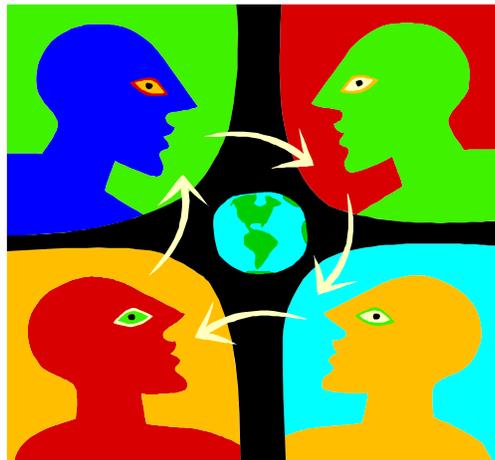




Hosted by the Arab Republic of Egypt in Alexandria, September 11-15, 2002

HOW TO LAUNCH A YES COUNTRY NETWORK AND CONSULTATION



A HANDBOOK FOR YOUTH



Produced by the Youth Employment Summit Secretariat.

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FOREWORD

The Youth Employment Summit (YES) marks the genesis of a movement, which embraces the idea that youth have the potential, and spirit to be powerful agents of transformation. This idea of youth empowerment is vital, especially when today's youth face employment challenges that are so severe they often seem insurmountable. The number of people aged between 15 and 24 is about to become the largest ever in history. In many countries, especially those that are poor, people under the age of 24 represent 50% of the population and have double the unemployment rate of the adult population. It is our prime objective to provide youth with the tools and knowledge necessary to be active participants in achieving the YES goal of ensuring that five hundred million young adults, especially youth facing poverty, will have productive and sustainable livelihoods by the year 2012.

The Country Network Handbook is the second in a series of handbooks that we have developed to support youth in their mission of addressing youth unemployment. It both builds on and complements our first handbook – The Event Planning Handbook. The Country Network Handbook is an easy to use step-by-step guide that details the process of forming a YES youth country network and organizing a consultation. It is designed to be useful both to experienced youth who want to expand their networks, and those who are unfamiliar with youth activism.

As the Summit approaches, YES country networks will play an increasingly important role in galvanizing attention and action on the issue of youth employment at both the local, national and international levels. Country networks will work to identify and address national youth employment concerns, disseminate YES information, and engage other youth. Each country network will find strength through sharing knowledge and resources with other country networks, resulting in the formation of a strong YES global youth community dedicated to generating youth employment.

We hope that this handbook will challenge and inspire you to form your own country network and to play an active role in meeting the youth employment challenges of your region.

Sincerely,



Poonam Ahluwalia
Summit Director

INTRODUCTION

The purpose of this handbook is to guide you through the exciting and challenging process of forming your own YES country network and consultation. For your convenience it is organized into three distinct sections. The chapters in the first section cover all the steps required to **conceptualize and plan your network**. These steps include defining the youth employment challenge in your area, listing the objectives of your network, and initiating contact with potential network members.

The second section of the handbook provides information on **organizing a national youth consultation**. Chapters in this section include forming an interim steering committee and delegating tasks, engaging partnerships with other organizations and obtaining funding for your consultation, and lastly, drafting a consultation agenda and planning for your event.

The final section of the handbook outlines how to continue **strengthening your network** after your consultation. Chapters in this section detail how to use the media to promote your network, and activities for steering committee members before and after the Summit.



Section One: Conceptualizing and Planning your Network

Chapter 1: The Goal of YES and Reasons for Forming a Country Network

What is the Youth Employment Summit?

The Youth Employment Summit (YES), a global forum on youth employment, development and environment, will be held in Alexandria, Egypt, September 11-15, 2002. The secretariat for this conference is being hosted at Education Development Center (EDC) a non-profit NGO based in Boston, U.S.A.



YES will be a defining moment in the history of the world's young people; it will be a seminal event that will launch a decade-long global campaign for youth employment. The **goal** of the Summit is to create productive and sustainable livelihoods for an additional 500 million young adults, especially youth facing poverty, by the year 2012.

YES will be a “working summit” where a large contingent of youth and representatives from diverse sectors of society will share innovative policies, practices, and strategies for promoting youth employment. All delegates will join the Global Alliance for Youth Employment, a worldwide network of individuals and institutions that will take action and promote youth employment during the campaign years. After the summit, Alliance members will convene regional, national, and local meetings to identify barriers, suggest promising strategies, share innovations, and develop their own action plans to help fulfill the goals of the summit. Activities planned for the Summit include:

- ✍ The formation of a **Global Alliance for Youth Employment** – A network of governments, intergovernmental agencies, civil society, youth organizations, private sector, financial institutions and donor agencies, education and training institutions, and mass media that will work collaboratively to support youth employment at the local, national, regional, and global levels
- ✍ The adoption of the **Summit Framework for Action** by members of the Global Alliance for Youth Employment. This document will serve as a guideline of the action steps necessary for addressing youth unemployment
- ✍ The introduction of a **Global Knowledge Resource** that will focus on proven youth employment policies and practices, innovative pilot projects, research papers, and lessons learned
- ✍ The creation of **Virtual Forum for Youth Employment** – an electronic hub that will enable youth from around the world to participate in the Summit through the use of communication technology

- ✍ The official **launch of a Decade Campaign of Action** – a declaration of committed action from multiple stakeholders who are determined to work together to address youth unemployment

For more information, please visit the YES web site at:

www.youthemploymentsummit.org

Why a Youth Employment Summit?

One of the major causes of poverty is insufficient opportunity for people to earn a living – the demand for employment exceeds the ability to supply. Three billion¹ people live on less than \$2 per day as poverty continues grow. In many countries, especially in the developing world, half of those people are under the age of 24.

