

# How to engage youth in policy-making



*"We must not allow for there to be a 'hope gap', where youth fall into a cycle of unemployment and start to believe they will not emerge from it. Young people's involvement in finding solutions to unemployment is essential, and for that involvement to exist, the hope for a decent job must be kept alive."*

**Juan Somavia ILO Director General**



# 1 Youth Participation and Empowerment

The UN Programme on Youth defines youth participation as the active and meaningful involvement of young people in all aspects of their own, and their communities' development, including their empowerment to contribute to decisions about their personal, family, social, economic and political development.

Effective youth participation means that young people are not seen as passive recipients of national resources or the root causes of society's problems. Instead they are seen as stakeholders who make an important contribution to their countries' development and whose involvement must therefore be appropriately nurtured and cultivated.

When talking about participation, it is important to look closely at the nature of participation - where success is measured not only by its scope, such as the number of young people who participate, but also by quality. The UN Programme on Youth has identified different levels of participation finding that the higher the level of participation, the more control, influence and responsibility young people will have on the outcomes<sup>15</sup>:

**Level 1** – Information providing: youth are informed of the policy and activities that have been decided on by decision-makers.

**Level 2** – Consulting, decision maker-initiated: decision makers decide when and on which topics youth are consulted.

**Level 3** – Consulting, youth-initiated: youth can put subjects forward, but have no decision-making powers.

**Level 4** – Shared decision-making or co-management: elders and young people share decision-making powers.

**Level 5** – Autonomy: young people take initiative and conduct projects themselves.

This guide focuses on political participation which relates to influencing local, regional, national and international policy. The YCG and the YEN strive for the highest level of participation when supporting the engagement of youth organisations in policy-making processes.

## Case Study: Advisory Council on Youth (AC) of the Council of Europe (CoE).

One example of a youth participatory structure which was been widely recognised as being effective is the CoEs Advisory Council on Youth. The AC is a committee of youth organisations composed of 30 members, 20 of them elected by the European Youth Forum and 10 selected by the Directorate of Youth and Sport (DYS) of the CoE from amongst youth networks and grassroots organisations around Europe.

This committee has both a decision-making and a consultative role. The AC works together with CoE member states to agree on youth policies through a process of co-management which is extended also to the monitoring and the follow-up of the agreed programmes delivered through the DYS. Over 30 years of existence, the system has developed into a unique space for European youth to work in partnership with EU Member States to develop and implement policies for youth. [www.coe.int/youth](http://www.coe.int/youth)

<sup>15</sup>For more information on different levels of participation see the *UN Programme on Youth WPAY Toolkit*

In this context, the United Nations Programme on Youth views empowerment as a process of capacity-building to ensure that youth have the skills needed to participate in society, both

in their capacity as individuals and as members of families, communities, organisations and as citizens.

## 2 Tools and Methods

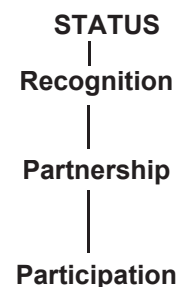
Whilst it is clear that youth participation is vital in order to ensure that policies affecting young people's lives adequately represent their needs and concerns, to ensure that youth organisations maximise their capacity for participation, there may be a need to make use of some key tools and methodologies.

These strategies can be employed by youth and their supporters either to push decision-

makers to agree on youth participation processes or to improve the quality of existing participation mechanisms.

These tools and methods can be grouped into three broad clusters which can be equated to the ideal stages of evolution of any youth participation strategy. The five levels of participation highlighted on the previous page could occur within any of the following stages.

STAGE
<b>Getting a foot in the door</b> Lobbying and campaigning for social change.
<b>Getting into the room</b> Partnership and networking models for successful youth participation.
<b>Getting a permanent seat at the table</b> Capacity building and skills development to participate effectively and to create sustainable partnerships.



### 2.1 Advocacy and Awareness Raising

In general, advocacy can be defined as a process of trying to effect change in policies, practices, attitudes, beliefs or actions through **influencing people and/or organisations that are in positions of power**. Ad-

vocacy directed purely at **political structures** is also called lobbying.

Advocacy differs from awareness raising (see below) in that it is aimed at influential people (as opposed to the general public).

## 2.1.1 Advocacy

Careful and thoughtful planning is key to a successful advocacy campaign. Investing time in planning strategies systematically enables youth organisations to understand how advocacy fits in with their overall mission and goals and to consider the kind of advocacy activities that would support the broader work of their organisation.<sup>16</sup>

Governing structures vary a lot between countries, but usually there are a number of different layers. This may include a local or municipal level, a state or provincial level, a national level and maybe even a regional lev-

el involving grouping of nations such as the European Union (EU) or ECOWAS (The Economic Community of West African States). Engagement may rely on a sequential process where, for example, local government may need to be targeted and their support gained, before attempts are made at reaching out to key decision-makers.

**Action:** Young people should try to target efforts towards the right level of government. Find out which level deals with the issue that is being advocated towards.

*In relation to youth employment, municipalities may offer entry points for youth where, for example, local authorities and mayors could be lobbied to pay greater attention to the employment needs of youth in their communities.*

### Case Study: Municipal partnerships for youth employment

In Brazil, the youth-led county network of the YES Campaign is leading a campaign to motivate stronger leadership from local authorities in order to identify local solutions to local youth employment challenges. The campaign, based on the personal commitment of a number of city mayors, is working to mobilise the public sector, the business community and civil society groups to join forces to generate more and better job opportunities for local youth through the identification of good practices to be implemented and involving local actors.

Based on a pilot activity in the city of Apucarana in the State of Paraná, implementation tools and good practices have been identified and efforts are now underway to replicate the positive results in our other towns and cities as part of a National Program on Youth Employment called: "Opportunity City." [www.yesbrasil.org.br](http://www.yesbrasil.org.br)

There is often a high turnover in government departments, especially in the Foreign Service where civil servants are frequently sent abroad.

**Action:** Try to keep a paper trail, which is a

copy of correspondence or notes on interactions. This way, those civil servants arriving in new posts can be quickly updated on the project background and any agreements made with their predecessors.

*In relation to youth employment, maintaining a good account of correspondence is critical as often the responsibility for this issue can be spread across a number of Government Ministries (Labour, Youth, Education, etc.).*

<sup>16</sup>The UN Programme on Youth WPAY Toolkit provides good guidance on how to effectively plan advocacy work directed towards decision-makers.

