



JOINING FORCES WITH YOUNG PEOPLE

**A Practical Guide
to Collaboration
for Youth Employment**



The Youth Employment Network

Acknowledgements

This guide was produced by the YEN's Youth Consultative Group, in partnership with the YEN Secretariat.

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The Youth Employment Network (YEN)

Was established in 2001 to give effect to the global commitment of “developing and implementing strategies that give young people everywhere a real chance to find decent and productive work”, resolved in the United Nations Millennium Declaration in 2000.

A partnership formed by the then United Nations Secretary-General Kofi Annan, the ILO Director-General Juan Somavia and the former World Bank President James Wolfensohn, the YEN brings together policy-makers, employers and workers, young people and other stakeholders to pool their skills, experience and knowledge in an attempt to find new solutions to the youth employment challenge.

By setting up the YEN, the former UN Secretary-General put in place a mechanism which underpins and supports all the Millennium Development goals, given that youth employment is gaining currency as an effective consensus-building entry point to the broader development and collective security agenda.

The YEN partnership is working with 21 “Lead Countries”¹ to assist them in developing appropriate and effective National Action Plans on Youth Employment (NAPs).

Representing a global youth platform of over 30 international and regional youth organisations, the **YEN’s Youth Consultative Group**² was consti-

tuted in 2004 as a representative body of 13 members, with the mandate of providing youth guidance to the work of the YEN.

These are large membership-based, international or regional youth organisations and organisations with extensive constituencies and a global reach. The composition of the YCG reflects the global spread and representation of youth organisations and include student organisations, political groupings, regional youth platforms and employers’ and workers’ organisations.

The YCG is working to realise two main objectives; at the global political level, the YCG works to represent the concerns of young people on the functioning and strategic priorities of the YEN. The YCG acts as an advisory body to the YEN partnership with regard to monitoring the participation of youth organisations within the YEN processes such that youth perspectives are integrated into its policies and programmes.

At the national level, the YCG acts as a catalyst and resource to support youth participation in the development, implementation and review of NAPs, both in the YEN Lead Countries and beyond. The YCG works with different youth groups at the national, regional and local levels by providing practical advice, tools and lobbying support to help assist the effective and substantive participation of youth in the NAP processes.

¹Twenty-one countries have stepped forward to volunteer as Lead Countries of the YEN to share experiences, lead the way in formulating action plans on youth employment, while committing to the issue at highest political level: Azerbaijan, Brazil, Democratic Republic of the Congo, Ecuador, Egypt, Georgia, Indonesia, Islamic Republic of Iran, Jamaica, Mali, Namibia, Nigeria, Rwanda, Senegal, Sri Lanka, Syria, Togo, Turkey, Uganda, United Kingdom and Zimbabwe.

²The 13 youth organizations have a two year mandate, with a rotation upon the ending of this term, they are World Organization of the Scout Movement (WOSM), Asian Student Association (ASA) Arab Youth Union (AYU), African Youth Network (AYN), European Youth Forum (YFJ), Latin American Youth Forum (FLAJ), International Confederation of Free Trade Union (ICFTU) Youth, International Organisation of Employers (IOE) Youth, International Movement of Catholic Students (IMCS – Pax Romana), International Young Democrat Union, International Federation of Liberal Youth, International Union of Socialist Youth and International Movement of Catholic Agricultural and Rural Youth (MIJARC). These 13 were selected from the membership of the International Co-ordination Meeting of Youth Organizations (ICYMO), a network of over 30 global and regional youth organizations, created to coordinate interaction with the UN system and the World Bank on global youth issues and in order to strengthen co-operation of youth organizations at the global and regional level. A full listing of the ICYMO member youth organizations can be found on the YEN website at <http://www.ilo.org/yen>

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Preface

There are more than one billion young people aged 15-24 in the world today, and 85 per cent of them live in developing countries. While for some, rapid globalisation and technological change will offer new opportunities for productive and decent employment opportunities, millions of other youth across the world will face bleak prospects. Many risk failing to gain entry into the workforce. Discrimination, unless addressed, will make it even harder for disadvantaged young women and men to fully contribute to the development and growth of their nations. The vast majority of jobs available to youth could continue to be low paid, insecure, and with few benefits or prospects for advancement. Effective policies and programmes that address these concerns must be put in place if these scenarios are to be averted.

Increasingly, governments around the world are trying to determine what constitutes effective practices that work to improve the job prospects for the next generation. These vary from one context to another but one universal factor is emerging: effective youth employment strategies must involve young people.

Policy interventions addressing youth are nothing new, but in recent years there has been increased emphasis placed on identifying the right mix of actors needed for successful policy-making. Although logic may suggest that in developing policies for young people, youth themselves, as the intended beneficiaries, should be key actors, unfortu-

nately such an approach has not prevailed in most youth employment policy initiatives. Often policymakers have committed to engage youth groups but too frequently this has meant little more than 'consultation' leading to the formulation of strategies perceived as being 'what is best' for young people. Such policy-making, frequently based on a perception that youth lack the skills and capacity to effectively participate, has often led to initiatives that fail to address the underlying concerns of young people and the causes of youth un(der)employment.

In addition, the YEN, in partnership with youth, has been seeking to change the prevailing thinking. Rather than viewing youth as a target group for which employment must be found, young people should be engaged as partners in devising solutions to a common problem. Indeed youth, through organised youth structures, are increasingly exploring solutions to their own problems, often taking the initiative to set up youth employment related projects and forge partnerships focussed on improving their working lives.

The YEN sees youth participation as central to its mandate of supporting Lead Countries in the development of National Action Plans on youth employment (NAPs). Engaging youth in collective solutions for employment will add value to the policy-making process and the outcomes, as they have an essential understanding of their situation in relation to the labour market.

³Global Employment Trends for Youth, ILO 2006

Executive Summary

In 2004, a number of major international and regional youth organisations mobilised themselves into a Youth Consultative Group (YCG) to advise the High-Level Panel⁴ of the YEN on how best to support active youth participation in youth employment policy development around the world, by drawing on their extensive networks.

Building on their global work, including a review of youth participation in the development of the 41 NAPs submitted to the United Nations in 2004-2005⁵ and experiences in the YEN Lead Countries, the YCG, in partnership with the YEN Secretariat, has produced this guide for youth to facilitate and motivate young peoples' participation in youth employment policy-making. This guide is part of ongoing efforts to systemise the substantive and meaningful engagement of young people in the development and implementation of youth employment strategies.

This publication also provides guidance for other stakeholders, primarily govern-

ments, on engaging with youth. Through highlighting good practices on youth participation, empowerment and capacity building in relation to youth employment policy-making, it demonstrates the added value of youth involvement.

The first section of this guide provides a brief overview on the broader issue of why youth should be engaged in the policymaking process. It highlights the main issues, debates and literature in this regard, including defining who youth are and how to ensure their effective representation. This section explores why a focus on employment is so critical for youth and the value of their involvement in policymaking.

The second section concisely explores the concepts of youth participation and empowerment related to employment policy issues. This section also explains the different levels of participation that can be achieved and identifies the relevant tools and methods used by youth groups to achieve sustainable participa-

⁴Twelve leaders and policy experts in the field of youth employment from throughout the world were appointed by the ILO, World Bank and United Nations in 2001 as members of the High-Level Panel on Youth Employment. The Panelists role has been to advise the YEN on youth employment policy as well as mobilize opinion and action in favour of youth employment worldwide. In December 2006, in parallel with the conclusion of tenure of Mr. Kofi Annan as UN Secretary-General, the High-Level Panel announced that it had completed its 5 year mandate set out in 2001.

⁵See the UNDESA / YEN Publication, Putting Commitments into Action: A Review of National Action Plans on youth employment (2007). These submissions included both finalised NAPs and progress reports towards the development of NAPs.

tion as well as by youth-serving organisations⁶ to build the capacity of youth and to empower them to participate effectively.

Furthermore, this section provides detailed guidance on what youth can do to get involved in youth employment policy activities at different levels and charts successes and challenges faced by youth involved in youth employment policy processes through a series of case studies.

The third section guides youth on how to set up youth employment related projects. As well as practical tips, this section highlights a number of successful examples of youth-led employment-related projects. Profiles of over 30 projects can be found in Annex 1. This section also highlights ways in which the YCG can support youth organisations in setting up or scaling up employment-related activities as well as helping them to better participate in policy-making processes.

The fourth section of the guide catalogues a range of useful tools, resources and potential partner organisations which

can assist youth organisations to participate more effectively in decision-making processes.

Whilst focusing specifically on the employment question, the rationale behind this guide is to provide practical information and good practices on participation which could also help youth engage with decision-makers on a range of youth development issues. In doing this the guide draws heavily on YEN Core partner literature.⁷

The publication of this guide is in line with the commitment of the YCG to support both their members and other youth groups, through the provision of practical advice, tools and support, and to obtain their rightful place amongst those decision-makers responsible for the drafting and implementation of youth employment policies. This guide is a reflection of the YCG members' own experiences. It is also an expression of hope on how the participation of young people in policy-making processes can be strengthened.

⁶A youth-serving organisation can be defined as any organisation set up to serve the needs of youth including schools, sports clubs and other community-based social groups. In the context of this guide the term predominantly refers to youth focused NGOs and any bilateral and multilateral programming specifically focussing on youth.

⁷The generic information on youth participation and empowerment presented in this guide draws primarily on the work of the UN Programme on Youth as well as a range of other sources. Readers looking for a detailed generic guide to these issues should see the UN Programme on Youth publication, Making Commitments Matter – A toolkit for young people to evaluate national youth policy, available at www.un.org/youth.

Why youth should be engaged in policy-making



"Normally when we need to know about something we go to the experts, but we tend to forget that when we want to know about youth and what they feel and what they want, that we should talk to them"

Kofi Annan, Former UN Secretary-General

A

Introducing the issue

The past decade has seen a growing recognition of the importance of youth participation in decision-making, as successful efforts by governments to engage youth have led to better policy formulation, implementation and evaluation. This, in part, has been driven by a growing consensus that youth participation has not only a demonstrated value - it is a political right. Public recognition of young people as key actors in social development processes has been strengthened through the United Nations' Convention on the Rights of the Child (1989)⁸, the most widely ratified international agreement, which recognises that participation is a right of all children and young people:⁹

Box I. UN mandates for youth participation

-- The World Programme of Action for Youth to the Year 2000 and Beyond (A/RES/50/81) recognises that the active engagement of young people themselves is central to its successful implementation and, accordingly, affirms the full and effective participation of youth in society and decision-making as one of its 10 priority areas for action. This resolution asks policy makers to "Take into account the contribution of youth in designing, implementing and evaluating national policies and plans affecting their concerns"

-- UN General Assembly Resolution A/RES/57/165 (December 2002) on Promoting Youth Employment "Encourages Member States to prepare national reviews and action plans on youth employment and to involve youth organizations and young people in this process"

-- The Commission for Social Development Resolution 2006/15 on Youth Employment and the UN General Assembly Resolutions A/RES/60/2 (2005) and A/RES/58/133 (2003) on Policies and Programmes involving Youth have a number of references to youth participation in policy making.

Source: UN Programme on Youth www.un.org/youth

"All children have a right to express their views and to have them taken into account in all matters that affect them."

The right of youth to participate in policy-making processes is also supported by a number of UN General Assembly Resolutions, including two specifically focussing on youth employment (see Box I).

these processes are marginal. Why? Youth continue to face institutionalised prejudice in many quarters that see youth as lacking expertise, experience, capacity, or drive. Despite the increase in the number and range of mechanisms to engage youth, young participants continue to see their roles undermined by governments and policymakers, based on these perceptions.

Yet, far too often, the roles played by youth in Youth participation must lie at the centre of

⁸This increased focus on youth rights should be seen in the context of the overall movement by the international system towards a rights-based approach to development. This approach uses fundamental civil, political, economic, social and cultural rights as the framework in which development policy should be crafted. (UNHCHR, 2007)

⁹Care should be taken to distinguish between the concepts of 'child' and 'youth'. Under the UNCRC, children include all people up to age of 18. The official United Nations definition of youth however is the age bracket 15-24, as interventions in favour of both children and youth may overlap for the 15-18 year old age bracket.

the creation of policies for youth. Just as the recipient of any policy must be engaged to ensure their concerns are effectively addressed, youth are no exception. They must be viewed as partners in devising solutions to common concerns. Rather than being viewed as a problem or risk to be contained

or solved, youth should be recognised as social actors with skills and capacities to bring about constructive solutions to societal issues that directly affect them. Policy makers should not only invite young people into policy discussions but also listen and act upon their advice.

The policy processes that have been most effective are those which have committed to empowering young people by working with them to allow their own experiences to inform the development of appropriate interventions and services¹⁰.

Focusing on employment

The same patchy results with regard to youth participation in policy-making initiatives generally can be attributed to the specific topic of this guide, youth employment. Whilst there is certainly no “one-

size-fits all” solution to the complex and multifaceted challenge of youth employment (see Box II), the YCG sees the lack of substantive youth participation as a key factor contributing to flawed policy development.

Box II. Youth employment as an entry point in the development agenda

The International Labour Office (ILO) has estimated that youth unemployment is at an all time high; 85 million youth are unemployed, representing 44 percent of the total number of unemployed persons worldwide. In many economies, young people are more than three times as likely as adults to be out of work. Open unemployment is however only the tip of the iceberg – the ILO estimates that an additional 300 million plus youth can be categorised as “working poor” meaning that they are living below the US\$2 a day poverty line, despite working. These youth are often forced to work in deplorable conditions, for meagre pay, trapped in the limitations of the informal economy.

According to the ILO a lack of decent work, if experienced at an early age, often permanently compromises a person’s future employment prospects and can trap youth in a vicious cycle of poverty and social exclusion.

Given these factors, youth employment offers a strong bridge between the development and security agenda embodied in the Millennium Declaration. Decent and productive work will enable the approximately 1.2 billion young people who will become of working age in the next decade to lift themselves out of poverty, will allow young parents to save for their children’s futures, and provide a sense of purpose and pride, reducing the potential for socially and personally destructive behaviours.

Indeed, in its 2004 Global Employment Trends for Youth report, the ILO estimated that halving the world’s youth unemployment rate would add an estimated US\$ 2.2 (4.4%) to 3.5 (7.0%) trillion (based on 2003 values) to the global GDP.

Source: ILO Global Employment Trends for Youth 2006. A detailed listing of the specific disadvantages youth face towards the labour market can be found in Box XI.

