”.

During the first months after graduation, Alan ran into challenges and economic losses. He was working as a mechanic to save for the necessary licenses for his business but never had the opportunity to see it in full operation. Just when he had made the decision to give up with his project, Alan ran into Francisco. Francisco invited him to join a business he had started with a former partner: a distributor of auto parts called “Alden”.

“When I first started at “Alden”, Francisco did not have many customers, which made it difficult for him to have a successful business,” Alan recalls. “I remember I went with him to one meeting with a potential client and noticed he wasn’t very good at selling, so I intervened in the conversation and I managed to close a sale with this good company. After the meeting I told him: ‘You need to know your product to sell it’, so once we got to the office, I told him to get under the car and take a look at the engine”, commented Alan. Their company is now called “Fier Autoparts” and has been running successfully for over a year.

For Francisco and Alan, now 24 and 26 respectively, the Youth:Work Mexico program helped them to seize opportunities, value the work of others and themselves, to develop the skills of decision-making, teamwork and critical thinking. Both claim that, thanks to Youth:Work, they have matured, become independent and entered the real world of work and business.

YOUTH:WORK

trabajando con los jóvenes de México

Marisol Rodríguez Madrid Anapra Community Center



By the last weeks of the workshop, Marisol distinguished herself by being a good team player, by showing concern for and helping others.

Marisol, 26 years old, grew up in the Zaragoza neighborhood of Ciudad Juárez as an only child from a single mother. Her parents got divorced when she was very young. At the age of 16, while still in the first year of high school, Marisol got pregnant for the first time. She was forced to drop out of school and went to live with the father of her child, in Anapra, one of the most marginalized areas of the city, with high levels of unemployment and insecurity.

Some years passed and Marisol, now a mother of three, found she was living in very limiting circumstances. Her partner imposed many restrictions on her, so she was devoted to housework and childcare. However, Marisol wanted something more.

One day in early 2014, on the way to her children's school, she saw a poster of Youth:Work México. Marisol knew from the very beginning this was a once in a lifetime opportunity. As a recently divorced woman, she wanted to prove to herself she was capable of being self-sufficient and able to give her children better opportunities. They were her main source of motivation, so she decided to enroll in the program, which she would attend in the mornings while her children were at school.

During the first sessions of the training, Marisol was quite introverted, but over time, she gradually built more self-confidence, showing great progress in managing her emotions and understanding the value of maintaining a positive attitude despite negative experiences. By the end of the workshop, Marisol had distinguished herself by being a good team player, by showing concern when her classmates had trouble, and by helping others.

As a short term goal, Marisol plans to get a part-time job in the mornings, so she can spend the afternoons taking care of her children. She also plans to go back to school, and in the long term she wants to build a professional career in the humanities. She wants to share her values and knowledge with others by conducting workshops or courses on human development.

Jonathan Ociel Hernández Luna
Fray García de San Francisco Community Center



Jonathan -at left in black shirt- leading one of the final activities of the workshop. As he recalls: "I discovered I have the ability to work with a team, and not only by myself. I also have the ability to identify different alternatives in order to solve a problem".

Jonathan learned at a very young age how challenging life can be. He grew up with a single mother and grandparents in the Parajes del Sur neighborhood in Ciudad Juárez, an area of the city where it is very common for youth to drop out of school and spend their time on the streets.

At the age of 8, he started helping his family in a grocery store they used to own. Due to financial problems at home, Jonathan barely graduated from middle school, and found it very difficult to get through high school education. So he and his family decided that the best thing was for him to

quit school for some time. He needed to get a job, but at the same time he had some obstacles to overcome: a lack of opportunities for kids his age with a low level of education and no formal job experience.

While watching T.V. at home one day in early 2014, he heard some people there talking about the Youth:Work México program. They were recruiting young people just like him - between 16 and 28 years old - in order to help them get a job. Mónica Flores, his facilitator, recalls: "He was very shy at the beginning. He didn't speak a word the first days. He lacked confidence and didn't feel comfortable expressing his opinions. But the group accepted him as he was, little by little he started playing an active role during the sessions. By the end of the workshop, Jonathan was playing a leadership role in one of the final group activities."

Jonathan says that the process was not simple: "I learned to know and accept myself. I discovered I have the ability to work with a team. I know now that I have good leadership skills because I show empathy to others; and that in order to communicate the ideas I have in my head, I need to speak for myself in a clear and assertive way. I also have the ability to identify different alternatives in order to solve a problem".