There is a difference between elected officials (short-term elected positions) and those who work in the civil service (career civil servants with continuity). Cultivating relationships with both of these types of government actors is critical to raising awareness and understanding of youth issues from the side of political decision-makers.

**Action:**

- Try all methods of communication; written correspondence, phone calls and face-to-face meetings are all good options.
- Be persistent, but be polite. If a person does

not address enquiries, ask if they know the right person to contact about a particular issue. Always thank a contact person for their time and be prompt in any follow-up.

- Many countries have a Permanent Mission to the United Nations. If contacting a government about an issue related to the work of the United Nations, it may also be worthwhile to inform the representatives for that country's Mission.

Adapted from the UN Programme on Youth WPAY Toolkit

## 2.1.2 Awareness Raising

**B**eyond advocacy work which is often directed exclusively at governments, awareness raising and campaigning can have an equally important role in assisting youth to undertake a successful participation strategy. Successful campaigns can take on a variety of forms, yet most employ some of the following methods:

- Phone-ins to radio stations
- Letter writing campaigns
- Distributing information packages to officials and the media
- Protests with media coverage (perhaps us-

- ing celebrities)
- Organisation of focussed forums tied to key political activities such as elections
- Mobilising of members of parliament to take up a cause
- Joining committees or groups
- Writing press releases
- Conducting media interviews
- Talking and networking with others

Adapted from the UN Programme on Youth WPAY Toolkit

## 2.1.3 Advocacy and Awareness Raising for youth employment

**M**obilised to convince government officials at the highest levels of the rationale of becoming Lead Countries of the YEN, including in Georgia, Iran, Nigeria, Namibia and Rwanda.

In countries where the issue of youth employment is of critical public concern but the national government (both the legislative and executive functions) have made weak or indeed no commitments to comprehensive strategies to improve employment outcomes for their nation's youth, young people have a vital role to play in pushing for a change in at-

titude and motivating decision-makers to take action.

Getting governments and other decision-makers to act upon existing national or international commitments (see Boxes VI and VII) or to sign up to new commitments on youth employment should be a central aim of youth organisations in partnership with other active social groupings including: youth-serving NGOs, civil society organisations (CSOs) focusing on vulnerable groups in society, supportive parliamentarians, National Youth Councils, etc. This can be done in a number

of ways ranging from partnering with National Youth Councils to launching a national advocacy campaign.

Already youth have done much in both the YEN Lead Countries and other nations to raise awareness of the issue of youth employment and to push governments to meet their UN commitments. Youth organisations and

individuals have gained increased access to governments and policy-makers through the YEN and have begun to provide youth inputs into the various National Action Plan development processes, as called for in a series of UN Resolutions. Their involvement is leading to increased voice and acceptance for youth in policy initiatives on youth employment.

#### Box VI. International and National mandates relating to youth employment:

##### **Summit Declarations**

- 1995 Social Summit
- Millennium Declaration 2000
- Millennium Development Goal 8, target 16
- ECOSOC High Level Segment 2006

##### **UN Resolutions, ILO Conventions and Recommendations**

- UN General Assembly Resolution A/RES/57/165
- Other UN Resolutions on Youth (2004, 2005 GA resolutions and the 2006 CSocD resolution)
- International Labour Standards (ILO Conventions and Recommendations relating to employment of young people - see Box VII below)
- 2005 International Labour Conference (ILC) resolution concerning youth employment

##### **National Mandates**

- Poverty Reduction Strategies
- National Development Frameworks
- (Youth) Employment National Action Plans /Strategies

Please see section D of this publication for more information on these mandates.

#### Box VII. International Labour Standards and youth employment

Labour legislation and regulations based on International Labour Standards (ILS) are critical to provide pathways for decent work for young people. In June 2005, the International Labour Conference acknowledged that while most ILS are applicable to young persons, some are particularly important.

This is either because they set out basic conditions required for the creation of good quality jobs or because they contain youth-specific provisions. ILS cover the key issues of educational capacity, enhancing employability, entrepreneurship and the creation of productive jobs for young people. They also lay down important provisions on how young people enter the work force and on their conditions of employment such as minimum age of admission to employment, pay, working time, night work and medical examinations, occupational safety and health, and labour inspection. ILS consist of Conventions and Recommendations and together these instruments provide practical guidance for countries seeking to facilitate young people's full and productive integration into the labour market. More information on this subject can be found on the website of the ILOs Youth Employment Programme <http://www.ilo.org/youth>

# Taking Action

Various strategies are highlighted below that illustrate how youth organisations can, and have, lobbied or advocated for better involvement of their governments with regard to youth employment:

## Alert governments to their commitments

Work in partnership with National Youth Councils, where they are representative of youth, and sufficiently independent of government, and with other youth partners, to arrange meetings and establish contacts with the Ministries of Youth and Labour (or their equivalents), and bring

copies of all relevant documentation. Access to ministers could be sought with civil society partners or supportive parliamentarians. These meetings can be used to remind governments of their commitments to develop a National Action Plan on Youth Employment (NAP).<sup>17</sup>

### Case Study: Youth as the catalyst for action in YEN Lead Countries

Youth organizations in four countries have been the driving force behind encouraging their governments to become Lead Countries of the YEN. Indeed these countries joined the network primarily through the lobbying work of active youth, who armed with the facts presented strong cases to senior officials in their countries, outlining existing and unmet commitments and convinced their governments of the urgency of action on youth employment and of the benefits of joining the Network. In Georgia it was an active member of the Scout Movement. In Iran and Rwanda it was the country co-ordinators of the international civil society organisation and YEN partner, the Youth Employment Summit (YES) Campaign. In Nigeria it was largely the result of persistent lobbying by a young civil society activist.

### Case Study: Democratic Republic of Congo – Campaigning to turn commitments into action

YWCA-Congo has been leading an extensive lobbying campaign since 2004. YWCA-CONGO has also partnered with a number of youth organizations to form a national coalition on youth employment which has continued to lobby the Congolese Government to move on its commitment as a YEN Lead Country and to develop a NAP.

The coalition has been reaching out to relevant stakeholders via print media and radio, through seminars, and through a recent survey on youth attitudes to work. Specific activities have included an interview on youth employment on United Nation Peacekeeping Radio in a number of the national newspapers and magazines, and meetings with government ministers. As a result of these interventions, youth employment has risen up the political agenda in the Democratic Republic of the Congo (DRC). Most recently the YEN's Core Agencies – the ILO, the UN and the World Bank's offices in DRC- have come together to develop a joint proposal to support to the Ministry of Labor in developing a NAP. The youth coalition has pledged its active support to this proposal.