¹⁰For example, UNAIDS/WHO reports in its 2006 AIDS Epidemic Update that most of the reported progress in slowing down the spread of the HIV/AIDS epidemic could be attributed to successful youth programming.

It is clear that any proposed solutions to the youth employment challenge which do not take onboard the expectations, frustrations and aspirations of young people in relation to the labour market, will struggle to meet the needs of youth.

As part of the 2007 UNDESA / YEN Review of National Action Plans on youth employment, the YEN's YCG produced an analysis of the degree of youth participation in the development of these 41 plans, or progress reports towards plans, submitted to the UN. Their report highlighted that only eight countries mentioned the involvement of youth in their submissions.¹¹ The evidence from these submissions indicates that:

- There are governments which have made some efforts to consult with youth organisations in the NAP process. These consultations, however, have often been passive and time bound in nature - through meetings and surveys that give youth the opportunity to offer their ideas and opinions but rarely involve them further in the policy process. They are not given equal standing with other stakeholders in defining policies and no attempts have been made to ensure their participation on a long-term basis.
- There are certain governments which take the involvement of youth organisations in youth employment policies more seriously. This is demonstrated by the active involvement of youth organisations in the policy-making process through expressions of

their views, testimonies and opinions. This engagement, in cases, is an ongoing process facilitated through the creation of sustainable engagement mechanisms, such as youth advisory groups or a youth 'seat' in national coordinating structures tasked with designing and implementing policies.

In drawing conclusions from this analysis, the YCG suggested that whilst it was evident that some governments are meeting their commitment to involve youth in the development of National Action Plans, the majority of governments do not involve youth in the preparation of youth employment policies nor in their implementation. These governments, for the most part, continue to rely on traditional stakeholder groupings, such as line ministries, workers and employers' organisations, often to the exclusion of civil society actors.

As such, the YCG recommends that significantly more effort must be made not only to promote youth employment as a central development issue, but also to ensure the active involvement of youth and youth organisations in policy development at all levels. A number of country examples of youth engagement in youth employment policy-making processes can be found in Section B of this guide.

What is the added value of youth participation?

On a fundamental level it is clear that youth have the best understanding of the realities of their own lives (whether it is education, health or the challenges associated with finding a decent job) and as such have much to offer policy makers. Designing a youth policy involving young people themselves stands a much greater chance of

success, as interventions will have greater ownership and legitimacy amongst youth. Ignoring this dynamic can have potentially negative consequences.

Broadly speaking, youth participation encourages youth to become active members of a democratic society. By involving and em-

¹¹It was evident during the drafting of this report that a number of other Governments do have a progressive approach to youth participation but could not be mentioned as they have yet to submit a report to the UN.

powering youth through the political process, young people develop important skills and improve self-confidence. They also gain a greater understanding of human rights and governance that is important in both newly formed and well-established democracies.

For youth themselves, active and equal participation in decisions affecting their lives provides hope and dignity, fostering a better understanding of community issues and a sense of inclusion and belonging. Such participation benefits governments, families, and societies as a whole by providing civic role models to other youth whilst counteracting the immense potential social costs that can be created through apathy, frustration and social exclusion of young people.

Youth represent some of the most dynamic, creative and talented people in today's societies, yet at the same time they often represent some of the most vulnerable and most powerless in the labour market. There is a paramount need for policymakers to 'get it right' by and for youth. This is vital in order to meet young people's needs today, and also to create the adequate pre-conditions for their future impact on society as parents, civic leaders, employers, workers and politicians. In order to get it right, active and equal engagement with youth in policy-making efforts is essential. By encouraging youth to become active participants in policy development they can become long-time advocates in the fight against un(der)employment, as concerned employers and employees in later life.

What are the consequences of not involving youth?

Despite some examples of progress, for the most part there is still a failure by decision-makers to recognise the value of young people's contributions to programme development and policy-making. The perception that policy-making is an activity that is for "experts" and that young citizens do not have the necessary skills, expertise or knowledge, continues to prevail.

Equally there is a persistence of stakeholder attitudes which frustrate or highly circumscribe youth participation, particularly in patriarchal or highly stratified societies.

Furthermore, there is often a lack of knowledge and skills on the part of decision-makers about how to increase involvement of young people in the institutions and decisions that affect their lives.

The consequences of not involving youth can range from the development of ineffective policy to more serious consequences for society as a result of the consistent exclusion or

alienation of youth.

When youth and youth organisations are not consulted in the policy-making process, their needs are likely to be ignored or insufficiently addressed. With regards to the employment issue, there are several cases in which failure to seek youth input has resulted in serious consequences, as most recently seen in France (see Box III).

The exclusion of youth from policy-making processes and power structures, whether deliberate or unintentional, can create significant tensions in society which can manifest itself in forms that represent a serious threat to the social fabric, such as crime and violence. In the worst cases, a poor economic and social environment can foster conditions in which youth without prospects are manipulated by leaders, and are recruited or forced into armed conflicts, both within their own borders and also in neighbouring countries (see Box IV).

Box III: Contract Première Embauchée - France

In an attempt to address rising youth unemployment, French policymakers introduced the Contract Première Embouchée (CPE) (First Employment Contract) in early 2006. Focusing on young people under the age of 26, this law made it easier for employers to hire youth on short-term contracts, while simultaneously allowing them to terminate these contracts without notice within the first two years of employment.

This law sparked nation-wide protests and strikes; students from high schools and universities forged alliances with the trade union movement and other social groups and took to the streets of major cities; and in some instances, violence erupted. Their grievances centred on a perception that the government rushed the policy through without adequate consultation with its intended beneficiaries - youth themselves.

Critical reaction against the government was based on the popular belief that the law only served to institutionalize the existing situation of employment precarité (precariousness), which has been a growing concern in France for some years. Following a weekend of protests in early April 2006, which saw 2 million youth and their supporters gather in France's largest cities to demand that the law be revoked, the government backed down and rescinded the law.

The case of CPE shows that failing to develop policy without the appropriate consultative process involving all key stakeholders can result in interventions that are ineffective, unpopular, and ultimately very difficult to implement, regardless of their perceived merits. By contrast, Germany has a flexible youth contract law very similar to the CPE, but has witnessed none of the opposition seen in France, largely due to what was perceived as a more extensive and transparent consultation process with all stakeholders, including youth.

Box IV. Youth unemployment and insecurity

The link between youth unemployment and insecurity has been given prominence in recent years. In 2003 a UN Security Council mission to West Africa reported that "In every country visited, the mission heard about the problem of unemployment, particularly among young people, and how this was a perennial source of instability in West Africa". Furthermore, a November 2006 report of the UN Secretary General (S/2006/922) on the United Nations Office in Sierra Leone, stressed that the problem of youth unemployment and marginalisation remained the most immediate threat to the country's fragile stability.

There is also a growing political recognition of this challenge. During a 2005 YEN High-Level Dialogue a Rwandan State Secretary stated: "A lot of Rwanda's problems in the past have had to do with young people who are uneducated, unemployed, and unemployable. This meant that they were fertile ground for manipulation and for misuse by the selfish politicians that led to the 1994 genocide".

In December 2005, the UN Office for West Africa (UNOWA) produced a report, Youth Unemployment and Regional Insecurity in West Africa, highlighting these linkages and citing the threat posed by the growing numbers of youths who lack prospects of decent work, and the desperation that accompanies this, to the future of the entire sub-region. In response to these concerns, a YEN Office for West Africa (YEN-WA) was set up in 2006 to assist governments in addressing these challenges.

Which youth?

Defining Youth

Internationally, there is no generalised definition of the term “Youth”. According to the United Nations definition (United Nations, 1992), youth comprises young people aged between 15 and 24 years, a definition which will be used for the purposes of this guide.¹²

In general terms, youth can be defined as the stage in the life cycle before adult life begins.

The definition that countries adopt is probably affected by factors such as the average age at which people are expected to play adult roles in the community, as a result of the progressive acquisition of civil, economic and social rights. The relatively wide age-span suggests that the process of achieving an independent, self-sustaining livelihood can take a relatively long time, particularly in poorer societies.

Ensuring Representation

Youth are not a homogenous group; they confront diverse realities. Differences in age, sex, experience, marital status, interests and preferences, family background, income, and religion, amongst others, can create a wide gap between the needs, aspirations and expectations of youth all over the world. The options and constraints they face vary widely as well.

Any policy focusing on youth must reflect the cultural diversities of each society. The “Lisbon Declaration¹³” recognises *“that the formulation and implementation of strategies, policies, programmes and actions in favour of young women and young men are the responsibility of each country and should take into account the economic, social and environmental diversity of conditions in each country, with full respect for the various religious and ethical values, cultural backgrounds and philosophical convictions of its people, and in conformity with all human rights and fundamental freedoms.”* Therefore it is important

that young people participating in decision making represent those most affected by the decisions taken. Cultural sensitivities and traditions must be taken into consideration when trying to establish an atmosphere conducive to the involvement of all youth. This presents a challenge even for mainstream youth organisations trying to reach marginalised young people.

Given the relative ease of organisation, and based on resource constraints, youth consultations are often drawn from urban populations, and are frequently held in the official administrative languages of the country, for example English rather than Swahili in East Africa. The views represented can be dominated by educated and privileged urbanised youth and the voices of the poor and unemployed majority (both urban and rural), are often lost. Consultations based on this dynamic are much less likely to lead to successful outcomes.

¹²Furthermore since this publication is discussing employment issues, 15 is referenced as the lower cut-off for the youth age bracket as that represents the minimum age of work as per the ILO Convention 138 pertaining to Minimum Working Age (1973).

¹³The Lisbon Declaration on Youth Policies and Programmes (12 August 1998) was the outcome of the World Conference of Ministers Responsible for Youth, convened by the Government of the Portuguese Republic in cooperation with the United Nations, gathered in Lisbon from 8 to 12 August 1998.

Successful youth policy depends on effective representation. All parties should be accountable both to themselves and their peers or representative networks; they must not act for an individual need but for the collective good. It is essential that all parties recognise the need for constructive cooperation and communication.

The differing views and abilities of youth should also be recognised and respected. Youth representation in policy-making should also seek to guard against excluding the interests of youth, particularly those from vulnerable backgrounds based on factors such as gender, ethnicity and social situation¹⁴.

National Youth Councils or similar structures can offer effective mechanisms to ensure representative youth participation. A national youth council can be seen as a youth NGO platform uniting youth and student NGOs in a country to represent the views of a broader spectrum of youth. Over 100 Member States have such national youth NGO platforms, but many of them need to be strengthened.

The existence of a National Youth Council (NYC) is not always a guarantee of adequate and effective youth representation. It is critical that NYCs be non-governmental and independent in accordance with the principles of an open and democratic society. Unfortunately the ability of many NYCs to impartially represent the perspectives of youth are limited by their political linkages, such as having their funding allocated on the basis of government conditionality and their being staffed from youth wings of the ruling political parties.

The European Youth Forum (YFJ), a member organisation of the YEN's Youth Consultative Group (YCG), which represents the interests of NYCs in more than 30 countries, believes that the independence of NYCs is essential for their legitimate functioning and in 2001 drew up the following list of rights and privileges for effective functioning of NYCs:

- The right to choose their own representative organisational structure;
- The right to elect its own leadership and representatives through democratic procedures;
- The right to determine composition of statutory bodies and working structures;
- The right to take decisions on issues of membership;
- The right to select its working methods, including the right to have closed meetings for its members only, to set its own agenda, determine frequency and dates of meetings, etc.;
- The privilege of accountability only to its own members; and
- The privilege of financial support from government given freely without infringing upon the rights mentioned above.

Source: 2001 European Youth Forum Paper on the Independence of National Youth Councils

In the formulation of the YEN Youth Consultative Group in 2004, the issue of representation was closely addressed. The YCG consists of representatives of 13 youth organisations drawn from a wider pool of 30 organisations. These organisations decided amongst themselves which 13 organisations would represent the wider group. The composition of the YCG reflects the global spread and representation of youth organisations and includes student organisations, political groupings, regional youth platforms and employers' and workers' associations.

To help facilitate adequate representation, the YCG member organisations have the mandate to review their composition on an ongoing basis, to replace organisations which are unable to meet their commitments and to include new youth structures which meet the commonly agreed membership criteria (see Box V below). The YCG also strives to strike a balance between developed and developing country representation and similarly with regard to gender.

¹⁴A comprehensive listing of disadvantaged or vulnerable grouping of youth can be found in the World Youth Report 2003. A detailed listing of the specific disadvantages youth face towards the labour market can be found in Box XI of this guide.

Box V. YCG Membership Criteria

The Youth Organisations should meet the following criteria:

- Have democratic processes and have legitimacy and credibility
- Be a membership based youth organisation (assuring a link between the local, the national, the regional and the global levels)
- Be accountable and transparent in their activities and programmes at the various levels
- Have constructive, positive common goals in relation to youth employment
- Demonstrate effectiveness and efficiency impacts
- Be committed to a sustainable global cooperation in relation to youth issues
- Be respectful of cultural and ideological diversity and human rights

Source: YCG Terms of Reference, 2006

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 outcomes¹⁵:

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 has been widely recognised as being effective is the CoE's 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

¹⁵For 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

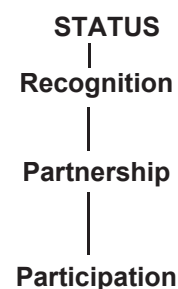
Whilst it is clear that youth participation is vital in order to ensure that policies affecting young people's lives adequately represent their needs and concerns, to ensure that youth organisations maximise their capacity for participation, there may be a need to make use of some key tools and methodologies.

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
Getting a foot in the door Lobbying and campaigning for social change.
Getting into the room Partnership and networking models for successful youth participation.
Getting a permanent seat at the table 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.¹⁶

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

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.).

¹⁶The 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

Beyond 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

Mobilised 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).¹⁷

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, commentary 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.

¹⁷This 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 resources 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)¹⁸, and the UN systems' Common Country Assessment (CCA) and UN Development Assistance Frameworks (UNDAF)¹⁹ 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.²⁰

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

Following the recent endorsement of the Rwanda's NAP by the Cabinet, efforts were made, 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), which was finalised in early 2008. These partners pursued this 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 was based on the understanding that turning political commitment for the NAP into support for its concrete delivery will not be achieved unless the necessary funding, resources and technical assistance for proper finalisation and implementation of the plan was highlighted and budgeted for in the final EDPRS document.