Over the course of the workshop, this young man, now seventeen, has gotten to know himself and he knows what he wants to get out of life. One of his short term goals is to get a job in a retail store in order to earn enough money to keep supporting his family. In two years, he plans to go back to finish high school. He is well aware that he must work and study at the same time to meet his long term objective of saving money to open his own cyber cafe. Jonathan knows that in order to get something, he needs to work hard and have a plan. He will continue his journey one step at a time.



trabajando con los jóvenes de México

Annex 2
Quarterly Performance Report, January – March 2014

Youth:Work Mexico Media Outreach

INFORME DE DIFUSION DE INICIATIVA YWM EN MEDIOS DE COMUNICACIÓN LOCALES

A través de gestiones con Directores Generales de medios impresos, radiofónicos y televisivos, se concretó una agenda mediática para posicionar la iniciativa conjunta USAID/IYF en el marco del inicio de la octava generación de jóvenes YWM.

- Viernes 7 de febrero:
 - Entrevista para la televisora XHCJ Canal 5
 - Entrevista para periódico JUAREZ HOY.
- Domingo 9, lunes 10 y martes 11 de febrero:
 - Anuncio en prensa “Diario de Juárez”.
- Martes 11 de febrero:
 - Entrevista en Radio NET, programa “el meollo del asunto”
- Miércoles 12 de febrero:
 - Entrevista Noticiero Canal 44
 - Entrevista Radio NET, programa “prende tu día”
 - Entrevista en TELEVISA, programa “Hola Juárez”
- Jueves 13 de febrero:
 - Entrevista en TELEVISA, programa “Acceso Total”
 - Entrevista en Radio NET, programa “Top Net”
- Viernes 14 de febrero:
 - Entrevista en TELEVISA, programa “Tomando café”
- Miércoles 19 de febrero:
 - Entrevista en programa de TELEVISA “Extrovertido”
 - Grabación de programa en TELEVISA “La Fuerza de la Voz.” **Se transmite sábado 22 de febrero 10 pm y domingo 23 de febrero 10 am.**

Las entrevistas en radio fueron atendidas por el staff IYF, las de televisión integraron a equipo operativo de Facilitadores, Consejeros y mentores, y en dos programas se logró insertar testimonios de jóvenes graduados del programa.

Se colocó un rol de guardia en oficina para atender las llamadas telefónicas que solicitaran información, canalizando a los interesados al centro mas próximo a su domicilio.

Algunas imágenes:



Grabación de "LA FUERZA DE LA VOZ" TELEVISION



Grabación de programa "Top Net" de TELEVISION.



Entrevistas en Radio Net.

Annex B: Youth:Work Mexico, Phase II Indicator Matrix/PMP, January 2014

		Indicators	Definitions	Target Range	Verification	Target FY14 Q1	Actual FY14 Q1	Target FY14 Q2	Actual FY14 Q2	Target FY14 Q3	Actual FY14 Q3	Target FY14 Q4	Actual FY14 Q4	Goal FY14	Total to date	Comments
IR1 YWM Employability Model Consolidated in Ciudad Juarez and Tijuana																
1.1	OUTPUT	Number of youth enrolled in employability activities	Number of youth who formally matriculated in the YWM employability program.	16 to 28 years old	Baseline survey and attendance records	140	147	180	197	180				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	197	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%	138 70%	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%	99% (137 youth)	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	Selected organization in CJ has the technical/management capacity to be able to successfully implement the model.	<p>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:</p> <ul style="list-style-type: none"> • Connect with and assess labor market and tailor training to meet employer needs • Recruit, screen and enroll disadvantaged youth • Implement 27 session training course, including relationships with trainers, venues, and outside contractors. • Provide job placement services, including counseling youth and connecting them to job prospects • Cultivating and maintaining relationships with potential employers • Monitor youth throughout program and collect data to evaluate impact • Raise sustainable funding to ensure intervention is on-going, with support of local advisory board 		Initial capacity assessment and final capacity assessment; Records showing agendas for capacity building sessions; attendance at capacity building sessions by local partner and participant names.										The actual changes in capacity will depend on the organization selected and the areas where they need the most training/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	1	2		2		5	Partnership agreement signed with DESEM.