



**Youth Employment Summit (YES) Campaign  
YES Inc.**

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**YES Networks Guidelines**

**Working Document**

**2007**

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## 1. Introduction

In September 2002, the first ever Youth Employment Summit (YES) took place in Alexandria, Egypt. There the YES Campaign was launched as a Decade of Actions on Youth Employment (2002-2012) and every alternate year since then a follow up global summit has taken place in different regions of the world (YES Mexico in 2004, YES Kenya in 2006 and the next one that will take place in Azerbaijan in 2008).

Since its inception, the YES Campaign has been promoting the creation of in-country infrastructure through YES Country Networks, in order to create: a) Outreach and Engagement; b) Knowledge Building; and c) Capacity Building in terms of youth employment.

Under the umbrella of the YES Global Campaign, the YES Country Networks have been lead by YES Country Coordinators who have been appointed by the YES headquarters (YES HQ) and/ or have been elected by the respective Network members. These YES Coordinators have been facilitating, on a voluntary basis, the YES process in their countries, keeping alive the mission, vision and challenges of YES and continually adapting them to the local needs.

The YES Coordinators have played a key role in building up the YES Campaign. Thanks to their commitment and passion that within four years since its launch, the YES Campaign now has presence in more than 80 countries, spanning across the regions of the world.

The YES Country Networks are multi-stakeholder and multi-generational coalitions that network and advocate in order to achieve sustainable, healthy and productive livelihoods for the youth. In each country, it has taken a different form, such as public policy advocacy, project and program development, training, and so on, in accordance with the specific needs and potentials of the country.

In 2004, in Mexico, prior to the YES Global Summit the first 'YES Coordinators Workshop' was organized. On that occasion, lessons learnt and best practices were shared among the YES Networks resulting in the emergence of a "Community of Practices" (CoP) as a common understanding of what they were. For each one of them, the YES Campaign at that point was an invitation and an opportunity to "think globally and act locally". This workshop, held in Mexico, helped visualize the diversity among the YES Networks - the different stages of development-; diverse challenges that these YES Networks face specific to the region or the country where they are based; and the level of institutionalization.

In September 2006, the third Youth Employment Summit took place in Nairobi, Kenya. Prior to this Summit, the second 'YES Coordinators Workshop' was organized. Here it was important for the YES Networks to work towards visualizing the common challenges that they faced as YES Networks and also identifying the priorities for the YES Campaign as a whole as well as for the development of the YES Networks. The three priorities that were

identified were: (1) institutionalization/ formalization of the YES Campaign at the global, regional and national levels; (2) capacity building for Regional and Country Coordinators and their projects; (3) funding and fundraising, both at the YES Headquarters and at the country level.

At the YES Headquarters, the YES Campaign was incubated originally at the Education Development Center (EDC), a process that started in 1998. Eight years hence, and after a very successful YES Kenya Summit, the YES Campaign was at another stage of development that demanded a distinct kind of institutionalization. It was then decided that a new non profit independent entity would be founded as YES Inc.

From October to December 2006, the legal, administrative and accounting transition took place at the YES HQ. Meanwhile, and in recognition of the growing role played by the YES Networks in the overall Campaign, for the first time elections were held. YES Coordinators nominated candidates from amongst their peers who then went through an election process in November, allowing the Networks to elect their representative on the newly constituted YES Inc. Board for one year duration. Also, in recognition of the commitment of the other nominated candidates that were proposed by their peers, a YES Networks Advisory Council was constituted that would provide guidance to the YES Global Network Coordinator at YES HQ as well as the YES Country Network Representative at the Board of YES Inc.

Regarding the institutionalization of YES HQ, January 1, 2007 saw the foundation of a new body called YES Inc. based in Boston, Massachusetts. In February, the pilot site of the Global Fund for Youth Entrepreneurship (YES Fund), under the Clinton Global Initiative, was launched in India. In March, the Board of YES Inc. met for the first time and since April, the YES HQ is based at the Cambridge College. During the first quarter, various proposals have been prepared and presented before the donors in order to ensure sustainability of YES HQ. A team has also been put in place for YES Inc. with the current strength of 11 (including full time staff as well as interns) and working out of Boston, India, Mexico and Panama.