Presently, there are more than one billion youth (15-24 years) in the world, and by the year 2010 an additional 700 million in developing nations alone will enter the labor market.² Without concerted targeted action, we can expect that current barriers to youth employment will continue to exist. These barriers include:

Barriers to Youth Employment

1. The current economic and social conditions in a given country
2. Lack of education, especially education targeted to employment
3. Lack of enabling macro policies that promote Youth Employment
4. Lack of access and appropriate use of new technologies to support Youth Employment.
5. Lack of credit and other services to serve youth in generating self-employment
6. Lack of private sector partnerships to promote youth employment
7. Lack of productive on-farm and off-farm employment
8. Discrimination against young people and more specifically, young women
9. Lack of self-empowerment-generating opportunities



¹ United Nations Development Program, *Human Development Report 2001*, Oxford University Press: New York, 2001

² United Nations Populations Fund, *The State of World Population 1998: The New Generations*, New York, 1998.

The current level of youth unemployment is highly unsustainable. The resulting negative economic and social outcomes of such high levels of unemployment are enough to warrant a systematic focus on providing employment opportunities for young people. With around a billion young people in the world today, and another 700 million youth in developing nations alone that will require jobs by 2010, now is the time to act.

What is a YES Country Network?

Achieving the goal of generating 500 million sustainable livelihoods for youth will require a concerted effort from all sectors of society and will involve a large number of people, especially youth. A key component of the YES campaign will be the *YES Country Networks* that will be launched by youth throughout the world.



YES Country Networks are youth run initiatives based in a particular region or country that foster the collaboration of multiple stakeholders to take committed action to address youth unemployment. Stakeholders involved in the network may represent both national and international interests, and include members of civil society, governments, intergovernmental agencies, youth organizations, the private sector, financial institutions and donor agencies, education and training institutions, and the mass media.

YES Country Networks will provide an opportunity for youth to be active partners and participants in the YES campaign.

The objectives of YES Country Networks are to:

- ✍ Bring together youth led and youth serving organizations to work collaboratively towards achieving the Summit goals.
- ✍ Create partnerships between youth organizations and others members of society such as governments, private sector companies, NGOs etc.
- ✍ Prepare youth in each country for the upcoming YES and to ensure that there are effective channels to implement the outcomes of the Summit. These networks will serve as a vehicle for youth to be a part of the post-Summit process.

Why Form a YES Country Network?

The preliminary step of forming a YES Country Network involves conceptualizing the network's purpose and structure. To accomplish this, the question "Why Form a YES Country Network?" must be addressed. In considering this question, it is helpful to start

by thinking about your personal reasons and commitment to improving employment opportunities for youth around the world.

Discovering your personal reasons for launching a YES country network



My motivation comes from a passionate belief that political empowerment and self-determination for young people is tied to their ability to engage in productive and sustainable livelihoods.

Cameron Neil, Nepal

In the space below, record your top three reasons for launching a YES country network. For example: “Growing up in a developing country, I have witnessed first-hand the frustration and desperation generated by youth unemployment; I want to initiate positive change.”



1. _____

2. _____

3. _____

(Continue on a separate sheet of paper if you have additional reasons to list)



Keep your list of reasons for forming a YES Country Network in a place where it is easily visible as you work. The list can be an effective tool in helping you to stay motivated, focused and determined in launching your network.

Researching the youth employment situation of your region

Before any problem can be addressed, it must be clearly identified and defined.

The next step in the process of developing your country network involves clearly defining the youth employment problem faced by your particular country or region. Begin by brainstorming a series of framing questions that you can research and use as a basis of your problem statement. Below are some examples of framing questions for consideration:

Framing questions to consider when researching the youth employment situation of your region:

- ✍ What is the youth unemployment rate for your region?
- ✍ How has this rate changed over the last twenty years?
- ✍ What is the projected population growth rate for youth in your region, and how might this population rate impact youth employment?
- ✍ What are the issues particular to my region that contribute to youth unemployment?
e.g. lack of skills training and educational opportunities
lack of support for youth entrepreneurship
- ✍ How can youth be trained and mentored to play a central role in developing productive work for youth?
- ✍ How does gender factor into the youth employment equation and what are the particular needs of young women in your region?
- ✍ What other cultural influences impact youth employment in your region. Are certain groups of youth affected more significantly than others?
- ✍ What kinds of resources are needed to address youth unemployment?



List five framing questions that you plan to research below:

1. _____

2. _____

3. _____

4. _____

5. _____



How do you locate information on youth employment for your region?

- internet
- local government agencies
- international development agencies
- examples, International Labor Organization (ILO), United Nations, etc.

What if there is a lack of youth employment information for your region?

You might find that there is a glaring lack of research and information on youth employment for your region. If this is the case, record what information about youth employment is missing for your region, and use this as the basis of your problem statement.

In light of a lack of quantitative information (statistical and numerical data) on youth employment, you may also want to incorporate a qualitative assessment of the youth employment issue for your region into your problem statement. While quantitative

surveys are useful for gathering a breadth of information regarding "How many?" or "How much?" qualitative research is the best method for discovering underlying motivations, feelings, values, attitudes, and perceptions. Though findings cannot be projected in a statistical sense, qualitative research has the unique ability to provide insight into the underlying issues most pertinent to the population under study.

Generally, qualitative research involves conducting a series of interviews with stakeholders who are most affected by youth unemployment. In this case, the primary stakeholder group is youth themselves. You may want to survey a focus group of 8-10 youth for their views on youth employment, and compile their responses into a succinct report. For more information on conducting qualitative research, refer to the following web site <http://www.qrca.org/faq.htm>. Information on this topic may also be found at your local library.

Writing a problem statement for your region

Once you have researched answers to your framing questions, the next step is to compose your problem statement. The problem statement should be no longer than 1-2 pages. You may wish to include any statistical charts or information as an appendix. Below is a suggested format for drafting your problem statement. This format can be adjusted to suit the answers to the particular framing questions you have researched for your region.

- ✍ Youth employment statistics and projections
- ✍ Particular youth employment concerns/issues for your region
- ✍ Areas where information and data on youth employment is missing
- ✍ Why action is important for your region and what are the possible social and economic implications if youth unemployment is not addressed?
- ✍ Who is needed to promote effective action on this issue?