<sup>17</sup>This commitment is outlined in UN General Assembly Resolution A/RES/57/165 on promoting youth employment, the more recent 2006 Commission for Social Development resolution on Youth Employment as well as a number of other international mandates listed in Boxes VI and VII. Two products are available to assist in NAP development: Firstly the YEN Secretariat's Resource Directory for Lead Countries of the YEN and secondly the ILO's Guidelines for the development of National Action Plans on youth employment. Section D of this publication provides information on these two products.

## Encourage a youth employment specific focus within existing and future policies

In the development of youth employment strategies, governments may not always need to start from scratch - there may be existing policies or some under development, such as a National Youth Policy (NYP) or a National Employment Policy (NEP) in which a youth employment focus could be specifically highlighted and strengthened. For example, EU member states do not have standalone youth employment strategies. Instead, youth specific policies are highlighted as part of their overall employment and growth strategies.

In focussing on these existing processes or policies targeted towards young people, youth organisations may get more traction than lobbying for completely new ones. Furthermore, adding to an existing national policy provides a strong national mandate for action on youth employment where none may have previously existed. Where the mandate for youth employment runs across two or more government institutions youth organisations can work to encourage a coordination of efforts to avoid duplication or overlapping work and resources.

Effective and sustainable youth employment strategies can be seen as a key entry point in the fight against poverty and social instability

and Lead Country governments recognise this. President Abdoulaye Wade of Senegal calls youth employment a 'matter of national security,' and President Paul Kagame of Rwanda cites effective youth employment strategies as vital in his country's aim to become a lower middle income country by 2020.

Many countries, however, face a dilemma in operationalising this rationale, especially since the government institutions typically charged with responsibility for youth employment - Ministries of Labour or Youth - often have limited resources. Given this reality, youth organisations can play a key role in working to raise the profile of the youth employment issue and lobbying governments for it to be mainstreamed in countries' overall development strategies. Through integration into these processes such as Poverty Reduction Strategies (PRS)<sup>18</sup>, and the UN systems' Common Country Assessment (CCA) and UN Development Assistance Frameworks (UNDAF)<sup>19</sup> efforts on youth employment can be provided with the necessary political and financial support to ensure their effective implementation. Youth groups in many countries are already lobbying for both stronger youth involvement and more explicit youth focussed content in PRS drafting processes.<sup>20</sup>

### Case Study: Rwanda - embedding youth employment in the Poverty Reduction Strategies.

Following the recent endorsement of the Rwanda's NAP by the Cabinet, led by the Ministry of Public Service and Labour, in partnership with the Ministry of Youth, Culture and Sport and the National Youth Council, to embed the NAP into Rwanda's Economic Development and Poverty Reduction Strategy (EDPRS), finalised in 2008. These partners worked by outlining to each line ministry how they can embed their NAP commitments into the EDPRS Sector Working Groups which they are all involved in. This process, based on the understanding that ensuring political commitment for the NAP into support for its concrete delivery will not be achieved without the necessary funding, resources and technical assistance for proper implementation, the necessary funding, resources and technical assistance for proper implementation were highlighted and budgeted for in the final EDPRS document.

<sup>18</sup>PRS are only being undertaken by Heavily Indebted Poor Countries (HIPC) and a number of other low-income countries. In the case of lower middle income countries they often have National Development Plans or 5 Year Plans which can equally be targeted by youth in order to advocate the inclusion of youth specific aspects.

<sup>19</sup>More information on CCA / UNDAF processes can be found at <http://www.undg.org>

<sup>20</sup>For more information on some of these efforts, see the UN Programme on the youth *Tackling Poverty Together Project* which, working with national youth organisations, is aiming to strengthen the role of young people in a number of African PRS processes. <http://www.un.org/esa/socdev/unyin/TPT.htm>

## Promote the need for a national dialogue on addressing the youth employment challenge

Ask governments for a national consultation on youth employment or to set up a commission to study the problem, bringing together relevant government ministries (youth, labour, education, finance, etc.) with representatives of international institutions and bilateral agencies, academic institutions, workers and employers groups, civil society, and, of course, youth. The benefits

of such a multi-stakeholder consultative process or commission are that they enable all key national actors to be engaged and they allow for a much more holistic and inter-connected approach to youth employment policy development. Furthermore, youth organisations could push for a commitment by the government to empower these commissions with policy drafting authority.

### Case Study: Namibia - lobbying for a national symposium on youth employment

In Namibia, efforts to develop a national response to a youth unemployment rate that is running at 50 per cent remain disparate and lacking the full support of all development actors in Namibia.

The youth employment situation is recognised as a severe impediment to economic growth and social development but it is only with the concerted and coordinated effort of all key stakeholders involved that a long-term strategy can be developed to improve the employment prospects of Namibian youth.

To address this disconnect the YEN, working closely with the Ministry of National Youth Service, Sport and Culture (MNYSSC) and the National Youth Council, lobby for a national symposium on youth employment. This gave key stakeholders the opportunity to commit to

## Provide information on the situation of young people in the labour market

Offer, in partnership with other youth organisations, to run a survey of youth aspirations which could feed information directly from youth into national policy developments. Such a survey, or other information gathering exercises such as youth

interviews and consultations, could serve to help governments better understand the needs of youth and help link any policies developed more closely to the real situation of youth in the labour market.

### Case Study: Egypt - giving youth a voice through film

YEN, working closely with a number of Egyptian youth organisations, has produced a documentary on the employment crisis in Egypt.

Rabina Yesahel or "May God Make It Easy," is a film about Cairo's young people, their achievements, their challenges, their hopes for their futures, and their aspirations for meaningful work. It is a film made by youth and for youth on an issue that is important to our generation and will have an impact on generations to come.