In response to the three priorities identified during the YES Coordinators Workshop in Nairobi, YES HQ organizes the YES Alexandria 2007 Forum thanks to the support of the Bibliotheca Alexandrina (BA). For the first time, a YES meeting is placing its entire focus on building institutional capacities for the YES Networks in order to contribute to their local sustainability.

As an incentive, the YES Networks that have put in hard work, and exhibited commitment resulting in concrete action and impact in their countries and who meets with the basic requirements set by the YES HQ, they would be invited to this Forum in Alexandria, Egypt with all their expenses taken care of (air ticket, meals and accommodation). Countries will need to meet with the set requirements before the 31 May, 2007. These included: (1) fulfilling at least one of the five 'Kenya Commitments'; (2) presenting before the YES HQ the YES Network Action Plan for 2007-2008; (3) updating the country page on the YES website or their independent web sites; and (4) sending to YES HQ all the legal information of the host agency.

Regarding institutionalization of the YES Networks, a participative process was established between February and May 2007 in order to formulate the “YES Networks Guidelines” with inputs and feedback from: YES Board members, YES Campaign Committee member, YES Staff members, YES Networks Advisory Council members and YES Country Coordinators. In recognition to the key role that the YES Coordinators have played in the consolidation of the YES Campaign since its inception, and by suggestion of the Board of YES Inc., from YES Alexandria 2007 on, they will start to be called YES Country Leaders.

YES Alexandria 2007 is a milestone for the YES Campaign and for the YES Networks. This is a YES mid-Campaign Forum that as a result of the conclusions and recommendations of the YES Coordinators Workshop in Kenya has resulted in the first-ever capacity-building forum for YES Coordinators. Its key objectives are:

1. To frame and move forward the strategic goals of YES Inc;
2. To train and develop capacities of YES Coordinators and other participating youth in three strategic areas for entrepreneurship development: Information and Communications Technologies, Integrated Rural Businesses, and Youth Employment and the role of Social Entrepreneurship.
3. To strengthen the YES Networks by building capacity in three thematic tracks: Community Building, Program Development, and YES Programs; and
4. To build and strengthen institutional capacity by fostering linkages and synergies between the YES Coordinators and YES Inc.

This is a working and evolving document that will be publically released in YES Alexandria 2007 and it is intended to guide the YES Networks through all stages of their development – including those just starting. It is a tool that shall guide the YES Networks with basic information on the YES Campaign, YES Inc., the YES Campaign Committee, the YES International Advisors, the YES Country Leaders, and the YES Regional Coordinators; as well as will explain: what is a YES Network, what is a YES National Host Agency and a YES Regional Representative. Also annexed are: Terms of Reference (ToR) for the various positions (namely YES Country Leader, YES Regional Coordinator, and YES Global Network Coordinator); Work Plan to be accomplished by the YES Networks between now and YES Azerbaijan Summit in 2008; Sample YES Country Action Plan 2007-2008; Monitoring and Evaluation System for YES Networks; and Branding Policy at YES Inc. that all the YES Networks should follow.

Also in YES Alexandria 2007 an on line reporting and evaluation system will be presented for the YES Networks. That will allow individually assess each YES Network –twice a year- and then YES HQ will be able to determine in a scientific way, its stage of development – vanguard or emerging. YES Inc. then will be able to tailor its services and products as per their specific needs in terms of contacts and networking, information, training, technical assistant, proposal development for fundraising, etc.

The expectation of YES HQ is to leverage up all the YES Networks from their current capabilities, exploring their fullest potential, and supporting their development. The complete diagnosis will be made on the basis of information collected, as well as during the certification process that the YES HQ will initiate during 2007 for the YES Country

Leaders, YES Regional Coordinators, and YES National Host Agencies. This understanding would allow the YES HQ to deliver and serve better the YES Networks and effectively build their capacity, ensuring their sustainability. This would in turn translate into the sustainability of the YES Campaign as a whole.

We are confident that after YES Alexandria 2007, the YES Campaign leaders will be ready to move forward it to the next phase at the global, regional and national levels! Welcome to a new era at YES!

Dacil Acevedo Riquelme  
Global Networks Coordinator  
YES Inc.