Your problem statement can be distributed later at your consultation (Chapter Seven), and serve as the basis for further discussion on the youth employment situation of your region. After the consultation, you may wish to refine the problem statement further.

Chapter Summary

In this chapter you have:

- ✍ Gained insight into the rationale behind YES and its goals
- ✍ Determined your personal interests and reasons for launching a YES country network
- ✍ Researched the youth employment situation of your region and drafted a problem statement summarizing your findings

Chapter 2: Defining the Objectives of your Network

Now that you have identified your personal reasons for developing a YES country network and defined the nature of the youth employment problem in your region, the next step is to make a list of the specific objectives that your network will aim to meet.



In general, all Youth for YES Networks exist to do to the following:

- ✍ Raise awareness on the issue of youth employment on a local and national level.
- ✍ Develop a commitment to action amongst various groups to address the youth unemployment challenge.
- ✍ Create a platform for such groups to support one another through sharing ideas, experiences, resources, expertise and knowledge with regards to "Good Practices in Promoting Youth Employment" (*what works* and *what does not work*).

Objectives are essentially tasks that your network will strive to accomplish within a specific timeframe. Determining objectives for the network early on will help you to better comprehend the shape and direction that your network will take. Start the process of determining the objectives of your network by reviewing the research and problem statement that you developed in Chapter One. From your research, identify problem areas where action on youth employment is most required in your region. Next, brainstorm ways in which your network can act to address the problem areas. Select five of your ideas and formulate them into clear objectives in the space below. Keep in mind that your objectives should form a realistic and obtainable declaration of what you intend to achieve within a year. Examples of objectives for your network:

- ✍ Develop a paper on the barriers to employment faced by youth in your region
- ✍ Organize a letter-writing campaign to ministers concerned with employment issues in your area
- ✍ Encourage local media to write a news item about your network
- ✍ Design and distribute a newsletter about youth employment matters in your area
- ✍ Develop a project to generate youth employment and obtain financing for this project from the business community

- ✍ Organize a meeting to bring together diverse stakeholders to discuss the youth employment problem in your region and possible solutions
- ✍ Raise funds to send two participants to the Summit
- ✍ Form partnerships with two other organizations and get them to include YE on their agenda
- ✍ Start a web site that focuses on the youth employment problem faced by your region
- ✍ Organize an event to recognize the achievements of local youth entrepreneurs



List five objectives that your network will achieve within one year:

1. _____

2. _____

3. _____

4. _____

5. _____

Note: These objectives serve as preliminary action statements that will aid in the development of your network. During the consultation process (chapter 7), these objectives will be debated by network members and revised into more concrete action steps.

Chapter Summary

In this chapter you have:

- ✍ Defined the objectives of your network

Chapter 3: Identifying Potential Network Members and Initiating Contact



Now that you have determined the reasons and objectives for forming your country network, the next step involves identifying potential network members and initiating contact.

Network members are those who are associated with an organization in your region that lists youth employment among its objectives.

There are many different types of organizations that are suitable for partnership. They include:

- † Environmental groups;
- † Human rights groups;
- † Sports clubs;
- † Music and Arts groups;
- † Youth businesses and young entrepreneurs;
- † Student associations;
- † Unemployed individuals

Begin your research by identifying organizations within your region that are concerned with youth employment. You can find this information by consulting the following sources:



- ✍ Local library
- ✍ Government institutions
- ✍ Internet
- ✍ Telephone book
- ✍ Community centers
- ✍ Educational institutions
- ✍ People in your community who work with youth

Once you have compiled a list of organizations, you must gather the necessary data required for initiating contact and establishing a partnership. The easiest way to arrange this information is in chart form. Below is an example of such a chart.

Name of organization	Contact information	What do they do?	How can we partner?	What are the incentives for the partnership?
National Youth Council	Ms. Jenny Lee, Youth Project Coordinator, National Youth Council, 123 Penny Lane, Boston, MA 02374 Tel: (617) 612-2341 Fax: (617) 612-4565 Jenlee@nyc.org	<ul style="list-style-type: none"> - Lobby government agencies to raise political awareness about youth issues - Support a network of 100 youth organizations around the country 	<ul style="list-style-type: none"> - We can work with them to include their 100 affiliated organizations into our network - they can assist us with obtaining funding for youth employment projects 	For NYC <ul style="list-style-type: none"> - they want to increase their exposure to grassroots youth initiatives - it is part of their mandate to assist other youth organizations in advocacy related activities and obtaining resources



Following the above chart format, on a separate piece of paper compile research on ten potential partners.

Initiating Contact with Potential Partner Organizations

Once you have researched potential partner organizations, you need to extend an invitation to the contacts from each organization to join your YES country network. The best way to initiate contact is by writing a powerful letter and then following up in person or by phone if possible.

Guidelines for initiating contact in person or by phone:

- ✍ Introduce yourself and the organization(s) that you represent (if applicable)
- ✍ Briefly define what a YES country network is and explain why one is necessary for your region
- ✍ Inquire if they would be interested in joining your network
- ✍ Ask if they have any questions about your plans to form a country network
- ✍ Ask if they have any suggestions they could offer about the development of the network, or if they know of any other parties who might be interested in joining
- ✍ Arrange to send them any additional information they require about the network, and suggest a time when you can follow up with them

If you are unable to initiate contact in person or by phone, you may wish to send a letter to a potential partner organization inviting them to join your network. **Please see Appendix 1 for a sample invitation letter that can be customized to suit your needs.**

Using Personal and Professional Contacts to Recruit Network Members



I talked to friends who belong to the same organizations that I do, and together we held our first meeting as a small group. I kept on talking about the network everywhere I went.

Cheikhou Thiome, Senegal

The personal and professional networks that you belong to already are excellent resources for aiding you in your recruitment of country network members. Consult with your family and friends for their suggestions on building the network and to gain information about potential contacts concerned with youth employment. If they know someone who may be a good contact, encourage them to arrange an initial meeting.