The voices of May God Make It Easy articulate the need for change. It encourages viewers not only to listen to the people they will meet in the film, but to plan for the next step. What can be done? How? If youth voices can be heard and their opinions matter, their actions can make a difference in contributing to a better society for all Egyptians. This project is supported by the Egyptian Ministry of Manpower and a range of development partners. [www.MayGodMakeltEasy.com](http://www.MayGodMakeltEasy.com)

## Campaign for change

If the government seems unwilling or unable to move on the youth employment issue then youth organisations and other civil society groupings can push for change through the launch of a national campaign. This could involve mobilising youth across the country to start a letter writing campaign to ministers or holding meetings to raise awareness amongst youth where government officials are invited to attend. Youth organisations could work with other stakeholders to lobby government through supportive parliamentarians or celebrity figures in the country. Certain countries, such as Uganda, have youth parliamentary structures in which youth are engaged and encouraged to act as champions in the legislature, through such activities

as the creation of a parliamentary caucus on youth employment or through the sponsoring of bills specifically related to the issue. Municipal councils and other local government structures also offer avenues for youth to assert their rights in relation to employment. YMCA Colombia for example has a deliberate strategy to put youth representatives forward as local councillors in municipal elections, drawing support from the young populations in many of the poor urban areas where they work. As such they have been successful in one district of Bogota where a YMCA member is now a councillor and works directly and together with youth to fight injustices and teach other youth the importance of asserting their rights as citizens.

### Case Study: Ghana - lobbying for a national focus on youth employment

The YES Ghana Network, in partnership with other Ghanaian youth and civil society organisations, has been carrying out a major advocacy and lobbying campaign to alert the government of Ghana to the importance of the youth employment issue and to highlight the need for a comprehensive youth employment strategy for the country. They have also been urging the Government to step forward to join as a Lead Country of the YEN. This campaign has involved a series of events and meetings with youth organisations, the World Bank and the UNDP, as well as awareness raising activities with the media, including an article in a national newspaper.

## Join forces with other youth through organised activities

If young people are passionate about the issue of youth employment but are struggling to gain voice and recognition as individuals in their country, then a solution may lie in either joining or starting a youth organisation. Membership-based youth organisations offer an effective platform to join with others to mobilise support and resources for campaigning on youth employment issues.

Operating as part of a legally registered entity may also enable youth to access existing government resources and consultative processes and/or approach international institutions (including the United Nations and its specialised agencies, the World Bank and bi-

lateral development partners) for advice and possible political, technical and financial support.

Youth may wish to join or start a youth NGO working specifically in the field of youth employment. The Youth Employment Summit (YES) Campaign, a partner organisation of the YEN, is one such organisation dedicated to the issue of employment. YES has over 80 operational YES Country Networks – youth-led initiatives that disseminate information, develop programmes, serve as advocates for innovative policies, and implement projects that promote youth employment and leadership. The YEN is working to include YES

country networks amongst the youth consultative structures being set up in a number of its Lead countries. For more information on how to join a YES Country Network or set up one where none exists, visit <http://www.yesweb.org>.

Furthermore, for young people who are facing discrimination in the workplace or an inability to effectively exercise their fundamental rights to freedom of association and collective bargaining<sup>21</sup>, they may consider joining a trade union.

Trade unions ensure young workers have a

voice and are able to effect changes, especially at the workplace, but also through lobbying and campaigning efforts targeted at political structures. Through its work (at national, regional and international levels) the trade union movement helps defend the rights of young workers, raises greater awareness of their needs, and supports the development of successful participation strategies in decisions effecting their working lives. Case Studies of youth engagement in the trade union movement can be found in sections 2.2.3 and 2.3 of this guide.

## 2.2 Partnerships and Networking

Partnerships are formed when different people or organisations work together to achieve a common benefit or purpose to maximise impact and efficiency.

Determining the organisations and groups with which to build partnerships will depend

upon the specific needs of youth organisations. It is useful to revisit the intended aims of the proposed partnership, the nature of the partnership, and the needs of the communities in which the proposed project or initiative will work. In looking at the issues, what are the existing opportunities and challenges?

### Box VIII. Key features of partnerships

- Mutual dependency in sharing risks, responsibilities, resources, competencies and benefits;
- Working together under a process of shared decision-making and problem-solving;
- Voluntary formation based on choice, not on regulation and coercion;
- Joining of forces where the sum of the results of the partners working together is greater than the sum of the partners working individually;
- Providing access to new information and ideas, to knowledge and skills, and to increased financial support and political leverage.

See UN Programme on Youth WPAY Toolkit for more information on partnerships. [www.un.org/youth](http://www.un.org/youth)

### 2.2.1 Youth advisory structures

As highlighted previously in this guide, a critical element in ensuring the sustainability and success of partnerships among youth and decision-makers is the nature of their engagement. There is a growing perception that a formalised ongoing process which brings youth and decision-makers to-

gether to discuss youth policy development has significant advantages over informal and ad-hoc consultations. The former serves to build mutual trust and inspires constructive engagement for improved policy-making.

Following successful advocacy and aware-

<sup>21</sup>These principles are recognised in international law (ILO Conventions 87 on Freedom of Association and the Right to Organise and Convention 98 on the Right to Organise and Collective Bargaining) and through national legislative and workplace agreements. For more information see [www.ilo.org](http://www.ilo.org)

ness-raising activities on employment issues (highlighted in section 2.1.3), especially in the YEN Lead Countries, some youth organisations have managed to get a foot in the door and persuade decision-makers in their countries to institutionalise engagement mechanisms for youth participation in the development of employment policies.

These youth advisory structures, whilst having varying degrees of success, as outlined by some of the case studies below, have provided essential input and an increased voice

from youth during the development of youth employment policies and plans.

The structure and composition of these mechanisms depends on different contexts and as such there is no single model. Nevertheless, the basic involvement of young people should always address representation and sustainability. (Box IX highlights some key criteria for youth consultative structures based on the work of the YEN and its YCG with youth groups in some of its Lead Countries).

### Box IX. Good practice in youth advisory structures to support youth employment policy development

#### Representation

- Draw youth from all regions, educational levels and socio-economic backgrounds including vulnerable youth.
- Be accountable and transparent in activities and programmes at the various levels.
- Have legitimacy and credibility.
- Have constructive, positive common goals in relation to youth employment.
- Be able to demonstrate effectiveness and efficiency impacts.
- Be committed to a sustainable national cooperation in relation to youth issues.
- Respect cultural and ideological diversity and human rights.

#### Commitments

- Act as a mechanism for including youth perspectives and advice in employment policy processes.
- Provide a representative channel for a broad range of youth views from all regions, educational levels and socio-economic backgrounds.
- Promote the role of civil society in tackling youth employment.

#### Activities

- Prepare a database of youth NGOs working on youth employment and highlight their work to other stakeholders.
- Gather data and information on youth and the labour market through surveys and consultations.
- Develop communications and awareness raising products (media activities, brochures, posters, website, etc.) and serve as a conduit to passing on media messages to grassroots youth i.e. social campaigns and vice versa.
- Carry out specific activities in partnership with international and national technical partners including project development, training workshops, support to jobs fairs, etc.