## **2. Acknowledgments**

The “YES Networks Guidelines” is a working document for the YES Community that has been prepared between February and May 2007. At the behest of YES Inc. President, Mrs. Poonam Ahluwalia, the first draft document was prepared by the YES Campaign Committee Member, Samuel Gonzalez, and the YES Global Network Coordinator, Dacil Acevedo Riquelme. After gathering feedback from YES President and other staff members, the second draft was prepared and was sent for review to the YES Networks Advisory Council. After incorporating their various inputs, the third draft was prepared and circulated to YES Country Coordinators and YES Regional Coordinators for their feedback, as well as was presented before the YES Inc. Board. The fourth draft of the document incorporated the various inputs and was ready for final approval from the YES President in May 2007. Final edition has been prepared to be able to be released at YES Alexandria 2007.

Since this document has been formulated with valuable contributions from various members of the YES community we wish to specially acknowledge each one of the following persons for their time, valuable comments, rich thoughts and commitment for the future of YES:

### ***YES Inc. Board***

- Poonam Ahluwalia, President
- Scott Leland, Secretary

### ***YES Campaign Committee Member***

- Samuel Gonzalez, President, Fundacion E

### ***YES Inc. Staff***

- Dacil Acevedo Riquelme, YES Global Network Coordinator
- PK Joseph, Director-Programs
- Johnson Kottakalil, Program Associate
- Ursula Carrascal, YES Latin America Communication and Project Coordinator
- Nishita Roy, Summer Intern 2007 at YES Inc.

### ***YES Networks Advisory Council***

- Pindarous Allison, YES Country Leader Liberia/YES Regional Coordinator for Western Africa
- Dulal Biswas, YES Country Leader, Bangladesh
- Marcelo Costa, YES Country Leader, Brazil
- Nugzar Melazde, YES Country Leader, Georgia

- Samir Tagiyev, YES Country Leader, Azerbaijan

***YES Country Leaders***

- Elvis Agbayizato, YES Togo
- Algassimo Bá, YES Guinea Bissau
- Alvaro Casas, YES Uruguay
- Audrey Cordera, YES Philippines
- Emmanuel Dennis, YES Kenya
- Faiza Jama, YES Somalia
- Omar Mansoor, YES Afghanistan
- Mirian Nuñez, YES Paraguay
- Macumu Pierre, YES Burundi
- Ali Raza Khan, YES Pakistan
- Samkeliso Simelane, YES Swaziland
- Thomas Tchemi, YES Cameroon

### 3. **The YES Campaign**

The Youth Employment Summit (YES) Campaign was launched after 40 global consultations held from 1998 – 2002 as a response to the enormous crisis of youth unemployment all over the developing world.

Three goals were identified for the YES Campaign during the decade of actions for youth employment (2002-2012):

- 1) Placing the burning issue of youth unemployment on the global agenda;
- 2) Building a coalition of the caring to work in-country; and
- 3) Making a compelling call to action.

On September 11, 2002 under the Co-Chair of Mrs. Mubarak and President Clinton, the Youth Employment Summit Campaign (YES) was launched by over 1,600 delegates from 120 countries, including 45 Ministers. Four years of global consultation culminated in five dynamic Summit days that led to the development of a concerted response to the problems faced by unemployed youth. In four years, by the end of 2006, the Campaign had organized three Global Summits – Egypt, Mexico, Kenya, and two Regional Forums – India and Paraguay; launched over 80 YES Country Networks; initiated more than 400 projects all over the world; and published more than 100 original publications.

#### **The Problem: Youth Unemployment is a Global Crisis**

There are currently one billion youth (ages 15-24)<sup>1</sup> on the planet, 850 million of whom live in developing countries with minimal infrastructure to support education and job training. There are also 1.5 billion children (ages 14 and younger) waiting to flood unprepared labor markets. Young people in the developing world have limited access to education, job skills training, and self-employment opportunities. Developing countries' labor markets are not equipped to put youth to work. Consequently, while the global youth population is expected to increase by 50 percent in the next 30 years<sup>2</sup>, the number of unemployed youth is projected to quadruple<sup>3</sup> during this same time period.

These situations get worse in case of war or internal conflict. Many of the world's most protracted conflicts, from the Middle East, Kashmir, and Sri Lanka to the Congo, Northern Ireland, and Colombia, are, at least in part, due to the misdirected energies and frustrations of unemployed youth. These and other conflicts are in danger of becoming even more volatile as hundreds of millions of additional unemployed youth are added to the global population.