If you already belong to an organization that is concerned about youth employment, you may want to approach your supervisor about having the organization join your network. Before you approach your supervisor, it is a good idea to write a list summarizing reasons why the organization should join your network, and the mutual benefits of the partnership. If for some reason your supervisor is resistant to agreeing to a partnership, you may consult with members of the YES Secretariat for support and ideas on how to negotiate with your supervisor (Please refer to chapter Eleven for further information on this subject).

Tracking Correspondence

As your network grows, you will find it necessary to maintain records on correspondence with your partners. It is a good idea to keep a separate file on each organization that contains the details of any correspondence you have sent or received from them. As well, it is good practice to keep a database that lists the contact information and status of your partnerships. If you have access to a computer, you can enter this data onto a spreadsheet. If you do not have access to a computer, you may manually record this information on paper in chart form. Below is a sample database structure for tracking partnership correspondence:



Organization	Contact Name	Correspondence Notes
National Youth Council	<p>Ms. Jenny Lee, Youth Project Coordinator, National Youth Council, 123 Penny Lane, Boston, MA 02374</p> <p>Tel: (617) 612-2341 Fax: (617) 612-4565 Jenlee@nyc.org</p>	<ul style="list-style-type: none"> - Phoned Ms. Lee on January 18, 2002 to introduce myself and discuss partnership - Mailed her a follow-up letter on January 19, 2002 - January 25, 2002 Ms. Lee phoned to confirm her participation in the network - We are scheduled to meet next Friday for lunch to discuss the partnership further

Chapter Summary

In this chapter you have:

- ☑ Identified potential network members
- ☑ Initiated contact with potential network members
- ☑ Developed a filing system for tracking correspondence with potential network members

Section Two: Organizing a National Youth Consultation

Chapter 4: Forming an Interim Steering Committee and Delegating Tasks

Now that you have completed the work required for conceptualizing and planning your network, the next stage involves organizing a consultation to start a YES country network. The following chapters will provide you with detailed instructions on how to organize a youth consultation and successfully launch your network.

To assist you in planning your consultation, YES has developed an *Event Planning Handbook*. This easy to use handbook describes in detail everything you need to think about when planning an event. It should be used to supplement the basic information on planning a consultation provided in the next several chapters. Copies of the YES Event Planning Handbook are downloadable from the YES web site. If you do not have access to the web, you may send a written request for the handbook to the YES Secretariat at the following address:

Youth Employment Summit
Education Development Center
55 Chapel Street
Newton, MA 02458
USA

Info@youthemploymentsummit.org



What is a YES Country Network Consultation?

It is a meeting where all members of a particular YES country network gather to discuss the youth employment problem in the region and decide on action steps for addressing the problem. During the first meeting the network is officially launched and a steering committee of 6-8 individuals is selected. At subsequent consultations, members are updated on the progress made by the network in addressing youth unemployment, and decide on additional action steps that the network will undertake. Network consultations

are relatively infrequent events that occur a few times a year. The steering committee meets about once a month (either in person or by phone) to manage the progress of the network between consultations.

Forming an Interim Steering Committee



The main challenge is to identify enthusiastic people who understand the regional youth employment problem and are eager to help find solutions.

Nabi Rajimov, Azerbaijan

Organizing a YES youth consultation requires a fair degree of planning and preparatory work. To make this task more manageable, it is a wise idea to engage the help of an interim steering committee. An interim steering committee is a group of 6-8 network members who agree to assist with the consultation preparations. To form an interim steering committee, you must contact potential committee members and ask for their assistance with planning the consultation. Ideal interim steering committee members are those who:

- † Are willing to commit 10-15 hours per week to committee tasks
- † Demonstrate a large degree of enthusiasm and commitment to the network
- † Are easily accessible by communication technology or can meet with other committee members in person

It is also wise to enlist the assistance of volunteers who share an interest in the network's goals. Volunteers are likely to consist of members of your own personal network, and may include friends, family, neighbors, and coworkers. Other members of the steering committee should also be encouraged to tap their personal networks for committed volunteers to assist with the consultation plans. The more helpful hands available, the easier it will be to organize your consultation.

Developing a task list for organizing the Consultation

Once you have enlisted the help of 6-8 interim steering committee members and volunteers, the next step is to make a list of all the tasks involved in planning the consultation. Below is a sample checklist of tasks to consider when planning your consultation:



- ✍ Invitations
- ✍ Participant confirmation list

- ✍ Agenda (see chapter 6 for details)
- ✍ Venue for consultation
- ✍ Hotel and lodgings information (if consultation takes place more than one day)
- ✍ Media and promotion (see chapter 8 for details)
- ✍ Materials for distribution at the consultation. These may include:
 - Problem statement for your region (as defined in chapter 2)
 - Map of venue and area surrounding venue
 - Transportation information, etc.
- ✍ Sign in desk and attendant
- ✍ Signs to mark event location, facilities (e.g. bathroom, coatroom)
- ✍ Food/beverages
 - Will meals be provided? Or will participants be required to purchase their own meals?
- ✍ Transportation
- ✍ Extra curricular activities (e.g. tour of the city, reception or dinner)
 - Planned extra curricular allow for networking and bonding opportunities which can foster the development of personal friendships and result in the strengthening of the network



Be sure to think carefully about any additional tasks required for your consultation. Regional differences in culture and lifestyle can necessitate different considerations regarding venue, transportation, food, etc. Consider the particular needs of your network members and plan accordingly.