¹⁸PRS 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.

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

²⁰For 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/nyin/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, lobbied for a national symposium on youth employment. This event, which took place in February 2008, gave key stakeholders the opportunity to openly discuss the challenges and commit to the development of a NAP, which is now underway.

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.

Rabinna 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

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 bargaining²¹, 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 affecting 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

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-

²¹These 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

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.

Lessons learned: There is ongoing commitment by all the YEN-SL stakeholders to involve youth in the implementation phase of the NAP. Youth facilitators could have had

more information and training on how to manage the consultative process but they have benefited from the experience.

Case Study: **Namibia – youth participation in policy development**

The Government of Namibia, led by the Ministry of Youth National Service, Sport & Culture, established a National Task Force on Youth Employment in 2004. The Task Force includes representatives of the Government, international institutions, worker and employer organisations, civil society and youth groups was given the task of developing Namibia's NAP. The Namibian National Youth Council was involved in the launching of this taskforce and its subsequent meetings. Based on the work of this Task Force, the Ministry developed a preliminary outline of a NAP in December 2005, outlining a variety of Government-supported initiatives including the National Youth Service Scheme

- an integrated experimental learning, training and employment creation initiative for Namibian youth. Under the umbrella of this Plan, the Ministry also opened thirteen multi-purpose Youth Resource Centres (MPYRC) and completed the pilot phase of the Commonwealth Youth Credit Initiative (CYCI) micro-credit program.

Between 2004 and 2008 progress towards finalising and implementing the NAP stalled. However the recent national Symposium (see page 29) has remotivated key stakeholders and there is a strong emphasis on youth participation, led by the National Youth Council, in current efforts to move the NAP process forward.

Successes: Youth participation in the NAP Task Force and other employment related forums has historically been seen as important and worthwhile.

Challenges: Low levels of political commitment and limited national capacity. There are a variety of initiatives taking place focused on youth employment; however, they lack a co-ordinated national approach that an ongoing and well supported NAP process could bring.

Lessons learned: Progress towards finalising and implementing the NAP has been stalled since 2005 but efforts have recently been relaunched following a national event. Efforts to engage youth in this policy-making process, as well as, practical solutions to the youth employment challenge need to be matched with strong and continuous political commitment to the issue. The NYC continues to be an active advocate for the youth employment issue.

Case Study: **Egypt – the Egyptian Youth Consultative Group**

In early 2006, the YEN in partnership with the GTZ, and with the support of the ILO and the Egyptian Government, and in conjunction with youth organisations, conducted a Workshop on Youth Employment for 30 Egyptian youth organisations from both the national and grassroots levels.

During this workshop the youth organisations sought an agreement with the Government of Egypt and other stakeholders on a mechanism for the ongoing inclusion of youth in the

development and implementation of Egypt's NAP.

In the presence of the Minister of Manpower and Migration and other representatives from national, bilateral and international organisations working in the field of youth employment, the youth participants presented a proposal for a mechanism to ensure ongoing and sustainable youth participation in the NAP process - an Egyptian Youth Consultative Group for the NAP (EYCG), including details of its

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 overcome. 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 Accompaniment”, 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

Youth 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 responsibil-

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.²³

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

²³More 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 discussions²⁴ 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 (2007-2008), CIDA funded the placement of Canadian "YEN Associates" in seven YEN Lead countries (Brazil, Egypt, Jamaica, Mali, Namibia, Rwanda, and Senegal).

These YEN Associates are working to 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

²⁴Discussions involving workers' and employers' organisations and the Government.

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.

Improving employment prospects for youth



"The participation of youth organisations at all levels is essential to a successful implementation of the YEN partnerships mandate of supporting governments in the development of National Action Plans on youth employment."

**Statement of Former UN Secretary-General Kofi Annan's
High-Level Panel on Youth Employment, 2004**



Youth all around the world face significant and specific challenges in accessing decent work opportunities (see box XI)²⁵. Rather than being passive recipients of assistance, youth, through organised youth structures, are increasingly exploring solutions, often taking the initiative to form partnerships (as highlighted in Section B of this report) with civil society institutions, businesses, government and the bilateral and multilateral community.

This section of the guide serves two aims. Firstly, it gives guidance to youth on how to set up youth employment-related projects and secondly, it highlights ways in which the YEN's Youth Consultative Group (YCG) can support youth organisations in setting up or scaling up these activities as well as helping them to better participate in policy-making processes.

Box XI. Why are youth specifically vulnerable to un(der)employment?

- Lack of work experience in first-time job seekers;
- Inability to compete with skilled and experienced workers;
- Mismatch between output from education/training systems and labour market demands;
- Mismatch between youth aspirations and work and life realities;
- Institutional barriers: employment protection regulations;
- Insecurity of employment: last-in, first-out problem (level of and fluctuation in, labour demand);
- Temporary and part-time work as safety net or cheap labour;
- Limited access of young self-employed people to credit and support networks;
- Weak organization and lack of voice.

Adapted from the 2005 International Labor Conference, "Pathways to decent work" report.

1. **Setting up or scaling up projects for youth by youth**

This section is intended to assist youth organisations to identify the potential need within their communities and amongst their membership (for youth employment-related interventions) and to encourage and motivate youth groups to create and deliver effective projects and services.

Over 30 examples of successful youth-led projects are listed here on pages 45-48 by way of illustration. These projects, detailed in Annex 1, have been drawn from a number of sources including the current activities of YCG member organisations at the international, regional and local levels, initiatives by grass roots youth organisations in the YEN Lead Countries and beyond, and from submissions

by youth to the World Bank's global inventory of youth employment interventions²⁶. The aim is to provide a broad range of good practice examples from around the world and across a number of intervention areas.

These examples demonstrate the value of involving young people in policy-making processes that facilitate the integration of young people into the labour market. Youth organisations can draw upon these good practices, adapt their methodology to their specific needs and contexts, and glean knowledge or information which will help in setting up or scaling up existing youth employment projects.

²⁵For more information why some youth are more disadvantaged than others in the labour market see Section 1.6 of the 2005 International Labor Conference, "Pathways to decent work" report. <http://www.ilo.org/youth>

²⁶For more information see <http://go.worldbank.org/48Z06GMD70>

C.1.1 Identifying needs: information gathering

Before any community level employment intervention can be developed, the identification of needs must be ascertained. An understanding of the specific situation of youth being targeted allows all actors involved to identify key challenges such as:

- What is the situation of young people in the local labour market?
- What specific challenges are they facing in entering and/or remaining in the labour market?
- Youth are not a homogenous group – are

these challenges different based on factors such as gender, ethnicity, religion, status, location (urban verses rural), etc?

In order to get a better picture of the situation of youth in the labour market and to inform the best way to move forward to address the challenges identified, sound information gathering is vital. A good research base allows youth organisations to better define interventions and be better prepared when seeking funding for proposed projects and programmes.

Box XVI. ILO School-to-Work Transition Survey (SWTS)

The School-to-Work Transition Survey (SWTS) is a statistical tool designed by the ILO to assist countries in improving the design of youth employment policies and programmes.

Specifically, the survey allows for analysis of both quantitative and qualitative variables that define the relative ease or difficulty of young people's transition from school to work life. Among such variables are young people's education and training experience; their perceptions and aspirations in terms of employment; the job search process; barriers to and supports for entry into the labour market; the preference for wage employment or self-employment; attitudes of employers towards hiring young workers; working conditions and earnings; etc. The survey has been carried out or is underway in over 10 countries.

<http://www.ilo.org/public/english/employment/yett/tools.htm>

Gathering relevant information can be based on youths' own perceptions and complimented with existing research and studies by other civil society organisations, academia, the government and bilateral or multilateral development actors and workers' and employers' organisations. Information may include:

- Data of the youth labour market disaggregated by sex, age, socio-economic background, geographical location, etc.

- Analysis of the main causes of youth un(der)employment in a country or community, including through informal processes such as collecting youth statements and through interviews (see Egyptian example on page 23).
- National surveys of youth, including labour force surveys, household expenditure surveys, etc. One example is the ILO's School-

to-Work Transition Survey (SWTS). See Box XI for more information.

- Evaluations carried out by governments or donors of national level interventions on youth employment and/or specific focused initiatives, i.e. technical education, employment services, etc.
- Project reports submitted by implementing agencies to donors detailing progress on their specific youth employment projects.
- National and international media reports on the issue.

Based on the evidence available, organisations can pinpoint specific employment related needs of their membership or the communities in which they operate through a local "situation analysis". This can be carried out through a combination of surveys (of members and the community more widely) and lo-

cal consultations (which can be in the form of small group discussions or in a larger “town hall” style).

A detailed local situation analysis should seek to determine youth employment problems, challenges and potential solutions in the local community, enabling youth organisations to better understand the needs of the potential beneficiaries and construct targeted, community-specific interventions.

In order to save time and resources, partnerships should be formed to assist the situation analysis. Partners, such as local authorities, other civil society organisations, and bilateral

and multilateral partners may help bring increased credibility and legitimacy to the work. Partners should be approached and engaged on a case-by-case basis as relevant to local circumstances.

Methodologies developed for national level surveys may be adaptable to local contexts and permission could be sought to do so. Indeed, successful surveys carried out by youth organisations at the community level, based on robust methodologies, may be valuable for national policymakers and, as such, efforts should be made to make linkages to these national exercises.

Outsourcing opportunities (for the gathering of community level data) for youth organisations can be a logical outcome of such collaboration, providing short-term employment on a cyclical basis for their members.

C.1.2 Youth Employment Intervention areas

In determining possible areas of intervention for youth organisations, this guide uses the policy framework developed for the YEN by its former High Level Panel. The panel, drawing on the thinking behind the development of the European Employment Strategy (Lisbon Process) advised the UN Secretary-General in 2001 that national youth employment interventions should focus on four thematic priorities – employment creation, entrepreneurship, employability, and equal opportunities (known as the “four Es”)²⁷

Furthermore, it draws upon the resolution concerning youth employment adopted by the International Labour Conference at its 93rd Session (Geneva, June 2005)²⁸ where ILO Member States and workers’ and employers’ organisations agreed that the best strategy

for tackling youth employment required an integrated approach that combines supportive macro-economic policies and targeted measures, and addresses labour demand and supply, as well as the quantity and quality of employment.

The following four tables focus on each of the “Four Es”, highlighting the youth employment challenges associated with each, and offer generic examples of how these challenges impact on young people seeking to enter, or stay in, the labour market. The tables then explore potential solutions to the challenges outlined, before listing some examples of existing youth-led projects in each thematic area. Full profiles of these good practices are available in **Annex 1** of this guide.

Employment creation:

Explore opportunities to increase the number of quality jobs available through job creation in niche industries and growth sectors in the economy, complimenting entrepreneurship, employability, and equal opportunities strategies.

²⁸

<http://www.ilo.org/public/english/standards/relm/ilc/ilc93/pdf/resolutions.pdf>

Challenges	Given the significant demographic “youth bulge” many developing countries are now facing, efforts to improve the quality of education and training for youth, or increasing opportunities for youth to enter self-employment alone, will not be enough to absorb all the new entrants into the labour market. Insufficient economic growth in many counties is forcing increasing numbers of youth into the informal economy where they face poor working conditions and limited opportunities.
Youth Voices	<i>“From the day I started my pharmacology degree I knew that I would never work as a chemist. There are so many students and so few opportunities.”</i> <i>“I dropped out of school and now I work as a street hawker...it’s not enough to live on.”</i>
Potential Solutions	• The informal economy is increasingly absorbing young workers. Efforts need to be made to improve working conditions and employment opportunities while helping employers and self-employed young people to make the transition from the informal to the formal economy. • Significant employment opportunities can be found in growth or niche industries such as information and communications technologies (ICT), tourism, and renewable energy technologies. • Temporary employment of young workers, through mechanisms such as labour-intensive public works, or the outsourcing of community contracts to youth can provide a platform for entry into the labour market. Youth groups can mobilise themselves to offer services in this regard. • Youth can create employment opportunities by forming themselves into co-operatives through which they can facilitate the development of business such as student businesses, as well as add value to primary agricultural produce through the development of small scale agro-industries.
Examples	Job creation / employment schemes • Mercado Global trade cooperative, Guatemala • The Agribusiness Association of Zambia (PAAZ) • The Buyobe Youth Co-operative, Uganda • ProJoven Paraguay, Employment-Based Alternatives for Youth • YES Brazil – Municipal strategies for Youth Employment • A Brighter Future - International Youth Design and Manufacturing Project Utilising technical innovations (ICT, Environment) • Foresight Generation Club, ICT for youth employment and against HIV/AIDS, Ghana • iEARN, Sierra Leone • YES Perú - ICT Skills development Project • YES Georgia - Youth Employment through Renewable Energy Technologies

* These project examples are detailed in full in Annex 1.

Entrepreneurship:

Make it easier for youth to start and run enterprises and support the development and/or strengthening of an enterprise culture in countries.

Challenges	In today's tight job market many youth dream of being self-employed. Furthermore, youth-run businesses can make tremendous contributions to economic development. Young people who wish to set themselves up in business face significant regulatory, financial and cultural challenges in many parts of the world. Equally, the vast majority of those entering self-employment in developing countries do not do so out of choice but necessity. A lack of other viable employment options forces millions of youth into the informal economy, where they end up eking out a subsistence living, as a significant percentage of the world's "working poor", living below the US\$2/day poverty line, and not earning enough to save, buy new equipment, or pay for training or vital business development services which would help them escape the vicious cycle of poverty.
Youth Voices	<i>"Every experience that I have had with bureaucracy has been negative. I needed 2 whole months to register my business, while it takes 2 days in neighbouring countries."</i> <i>"I have a great business idea but it's impossible to get a loan. Banks demand collateral or other guarantees which I do not have. Even then I would not be able to afford the very high interest rates they demand."</i>
Potential Solutions	Youth organisations can: ● Provide both core and specific technical skills training to better equip youth who have an interest in creating their own businesses. ● Provide access to support funds, such as low-interest loans, often in partnership with governmental institutions. ● Offer business development services such as incubator facilities including the provision of office space, and mentoring and counselling. ● Provide marketing services to existing youth small-medium enterprises (SMEs) including assistance in linking business to new markets, clients and suppliers, both domestically and abroad. ● Provide assistance and support networks for youth interested in social entrepreneurship.
Examples	Promoting enterprise training and an entrepreneurial culture/provision of business development services ● YMCA youth enterprise and capacity building projects (Vietnam, Senegal) ● Synapse Center, Senegal ● Nahdet El Mahrousa, Small & Medium Enterprise Project, Egypt ● AIESEC Kenya - Young African Entrepreneurs Project ● Ashoka - Youth Venture Initiative ● Centre for Student Business, University of Massachusetts, USA ● JEMEC Youth Business Development Services, Mexico

* These project examples are detailed in full in Annex 1.