### Case Study: Azerbaijan's youth employment coalition

In 2004 more than 20 youth NGOs and other civil society organisations, led by the Azerbaijan National Assembly of Youth Organizations (NAYORA), formed a Youth

Employment Coalition of Azerbaijan (YECA). The coalition worked with the Government, including the Ministries of Labour, Education and Youth, workers' and employers' organisa-

tions and other stakeholders to provide youth inputs into the development of the National Employment Strategy (NES). Perspectives on employment-related aspirations and concerns were collected through surveys and consultations with young people in all regions

of the country which were then prepared in a report that was submitted to the Government. In November 2004, NAYORA held a youth conference entitled “Challenges and Opportunities facing Young People in Azerbaijan”, at which YECA presented their report.

**Successes:** Mobilisation of youth groups into an effective lobbying body. One of the key members of YECA since its creation, the YES Country Network, has been successful in lobbying the Government to host the next YES global summit in Baku in 2008.

**Challenges:** The coalition has been weakened by delays – the NES took over one year to be endorsed by the Government and its operational component, a National Action Plan on Employment (NAPE) has yet to be approved. The YECA has no official status

within this process and therefore has no mechanism through which to lever support to operationalise youth recommendations.

**Lessons learned:** Given time delays and the lack of mandate, the coalition has become less operational over time and has been unable to lobby effectively for the inclusion of youth generated recommendations in the NAPE. Preparations for YES 2008, however, provide an opportunity to strengthen youth engagement in policy-making processes.

### Case Study: Sri Lanka – youth participation in policy development

The National Youth Employment Task Force (YEN-SL) is responsible for developing and implementing the country's NAP. Within the YEN-SL there is direct involvement of youth including the Coordinator of the Sri Lankan Youth Parliament (SLYP) and the Secretary General of the Sri Lankan Junior Chambers of Commerce

The SLYP, a youth-led and youth-run initiative, plays an important role in the NAP process. With a mission “to create and sustain a platform for young leaders in Sri Lanka to voice their concerns and take actions, aiming at positive social change on issues that affect them and their communities, through youth empowerment and mobilisation” SLYP includes 225 delegates between the ages of 16 and 25 from all districts and ethnic and religious backgrounds.

The SLYP were assigned to coordinate the Youth Consultation Process for the NAP. A total of 163 youth of different backgrounds - rural, urban, plantation sector, and conflict-affected all contributed to the process. The group was responsible for coordinating the consultations by identifying facilitators and participants, organising logistics for training of facilitators, documenting discussions and working in consultation with the YEN-SL on methodology for the consultative process, and design of the meetings. Primarily, the consultative process was to attain feedback from young people across the country on the NAP. It was also to create ownership of the Plan amongst the youth of Sri Lanka. The Youth Consultation Process resulted in at least fifteen amendments to the draft NAP.

**Successes:** Youth were involved with YEN in the designing and running of the consultative process. Concrete inputs such as amendments were taken on board in the draft NAP on the basis of youth feedback in the consultations.

**Challenges:** Initial scepticism by youth and distrust of the political process. The majority of the youth are facing the problem of access to information on youth employment and the NAP, which can hinder their capacity to participate in policy-level discussions.



potential membership, objectives and activities.

In response to these proposals, the Minister endorsed the creation of the EYCG asking that the grouping be represented on the NAP Steering Committee, an inter-institutional mechanism formed to supervise the development of the NAP, and in the NAP Technical

Commission, a smaller grouping tasked with the drafting of the Plan.

The EYCG has prepared a Terms of Reference and a work plan and is now starting to engage with national stakeholders. The group is being supported through ongoing capacity-building activities by the YEN, ILO, UNICEF, GTZ and the World Bank (see page 37).

**Successes:** Formal endorsement by the Government of Egypt – a first for youth in Egypt, and strong support from bilateral and multinational partners. The EYCG is active and operational and EYCG members have been accepted as equal partners in the policy-making process.

**Challenges:** This methodology represents a new way of working in Egypt and preju-

ices on both sides need to be [ c^!& { ^.  
Youth need tools and training to participate effectively.

**Lessons learned:** New ways of working take time and extensive nurturing. Obtaining a mandate for youth participation is not a guarantee of immediate or longer-term success. Capacity is limited and experience needs to be supported.

## 2.2.2 Partnerships for youth employment

Further to instituting and maintaining engagement processes with governments, youth organisations have formed partnerships with (and beyond) the government to assist them in generating specific solutions

to youth employment challenges faced by their members and the communities in which they are based. Some examples of the range of partnerships which can be formed in the field of youth employment include:

### Engaging with government service delivery

In a number of countries, youth organisations whose programmes have proven effective in addressing employment challenges facing youth, are increasingly being recognised for their work. Youth organisation can build in this recognition by seeking

to obtain funding to scale up their activities from government sources such as the growing number of National Youth Employment Funds. Furthermore, youth NGOs with strong track records can also bid for contracts for the delivery of government support programmes.

#### Case Study: The Synapse Centre and the Senegalese Government

The Synapse Center in Dakar, Senegal is a youth NGO focused on combating youth unemployment through entrepreneurship and employability enhancement.

Through its programs such as “Synapse Accompanement”, a programme for enhanced youth

employability, the Senegalese Government’s National Agency for Youth Employment (ANEJ) recognised Synapse’s positive impact on society and recently negotiated a service contract with the Centre to carry out employment training for 10,000 young people around Senegal.

Synapse has also been forging strong links with the ANEJ in its support to young entrepreneurs. Those youth who pass through their programmes are then linked up with the ANEJ-managed Na-

tional Fund for Youth Employment (FNEJ) enabling them to access low-interest loans for setting up and growing their own businesses.

## Youth engagement with regional political structures

**Y**outh organisations can play a powerful role both individually and collectively in working with regional institutions,

through official participatory structures and by providing youth perspectives in decision-making processes as equal partners.

### Case Study: European Youth Forum and the European Youth Pact

In March 2005, the European Youth Pact was adopted by the European Council. The Pact is designed to incorporate a youth dimension into the European Union's Lisbon Strategy for "growth and jobs" and its operational element, the European Employment Strategy for 2005-2008. Conceived as a cross-sectoral policy instrument, the Youth Pact addresses three main issues - youth employment, education & training and reconciliation of work and private life.