List any additional tasks particular to your event:

- ✍ _____
- ✍ _____
- ✍ _____
- ✍ _____
- ✍ _____
- ✍ _____





Assigning tasks to network members:

You have now listed all of the tasks required to hold your consultation. The next step is to consult with your steering committee and team of volunteers to determine who will handle specific tasks. It is helpful to construct a chart to keep track of each person's tasks and progress. The following is a sample task assignment chart:

Task	Person Responsible	Date to be completed	Status	Done
Invitations (write & distribute)	Lucy Abode	Feb 16	- Written Jan 20 - Distributed Feb 2	+
Confirm Participants	José Cruz	March 1	- Has contacted 20 participants - 15 are confirmed - Still has 20 to contact	
Venue	Ajay Waljee	Feb 2	- His aunt is the manager of the local community center - Has arranged for us to use the reception room in the community center for free	+
Media (write and distribute press release)	Joanne Gallevo	March 10	- Has written a draft of the media release - Has distributed to interim committee members for review	



On a separate sheet of paper draft or using a computer spreadsheet, complete your own task assignment chart.

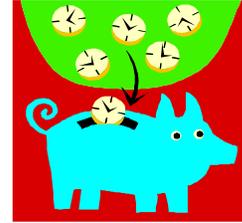
Chapter Summary

In this chapter you have:

- Formed an interim steering committee and team of volunteers to assist with your consultation preparations
- Devised a consultation task list
- Assigned specific tasks to steering committee members and volunteers

Chapter 5: Developing Partnerships and Funding your Consultation

Hosting your consultation can be a costly endeavor for your network. To offset the costs it pays to form partnerships with organizations from both the private and public sectors.



Types of Contributions

There are essentially two types of funding arrangements that can be pursued:

- † In-kind contributions
- † Financial contributions

Each of these is outlined below:

1) In-kind contributions

These are contributions that are not monetary in nature, but nonetheless have significant value for the recipient. Examples of in-kind contributions include:

- An organization or business providing the use of their venue for the consultation
- A catering outfit supplying free refreshments for the consultation
- An organization providing free office materials and services for the consultation (including photocopying, binders, stationary, etc.)



2) Financial Contributions

These are contributions that are monetary in nature, and are sometimes provided with the intention of covering the cost of a specific part of the consultation. Examples of financial contributions include:

- Funding to cover transportation costs to and from the consultation for ten participants who are not sponsored by an organization
- Funding to cover lodging expenses for five participants during the consultation

Fundraising Activities

Another option for obtaining funds for your consultation is to consider holding a fundraising event. Once again, the YES Event Planning Handbook can give you some ideas for how to plan a fundraiser. Possible fundraising events include:

- play or musical event
- craft or bake sale
- community dance
- sporting event
- dinner or reception
- raffle for donated prizes (e.g. a bicycle)



Selling tickets to these events raises funds for your consultation. Be sure to consider any overhead costs when calculating the price of your ticket. Only proceed if the overhead costs do not exceed the amount that can be reasonably generated by the event.

Developing a Funding Strategy for your Consultation

Review the task list that you completed in chapter 4 and take inventory of the tasks that require donor support. Organize this information into chart form, and prioritize the items from the most important to the least important. Then, beside each task list a possible strategy for obtaining the required funds. For example:

Item	Strategy	Done
Venue	<ul style="list-style-type: none"> - Ajay Waljee's aunt is manager of a community center - He will ask her if we can use the community center reception hall for free or at a reduced rate 	
Food	<ul style="list-style-type: none"> - I know the owner of the local pizza shop - He has agreed to provide a free pizza lunch for the consultation 	+
Bus tickets for 5 participants	<ul style="list-style-type: none"> - We are going to hold a community dance - A local band is going to contribute their talents 	

It is also helpful to make a list of potential donors. Once again, your personal network of friends, family and colleagues is the best place to start, as people are more likely to share their resources if they have a personal connection either with you or other network members. Also include on your list organizations that have a specific interest in youth employment or who already support youth initiatives. For example, your local YMCA or community center would be a good funding candidate to approach.

The next step is to make contact with a representative from the organization and request a partnership. Meet the contact in person if possible, and be prepared for the meeting by having on hand some background information on YES and the problem statement that

you prepared in chapter 2. Ensure that you are ready to answer questions about why you are forming the network and its importance to your regional community.

Donors are more apt to contribute to your consultation when they are aware of how the arrangement will benefit them. Before talking to potential donors, determine how they can gain from a partnership with your network. Examples of benefits include:

- † Including the donor's name on any publicity materials for your consultation
- † Publicizing the donor's contribution in your upcoming newsletter
- † Introduction of the donor to a global youth market
- † Making a positive impact on youth employment and improving local business opportunities
- † Donation may be tax deductible depending on region
- † Decrease in youth crime and vandalism in community

Maintaining Partnership Relations

Once an organization has agreed to partner with your network, you must work to ensure good partnership relations and to maintain partnership support.

This requires:

- Effective communication; keep donors posted on event progress
- Approval from donors on how they are portrayed in consultation promotional materials
- Follow-up relationship building; send them a thank you card or note, copies of media coverage, consultation report, and other information.
- Keep them informed of your progress after the consultation; add them to your newsletter list



The extra time and effort invested in maintaining partnerships pays off exponentially in the long term.

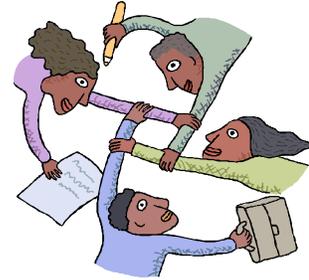
Chapter Summary

In this chapter you have:

- ✍ Learned about various methods of raising funds for your consultation
- ✍ Determined incentives for funders
- ✍ Developed a funding strategy for your consultation

Chapter 6: Drafting a Consultation Agenda

The agenda is key to ensuring the smooth and successful operation of your consultation. Since the agenda will set the structure of the consultation, it is important to invest adequate forethought into its development. The agenda is a primary tool for ensuring efficient time management during the consultation and that the objectives of the consultation are met.



The first task in drafting the agenda is to make a list of activities for the consultation. The following are suggested activities for your consultation that can be tailored to meet the specific needs of your network.