Employability:

Improving the quality and accessibility of the education and training systems to increase their impact on youth employment outcomes.

Challenges	Today's youth are the best-educated generation ever, yet they make up nearly half the world's jobless population. Many young people today are leaving the formal education system under qualified or with qualifications which do not match the needs of the labour market. Employers are increasingly requiring that job seekers have both strong academic backgrounds and practical labour market skills which will enable them to quickly adapt to a workplace environment. A lack of these "core skills" for employability such as problem-solving, decision-making, responsibility, interpersonal skills, teamwork, and self-confidence, often represent a significant barrier for youth trying to enter the labour market. Furthermore youth in many countries are unprepared for the world of work. They are unsure which careers match their skill sets, how to look for jobs and approach potential employers as well as how to prepare for interviews.
Youth Voices	"I have an education. But I can't find a job" "I got the interview, but I didn't have enough experience to get the job"
Potential Solutions	Youth organisations, through the provision of non-formal educational activities (such as community service projects), can address a lack of experience and skills, thereby serving to boost young people's employability. Furthermore, youth organisations can provide additional skills to those gained through the formal education system, such as leadership, teamwork, creative thinking and communications skills. Youth organisations can also play a significant role in helping youth to be better prepared for the labour market through the provision of career guidance and job matching and mediation services. These services can be provided in partnership with local authorities, educational institutions and public employment services to maximise impact and sharing of resources.
Examples*	Accessing vocational training ● YMCA Vocational training Centres (Palestine, The Gambia) ● Kenya Scouts Association - Extension Project ● Technical Vocational Center Yousaf Khan, Qilla, NWFP Pakistan Leadership and core skills development ● YMCA Liberia - Youth Capacity Building Project ● Youth 2 Youth Skills Development for Employment, Australia ● Youth Social Enterprise Initiative (YSEI), Bangkok, Thailand Matching and Mediation services / Labour Market Analysis ● Réseau des Jeunes pour le Plein Emploi (RJPE), Sénégal ● Center for Strategic Initiatives, Ukraine ● Cairo University Career Development Office, Nahdet El Mahrousa, Egypt

* These project examples are detailed in full in Annex 1.

Equal opportunities:

Ensuring that young women have the same opportunities as young men. Promoting the equal status of vulnerable groups (such as ethnic and religious minorities, tribal peoples, persons with disabilities, refugees and IDPs and those living with HIV/AIDs).

Challenges	In many countries girls are not getting the same education and skills training opportunities as boys. Young women also have greater difficulties than young men in entering – and staying in – the world of work, because of discriminatory structures and cultural prejudices. Indeed, being both young and female, women can face a double discrimination. Similar challenges affect other vulnerable groups who, due to their precarious situation in society, face significant prejudices when attempting to enter the labour market.
Youth Voices	<i>"I'm young and female; I didn't stand a chance when I applied for that job"</i> <i>"I got the highest grade in my school year. When they found out I was from a slum district they refused me a place at university"</i>
Potential Solutions	Efforts should be made to provide opportunities to young women and other vulnerable youth groups to access education and employment opportunities. This can be done through some of the following activities: ● Provide non-traditional vocational training opportunities for women such as in the automotive industry, and in economic growth sectors, such as ICT. ● Reduce incentives for trafficking of women for work through community dialogue on the rights of women to work, combined with effective non-family job matching and mediation services. ● Identify labour gaps and demands for employment for vulnerable groups through labour market analysis. ● Provide targeted skills and training programmes for disadvantaged youth.
Examples*	● Women's Skill Development Project, NWFP, Pakistan ● Growing Young Maori Entrepreneurs (GYM-E), New Zealand ● Rural Youth Economic Empowerment Programme, Moldova ● Gastromotiva Social Incubator, Brazil

* These project examples are detailed in full in Annex 1.

C.2 What support can YEN's Youth Consultative Group offer?

YEN's Youth Consultative Group is well positioned to assist youth organisations in two specific ways:

- Firstly, in relation to the interest of youth organisations in developing employment-focussed interventions relevant to their

communities, the YCG through its members - operating from the international to the grassroots level – can offer a range of resources to support local youth groups. These resources range from providing support for research and the provision of advice on funding and project management to the

Joining Forces with Young People

identification of partners and the facilitation of relevant alliances. Furthermore, a significant number of the good practices highlighted in the tables above and profiled in full in Annex 1 have been drawn from existing YCG member activities.

- Secondly, the YCG can act as a catalyst and resource to support the participation of youth organisations in decision-making processes related to youth employment. They can support local youth groups through the provision of practical advice, tools and lobbying support to help assist effective and substantive participation in policy-making processes such as National Action Plans

(NAPs) on youth employment. Over 40 countries around the world are now developing or refining such NAPs.

The section below highlights the specific aims and tasks of the current YCG members as well as profiling their proposed future directions for scaling up of support in the field of youth capacity building.

For those youth organisations interested in learning more about the YCG and how it may be able to assist them practically, as well as involve themselves in policy-making related to employment, please contact:

YENetwork@ilo.org

2.1 Aims of the YCG

The Youth Consultative Group (YCG), with the support of the YEN Secretariat, is building linkages with youth groups in the YEN Lead Countries and beyond, and

through capacity-building and other support activities is assisting these groups to effectively and substantially participate in youth employment policy-making processes.

2.2 Tasks of the YCG

- To act as an advisory body to the YEN partnership with regard to monitoring the participation of youth organisations within the YEN processes and sufficiently integrating the youth perspective into its policies and programmes.
To work for the full participation of youth organisations in youth employment policy and programme formulation and implementation at all levels - international, regional, national and local level.
- To represent and advocate for the issue of youth employment and the YEN partnership amongst other civil society organisations, platforms, and activities as well as in other linked multilateral forums and initiatives, such as the UN World Programme of Action on Youth and the World Bank's Youth, Development and Peace Network.
- To foster cooperation between governments, international institutions and youth organisations in relation to youth employment policies, programmes and activities.
- To mobilise their constituents to support the work of the YEN partnership at the international, regional and country level e.g. through helping in the development, implementation and review of youth employment policy-making processes.
- To assist in identifying other representative and active youth organisations at the national and local level to contribute to the youth perspective in NAP processes currently underway in YEN Lead Countries and beyond.
- To support both their constituents and other youth groups at the national level by providing practical advice, tools and lobbying support to help assist in the effective and substantive participation of youth in employment policy-making processes.
- To establish and maintain a comprehensive database of international, regional, national and local youth organisations working on the issue of youth employment.

2.3 Future Directions for the YCG

Based on the experiences of the YCG to date at the international and regional levels and in the Lead Countries, combined with the advice, information and practical knowledge contained within this guide, the YCG will seek to focus its future work through a smaller number of targeted interventions. The YCG will:

- Continue to act as an advisory body to the YEN partnership with regard to providing youth perspectives on the strategic directions and of the Network;
- Continue to represent and advocate for the issue of youth employment and the YEN partnership amongst other civil society organisations, platforms, and activities as well as in other forums and initiatives;
- Continue to operationalise and deepen its support to the development and implementation of NAPs in the YEN Lead countries through:

i. Supporting youth organisations to lobby for and obtain a role in NAP processes through encouraging them to form networks and facilitating their introduction to governments and UN Agency country offices.

ii. Supporting both youth organisations and other national stakeholders in the development of national youth consultative mechanisms to provide youth-specific inputs and expertise into the policy-making process.

iii. Supporting the effective participation of youth organisations through capacity building and training activities (see below).

iv. Identifying and profiling good practices from youth organisations in the delivery of youth employment projects to their membership and demonstrating the relevance of these projects.

Working with bilateral and multilateral institutions

Based on pilot activities in Indonesia and Uganda in 2005, the YCG, with the support of the YEN Secretariat, have developed a training methodology for capacity building workshops to assist youth organisations in scaling up their activities on youth employment and enabling them to partner effectively in the drafting and implementation of the NAPs.

This training methodology has been tested through two workshops in Egypt in 2006 (see earlier references in this guide) with the support of a wide range of development partners including the ILO, GTZ, UNICEF and the World Bank.

YCG member organisations, the Egyptian Scout Federation and YMCA Egypt were active participants in these workshops, bringing international and regional perspectives on youth participation and providing practical

advice and tools to support Egyptian youth groups effectively mobilise and lobby for a substantive role in the Egyptian NAP process.

For the first workshop, the Scouts also assisted a local youth group in carrying out an initial 'identification exercise' to determine a core grouping of 30 youth organisations in Egypt at the national and the grassroots level that have a strong track record on employment issues. Over the course of three preliminary meetings, the Scouts provided input into the content and format of this seminar.

The YCG, through the WOSM and the YMCA, is continuing to provide support and advice to the EYCG as it determines its mandate and activities with relation to other stakeholders in the NAP. Furthermore, this exercise has served to build the capacity of the YCG, in-

cluding strengthening their internal linkages between their international, regional and local structures, and has laid a solid foundation for further inputs into the work of the YEN in the future.

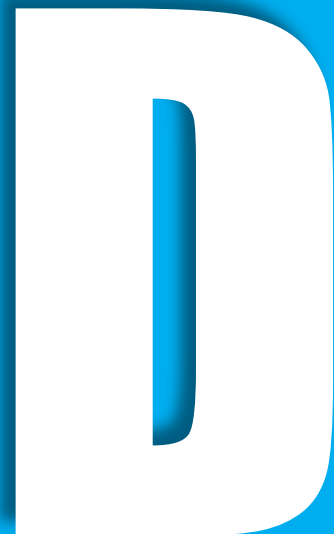
Based on the outputs of the Egypt work, the YCG is seeking to use this methodology, combined with the advice within this guide, to expand their support to youth organisations in other Lead Countries, resources permitting.

Tools and Resources



What we can offer as youth organisations is to bridge the gap: the gap between young people themselves, experiencing the effects of national and international policies and globalisation at first hand, and high-level policy makers.

**YCG representative, at the launch
of the World Development Report 2007**



This section of the guide catalogues a range of useful tools, resources and potential partner organisations which can assist youth organisations to participate more effectively in decision-making processes. This selection is not meant to be exhaustive, and only aims to give youth organisations a flavour of the types of support available to assist them in their endeavours.

1. Mandates

Youth participation – generic

- United Nations' Convention on the Rights of the Child (1989)
- Lisbon Declaration on Youth Policies and Programmes adopted at the World Conference of Ministers responsible for youth in 1998 and Braga Youth Action Plan (A/53/378)
- The World Programme of Action for Youth to the Year 2000 and Beyond (A/RES/50/81)
- 2005 – UN General Assembly resolution on Policies and Programmes involving youth (A/RES/60/2)
- 2004 – UN General Assembly resolution on tenth anniversary of WPAY (A/RES/59/148)
- 2003 – UN General Assembly resolution on Policies and Programmes Involving Youth (A/RES/58/133)
- 2002 – UN General Assembly resolution on Youth (A/RES/56/117)
- 2001 - Dakar Youth Empowerment Strategy adopted at the fourth session World Youth Forum of the United Nations System

Available to download at <http://www.un.org/esa/socdev/nyin/library.htm>

Youth participation employment specific

- 2006 - Commission for Social Development resolution on Youth Employment (2006/15)
- 2003 - UN General Assembly resolution on Policies and Programmes Involving Youth (A/RES/58/133)
- 2002 - UN General Assembly Resolution on Promoting Youth Employment (A/RES/57/165)

Available to download at <http://www.un.org/esa/socdev/nyin/library.htm>

Youth employment

- 2006 - Commission for Social Development resolution on Youth Employment (2006/15)
- 2006 - ECOSOC High Level Segment 2006 Final Declaration
<http://www.un.org/Docs/ecosoc/meetings/2006/hls2006/outcome.shtml>
- 2006 – UN Commission for Social Development resolution on Youth Employment
<http://www.un.org/esa/socdev/nyin/library.htm>
- 2005 - International Labour Conference Resolution on youth employment
<http://www.ilo.org/public/english/standards/relm/ilc/ilc93/pdf/resolutions.pdf>

- 2002 - UN General Assembly Resolution on Promoting Youth Employment (A/RES/57/165) <http://www.un.org/esa/socdev/unyin/library.htm>
- 2001 - Millennium Development Goal 8 <http://www.un.org/millenniumgoals/>
- 2000 - United Nations Millennium Declaration <http://www.un.org/millennium/>
- 1995 World Summit for Social Development www.un.org/esa/socdev/wssd/
International Labour Standards relevant to work and young persons
<http://www.ilo.org/public/english/employment/yett/ilsyoungh.htm>

2. Tools and resources

Youth participation – generic

- World Youth Report 2007 (forthcoming)
- World Youth Report 2005 and Report of the Secretary-General (A/60/61 & E/2005/7)
- 2005 - Making commitments matter: young people's input to the 10-year review of the World
- Programme of Action for Youth - Report of the Secretary-General (A/60/156)
- World Youth Report 2003 and Report of the Secretary-General (A/58/79 & E/CN.5/2003/4)