European youth organisations, including the European Youth Forum (YFJ), were only partially consulted in the designing of the Pact. Consequently, throughout its first year of implementation, youth organisations at all levels faced obstacles to get involved and be recognised as partners by the relevant authorities in charge of implementing the Youth Pact.

The conclusions of the 2006 Spring European Council stressed the need and benefits of involving youth organisations in the process. This official recognition of the role of youth organisations, which resulted from the YFJ's advocacy work on the matter, is an encouraging step forward for the further engagement of youth organisations into the Pact's implementation.

In order to make the implementation process more efficient and open to the civil society, the YFJ asked for coordination mechanisms such as the nomination within each national government of a focal point whose role would be to coordinate the national implementation of the Pact, in collaboration with youth organisations, as well as the setting up of national committees to provide for a regular encounter between the relevant ministries and youth organisations.

**Successes:** The inclusion of youth organisations as relevant partners in a more obvious way in the European Council conclusions in March 2006.

**Challenges:** To set up effective national inter-ministerial committees and European cross-sectoral structural dialogue mechanisms involving the all actors involved in

the Pact's implementation process and get youth organisations involved on an equal footing.

**Lessons learned:** According to youth organisations involved in the process, the results to date have not been as successful as wished but the whole process is moving in a positive direction.

## Working with likeminded youth-serving NGOs and other civil society organisations

Through working with a broader range of civil society partners it may be easier to spread awareness in local communities of the youth employment challenge and resources available to young people, as well as

to explore the development of joint activities and the scaling up of employment focussed pilot projects (see Section C of this guide for examples).

## Working with the media

Engaging in partnerships with the media can help raise awareness of youth employment issues and reach a wider audience.

In some countries, youth employment strategies have included social communications aspects whereby governments, in participation with media institutions and youth, have conducted national campaigns targeted at different audiences using a range of communica-

tions techniques, such as documentary film, presentations, brochures and skits, designed to motivate key stakeholders to change the perceptions and aspirations of youth regarding job choices. Furthermore, youth organisations can engage with media institutions in order to learn media skills to enable youth to publish journals and newsletters, and produce audio-visual programming that can promote youth issues.

### Case Study: South East Europe - working with media to boost youth employment

The Citizens Pact for South East Europe, a group of NGOs and municipalities, and EXIT, the largest music festival in southeast Europe, sponsored a joint campaign at the EXIT 2006 event to boost employment opportunities for youth. The MTV Foundation and the ILO supported the campaign to increase public awareness of youth employment as a key development issue. Youth-led activities dur-

ing the festival included information sessions about the dangers of trafficking, and workshops on the development of the tools and skills required to seek decent work opportunities. The youth wing of the Serbian General Workers Union also carried out information sessions and distributed documentation on workers rights.

### Case Study: Sri Lanka's Social Communication Project

In 2005 the SL-YEN, the national body responsible for developing and implementing the country's NAP, supported by the ILO and youth organisations, launched a nationwide campaign targeted at different groups and using different means of communication to change perceptions and aspirations of youth regarding job choices. The rationale behind this project was the need to counter what was perceived to be the existence of negative attitudes of youth, their parents and the society

at large towards employment and the dignity of labour. Campaign outputs include over 50 consultations with youth and civil society in 6 districts, including districts in the North and East, and the production of documentary films and other media programming aimed at key issues such as improving the reputation and value of vocational training and promoting non-traditional occupations for young women.

## Engaging with municipal authorities

Through partnering with local authorities, youth can encourage that the delivery of public services such as street cleaning and refuse collection service, as well as public works schemes such as road maintenance, small dam building schemes, etc.,

can be carried out in partnership with youth organisations. By organising themselves into organisations or cooperatives, youth can increase their chances of successfully bidding for and obtaining such contracts.

### Case Study: Case Study: Community contracting in Tanzania

Youth who were previously working as informal refuse scavengers, with support and training from the ILO, have successfully organised themselves into community groups and applied for waste collection contracts tendered as part of Dar es Salaam city franchise system which has been operating since 1998. The municipalities have tendered contracts to these youth groups to service households in specified areas in exchange for a fee that is directly collected from customers.

A significant impact of the system has been that young workers have been able to formalise their

previously informal employment and increase their earnings and employment security. Over 50 franchisees are now collecting 40% of the solid waste generated in the city, providing jobs for more than 2,000 people.

Some of the youth groups, have created spin-off entrepreneurial projects through their work, such as salvaging certain types of solid waste such as paper, plastic and metal which they use to make sculptures, bags and toys to sell in local markets and to tourists.

## Partnering with the private sector

By engaging with the business community, initiatives can be set up to help youth gain valuable skills that improve their employability through training, intern-

ships and other forms of work experience, as well as provide assistance to youth wishing to become self-employed.

### Case Study: Young Arab Leaders support youth entrepreneurship in the Middle East

The Young Arab Leaders, an initiative launched during the 2004 World Economic Forum (WEF) at its annual meeting in Davos, is a network of young Arab women and men that aims to galvanise youth from across the Arab world to work for change and provide hope and confidence in the future. Given the employment challenge the region faces (over the next 20 years, 80 million jobs will be needed for school leavers and the unemployed across the Middle East and North Africa region according to the World Bank) the network strongly focuses on education and employment initiatives.

One example of their work is in Jordan where they are partnering with the Ministry of Education, with the support and guidance of volunteer consultants from the local business community, to assist the creation of Student Companies within schools. Through a 15-week intensive course, students follow the life cycle of creating a start-up enterprise which will provide goods and services to the school and the local community. This programme has a target of forming 24 student companies involving 720 Jordanian students by the end of 2007.

<http://www.yaleaders.org>

## Working with bilateral and multilateral institutions

Partnerships with development institutions can help youth organisations access a range of skills and resources which can help them improve and/or scale up their existing activities. Financial support can, in cases, help pilot activities be taken to scale, whereas technical support, both in the fields of employment issues and in participation skills, can build the capacity of youth

organisations to deliver services more effectively or enable them to be better at representing their constituents when engaging with decision-makers. Furthermore, alliances with development partners can serve to give youth organisations greater influence and legitimacy, which can strengthen their ability to obtain a stronger voice and role in decision-making processes.

### Case Study: Nigeria – Youth Employment policy review

The YES Country Network in Nigeria has created an Employment Policy Review Toolkit designed to help youth review the existing Nigerian National Employment Policy. With the support of the Ministry of Employment, Labour and Productivity, YES Nigeria is planning to carry out a series of consultations with youth to field-test the toolkit.

policy on the lives of youths based on their own perceptions of the opportunities, challenges and constraints the policy has created for youth since its implementation. This process will help youth understand government policy more clearly whilst making policymakers more aware of the impact of policies on young people.