Suggested Outcomes for Consultation:

- † Bring together network members and increase the solidarity and strength of the network
- † Review and revise regional problem statement (drafted in chapter 2)
- † Generate discussion regarding issues most affecting youth employment in the region
- † Review objectives of the network (drafted in chapter 2) and revise as needed
- † Decide upon action steps and delegate tasks to network members
- † Decide upon a permanent steering committee who will meet regularly to discuss and manage the network progress

Once you have determined the activities and desired outcomes for your consultation estimate the amount of time each activity should be allotted (keeping in mind the priority of the task). Then determine a schedule for the consultation listing specific times and details for each activity. Be certain to schedule time for breaks, lunch, networking opportunities, and a question/comments period.

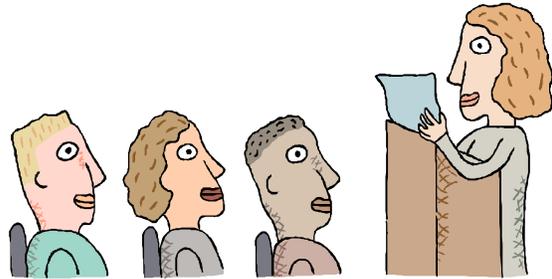
During your consultation you will hold **plenary sessions** (sessions where everyone is gathered in one space) for announcements, presentations and discussion relevant to the entire assembly. It is also a good idea for more in-depth discussion and decision making to hold **breakout sessions** (sessions where groups of 6-8 people discuss an issue). Breakout sessions can speed the decision making process and allow for greater group dynamics.

The following is a sample agenda for your reference:

Sample Agenda (1-day event)

8:30-9:00 a.m.

- Meet and greet
- Sign in
- Coffee



9:00-9:15 a.m.

- Opening address by network organizer

9:15-10:00 a.m.

- Problem statement discussion and review (breakout sessions)

10:00-11:00 a.m.

- Problem statement finalization (plenary session)

11:00-11:15 a.m.

- Break
- Coffee and tea provided

11:15-12:30 p.m.

- Action step review (breakout session)

12:30-1:30 p.m.

- Lunch

1:30-2:30 p.m.

- Action steps finalized (plenary session)

2:30-3:30 p.m.

- Steering committee decided (vote)

3:30-3:45 p.m.

- Break
- Refreshments served

3:45-5:00

- Delegation of tasks
- Communications strategy for network



Ideas to keep in mind when drafting your consultation agenda

- While every effort should be made to stick to the structure of the agenda, try to draft the agenda with flexibility in mind. For example, some sessions may take longer than you expected and others less time. Be sure that the agenda can be adjusted to accommodate unpredictable circumstances.
- It is also best to overestimate the time you assign to a particular session than to try to squeeze too many activities in a short time frame.
- Ensure that participants receive the agenda in time to review it and provide feedback before the actual consultation event. You want them to understand what is involved in the consultation, prepare for the event, and anticipate the consultation sessions.



On a separate piece of paper or a computer spreadsheet draft your agenda. Then distribute to interim steering members for comment. Once you have received feedback from steering committee members you may revise the draft and distribute the agenda to participants.

Chapter Summary

In this chapter you have:

- ✍ Listed the activities for your consultation
- ✍ Prepared a consultation agenda

Chapter 7: Hosting the Consultation

You are now in the final stages of planning for your consultation. This chapter summarizes some final items that need to be considered:



Preparations for the Consultation:

The following are some suggestions to help you plan for your consultation:

- ✍ Arrange for your steering committee to meet before hand to review the agenda and confirm any last minute changes or details
- ✍ Appoint one member of the steering committee to handle participant inquiries and concerns. If you have access to a cell phone, have this person carry it on their person. If you do not have a cell phone, make some sort of arrangement to have a person be available to participants in some other way (e.g. an information booth on the consultation site).
- ✍ Visit the venue beforehand to ensure that all arrangements have been made and that the area is set up according to your specifications
- ✍ Place signs indicating the location of the consultation room, as well as other areas including the bathrooms, coatroom, sign in desk etc.
- ✍ Set up a table where network members may distribute information about their organizations
- ✍ Prepare a table where participants can sign-in and receive event information materials
- ✍ Include a suggestion box or distribute a survey to participants after the event so people can provide their anonymous feedback on the consultation

Things to Do During the Consultation

- ✍ Relay a code of conduct at the start of the consultation. For example, determine basic rules like:
 - Starting on time
 - Keeping on topic
 - Respecting others, etc.

- ✍ Arrange for someone to take photos. These will be useful for promoting your network after the consultation
- ✍ Planning a consultation requires a lot of preparatory work, and it is easy to get caught up in the details and forget about your surroundings. Be sure to enjoy yourself and the people you are with!

Things to Do Following the Consultation

- ✍ Enlist the help of others to clean up after the event (this is especially important when use of the venue space has been donated)
- ✍ Have someone prepare and distribute a consultation report
- ✍ Review the contents of the suggestion box and feedback from the consultation survey and prepare a summary for discussion with steering committee members
- ✍ Follow up with partnership organizations and sponsors

Chapter Summary

In this chapter you have:

- ✍ Finalized your preparations for the consultation



Section Three: Strengthening your Network – Preparing for the Summit and Beyond

Chapter 8: Using the Media to Promote your Network

This section describes press materials of the kind typically used in promoting youth employment and in other promotional activities. There are a number of ways to inform the press about your activities and opinions. The following are examples of the most effective ways.



Press Release/News Release

If you are planning some kind of action that might be considered news such as a project launch, releasing a major study, inviting the media to attend an event (such as a YES Consultation) you should send out a press release. The press release should describe the event, and when and where it will take place.

- ✍ Try to send out the press release at least a week before the event
- ✍ Follow up immediately by calling reporters and reminding them about the event
- ✍ Fax the press release again and make follow up calls again the day before the event
- ✍ The follow-up phone calls are VERY IMPORTANT. Just sending the press release is not enough
- ✍ When you plan the faxing, plan the calls

Please see Appendix 2 for a press release template to assist you in drafting your own press release.