Available to download at <http://www.un.org/esa/socdev/unyin/library.htm>

- European Youth Forum Policy Paper on the Independence of National Youth Councils http://www.youthforum.org/Downloads/policy_docs/youth_work/0735-01.pdf
- World Development Report 2007: Development and the Next Generation <http://www.worldbank.org/wdr2007>
- Children and Youth: A Framework for Action (WB, 2005) (summary document) and
- Children and Youth: A Resource Guide for World Bank Staff (WB, 2005) (case studies and recommendations). <http://www.worldbank.org/childrenandyouth>
- Nothing for us... without us. – a youth-led development start kit, 2005 World Youth Congress. <http://www.scotland2005.com/wyc/files/Actiontoolkit.pdf>
- Co-Management - Becoming Equal Partners. 2005, Peace Child International /EC <http://www.peacechild.org/comanagement/pdfs/CoManagementBooklet.pdf>
- The Participation Rights of Adolescents: A Strategic Approach, UNICEF http://www.unicef.org/adolescence/index_resources.html
- Working for and with adolescents, some UNICEF examples http://www.unicef.org/adolescence/index_resources.html
- Empowering Young Women to Lead Change, a UNFPA Training Manual <http://www.unfpa.org/publications/detail.cfm?ID=304&filterListType=>
- Case for Investing in Young People as part of a National Poverty Reduction Strategy, UNFPA <http://www.unfpa.org/publications/detail.cfm?ID=236&filterListType=>
- Map of programmes for adolescent participation during conflict and post-conflict situations, UNFPA <http://www.unfpa.org/adolescents/index.htm>
- UNFPA / Youth Action for Change (YAC) e-course on Youth and PRSPs (forthcoming 2007) <http://www.unfpa.org/adolescents/index.htm>
- The Participation Rights of Adolescents: A Strategic Approach, UNFPA http://www.unicef.org/adolescence/index_documents.html
- What Works in Youth Participation: Case Studies from Around the World, International Youth Foundation http://www.iyfn.net.org/uploads/what_works_in_youth_par.pdf

- Children & Young People: Participating in Decision-Making, The Alliance of Youth CEOs <http://www.ifrc.org/Docs/pubs/youth/children-and-young-people-participating-in-decision-making-english.pdf>
- YES Action Planning Toolkit <http://www.yesweb.org/docs/action-plan-tk.doc>
- The State of the YES Campaign Report 2006 http://www.yesweb.org/2006/library/thematic/state_of_the_yes_campaign.pdf

Support documentation for the developing of national youth policy

- Making Commitments Matter: A Toolkit for young people to evaluate national youth policy (UN DESA, 2004); <http://www.un.org/esa/socdev/nyin/untoolkit.htm>
- Youth Policy Formulation Manual of the Economic and Social Commission for Asia and the Pacific (ESCAP, 1999) <http://www.un.org/esa/socdev/nyin/documents/escap.pdf>
- United Nations steps to National Youth Policy formulation <http://www.un.org/esa/socdev/nyin/nationalpolicy.htm>
- UNICEF Seminar on National Youth Policies for the Middle East and North Africa Region <http://www.icnyp.net/www/files/bulletin7mar2005.doc>
- UNFPA Addressing the Needs and Rights of Young People at the Policy Level <http://www.unfpa.org/adolescents/policy.htm>
- UNDP and National Youth Policy http://www.icnyp.net/www/files/report_addis.pdf
- Empowering Youth through National Policies: UNESCO's Contribution <http://unesdoc.unesco.org/images/0013/001345/134502e.pdf>
- FAO and National Youth Policy <http://www.fao.org/ruralityouth/program.html>
- National Youth Policies - Towards an autonomous, supportive, responsible and committed youth, The Alliance of Youth CEOs <http://www.ifrc.org/youth/activities/partnerships/alliance-of-youth-ceos/joint-publications.asp>

Youth employment

- 2007 - Report of the Secretary-General on Promoting Full Employment and Decent Work for All, E/CN.5/2007/2, <http://www.un.org/esa/socdev/csd/csocd2007.htm>
- 2007 - Report of the Secretary-General on the Follow up to the World Programme of Action for Youth, E/2007/7, <http://www.un.org/esa/socdev/csd/csocd2007.htm>
- 2007 - A Review of National Action Plans on youth employment – Putting Commitment into Action, YEN Secretariat / UN DESA <http://www.un.org/esa/socdev/social/documents/National.Action.Plans.2007.pdf>
- 2005 - Report of the Secretary-General A global analysis and evaluation of national action plans on youth employment (A/60/133) <http://www.un.org/Docs/journal/asp/ws.asp?m=A/60/133&Lang=E>
- 2003 - Report of the Secretary-General on Promoting Youth Employment (A58/229)

Available to download at <http://www.un.org/esa/socdev/nyin/library.htm>

- 2007 Global inventory of interventions to support young workers http://siteresources.worldbank.org/INTLM/Resources/YEI_Synthesis_DRAFT.pdf?resourceurlname=YEI_Synthesis_DRAFT.pdf
- World Bank youth employment page <http://go.worldbank.org/48Z06GMD70>

- 2006 - Youth Unemployment and Regional Insecurity in West Africa, United Nations Office for West Africa (UNOWA)
- 2006 - A Resource Directory for Lead Countries of the YEN, YEN Secretariat
- 2004 - Improving prospects for young women and men in the world of work: A guide to youth employment, YEN Secretariat / ILO

Available to download at www.ilo.org/yen

- 2006 - ILO Guidelines for the development of National Action Plans on youth employment <http://www.ilo.org/public/english/employment/yett/download/good.pdf>
- 2005 - Youth: Pathways to decent work, Background report of the International Labour Conference, 93rd Session
- 2004 - Starting right: Decent work for young people, Background report of the ILO Tripartite meeting on youth employment: The way forward
- 2004 - Starting right: Decent work for young people, Conclusions of the ILO Tripartite meeting on youth employment: The way forward
- 2002 - Decent work: a common goal of youth and trade unions, ILO / ICFTU
- 2001 - Meeting the youth employment challenge: A guide for employers, ILO

Available to download at <http://www.ilo.org/public/english/employment/yett/publ.htm>

3. Supportive organisations

- YEN Secretariat, www.ilo.org/yen
- ILO Youth Employment Programme www.ilo.org/youth
- World Bank Youth Unit <http://www.worldbank.org/childrenandyouth>
- World Bank Youth Employment Website <http://go.worldbank.org/48Z06GMD70>
- WB Youth Development and Peace Network www.worldbank.communityzero.com/ydp
- UN Programme on Youth/DESA www.un.org/youth
- European Commission Youth in Action Programme http://ec.europa.eu/youth/yia/index_en.html
- Council of Europe Youth Programme <http://www.salto-youth.net/abouteuromed/>
- CoEs North South Centre http://www.coe.int/t/e/north-south_centre
- The International Council of National Youth Policies (ICNYP) <http://www.icnyp.net>
- IYMCO <http://www.icmyo.net/>
- European Youth Forum www.youthforum.org/
- European Youth Foundation <http://galadriel.coe.int/fej/index.jsp>
- International Youth Foundation www.iyfnet.org
- Youth Employment Summit <http://www.yesweb.org>
- Institute for the Mainstreaming of Marginalized Youth <http://www.marginalizedyouth.org>

Annex 1

Good practice examples
of employment-focused
youth-led development
projects.

Accessing vocational training

(including apprenticeship schemes and on-the-job training)

Project Name	Vocational Training Centre (VTC)
Organisation	East Jerusalem YMCA jmajaj@east-jerusalem-ymca.org
Goal	Provide disadvantaged young Palestinians with vocational skills, civic education and other tools for building their future.
Activities	The YMCA centre focuses its work on marginalised and disadvantaged youth, both women and men. The East Jerusalem YMCA believes that vocational training is a culture. There should be a distinction between vocational training as a tool for acquiring skills and the comprehensive culture of vocational training which includes acquiring skills, seeking improved models of skills development, training young people to be active members in their community, engaging them in policy-making and sharing in the building of a Palestinian civil society. As such skills training is just one component of its courses. The other major component is civic education, since its aim is to develop young women and men who are able to make a change in their society. It is working towards developing the future leadership of Palestine. The YMCA discovered, by studying market demand, that training in the electronics field is a very effective way to empower women because they can support themselves and their families and, in this way, become active in building a civil society. The job opportunities in the Palestinian market are monitored by the YMCA through feedback from graduates, vendors, owners of workshops, industries, other vocational training centres and schools, published information, and outreach staff. The Centre has developed great expertise and a good reputation.
Achievements	Around 200 youth pass through the training centre each year. A high percentage of the centre's graduates find work in Palestine and many in other Arab countries. However, recent political developments have forced the centre to stop accepting new first year students and it has had to retrench 10 of its staff members.

Project Name	Vocational Training Centre
Organisation	YMCA The Gambia ymca@ymca.gm
Goal	To help youth have access to vocational training to improve their employment prospects

Activities	The YMCA Vocational Training Centre (VTC) was established in 1989. The sole purpose of the centre at inception was to cater for school dropouts. In 1996, the centre formalised its training through the introduction of a one year pre-vocational course to help junior secondary school drop outs (grade 9) obtain a career by acquiring vocational skills. The formal education system in the Gambia does not have a structure to accommodate such failures; hence the YMCA Centre is playing a critical role in the county. Over the last three years VTC has grown not only to accommodate junior secondary school drop outs but also GCE/WASCE students with weak passes from around the Gambia and abroad. Furthermore the YMCA Centre has grown into a mini polytechnic, offering full Higher National Diploma (HND) courses. Students who pass the Pre-Vocational course are then enrolled for a full-time two year Vocational Training Diploma in Business and Secretarial Studies. Those grade 12 students or GCE / WASCE students with good grades are admitted directly into the two year program.
Achievements	● Scaling up of activities to include GCE/WASCE students. ● Development of Higher National Diploma (HND) courses.

Project Name	Extension Scout Programme
Organisation	The Kenya Scouts Association (KSA)
Goal	Providing skills and training for disadvantaged youth.
Activities	There are reportedly over 60,000 street children and youth in Nairobi and other major towns in Kenya. Through its Extension Programme, the Kenya Scouts Association (KSA) is working with these disadvantaged young people to reintegrate them into society by giving them a sense of worth and belonging in their communities. The Extension Programme is working in 24 units across the country to teach these young people life skills and vocational training, thus equipping them with knowledge, positive attitudes and skills, useful to themselves and their communities. Activities help the young women and men to develop skills and interests and are also appropriate for the local circumstances, whether it is baking, chicken rearing, driving or tailoring courses or the learning of computer skills. Participants are also encouraged to be entrepreneurial with their newly-developed skills, thus promoting the concept of self-sufficiency. The Extension Programme is assisting them in this endeavour through, for example, the provision of bakery facilities at Scout camps where trainees can not only learn a trade but also get involved in the commercial side of business through the selling of bread to other campers and families living around the site. Full records are kept of all the children and youth in the programme so that their progress can be monitored and their support tailored to meet their individual needs, e.g. schooling, developing interests, etc. The programme

	takes a very individual approach to working with the young people. Its aims are to: ● Reunite the children and youth with their parents, families, relatives and well-wishers where possible. ● Allow children and youth to come back to school or, if they are too old, to develop vocational skills. ● Help children to be re-integrated into the community through their membership within the Scout Movement and employment opportunities.
Achievements	Now the Extension Scout programme in Kenya is delivered through 24 Scout units all over the country and serves more than 2000 young people.

Project Name	Youth Empowerment Skills! (YES!)
Organisation	AMAL Human Development Network, Baluchistan Province, Pakistan. yesquetta@yahoo.com
Goal	Provision of life skills and vocational training to adolescents.
Activities	AMAL is piloting a youth oriented life skills and vocational training project in the city of Quetta, the largest market of automobile spare parts and carpet weaving industry in the province. The target population for YES! is out-of-school male and female adolescents aged between 10-17 years. The majority of labour force working in these shops, workshops and carpet weaving industry are these children and adolescents. The majority of them are paid Rs 5-10 (less than \$USD 1) per day for their apprenticeships and labour. Most of them are illiterate migrants or Afghan refugees. They are also vulnerable to physical/sexual abuse. Under the YES! project, AMAL provides a series of result-oriented activities like rights-based training for children and women, legal aid, HIV/AIDS awareness and sensitisation, life skills training and non-formal education/vocational training courses. Through this pilot, AMAL is also focusing on emotional health and counselling services, providing a drop-in centre and recreational opportunities for adolescents as well as using peer educators for the provision of skills, advice and information.
Achievements	With the support of the Finnish Embassy AMAL has been able to identify 15 peer educators and provide them with extensive training on HIV/AIDS, rights, life skills and non-formal education/vocational training which they are now passing on to working adolescents through the AMAL network for counselling services and through the drop-in centre.

Project Name	Youth Capacity Building Project
Organisation	YMCA of Liberia www.ymcaliberia.org
Goal	The YMCA of Liberia has a long track record in the training and empowerment of young people to prepare them for future responsibilities.
Activities	The YMCA of Liberia has a long track record in the training and empowerment of young people to prepare them for future responsibilities.

	In 2004, in collaboration with the National Commission on Disarmament, Demobilization, Rehabilitation and Reintegration, YMCA Liberia was given the responsibility to provide skills training for over one thousand former combatants. The project comprised intensive six month training courses for the ex-combatants in a range of vocations including carpentry, masonry, plumbing, hairdressing, etc. While undergoing this training, these young people benefited from psycho-social counselling in addition to internships at various job sites. As a result of this training, the majority of the young graduates completed their course with enough basic skills to enter self-employment or join an existing firm in their chosen vocation. Some of the graduates have enrolled in the new Liberian Army and upon graduation, will serve the country in the engineering battalion. From a social perspective, the possibility of these trained men and women returning to war or a life of crime has been reduced, if not completely erased. Linked to this programme is an ongoing ICT training programme for youth in partnership with ACT Netherland and a youth entrepreneurship program where young Liberians can access training on small business management and enterprise development. As a result of this training, hundreds of youths are managing their own small-scale businesses to sustain themselves. One of the most successful areas of YMCA programming has been the “learn as you earn” concept. Through this concept, close to one thousand young people are playing major roles at various YMCA centres across the country, where they are serving as youth interns – learning on the job, while at the same time earning some cash. Also through the YMCA youth journalism program, young people are managing amateur radio stations where they use the radio to promote peace in their communities. This combines learning skills in broadcast journalism and community service.
Achievements	Beyond the significant numbers of youth passing through the various training programmes, YMCA Liberia feels that their most significant achievement has been giving young Liberians a sense of stability and hope for the future where it previously did not exist. With this newfound sense of purpose, youth involved with the YMCA have been able to benefit from the training and then go on to acquire jobs and provide for themselves, their families and siblings as well as become constructive citizens in their country.