#### **Our Response: A Global Youth Employment Campaign 2002-2012**

<sup>1</sup> It is important to highlight that in most of the developing countries the Youth Ministers consider by this population being between 15-30 or 35 years old, according the country. Nevertheless, the United Nations agencies consider by youth the population between 15-24 years old and present statistics for this age range.

<sup>2</sup> Population Reference Bureau, *2005 World Population Data Sheet*, [http://www.prb.org/pdf05/05WorldDataSheet\\_Eng.pdf](http://www.prb.org/pdf05/05WorldDataSheet_Eng.pdf)

<sup>3</sup> UN News Centre, "Global Youth Unemployment Skyrockets to All-time High, Action Needed," August 11, 2004, [www.un.org/apps/news/storyAr.asp?NewsID=11604](http://www.un.org/apps/news/storyAr.asp?NewsID=11604)

The Youth Employment Summit (YES) Campaign is a civil society response to the enormous global challenge of youth unemployment.

The YES Campaign:

- Views youth as true partners in development, rather than as beneficiaries;
- Encourages youth to organize multi-stakeholder, country networks;
- Builds the commitment of world leaders and institutions to confront the challenge of youth unemployment by developing strategic partnerships;
- Transforms that leadership commitment into tangible investments in innovative, employment-generation strategies;
- Maintains a web-based, Global Knowledge Resource – a free platform that disseminates labor market knowledge and best practices for individuals, networks, and partners through a range of traditional and new-media technologies (print, conferences, e-groups, CD ROM, and video); and
- Provides youth with opportunities to build leadership, management and entrepreneurial skills in the context of sustainable development.

By enlisting youth participation in creating viable employment alternatives in their home countries, the YES Campaign has validated the concept that young people, if given access to the right resources, can effectively craft their own opportunities for advancement and growth in labor markets while simultaneously addressing development needs. In the five years since its launch, the YES Campaign has overseen the formation of youth-led networks in over 80 countries.

<b>YES Framework for Action: The 6E's + Education</b>
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The YES Campaign recognizes that increased individual capacity improves the livelihoods of youth. In order to classify its innovative education and job skills training programs, YES has adopted the existing “6 Es + Education” framework, designed by the Youth Employment Network (YEN) initiative from the International Labor Organization (ILO) and World Bank, as well as from the UN Education, Sciences, and Cultural Organization (UNESCO).

1. **Employability:** To ensure access to appropriate skills training followed by adequate support, regardless of youth location and background. Programs must teach marketable skills and promote self-esteem.
2. **Employment Creation:** To adopt policies that will encourage economic growth and promote institutional structures that promote scalability of microenterprises  
**Equity:** To provide equal opportunities for youth to realize their full potential, particularly among marginalized groups in society
3. **Entrepreneurship:** To engender the creativity of young entrepreneurs, who see social and economic opportunities in areas where others only see problems.
4. **Environmental Sustainability:** To seek sustainable employment without further damaging the environment

5. **Empowerment:** To bring the unprecedented opportunities of the ICT revolution to under-represented groups in society with a focus on marketing, connectivity, and content.
6. **Education:** To provide informal education and skills training to stigmatized members of society.

<b>YES Emerging Development Sectors</b>
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These programs provide targeted training and work opportunities in the five YES development emerging sectors. YES identified these sectors at the Hyderabad Regional Forum in year 2003, because of their direct relevance to development in emerging markets. In each of these areas, there is a high demand for skilled labor that is currently not being met and then there is an opportunity for entrepreneurial initiatives to address it.

1. **Renewable Energy (RE):** Organize youth to assemble, install, service, and market RE systems.
2. **HIV/AIDS:** Increase awareness of and develop solutions to fight HIV/AIDS.
3. **Rural Development:** Mobilize youth to develop agricultural extension programs.
4. **Information and Communication Technology (ICT):** Develop programs to support ICT-based entrepreneurship.
5. **Water and Sanitation:** Improve the availability and supply of safe water and sanitation services.