My motivation for developing a YES network in my country was to ensure access to information. In Tanzania, many youth don't have access to the Internet, especially in rural areas. Even those who live in the cities often don't have the money to use the Internet café. Creating a network makes it easier for people to stay informed through word of mouth and electronic and print media.

Kaanaeli Kaale, Tanzania

Press Advisory

Another event that may get journalists to cover your issue is a press conference. You should only hold a press conference if you have an important announcement to make that many media people may be interested in. For example, if Senegalese youth organizations are announcing that they're launching a new employment project, they should hold a

press conference. To invite the media to attend a press conference, you should send out a press advisory.

- ✍ It should include just enough information to entice the journalists to come to the press conference
- ✍ As with a press release, send out a press advisory at least a week before the press conference
- ✍ Follow up immediately by calling reporters and reminding them about the press conference
- ✍ Fax the press advisory again and make follow up calls again the day before the press conference

Calendar Listing

Another way of announcing the event is by sending a calendar listing to media outlets that list events. Many newspapers and radio stations have community calendars that will list your event (especially the community, ethnic, and alternative media outlets).

- ✍ Send event announcements at least two weeks (preferably 4 to 6 weeks) in advance to the community calendars editors at various media outlets
- ✍ Don't neglect to make flyers and post or distribute them in various communities
- ✍ Targeted outreach is fast, effective and can be tailored to the kind of people you are



Public Service Announcements

Radio and TV stations also often air public service announcements (PSAs) that inform the public about upcoming events or important community issues.

- ✍ PSAs are basically free 10, 20, 30 or 60 second advertisements
- ✍ Most organizers write their own PSAs and submit them to a station, to be recorded by someone at the station and then broadcast
- ✍ You can also submit pre-produced PSAs-audio or video-for possible airplay
- ✍ Contact individual stations to find out their preferred PSA length and format

Letters to the Editor

Letters to the editor can raise points about issues in the news, express opinions on political issues, or call attention to the work of your organization. And, since they are generally easier to get published than are op-eds or news stories, they are an important way community voices can get into print.

- ✍ Letters should be short (not more than 200 words) and should reference an article that has appeared in the paper recently
- ✍ If you read an article on Monday that you want to respond to, don't wait until Friday to send your letter
- ✍ Write the letter immediately and send it to the publication, attention 'Letters to the Editor'
- ✍ Also, papers tend to publish representative letters, so even if your letter is not published, another similar one is more likely to be published because you sent yours

Opinion Pieces

Opinion pieces allow a greater scope than letters to the editor. They generally run opposite the editorial page (hence the name op-ed). Op-ed space is limited and the competition for it can be fierce. If your issue is timely or controversial, you are more likely to be considered for a guest editorial.

- ✍ Op-eds should be no longer than 800 words long and should be sent to the publication's editorial page editor
- ✍ In writing an op-ed, don't be afraid to ask your audience to do something
- ✍ You don't have to be objective; this is your opinion
- ✍ Tell readers what you believe and why. It's important to remember, however, that facts presented in a responsible manner are your most powerful tool to influence readers

Other Approaches

More elaborate media campaigns and building relationships with reporters require a more comprehensive long-term strategy. The YES Communications Team is available to discuss long-term strategies in this area.



Please contact:

Frederick Clark, Communications Manager
 Youth Employment Summit
 55 Chapel Street
 Newton, MA 02458
 USA
 Tel: (617) 618-2743
 Fax: (617) 969-4902
 Email: fclark@edc.org

Chapter Summary

In this chapter you have:

- ✍ Learned about how to promote your network in the media

Chapter 9: Steering Committee Pre and Post Summit Activities

Steering Committee Activities leading to the Summit

The following is a checklist of activities that your steering committee can undertake to help raise awareness about the Summit and its goal. As you read this list, think of any additional activities that your particular network can engage in to promote the Summit:



- ✍ Raise awareness of the Youth Employment Summit and your network through various channels of media available to you, e.g. T.V shows, newspaper articles, talk shows, websites etc. This will all help to develop strong support for YES across a diverse range of sectors.
- ✍ Post your YES Youth Country Network activities on a web page hosted by YES at www.youthemploymentsummit.org.
- ✍ Make an appeal to your National Government to recognize youth unemployment as a serious threat to the economic, social and political development of your country and urge them to take action to directly impact on the state of youth unemployment. Write to your Members of Parliament and Government representatives to air your concerns on the national platform.



Twenty-five recommendations were presented to Prime Minister Hariri at the October 3 2001 meeting of the Lebanon Youth Cabinet. Sixteen of these were approved and were sent to the relevant Ministry for action. Following the Youth Cabinet Meeting, the Youth Minister of Information presented the recommendations publicly at a press conference.

- ✍ Ask your Government to participate in the Youth Employment Summit. This can be done through sending an official delegation led by an appropriate Government Minister to participate in the YES Ministerial Conference.
- ✍ Join the Global Alliance for Youth Employment by sending an email to info@youthemploymentsummit.org
- ✍ Be a Lead Agency or Information Hub in your Local Community or Country. This will involve several responsibilities such as disseminating print material about YES to those who are not able to access the online resources.
- ✍ Showcase good practices, programmes, policies and strategies that are working to promote youth employment in your region. Others could benefit from your ideas and activities. Send us examples of successful projects and policies in promoting youth

employment. They shall be included in the Global Knowledge Resource that showcases best practices in youth employment.

- ✍ Join our list serve discussion group, where there are lots of exciting people sharing ideas and information on the issue of youth employment. Send a subscription email to <http://boards.edc.org:8080/~YES2002>
- ✍ Mobilize other young people within your sphere of influence to form a youth employment strategy that you can follow up and implement. A tool kit in developing such an Action Planning is available upon request by sending an email to dumisani@youthemploymentsummit.org



To ensure that the Philippines YES network is continuously motivated and active we are ensuring that the network has a Sustainable Work Plan in which every part of the network is consistently and regularly updated. The network must have a committee in place to monitor all the necessary and scheduled activity is being met on time.