Promoting enterprise training and an entrepreneurial culture/provision of business development services

Project Name	Youth Enterprise and Capacity Building Project
Organisation	Senegal YMCA ymcasn@yahoo.fr
Goal	Train young people to start their own business, thus creating jobs as well as providing a means for them to support their families and contributing to the economic development of the community.
Activities	There are many graduates in Senegal but not many have jobs. To bridge this gap, a group of young people from the YMCA of Dakar attended the Ministry of Youth's entrepreneurship programme in 2002. Having done this they then began their own YMCA programme. The programme trains young people to start their own business, for example by writing project proposals and business plans, understanding the legal requirements of starting a business and conducting feasibility studies. The intensive two week programme, now financed by Y Care International and Comic Relief, UK, has proved very popular with young people who have gone on to start businesses including a food store, a printing company, a business sewing sheets for hospitals, and a rabbit breeding enterprise. Other organisations such as the National Council for Disabled People and the Scout Movement also send participants. Participants are eligible for small loans of a maximum of USD 900 from the YMCA, the Micro Lending Agency and other organisations which, when paid back, is put into a revolving fund to help more young people. The YMCA continues to offer young people support once they have started their business. Trainers visit the young entrepreneurs on a monthly basis to check their records, to give advice on difficult issues and to offer support when they want to expand or try a new product. In 2004, a Centre for Excellence was set up in Dakar, with the support of the YMCA of Toronto offering longer courses of 10 months. Besides entrepreneurship training, the institute runs courses such as reproductive health and HIV/AIDS awareness, conflict resolution, social marketing and human rights.
Achievements	98% of new businesses are successful. Young people report feeling a sense of pride and accomplishment and the feeling of being someone in their community. Antoine Assine, who now runs his own hair salon, says of the YMCA training, "It helped make my dreams become a reality. What I have learnt has helped me become a good manager, with regards to my finances as well as human resources." The programme is not without its challenges. Prospere Gandoul completed the training and now runs a gardening business. "The first difficulty is financial. Even though I have received seed money from the YMCA, it is not enough. It's also difficult to get access to land and it's not easy at all to deal with employees," he says. But Prospere believes that "the YMCA needs to keep on training more young people because it's a real resource that can help alleviate youth unemployment."

Project Name	Entrepreneurial Training Scheme (ETS)
Organisation	YMCA of Vietnam vnymca@hcm.vnn.vn
Goal	Equip unemployed youth with the skills necessary to set themselves up in business.
Activities	In the light of the general unemployment situation in Vietnam in the 1980s and 1990s, and the lack of training opportunities for youth, this entrepreneurial training programme was started with the establishment of the Hope Vocational Training School in June 1998 and supported by the Asia and Pacific Alliance of YMCAs. The vocational school is a registered institution with the Department of Labour, Invalids, Social Affairs of the National Government. The students study theory and have practical work for six and a half months at the school. At the end of the training the students sit for an examination. The students who pass the examination receive an official certificate issued by the Central Department of Training that is recognised national-wide. After graduation, the students spend six months on probation attached to a workshop in Ho Chi Minh City. Upon completion of the attachment and if they meet the criteria, they can take a loan from a credit fund to open their own micro-enterprise.
Achievements	The ETS has been successfully run since 1998 and to date 20 courses have been organised with 760 students. The uniqueness of the ETS is that most of the students come from very poor families in the Northern, Central and Southern provinces. Only a quarter are from Ho Chi Minh City. The ETS offers full scholarships to the disabled, orphans, street youth, ethnic minorities, female students, and those from very poor families. The school also gives a reduction of tuition fees for all the good students who are poor. One of the main goals of the ETS is to create opportunities for employment and provide jobs for Vietnamese Youth, playing a role in reducing the rate of unemployment in Vietnam. Among the trainees, 70% (i.e. 530 of the 760) have graduated from the Hope Vocational School. One quarter of them (132) have started their own micro-enterprise in their town or locality. The ETS has placed 78 graduates in big companies or joint ventures in Ho Chi Minh City, e.g. in motorcycle assembly plants, refrigeration workshops, and electronics workshops. Amongst the remainder (320), most have found jobs in companies or in workshops by themselves. As expected, some have decided not to be engaged in the skills they have been trained in under the ETS.

Project Name	The Synapse Center, Dakar,
Organisation	www.synapsecenter.org
Goal	The project works to combat youth unemployment through entrepreneurship and employability enhancement.
Activities	The Synapse Center focuses on four main areas: Youth Unemployment, Social Entrepreneurship, Employability, and Leadership Development. In 2003, the centre started a "Senegal Promise Program" for 17 promising youths from different backgrounds and with different projects to develop their business ideas.

	This support has included the provision of incubator facilities including office space, monthly training workshops, group learning, mentoring, and counseling (provided by some of the most well-known companies in Senegal). The Center also serves to link young entrepreneurs with the Government's National Fund for Youth Employment (FNEJ) enabling them to access low-interest loans for setting up and growing their own businesses. The Synapse Center stresses the importance of social entrepreneurship. The focus should not only be profit making but also to influence communities and organisations to prepare new leaders with a view for long term change. They therefore seek projects with social impact that link economic, social and environmental progress. Social innovation should be a key element of the business strategy. Youth should therefore not only be seen as beneficiaries but also creators of community change. Beyond this focused support, other broader activities of the Center include "Synapse Accompagnement" (a programme for enhanced employability), business plan development and leadership development, the "leadership academy", an annual conference, and "Entrepreneurs without Borders" (an exchange programme with French business school graduates). The centre is also carrying out employment training for 10,000 young people around Senegal on contract from the Senegalese Government's National Agency for Youth Employment (ANEJ). The centre has developed toolkits for young entrepreneurs and increased employability in partnership with ANEJ, which are free for distribution. AR-TEMISA Foundation is the main financial contributor to the Center. Other collaborators are Oxfam America, MIT, and the YEN partners, AIESEC and YES.
Achievements	- Supported the launch of a number of youth businesses. - Served as a large scale youth training provider for the Government.

Project Name	Small & Medium Enterprises (SMEs) Competing in Global Markets
Organisation	Nahdet El Mahrousa, Egypt www.nahdetmasr.org
Goal	Provide support to youth and women who have the ambition, qualifications and resources to establish small factories in order to produce goods and commodities for the local and global markets.
Activities	This project was inspired by a group of members observing the declining state of the Egyptian manufacturing sector compared to the rising and competing sectors of other developing countries. This project emphasises the crucial importance of the manufacturing sector in taking a lead in helping Egypt's economy and end its state of dependency. Nahdet El Mahrousa is conducting field research on small industrial projects to identify the needs of the SMEs (especially those of youth and women) in selected regions across Egypt. It is also trying to help youth and women owning SMEs, or striving to establish ones, to improve their entrepreneurship skills and business performance. It does this by providing technical, financial,

	and marketing support to youth's and women's SMEs through workshops, training and consultancy activities. The project is open to all small or medium-sized industrial enterprises set up by youth and women who are in need of business support services. Similarly, the project seeks to identify individuals with technical expertise related to manufacturing and in marketing, business and financial management as potential supporters and trainers for their support programmes.
Achievements	No information

Project Name	Young Africa Entrepreneurs project
Organisation	AIESEC Kenya (Empowering Africa Programme)
Goal	Addressing youth unemployment through student exchanges and business plan competitions.
Activities	AIESEC contributes positively to the development of young people around the globe by providing opportunities for them to develop behaviours and attitudes that are attributed to change agents. These characteristics are: active learning, social responsibility, cultural sensitivity, and entrepreneurship. The fourteen AIESEC country networks in Africa created the Empowering Africa Programme in 2006 which aims to offer solutions for Africa, by Africans by focussing on the twin issues of HIV/Aids and youth unemployment. Under this second theme, the African Young Entrepreneurs project has been created to deal with unemployment and create enterprises to address this issue. Students across Africa participate in a three month exchange programme in any country of their choice. The project is run concurrently among all the countries and thus unifies the region. This project is run entirely by student members of AIESEC. The project is headed by a project manager who is supported by a Board of Advisors comprising of well known entrepreneurs. The students in exchange, together with University students, go through two months of entrepreneurship training. The students are plunged into real life cases of entrepreneurship and business creation and culminates with a business plan competition where the top three businesses are funded by supporters. Every week of the training program, two professional trainers experienced in the topic of the week run sessions for the participants and give examples and experiences based on realities in the field. The African Young Entrepreneurs project was piloted in Kenya in 2006 with a business plan competition funded by a leading industrialist and entrepreneur, Dr. Manu Chandaria. It attracted the involvement of numerous students and significant public support. The project is set to run bi-annually and, linking up with a Citigroup micro-finance project from 2007, will involve all the major universities in Kenya.
Achievements	Currently in its start-up phase

Project Name	Youth Venture Intuitive
Organisation	Ashoka, (Worldwide) http://www.ashoka.org/youthventure
Goal	Youth Venture inspires and invests in teams of young people to start and lead their own social ventures
Activities	Youth Venture enables young people to learn early on in life that they can lead social change. Ashoka developed the concept of Youth Venture from understanding a key insight of Ashoka Fellows in the field of youth development: one of the most effective ways to improve the lives of youth is to empower them to realise their own ability to make positive social change. Youth Venture is building a powerful network of young change makers across the world. It is currently operating in the US, Mexico, Argentina, Brazil, India, South Africa, Thailand, France, Germany, and Spain. Youth Venture seeks to create impact by transforming: • The youth participant, through the enabling experience of starting a social venture ; • The youth team, as they learn important life skills and realise that they can create change; • The community, as growing numbers of Youth Venture teams “tip” the local culture toward greater youth leadership; • Society at large, by fundamentally redefining the role of young people as leaders of social change; Youth Venture plays a critical role in actualising Ashoka’s vision of “Everyone a Changemaker.” By giving young people the means to know that they have the ability to change the environment around them, Ashoka believes that youth will gain the skills and innate understanding that they can be powerful long into their adult future. Through this experience, young people will grow up practicing applied empathy, teamwork and leadership—the underlying skills needed to make change.
Achievements	Currently in its start-up phase. Profiles of young change makers can be found at http://www.ashoka.org/examplesyouthventureers .

Project Name	Women’s Skill Development Project (WSDP)
Organisation	Swat Youth Front (SYF) Swat, North West Frontier Province, Pakistan syf@syfswat.org
Goal	To promote socio-economic empowerment to underprivileged young women through the provision of employability skills and the promotion of gender awareness and sensitivity.
Activities	In February 2000, the Women’s Skill Development Project (WSDP) was launched on a self-help basis for the purpose of improving young women’s employability and thus improving local community development opportunities. Training courses are run in ICT and entrepreneurial skills. SYF also provides a range of business development services to young female entrepreneurs including developing linkages with micro-finance institutions and raw material suppliers. SYF has also facilitated several female entrepreneurs to participate in National & International exhibitions in order to

Activities	get exposure and have sufficient knowledge about marketing of their products. The project has also focused on training courses for the commercial utilisation and reuse of household waste material, providing young women with the skills to generate incomes from finished products within a domestic setting. SYF has organised many exposure/study tours for students and female entrepreneurs to industrial areas of the country to facilitate the identification of new channels and markets for the Swat products.
Achievements	No information

Project Name	Growing Young Maori Entrepreneurs (GYM-E).
Organisation	Centre for Maori Innovation and Development New Zealand www.projectgyme.maori.nz
Goal	Contribute to Maori economic growth by developing the entrepreneurial capacity of young Maori.
Activities	The Centre was developed as part of a research project jointly funded by the Foundation of Science, Research and Technology (FRST) and the Health Research Council (HRC) to determine whether or not there would be any difference to the health of Maori communities in general if young Maori entrepreneurs were grown. The objectives of the programme are as follows: a) The design, implementation and management of a programme to develop and support young Maori entrepreneurs in both the private and public sectors. b) The sharing of knowledge gained from the entrepreneurship programme through appropriate forums including publications both online and in print. c) The development of the research capabilities of the participating groups. d) Investigating the elements necessary to grow young Maori entrepreneurs. The project, through its website and other forms of outreach, is providing young Maori with information on what is needed to start a business and the necessary steps to go about setting up and sustaining a successful business. Potential entrepreneurs can draw on the support of the project to help develop business plans and the start phases of the business through access to subsidised credit and business support services. Furthermore, potential entrepreneurs can draw on a network of existing Maori businesses in order to identify good practices and explore business linkages. A significant number of Maori business leaders are supporting this project, through the provision of business incubation services (such as office space) as well as personally by acting as mentors to young entrepreneurs.

Achievements	So far, the project has helped more than 60 young Maori entrepreneurs into business. GYM-E also organises a major annual conference in partnership with the Enterprise New Zealand Trust to profile these entrepreneurs, highlight the work of GYM-E and encourage more young Maori to consider self-employment as a viable career option.
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Project Name	Creative industries project
Organisation	Artlntern, Singapore http://www.oikono.com
Goal	Provide support to young students with artistic talents who lack channels for advertising and selling their creations.
Activities	Artlntern is a youth-led initiative that supports young artists to derive commercial benefit from their creations. It helps create market channels and handles advertising of final products, artworks, thus tapping economies of scale in marketing. It provides students with artistic talents the platform and channels to publicise and sell their work. It acts as a bridge between buyers and students, and over time, these students gain enough credibility and sustained income flow to become self-employed and self-reliant. Artlntern holds an annual art exhibition to showcase selected work and maintains an office for the continued sale of art pieces throughout the year. Student managers of Artlntern are able to liaise with schools to contact interested students, work with schools to raise publicity, and better educate the young artists about the skills needed for the entrepreneurial venture, due to their similar experiences and contexts. The project is well regarded by schools in Singapore and the concept is integrated in arts curricula in many colleges. As such, getting volunteers to succeed the youth managers is straight-forward. Artlntern is funded by taking a small percentage of the sale price, and as it is largely run by youth volunteers, it is highly sustainable.
Achievements	The project is still in the trial phase. Most participants are students and hence Artlntern participation only provides them with a part-time/parallel career as an entrepreneur, rather than fulltime employment. However, some of Artlntern participants are gradually making the transition into becoming full-time artists and designers through their publicity from Artlntern, and from the skills developed there.