<b>Achievements until 2006</b>
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Listed below are some of the accomplishments of YES Campaign, reported in the *State of the Campaign Report 2006* launched at YES Kenya Summit:

***Infrastructure and Capacity Building – The YES Campaign has:***

- Hosted the world’s first three Global Youth Employment Summits: Alexandria, Egypt in 2002 (participation of 100 government ministries and 2,000 civil society organizations); Veracruz, Mexico in 2004 (1,500 delegates including senior government ministers); and Nairobi, Kenya 2006 (2000 delegates including Ministers and senior government officials);
- Established over 80 youth-led country networks since 2002 to promote policy, programs, and activities, including 7 networks in conflict zones;
- Appointed 6 regional coordinators including a global manager to oversee network activities and communicate “best practices” when identifying and mobilizing resources;
- Organized 65 national consultations to bring networks together with diverse stakeholders (government, private sector, NGOs, and educational institutions);
- Hosted the first Asian Regional Forum for Youth Employment in Hyderabad, India, in 2003 with 48 countries represented and 1,000 delegates and the First Latin American Youth Employment Encounter in Paraguay in 2005 with the key 200 development stakeholders of that region.

***Programs and Employment Creation – The YES Campaign has:***

- Overseen 400 locally initiated and managed programs throughout its network, 150 of which were launched since 2004 and are focused primarily on the five development sectors targeted by the Campaign;
- Focused 60 percent of programs on education and capacity-building, 30 percent on employment creation, and 10 percent on policy-making and awareness-building;
- Begun the process of launching the YES Academy, the first international institution for youth employment project development based in Hyderabad, India;
- Developed a global database of effective youth employment resources and toolkits.

***Partners and Funders – The YES Campaign has:***

- Formalized pro-youth government policies in 60 percent of existing networks;
- Established high-level partnerships with UN agencies in 30 countries and with 25 major international organizations (including the World Bank, EC, GEF, OECD, IADB, OAS, USAID, SIDA, SDC, ILO);
- Secured support from large private sector corporations including Levi-Strauss and Microsoft, as well as from international donor agencies including Swiss Development Corporation;
- Leveraged an average of \$5 million per continent to support network activities and over \$2.5 million from the Government of India alone.

More information on: [www.yesweb.org](http://www.yesweb.org)

#### 4. The YES Inc.

The YES Campaign was founded in 1998 as a project of Education Development Center (EDC) Inc., an award winning international development organization, and a world leader in education, health and workforce development. More information on: [www.edc.org](http://www.edc.org)

After being incubated at EDC, the YES Campaign has since January 1, 2007 acquired an independent status and is based in Boston (USA), funded by a Board of very prestigious persons representing well known institutions from corporate sector, academia and civil society.

##### YES Inc. Board of Directors

*Poonam Ahluwalia, YES Inc., President*  
*Akhtar Badshah, Sr. Director Community Affairs, Microsoft Corp*  
*Cynthia Brandt, President, Brandt Associates Treasurer*  
*Stephen J. Brown, Partner, Deloitte*  
*Graciano Gaillard, YES Networks Representative, Dominican Republic*  
*Scott Leland, Director, Harvard's Kennedy School of Government, Secretary*  
*Debra Deanne Olson, President, the Global Green Company*  
*Mahesh Sharma, President, Cambridge College*  
*P. Rajendran, Chief Operating Officer, NIIT, Ltd.*  
*Janet Whitla, President Emeritus, Education Development Center*

YES Campaign is a project of YES Inc. which develops and manages the policies, procedures, agreements and partnerships with other organizations at the global, regional and national level.

On January 1, 2007 the YES Inc. was formed to serve the following objectives:

- (1) **Build the YES Fund:** Global Fund for Youth Entrepreneurship (Clinton Global Initiative)
- (2) **Build Capacity of the YES Leaders:** in over 70 countries to develop programs with YES Networks.
- (3) **Organize the 3 remaining YES Summits:** Azerbaijan 2008, (To be defined) 2010, Alexandria 2012.
- (4) **Develop Youth Social Entrepreneurship programs:** through the Institute for Youth Social Entrepreneurship, a partnership initiative between YES Inc. and Cambridge College.

##### YES Inc. Design Principles:

Three major principles underlie this mission.

**First**, the YES Campaign believes that every person is capable of leading and seeks to

provide opportunities for youth to realize their leadership abilities. **Next**, the Campaign believes in the power of knowledge-sharing and is aware that many effective practices exist. The challenge is to identify these practices and to create opportunities for dissemination, replication, adaptation, and learning. **Third**, the YES Campaign strives to act as a catalyst that inspires fresh and innovative approaches to human development by connecting critical stakeholders in the private and public sectors. The Campaign focuses on youth, the creative change agents of today, to drive this effort.