Catherine Kamping, YSDA, Philippines

Steering Committee Activities following the Summit

The Youth Employment Summit does not represent a singular event, but rather the launching of a global movement and decade long campaign of concerted action by multiple stakeholders to address youth unemployment. The YES country networks will play an important role in ensuring that the YES campaign maintains momentum and succeeds in achieving the goal of ensuring that an additional 500 million young adults, especially youth facing poverty, will have productive and sustainable livelihoods by the year 2012. The following is a list of activities that your steering committee may engage in after the Summit to help promote the YES decade long campaign of action on youth employment:

- ✍ Participate in the development of the YES Global knowledge resource by:
 - ✍ Contributing research papers and materials about youth employment specific to your region
 - ✍ Identifying best practices and programs about youth employment from your country
 - ✍ Developing innovative pilot projects for your region
- ✍ Adopt the Summit Framework for Action as part of your network's strategy for addressing youth employment
- ✍ Draw on the strength and resources of the Global Alliance for Youth Employment to help build your network

Summary of YES Support for Youth Country Networks

YES exists to provide you with the support that you require to successfully launch and operate your county network.. Here is a summary of the products and services that are available to you through YES:

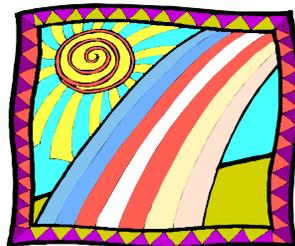


- ✍ YES brochures and promotional resources
- ✍ YES newsletter on youth employment
- ✍ Global Alliance for youth employment
- ✍ Global Knowledge Resource on youth employment
- ✍ (Framework for Action)
- ✍ YES country network page on web site
- ✍ Media resources and support for promoting your network
- ✍ List serve discussion group on youth employment
- ✍ Information on innovative pilot projects and “what works” in generating youth employment

Chapter Summary

In this chapter you have:

- ✍ Identified activities that your steering committee can engage in leading to the Summit
- ✍ Identified activities that your steering committee can engage in following the Summit
- ✍ Reviewed the YES products and services available for building your country network



Appendix 1: Sample Invitation Letter

Include header with your full name, mailing address, telephone number and email address if applicable

January 18, 2002

Youth Advocacy Group
123 Perry Lane
Nairobi, Kenya

Dear Mr. Smith,

My name is Kelly Lee and I affiliated with Employment Matters (Nairobi office).

Or, if you do not belong to an organization,

My name is Kelly Lee, and I am *<insert a descriptive sentence about yourself>*

Example:

- a senior at Bramelea High school in Nairobi with an interest in fostering youth employment

I am writing to invite you to join the Youth Employment Summit Country Network that I am coordinating. The Youth Employment Summit (YES), a global forum on youth employment, development and environment, will be held in Alexandria, Egypt, September 11-15, 2002. The secretariat for this conference is being hosted at Education Development Center (EDC) a non-profit NGO based in Boston, U.S.A.

A defining moment in the history of the world's young people, it will be a seminal event that will launch a decade-long global campaign for youth employment. The goal of the Summit is to create productive and sustainable livelihoods for an additional 500 million young adults, especially youth facing poverty, by the year 2012.

Achieving the goal of generating 500 million sustainable livelihoods for youth will require a concerted effort from all sectors of society and will involve a large number of people, especially youth. A key component of the YES campaign will be the YES Country Networks that will be launched throughout the world.

A YES Country Network is a youth run initiative based in a particular region or country that fosters the collaboration of multiple stakeholders to take committed action to address youth unemployment.

(continued on next page)

(Sample Invitation Letter Continued)

In general, all YES country networks exist to do to the following:

- ✍ Raise awareness on the issue of youth employment on a local and national level.
- ✍ Develop a commitment to action amongst various groups to address the youth unemployment challenge.
- ✍ Create a platform for such groups to support one another through sharing ideas, experiences, resources, expertise and knowledge with regards to "Best Practices in Promoting Youth Employment" (*what works and what does not work*).

Youth employment is a serious concern for Nairobi, where ***<From your research, insert a few key points about the youth employment situation in your region >***

<Refer to any attachments that provide additional insight into the nature of the issue>
e.g. For your interest, I have attached a chart that illustrates Nairobi's escalating youth unemployment figures over the last five years.

I look forward to speaking with you about joining the YES Kenyan country network, and answering any questions you may have. I will contact you ***<explain how, by phone, visiting, etc.>*** next week.

Best regards,

Kelly Lee

Appendix 2: Press Release Template

MEDIA RELEASE

EMBARGOED FOR RELEASE
DD/MM/YY



YOUR CONTACT DETAILS:
Name, Email, Phone, Cell Phone, Fax

CATCHY NEWSPAPER-STYLE HEADLINE

(This headline should be straight to the point, be in ACTIVE verb tense, and somewhat catchy, i.e., make people want to read on e.g. MAN BITES DOG)

Paragraph 1

The first paragraph, the lead, is the most important piece of text on this page. It must answer the 5 W's: Who, What, When, Where and Why????? It must be succinct, clear and arresting. It must grab the journalist and editor's attention.

Paragraph 2

More elaboration. What will this thing do? Why is it important? (Without saying "this is important because...")

Paragraph 3

A quote from someone (these let you say all the words you can't say out of quotes: "fantastic", "excellent", "amazing", etc.)

Paragraph 4

More elaboration, details.

Paragraph 5

Second Quote.

Paragraph 6

Who we are? Offer a standard description.

The Youth Employment Summit (YES) is a global campaign focused on placing the issue of youth employment firmly on the agenda at all levels. YES will be hosted by the Arab Republic of Egypt in the new Library of Alexandria in September 2002. YES is dedicated to identifying and disseminating creative youth employment strategies worldwide.

Launched in 1998, YES's goal is to promote sustainable livelihoods for youth.

The Youth Employment Summit is based at Education Development Center, Inc., an internationally known educational research and development organization located in Boston, Massachusetts, USA.