Utilising technical innovations (ICT, Environment)

Project Name	Mobilizing ICT For Youth Employment and Against HIV/AIDS
Organisation	Foresight Generation Club, Ghana albertobeng@yahoo.com
Goal	ICT training for skills development and HIV/AIDS prevention
Activities	HIV/AIDS is widespread in sub-Saharan Africa. In Ghana alone, many young people are infected with the disease and many more are at risk of being infected. Ignorance concerning the way the disease is transmitted leads to many of these people being excluded from society and even ostracised by their families. Countering these misunderstandings and tackling the spread of the HIV/AIDS virus requires a range of medical, sociological and educational initiatives. The Foresight Generation Club, established in 2000, uses new and increasingly available computer-based information and communication technologies (ICTs) to teach young people to not only become computer literate, but also about the realities of HIV/AIDS. Young people enrolled in the course gain a significantly enhanced awareness of the disease and its attached stigma. Interactive materials include real life stories of infected people, statistics about the spread of HIV/AIDS, information about signs and symptoms, and encouragement to go for regular voluntary check-ups. Additionally through training participants in ICTs, the centre is helping youth obtain skills that are useful for their own career prospects and for the wider development of the country.
Achievements	Working together in groups and using specially developed interactive software packages, some 3,000 Ghanaian youths, many of whom are women and girls, have received such training through ten regional centres (using local tele-centres as partners) over the past three years, thus equipping them with skills required by employers. In addition, many young people have been provided with work experience through the project's internship and volunteer programmes. Follow-up questionnaires confirm that the interactive teaching methods have brought about positive behavioural changes among those that have attended the ICT training courses. In addition, many young people have found employment in ICT-related businesses or, using their new-found expertise, have established their own Internet cafes and tele-centres. Over the next three years, the project aims to provide ICT training with imbedded HIV/AIDS awareness-raising sessions to some three million young people in Ghana

Project Name	Rehabilitation of Child and Adolescent Soldiers Project
Organisation	iEARN, Sierra Leone www.earnsierraleone.org
Goal	Provide educational support and skills development through ICTs to facilitate the reintegration of former child soldiers and youth affected by war into post-conflict societies.

Activities	iEARN Sierra Leone was founded in 1999 to address the problems faced by former child soldiers and war affected youth, giving them educational support and a vehicle of expression through interactive technology. The project serves and rehabilitates youth who have suffered from war and war's effects. To accomplish this, it has a two-fold mission: to directly rehabilitate Sierra Leonean youths through education and exchanges, and to promote peace education in schools, both in Sierra Leone and all over the world. iEARN SL's rehabilitation program engages youths in creative writing, music, drama, computer skills and literacy, filmmaking, and fine arts. A supportive environment with a heavy emphasis on counselling is offered through three iEARN centres. Furthermore, youths get the opportunity to meet with other youths in Sierra Leone and around the world through school visits, cultural exchanges and exchanges via the Internet. The project's peace education promotion program works directly with the government of Sierra Leone to introduce and maintain peace education in Sierra Leone's school curriculum. iEARN SL recognises that the youth who have suffered from war and war's effects need special tools and skills in order to transform their lives, their communities and their country.
Achievements	Since its inception, iEARN SL has provided opportunities for over 850 war affected youth and school-going children to participate in global issues and has given them a powerful forum for letting their voices be heard beyond the confines of Sierra Leone.

Project Name	ICT skills training centre
Organisation	YES Peru in Partnership with Microsoft Ursula Carrascal - ucarrascal@yahoo.es
Goal	Provide youth with ICT skills to help them bridge the digital divide and access new employment opportunities.
Activities	The YES Peru has received a grant from Microsoft for the creation of a Community Tele-centre in Lima, Peru. The centre, being set up in San Juan de Lurigancho district by VIDA (Volunteers for Inter-American Development Assistance), a non-profit organisation that seeks to achieve human and economic development, will focus on the provision of ICT skills training for youth. The centre will help young people better respond to the demands of globalisation by preparing them for the work force through training in IT skills through the provision of a "Digital Literacy" training package including Microsoft Office, e-business and e-trade. VIDA expects to train 750 young people during the first year and will place particular focus on training female leaders of local community organisations. It is hoped that the project will allow youth, specifically those from disadvantaged backgrounds, to gain new skills which will facilitate their entry into the labour market. During the first year of operation, this initiative aims to provide training to upwards of 500 young people from the district. Women will make up 50% of the target beneficiaries. Based on the successful operation of this pilot centre, further outreach and replication initiatives will be explored.
Achievements	Currently in its start-up phase

Project Name	Portable Photovoltaic Panels' Production Enterprise
Organisation	YES Georgia http://projects.takingitglobal.org/YES-Georgia
Goal	Creation of youth employment opportunities through the use of Renewable Energy Technologies.
Activities	YES Country Network Georgia has established a Portable Photovoltaic Panels' Production Enterprise. The enterprise, the first of its kind in Georgia, is producing low power portative PV panels from 2 to 32 Watts of different size, purpose and functionality. More than 10 young workers have been employed by this business. Communities who live in high mountainous and off-grid regions in Georgia have been the main customers for the PV products and the these communities are now seeing considerable knock-on social benefits as they are now able to power communications media such as mobile phones, television and radio to access information to benefit to their lives. YES Georgia is also carrying out social marketing campaigns promoting and popularising usage of ecologically clean solar energy. These campaigns are not only supporting sales of their PV panels but also helping change society's attitudes toward the environment and the benefits of renewable energy. Not withstanding strong sales, the enterprise is already preparing for the future with an increased range of products, the building of larger-scaled, localised PV installations for the provision of community power, and consulting services. YES Georgia has been supported in its work through YES Renewable Energy Fellowships awarded as part of the Global Environment Facility and World Bank grant to YES HQ.
Achievements	Creation of a viable business through Renewable Energy Technologies proving that there can be a strong link between renewable energy production/service and employment opportunities for youth.

Leadership and skills development

Project Name	Youth 2 Youth , Australia
Organisation	http://www.youth2youth.com.au
Goal	Providing vocational and educational training to assist youth to acquire entrepreneurial skills and becoming more employable.
Activities	Youth 2 Youth (Y2Y) is a youth run commercial youth training consultancy. Since 2001, it has worked with thousands of young people aged 15 to 35 years to develop their enterprise skills through youth-led training, workshops and resources. Y2Y run skills-based workshops and programs for schools, universities, colleges, councils, governments, business & youth organisations, equipping young people with the necessary career skills needed today while learning from successful and enterprising young people. Y2Y's wide selection of workshops help young people with everything from how to start and run their own business or inspiring community project, to developing their enterprise and career skills, goal setting, re-defining 'success', project management, media skills, budgeting, student/youth council set-up, young women's tools for success, and more. Y2Y also offers coaching and mentoring services to help youths map out business plans for both commercial start-ups and community projects. Y2Y's website also provides a host of free resources to assist youth in the process of setting up their business.
Achievements	No information

Project Name	Gastronomy Entrepreneurship Learning
Organisation	Gastromotiva Social Incubator, Brazil http://www.gastromotiva.org
Goal	Use a culinary and gastronomic vocational training programme as a tool for social inclusion.
Activities	Gastromotiva Social Incubator is a non-profit organisation that uses gastronomy skills as a tool for turning unemployed youth into entrepreneurs by supporting them to launch catering businesses in their own communities. The project is implemented in Sao Paolo, Brazil, where 70% of young people in the city's low-income areas are unemployed. Gastromotiva believes that mentoring youth to launch and sustain their own businesses will help them to improve their families' economic situation and support broader community development. Through empowering and qualifying the trainees, the objective of this initiative is to increase employment opportunities in their communities. Gastromotiva's goal is to create 10 community catering businesses a year.
Achievements	No information

Activities	The entrepreneurship program is divided into three phases: training, incubation and business implementation. Gastromotiva gives technical and professional support and also the opportunity for income generation throughout the program. To help support its activities, Gastromotiva runs a for-profit catering service for companies and NGOs. The project's vision is to be a leading advocate of Gastronomy Entrepreneurship Learning, whilst contributing to social-economic development by working with talented young Brazilians to multiply the possibilities of integration and social impact amongst low-income communities.
Achievements	Currently in its start-up phase.

Project Name	Venture program for emerging young social entrepreneurs
Organisation	Youth Social Enterprise Initiative (YSEI) http://www.globalknowledge.org/ysei/
Goal	Provision of start-up support to emerging young social entrepreneurs in developing countries.
Activities	Youth Social Enterprise Initiative (YSEI) is a social venture program for emerging young social entrepreneurs in developing countries. Through its Emergence Fellowship, YSEI aims to invest in young visionaries who have big ideas but need crucial start-up support to turn their ideas into action. YSEI is specifically focused on providing support to young social entrepreneurs to develop innovative solutions to social problems. YSEI wants to support projects by young people who are creating an impact to improve the lives of the poor. The start-up support includes: ● Start-up financing up to USD15,000. ● Essential development knowledge and tools on social entrepreneurship. ● Technical consulting through mentorship. ● Access to diverse networks. On a practical level, some of the qualities which YSEI looks for in potential ventures include: ● Social ventures with blended values (value creation that consists of economic, social and/or environmental value components). ● Information and communication technologies (ICTs) which are recognised as an integral part of the venture and the solution provided. ● Ventures that are led by youth from developing countries aged between 19 to 30 years. ● Ventures that are specifically targeted to poverty reduction, improving disadvantaged/marginalised groups, environmental protection, gender equality and human rights.
Achievements	No information

Matching and Mediation services

/ Labour Market Analysis

Project Name	Réseau des Jeunes pour le Plein Emploi (RJPE)
Organisation	http://www.emploijeunes.populus.org
Goal	Provide great employment opportunities for Senegalese youth through using information and communication technologies (ICTs) to facilitate job matching and mediation.
Activities	The Network for Youth Employment (RJPE) in Senegal uses its innovative membership based internet portal to publicise job vacancy announcements for young Africans in search of employment in Senegal and in the West African sub-region. The RJPE sees ICTs as offering new possibilities to facilitate and increase the chances of youth finding decent employment. The RJPE seeks to be a leading job matching and mediation service in Senegal and the sub-region for both employers and youth seeking work through a range of ICT-related services for its membership: • Regularly updated bulletin boards of current vacancies. • A database of youth seeking work and their qualifications. • E-mail and SMS (text message) job alerts to alert members of new vacancies. • Information on training opportunities. • Information on source of credit and business support services for youth seeking self-employment opportunities. • Sources of credit and business support services. The RJPE works closely with print, radio and television media to promote this information as well as working closely with the Ministry of Employment and the private sector to access new vacancies as they become available. The RJPE also has close partnerships with some of Senegal's largest recruitment agencies including Senjob.com and Emploi.sn as well as those operating across Francophone West Africa, such as Jobafrique. As well as providing these direct services to its members, the RJPE, as a network of concerned individuals, serves as a lobby group for advocating better and more decent employment opportunities for Senegalese youth. In this regard, the RJPE works closely with youth and civil society organisations, and is an active partner in policy discussions with the Ministry of Youth, the Ministry of Employment and the Government's National Agency for Youth Employment (ANEJ)
Achievements	No information

Project Name	Rural Youth Economic-Empowerment Program
Organisation	The YEC STAR Network, Moldova http://www.youthemployment.md/

Joining Forces with Young People

Goal	Reduce the vulnerability of young Moldovan women to trafficking through the provision of economic empowerment and social integration activities.
Activities	YEC STAR is helping students in Moldova with career planning (writing CVs, interviewing, improving job skills) and venture creation (how to develop a business plan, access bank loans and open a micro-business). 12 STAR centres have been set up around the country so far. YEC STAR is also implementing a Rural Youth Economic-Empowerment Program (RYEP) – a counter trafficking project of the Moldova Employment & Training Alliance (META). The purpose of the two-year, US Government-funded project is to empower young Moldovan women between the ages of 16-25 to develop more sustainable livelihoods and to help them withstand and deal with the social and economic forces that increase their vulnerability to being trafficked for sexual purposes. RYEP has an integrated, locally-based approach to reduce the risk for young women of being trafficked, assisting them to obtain job information, career planning skills, and effective referrals to viable and legitimate employment and training opportunities through the META Program network. The RYEP also offers young women an opportunity to work as volunteers and as a part of peer-to-peer initiative groups providing information on how to counter the effects of trafficking in their villages. These activities directly impact the social integration of these young women who often find no meaningful role to play in the life of their communities, thus further isolating them and increasing the likelihood that they will leave to larger cities in Moldova and abroad. The project is being implemented in nine “hub” villages and the young women targeted by the project are principally those enrolled in schools. RYEP works collaboratively with active rural teachers, students, business and community leaders, and other local NGOs.
Achievements	In November 2006, the first 180 RYEP beneficiaries received their graduation diplomas. The ceremony was attended by local government officials, school directors and representatives of local NGOs. Seven months of RYEP implementation has had enormous value on the beneficiaries’ personal development and confidence. Almost without exception, activities have led to actual involvement in economic and social life of their communities and a desire to become more active citizens.

Project Name	Student Careers Centre and e-tender projects
Organisation	Center for Strategic Initiatives, Ukraine http://www.csi.km.ua/eng/index.php
Goal	Support local and regional initiatives that foster long term, positive socio-economic changes for youth.

Activities	Center for Strategic Initiatives (CSI) created the first student career centre in 2003 in partnership with Khmelnytsky National University and with the support of the U.S. Peace Corps. To date, over 2,000 students have used the career centre to search for internships and jobs and more than 1,300 have attended workshops and received training in interviewing, resume writing, and job search strategies. CSI has presented the results of its activities to representatives of more than 20 institutes of higher education in Ukraine. As a result, CSI is now participating in the development of a comprehensive project to create a consultative centre for employment and practical training for all Ukrainian institutes of higher education. To improve the competitiveness of small and medium enterprises, the CSI has implemented an “Electronic Tenders” project - an Internet resource that is creating more transparent mechanisms for distributing information about state contracts and procedures for bidding on government contracts. A web-site has also been created with information about announcements of purchases of goods, labour, services for state needs, selected laws that regulate government purchases, presented methodological material concerning preparation of tender documentation and tender proposals.
Achievements	No information

Project Name	Career Development Offices – Egyptian Universities
Organisation	Nahdet El Mahrousa, Egypt www.nahdetmasr.org
Goal	To bridge the gap between education and employment by equipping students with “key essential skills” necessary to compete in the job market.
Activities	To meet the needs of new graduates and the growing private sector, Nahdet El Mahrousa, as an implementing partner in the International Youth Foundation (IYF) supported Egyptian Education and Employment Alliance (EEEEA) launched its first Career Development Office (CDO) at Cairo University’s Faculty of Engineering in the autumn of 2006. Such a resource was deemed crucial by students and academic staff alike to enable university students to acquire the skills needed to be employable in the Egyptian labour market. The Office provides a range of career development opportunities for engineering and other students including: • Categorising, identifying and assessing good extracurricular programs that enhance student employability. • Directing students to training programs that meet their particular needs (e.g. life skills, employability, mentorship, entrepreneurship). • Providing students with the knowledge of available job opportunities for which they qualify through an employer’s database. • Providing employers with introductions to the students most capable of meeting their demands. The Office also implements business-oriented, skills-development activities to encourage entrepreneurship among final year students. These include a bi-annual business plan competition which aims to create an entrepreneurial

Activities	culture in the university. The competition is implemented in cooperation with corporate sponsors, funding agencies and other potential donors to encourage students to develop demand-driven schemes that could serve private sector needs or lead to the start up of new businesses.
Achievements	The Cairo University CDO was created as a pilot with the aim of developing a successful model that could be replicated and rolled-out to other public universities and faculties throughout Egypt. As such a second CDO was launched at Ain Sharms University in January 2007 under the EEEA framework by the Egyptian Junior Business Association. With similar aims, the Ain Shams CDO presents a second incubator of innovative ways for students to develop essential employability skills and connect directly to jobs.