The Nigerian National Employment Policy has been in place since 2002 and the main aim of this review is to determine the impact of the

This effort is being supported by a diverse range of partners including the Senate Com-

mittee on Labour and Employment, NEPAD, the German GTZ, Abuja Enterprise Agency, the World Bank, Junior Chambers International (JCI), and the National Youth Council.

legislature (Senate Committee on Labour and Employment) in Nigeria. The project offers an innovative tool for generating youth reaction to current Government policy.

Successes: Strong support for the project from both the executive (Ministry of Employment Labour and Productivity) and the

Challenges: To convince the Government to take on board suggestions offered by youth and incorporate them into future policy revisions.

## Engaging members of parliament

Through partnerships with the members of parliament, youth organisations can raise awareness and mobilise political will to address the youth employment chal-

lenge through legislative instruments including parliamentary caucus and new laws.

**Case Study: Uganda - mobilising Youth MPs**

The Ministry of Gender, Labour and Social Development in partnership with the German GTZ and youth organisations, and supported by the YEN, held a National Conference on youth employment in Kampala in June 2005 to raise awareness of youth employment as a key development issue in

the country and to determine the need for a National Action Plan. Youth groups were involved in the planning and organising of this event and a key element of the conference focused on the importance of youth involvement in the development of successful policy interventions.

**Successes:** National awareness was created about the importance of decent employment for youth through an integrated planning process set up through the involvement of the National Planning Authority as a strong emphasis was placed on youth involvement. Youth have been given the responsibility for technical activities within the NAP.

**Challenges:** The implementation of the NAP has been constrained by limited financial and human resources and weak engagement of some gov-

ernment departments. Although a final draft of the NAP was produced in June 2006, it is still awaiting endorsement from the Cabinet.

**Lessons learned:** By recognising and valuing youth participation in the NAP drafting process, youth have been empowered to take leadership on policy development in areas where they have expertise, namely youth employment and renewable energy technologies. Given responsibility, Ugandan youth have demonstrated strong levels of commitment and dedication.

**2.2.3 Engaging with workers' and employers' organisations**

Involving workers' and employers' organisations in partnerships focussed on youth employment is likely to increase the effectiveness of such initiatives. In recent years, youth employment has become a policy priority for employers' organisations and trade unions alike. The policy prescriptions advocated by these social partners at the national level may differ but there is a common concern about the socio-economic costs of joblessness and un(der)employment among young people. As actors in the labour market, employers' and workers' organisations have responsibili-

ties to youth. They also have a key role to play in the design and implementation of policies and programmes conducive to decent work opportunities for young people, as can be seen in the boxed examples below.

Given this expertise, by involving employers' and workers' organisations, youth organisations embarking on employment focussed partnerships can tap into skills, knowledge and networks which can enhance the effectiveness and improve the quality of their interventions.

**Case Study: Workers' support to youth employment**

In the face of declining representation and a need to re-energise the union movement by making it relevant to young people, the Confederation of Independent Trade Unions in Bulgaria (KNSB) has been taking a progressive attitude to the promotion of youth employment through its Youth structure - Youth Forum 21st century. The Youth Forum has published two recent booklets on Trade Union rights entitled 'I have labour rights' and 'I have social rights' which have been distributed to universities, factories and companies in order to promote labour and employment rights amongst

young trade unionists and the wider youth population. The Youth Forum has also organised a number of recent roundtables which have brought together students, representatives of NGOs, and government officials to discuss current government policies in relation to youth. The outcomes of these discussions included a series of proposals and requests for changes in legislation and policy which were submitted to the Ministers of Youth and Labour as well as the Bulgarian Assembly and the office of the Prime Minister.

### Case Study: Employers' support to youth employment

"More and Better Enterprises", a project sponsored by the Commission for Young Entrepreneurs of the Employers' Organisation of Mexico (COPARMEX), aims to promote entrepreneurship among young people through a mentoring scheme, the development of an informational guide for starting up your own business, the creation of an internet portal for the different chapters and groups of young entrepreneurs, and organising events and

meetings focusing on the development of entrepreneurship with the participation of successful young entrepreneurs. The Commission has established key alliances with some of the most prominent universities in Mexico and has formed alliances with other organisations in countries across Latin America as well as with the Organisation of American States and the Inter-American Development Bank. <http://www.jovenescoparmex.com/>

## 2.3 Capacity building and empowering youth

The YEN is also tackling the challenge of understanding how youth can work with governments and international institutions to turn commitments and engagement mechanisms into substantive youth participation.

The route to sustainable and mutually beneficial partnerships is through ensuring that all parties gain value from the process. In order

to achieve this, training and capacity building activities for all parties are essential<sup>23</sup>

Some examples of the YEN's work in this field are listed below to give guidance to youth organisations wanting to create sustainable partnerships and to access tools and resources to strengthen their capacity to influence decision-making processes related to youth employment.

### Box X. Lobbying and Advocacy Strategies in Cairo

The following strategies were identified by youth participants in the February 2006 capacity building workshop in Cairo:

- Identify goals, roles and responsibilities in relation to government aims and activities.
- Be willing to learn and take on-board "positive criticism".
- Be persistent.
- Avoid irrational demands.
- Work with the media as a tool - youth media, student groups, etc - who can play a role in bringing awareness to the issue of youth employment (youth driven governance).
- Promote inter-ministerial linkages, as youth employment is a cross-cutting issue.
- Network and organise youth at the grassroots, provincial and national levels. Seek to develop a common voice. Reach out to other professions, e.g. the media and the legal profession to increase the voice and delivery of your message.
- Reach out to make alliances with other actors, e.g. women's groups, municipal authorities etc. Find parliamentarians or celebrity figures that can help build a stronger base of support for your aims and increase your public visibility.

### Case Study: Egypt - capacity building for youth

Two training workshops were held in 2006 (February and November) to provide practical advice and targeted training to help Egyptian youth groups scale up their youth employment activities and effectively mobilise

support, and actively partner in, the finalisation and implementation of the Egyptian NAP, a process being led by the Ministry of Manpower and Migration (MOMM).