Job Creation / Employment Schemes

Project Name	Mercado Global
Organisation	http://www.mercadoglobal.org/
Goal	Connecting economically disadvantaged Guatemalan young women to U.S. markets while educating students about fair trade.
Activities	Mercado Global is a non-profit fair trade organisation that links the world's most rural and economically-disadvantaged cooperatives to the U.S. market through a model that provides both fair wages and investments in the community's long-term development. Mercado Global provides cooperatives with technical support to use enhanced revenue from global marketing to create and finance community development funds for primary school scholarships, micro-credit projects and health programs. In the U.S., through its Fair Trade Sourcing Program and on-line store Wear Your Difference, Mercado Global markets the cooperatives' products and educates students on fair trade, international development and business management. One hundred percent of profits return to its partner cooperatives to promote both fair wage employment for women, (including youth and young single mothers) and investments in their children's education. For each product purchased, customers learn how much of the cost goes towards a better future for the next generation. Mercado Global's own overhead costs, from staff salaries to shipping, are covered through the support of generous donors and foundations that are committed to the vision of increasing market access for women's cooperatives across the world and advancing corporate citizenship by providing customers with a unique way to bring together their purchasing and giving.
Achievements	To date, Mercado Global has marketed \$25,000 of its cooperatives' products providing women from 12 different cooperatives with fair-wage employment and 65 children with primary school education. In addition, all of Mercado Global's cooperatives have used their community development funds to establish scholarships for disadvantaged girls

Project Name	Youth led Agricultural Cooperative
Organisation	The Agribusiness Association of Zambia (PAAZ) http://bcics.uvic.ca/youthzone/youth_reinvent_book.php
Goal	Promote agriculture as a business, rather than just a way of life among small scale or traditional farmers.
Activities	In 1998, a group of final-year students in the School of Agriculture at the University of Zambia launched a new organisation to help future farmers – and particularly women – adjust to the changing political and economic climate in their country. The organisation provides training in the use of the Internet to women and youth whose livelihoods depend entirely on farming. PAAZ provides a nerve centre for marketing and production information on alternative agricultural enterprises that are suitable for small-scale farming. The organisation trains resource-poor farmers in enterprise management and entrepreneurship skills and links farmers to micro-financing institutions, out-grower schemes and agribusiness companies.
Achievements	● A feasibility study on alternatives to maize production which were promoted to farmers through field demonstrations in four districts. ● The creation of information centres in two districts with access to Internet, telephones and faxes where farmers can find out market prices and opportunities. ● The establishment of ten youth and women cooperative shops in the Lusaka and Chibombo districts. ● The publication of a quarterly newsletter in a variety of local languages and activities to build membership, which now stands at 2,000 smallholder farmers.

Project Name	Youth-led Agricultural Cooperative
Organisation	The Buyobe Youth Co-operative http://bcics.uvic.ca/youthzone/youth_reinvent_book.php
Goal	Meet the needs of rural youth facing unemployment and systemic poverty.
Activities	The cooperative was formed in the Buyobe region of Eastern Uganda. The founders held meetings and seminars to address the problems they faced. They decided to form a community-based youth organisation. Young people were specifically concerned about inadequate levels of technical, business and entrepreneurial skills; the inability to access and accumulate investment capital; and the limited markets for products and services. “Before forming our cooperative, we had to learn many concepts, such as what cooperative is, how to start a cooperative, advantages of cooperatives, types, how to register, leadership and management roles, rights and responsibilities of members, and accountability. Our advice to others is to seek information before starting a cooperative” said one of the cooperative founders. The co-op started with available land and labour. The new co-op required funding to buy materials, such as equipment for fish farming. They received some funding through fundraising ceremonies, proposal writing, grants from friends and membership recruitment. However, a lack of sufficient funds for activities support remains the main threat to the cooperative.

Achievements	No information
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Project Name	Student Business Program
Organisation	Centre For Student Business, University of Massachusetts (UMass), USA http://www.umass.edu/rso/csb/2006/about.html
Goal	The goal of the Centre for Student Business is to support the missions of the student-run businesses. Their missions are threefold. Firstly, the businesses provide co-curricular training and education in cooperative management, life skills and business skills in a supportive and diverse setting. Secondly, they offer affordable products and services to the UMass community and paid employment to undergraduate students, and thirdly, they make contributions to serve the University community.
Activities	Since its establishment in 1975, the Centre for Student Business (CSB) at the University of Massachusetts has been committed to providing high-quality services and consultation for the University's student-run, non-profit businesses. Supported by a professional staff, the CSB is a group of undergraduate student consultants who work closely with the individual businesses. Together, the members of the CSB provide guidance, training, and advocacy to the businesses currently in the program. Support services include budgeting and financial management, IT support, public relations and marketing, organisation, communication and goal setting. The Student Business Program is a learning community which offers undergraduate students the opportunity to gain co-curricular training and education in the cooperative management of small businesses. Through experiential learning and team management, students develop organisational skills with members of diverse backgrounds.
Achievements	• 8 student businesses have run continuously for 15 years. • They have a combined annual turnover of US\$787,000. • CSB employs 136 students.

Project Name	Employment-Based Alternatives for Youth at Risk
Organisation	ProJoven Asuncion, Paraguay http://www.projoven.org/
Goal	Enable underprivileged youths with behavioural problems to make healthy employment-related decisions for their futures.
Activities	Under Paraguay's new law promoting alternatives to incarceration for first-time and non-violent juvenile offenders, ProJoven's Employment-Based Alternatives programme is piloting innovative, accountability-based interventions that foster greater community involvement in juvenile justice. The project involves an intensive six-month program for at-risk and court-involved youth that encompasses education, vocational training, personal

Activities	development, and internship placement. The training program begins with a month-long orientation and skills-assessment process which helps them to begin to identify career interests, assess skills and weaknesses, and develop interpersonal communication and decision-making skills. They write resumes, search for jobs, practice for interviews, gain experience in teamwork and problem solving, and learn conflict resolution skills for managing workplace frustrations. After this initial capacity building stage, participants who have attended 90 percent of the program and who display personal growth and enthusiasm are placed into internships. As interns, participants develop concrete job skills in addition to learning about the workplace environment and obtaining a clearer understanding of the role of education in career development. Following internships, participants receive support and follow-up services including job placement assistance for an additional six skills.
Achievements	No information

Project Name	Youth Business Development
Organisation	Jóvenes Empresarios por México, A.C. (JEMAC) www.jemac.org/
Goal	Support young entrepreneurs between 18 and 35 years to start their own businesses.
Activities	JEMAC, a non profit organisation, initiated operations in 2001 offering financing, training and mentoring to young entrepreneurs from socially-disadvantaged backgrounds in Mexico City. In 2005, JEMAC opened offices in Monterrey City and in Guadalajara in 2006. JEMAC currently has 60 new young entrepreneurs going through its business incubation process. In 2005, JEMAC signed a support agreement with the Interamerican Development Bank (IADB) which will see the provision of funds until 2008, which will be used to support 300 entrepreneurs and develop 450 mentors. JEMAC is an accredited affiliate of Youth Business International (YBI), a YEN partner organisation. YBI has a presence in 25 countries, and since 1986 has supported the creation of 70,000 companies around the world. JEMAC services include: • Financing (based on a criteria of age, viable business proposal, and suitable referees); • Training (including business plan development, marketing and sales, administration, human resources and customer service, investments and costs, and supply chains); • Mentoring (through the voluntary recruitment and appropriate training of local business leaders).
Achievements	• JEMAC has trained over 2000 young entrepreneurs and has supported the creation of 36 companies which now employ a total of 108 staff. • Since 2001 it has created provincial offices. • It has successfully obtained IADB funding to scale up its activities.

Project Name	Municipal Youth Employment Action Plans
Organisation	Youth Employment Summit Network Brazil www.yesbrasil.org.br
Goal	Objectives: • Design, implement and evaluate a Municipal Youth Employment Action Plan. • Mobilise diverse actors to join forces to generate more and better job opportunities for local youth. • Articulate and synchronise the diverse initiatives on youth employment being implemented at the municipal level by local, regional and national actors. • Identify good practices to be implemented and local actors to be involved. • Test tools and good practices which could be replicated in other towns and cities as part of a National Program on Youth Employment called "Opportunity City".
Activities	A pilot project is being developed by YES Brazil in the city of Apucarana in the State of Paraná with the support of the Municipal Government, the local private sector, the Paraná State Development Institute (a regional NGO) and a number of local civil society organisations. With the financial support of the municipal government, a task force has been created to undertake the design and implementation of a "Municipal Youth Employment Action Plan". Apucarana's selection as a suitable location for this pilot program was based on a strong commitment from the Mayor, the many youth involved in municipal management, the Municipal Government's good track-record in working with local NGO's, the presence of a number of active youth organisations in the city, and the city's size (population: 110,000). YES Brazil has also created a National "Best Practice Award" designed to identify and recognise good practices on youth employment developed by local governments. The prize was developed in partnership with UN-Habitat and others. The winner for the inaugural competition in 2006 was the Municipality of Brasilia.
Achievements	No information

Project Name	International Youth Design and Manufacturing Enterprise Project
Organisation	A Brighter Future (ABF) www.abrighterfuture.eu
Goal	Inspire and enable young people to form their own design companies, making contemporary jewellery and accessories.
Activities	ABF is a non-profit organisation that was born out of a successfully co-funded project by the European Social Fund and Learning and Skills Council in the UK. The programme has inspired and enabled young people to form their own design companies, making contemporary jewellery and accessories. The programme delivers opportunities for young people to develop their creative and enterprise skills, confidence and experience, through establishing and running supported micro enterprises. Key activities are to:

Activities	• Provide young people with a flexible enterprise training and development programme, which will be adapted to a range of products within the creative industries. • Provide business development services, including advice, business start-up, business planning, and financial planning to young people intending to set up their own small enterprises. • Provide support in setting up manufacturing and production businesses (SMMes/Coops) in Africa that will create jobs to young unemployed people. • Provide capacity building to SMMes/Coops, in production skills, quality assurance and product development and business management. • Establish an exchange programme to facilitate knowledge transfer for young entrepreneurs. • Support marketing and selling of jewellery and fashion accessories and products through international market accessibility. In South Africa, ABF has established a working relationship with a South African jewellery manufacturer and supplier, which also designs quality hand-made beaded jewellery products. The company is a highly successful social enterprise (not for profit), which provides training and empowers unemployed women and young people in rural and urban areas in South Africa, through the development of skills they can use to make a living. This organisation is one of the first companies in South Africa to provide training in the bead craft industry. Once trained, the workers manufacture the products within cooperatives, known as “Hives”. There are eight Hives currently up and running, employing 160 professionally trained people.
Achievements	Currently in its start-up phase

Annex 1

Glossary of Terms

ANEJ - Senegalese Government's National Agency for Youth Employment

CCA - UN system Common Country Assessment

CIDA - Canadian International Development Agency

CoE - Council of Europe

COPARMEX - Commission for Young Entrepreneurs of the Employers' Organisation of Mexico

CSO - Civil Society Organisation

CYCI - Commonwealth Youth Credit Initiative

ECOSOC - United Nations Economic and Social Council

ECOWAS - The Economic Community of West African States

EDPRS - Rwanda's Economic Development and Poverty Reduction Strategy

EU - European Union

EYCG - Egyptian Youth Consultative Group for the NAP

FGTB - Belgian Confederation of Trade Unions

FNEJ - Senegalese Government National Fund for Youth Employment

GTZ - German Agency for Technical Cooperation

ILO - International Labour Organisation

ITUC - International Trade Union Confederation

I-YEN - Indonesian YEN

IYIP - International Youth Internship Programme of Canadian CIDA

JCI - Junior Chambers International

KNSB - Confederation of Independent Trade Unions in Bulgaria

MDGs - Millennium Development Goals

MoMM - Egyptian Ministry of Manpower and Migration

MPYRC - Namibian Ministry of Youth Multi-Purpose Youth Resource Centres

MYNSSC - Namibian Ministry of Youth National Service, Sport and Culture

NAPs - National Action Plans on youth employment

NAYORA - Azerbaijan National Assembly of Youth Organizations

NEP - National Employment Policy

NEPAD - New Partnership for Africa's Development

NGO - Non-Governmental Organisation

NYC - National Youth Council

NYP - National Youth Policy

PRS - Poverty Reduction Strategies

SLYP - Sri Lankan Youth Parliament

SWTS - School-to-Work Transition Survey

UN - United Nations

UNAIDS - The Joint United Nations Programme on HIV/AIDS

UNCRC - United Nations Convention on Rights of the Child

UNDAF - UN Development Assistance Frameworks

UNDESA - United Nations Department of Economic and Social Affairs

UNDP - United Nations Development Programme

UNFPA - United Nations Population Fund

UNHCHR - Office of the United Nations High Commissioner for Human Rights

UNICEF - United Nations Children's Fund

UNOWA - United Nations Office for West Africa

WEF - World Economic Forum

WHO - World Health Organisation

WOSM - World Organisation of the Scout Movement

WPAY - UN World Programme of Action for Youth to the Year 2000 and Beyond

YCG - YEN's Youth Consultative Group

YECA - Youth Employment Coalition of Azerbaijan

YEN - The Secretary-General's Youth Employment Network

YEN-SL - YEN Sri Lanka National Youth Employment Task Force

YEN-WA - YEN Office for West Africa

YES - Youth Employment Summit (YES) Campaign

YFJ - European Youth Forum

YMCA - Young Men's Christian Association

YWCA - Young Women's Christian Association



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ICMYO
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