<sup>23</sup>More detailed information on the challenges and opportunities associated with building sustainable youth partnerships can be found in the UN Programme on Youth WPAY Toolkit

The workshops were organised through a partnership between the YEN, GTZ, ILO, UNICEF, the World Bank with local youth organisations including YCG member organisations, the Egyptian Scout Federation and YMCA Egypt.

Training sessions focused on equipping youth groups with the skills and resources to strengthen their own work in the employment field as well as participating effectively in the NAP process. The training included information sessions on employment as well as the provision of specific skills to enhance advocacy capacities and lobbying and negotiation skills.

The first workshop produced initial youth recommendations to strengthen the NAP, highlighting the need to formally include youth in the NAP process through a proposed Youth Consultative Group (EYCG). This proposal was fully endorsed by the Egyptian Govern-

ment.

The EYCG is a full partner in the NAP Steering Committee (the multi-stakeholder grouping coordinated by the MOMM and responsible for the development of the NAP). The second training workshop, which brought onboard the additional resources and knowledge of UNICEF and the World Bank, assisted the youth groups in operationalising their role into practical activities. The outcome of the second workshop included an enlarged and strengthened membership for the EYCG, the presentation of the work plan to supportive donor agencies and government representatives, and a productive discussion of how stakeholders can effectively support the work of the EYCG. Additionally, this workshop included regional participants from the Middle East and North Africa region who participated in the dialogue on youth employment challenges and shared their experiences of youth participation with the EYCG.

**Successes:** The EYCG has been provided with relevant training and skills development which is helping both enhance their role in the NAP and improve their capacity to deliver their own projects and programmes more effectively. There is significant multilateral and bilateral support for the group and its objectives in the NAP process.

**Challenges:** Leadership and coordination amongst youth remains a challenge, particularly when all members are volunteers and have other jobs. To ensure a stronger management of the group, resources need to be sought for a full time coordination role.

#### Case Study: **Indonesia**

The Indonesian YEN Secretariat (I-YEN), the national coordinating body for the country's NAP, was conscious that special measures were needed to ensure that young people, and in particular young women, were provided with sufficient opportunities to participate and contribute to the implementation phase of the IYEAP (2005-2006). It therefore conducted a capacity building workshop with youth organisations in May 2005. This workshop sought to:

- Agree on a youth representative structure for the NAP process.
- Plan out a 'mapping exercise' with youth to better understand the range of Indonesian youth NGOs, and their focus and capacities in relation to employment issues to determine best methods for youth participation.
- Prepare for a National Consultation on Youth Employment which would determine a role and process for involving youth groups in the implementation and review of the NAP.

**Successes:** The youth organisations agreed on the importance of coordinating their efforts in approaching policymakers to lobby for the sustainable representation of youth in the development of the country's NAP. There has been a strong focus on engaging youth in the reconstruction and recovery efforts in Aceh province both specifically targeting youth through

job placement and matching services, as they represent one of the most vulnerable groups, and by working with youth organisations for the delivery of job training services to the wider population. Good practices in this regard have the potential to be replicated in other provinces in Indonesia as part of the IYEAP.

**Challenges:** Strong leadership among youth organisations is lacking. The roll-out phase of IYEAP in 11 Indonesian provinces was slowed by both a change in government and the impact of the December 2004 earthquake and tsunami. Youth organisations need to better understand the elements of the youth employment issue before they can effectively contribute to NAP developments. International funding for the implementation phase of the NAP came to a close in early 2006. Whilst new funding agreements are being negotiated, the IYEAP roll-out and further work to engage youth more strategically in this process are stalled.

#### **Case Study: ITUC - cooperation to strengthen the capacity of young Ukrainian trade unionists**

In April 2006, the Belgian Confederation of Trade Unions (FGTB Belgium), in cooperation with the International Trade Union Confederation, organised a two-day training seminar on youth employment in Ukraine for young leaders within the Ukrainian trade union movement. The training served to introduce young Ukrainian unionists to ITUC international activities and FGTB campaigns.

In 2004, overall unemployment in Ukraine was 7.2%, while among youth the official figure was 15.7 %, with an unofficial total as high as 30%. Ukrainian Trade unions believe that youth unemployment and underemployment are linked to the lack of education, poor knowledge by workers of their rights and the fact that the country does not have a comprehensive employment strategy.

An outcome of the seminar was an agreement that the ITUC would help young Ukraini-

an workers tackle these challenges, through building the capacity of their membership to understand and better advocate for their rights.

Mobilising EU funds, the ITUC and the Ukrainian unions launched a two-year project "Promoting young workers interests" in 2006. The project targets young trade union leaders to raise their awareness about unionism, collective bargaining and other mechanisms of worker participation in the workplace.

With the skills and knowledge gained, it is hoped that these young leaders will be better able to advocate for decent work for young workers in national level tripartite discussions<sup>24</sup> and, in turn, also serve as trainers to empower their young members to ensure their rights are respected.

#### **Case Study: Canadian International Development Agency (CIDA) / YEN partnership**

The Government of Canada funds an annual International Youth Internship Programme (IYIP) under the Youth Action Group called CIDA. As a part of the IYIP programme (2001-2005), CIDA funded the placement of Canadian "YEN Associates" in YEN Lead countries (Brazil, Egypt, Jamaica, Namibia, Rwanda, Senegal).

The YEN Associates assist Lead Country partners with ongoing activities revolving around the development and implementation of NAPs.

With regard to youth capacity building, this partnership serves a number of roles. Firstly, young Canadians working as YEN Associates

<sup>24</sup>Discussions involving workers' and employers' organisations and the Government.

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benefit from international development experience and the skills and knowledge associated with policy-making at a national level. Their capacity to work with Government ministries at all levels, employers' and workers' organisations, the private sector and civil society will be enhanced by this experience. The host agencies in the Lead countries also benefit by

learning from the YEN Associates' work methods, new skills and perspectives. Additionally, young women and men in the Lead countries are directly benefiting from the support and assistance of the YEN Associates given that they are working with youth organisations in many of the countries to ensure strong and substantive youth participation in the NAPs.

**Successes:** The YEN Associates are assisting Lead country host agencies to meet their commitments in developing NAPs. In some countries the NAP process has been facilitated - either to move it more quickly or restart it.

**Challenges:** The process of in-country orientation for Associates is resource and time intensive. Greater pre-placement orientation would also be beneficial. Limited resources have restricted the activities of some Associates. It is essential that strategies for the sustainable continuation of the work of the Associates must be conducted before the end of their placements so as to enable some positive legacy from the work for the host countries.