**(1) Build the YES Fund – A Global Fund for Youth Entrepreneurship.** In today’s world with burgeoning populations there are just not enough jobs in the private and public sectors. The YES fund will work to create markets and unleash entrepreneurship in developing countries by helping young people to identify business opportunities, prepare their business plans and compete for the best ideas. This fund will support young entrepreneurs to participate in the Business Plan competition and the winners will be provided small-scale risk capital, start-up funding, credit and loan guarantees, and innovative business development services to start their businesses.

**(2) Build the capacity of the YES Leaders** To generate an in-country infrastructure of youth-led networks to disseminate information, develop programs, be advocates for innovative policies, and implement projects that promote youth employment and leadership. Currently there are over 80 YES Country Networks in various stages of development. They will be provided leadership and entrepreneurship training to help them develop the systems and partnerships needed to generate youth employment.

**(3) Organize the 3 remaining YES Summits (Azerbaijan 2008, TBD 2010, Alexandria 2012):** To continue to hold and maintain a burning focus on the issue of youth unemployment on the global agenda: we do this by convening stakeholders at our Global Summits which have been held in Egypt 2002, Mexico 2004 and Kenya 2006. The next one in 2008 is in Azerbaijan. At these Summits – the youth delegates meet with experts, donors, practitioners, and other stakeholders to develop program and policies that will help build in-country capacity to provide the education, training and other services needed by young people to find productive work.

**(4) Develop the Youth Social Entrepreneurship program** this program will provide the practical training and development services for engaging and inspiring young people to ‘be the change they want to see’. It will take the lessons learnt and pathways unfolding through the work of the YES Leaders over the last 8 years to become a leading program for building the capacity of young people to be change makers. It aims to become a source for innovative and creative solutions for action in the social sector. All of the programs offered will have a theoretical and a project based approach to learning. It will be organized through the Institute for Youth Social Entrepreneurship a joint partnership of YES Inc. and Cambridge College.

## 5. The YES Campaign Committee (YES CC)

The YES Campaign is guided by a group of prominent leaders' worldwide representing different sectors (governments, international organizations, corporate sector and civil society) and different regions of the world.

### **YES Campaign Committee**

*Hafsat Abiola*, Director, KIND, Nigeria  
*Nahas Angula*, Prime Minister, Namibia  
*Jennifer Corriero*, Co-Founder, TakingITGlobal, Canada  
*José-Maria Figueres*, President of Costa Rica (1994-98), Switzerland  
*Samuel Gonzalez*, Executive President, Fundación E, Mexico  
*Koosum Kalyan*, Sr. Business Development Advisor, Shell International, South Africa  
*Regina Monticone*, Secretary, Youth Employment Network, Switzerland  
*Sithembiso Nyoni*, Founder, ORAP, Zimbabwe  
*Thoraya Obaid*, Executive Director, UNFPA, USA/Saudi Arabia  
*Ismail Serageldin*, DG, Library of Alexandria, Egypt  
*M. S. Swaminathan*, World Food Prize Laureate, India  
*Anna K. Tibaijuka*, Executive Director, UN-Habitat, Kenya/Tanzania  
*Janet Whittle*, President Emeritus, Education Development Center, Inc, USA

## 6. The YES Campaign International Advisors (YES IA)

The YES Campaign is supported by a group of very prestigious International Advisors that advise on the programs and projects that the YES Campaign develop in all the regions of the world.

### **International Advisors of the YES Campaign**

Sir David Bell, Chairman, Financial Times  
Margaret Catley-Carlson, Chair, Global Water Partnership  
Hanns Michael Holz, Global Head Public Relations, Deutsche Bank AG  
Maritta Koch-Weser, CEO, The Global Exchange for Social Investment  
Jose M. de Olivares, Executive Director, Institute for Mainstreaming Marginalized Youth.  
Bremley Lyngdoh, Co-founder Global Youth Action Network  
Jeffery D. Sachs, Director, The Earth Institute  
Adele S. Simmons, Vice Chairman, Chicago Metropolis 2020  
Hanne Strong, President, Earth Restoration Corp  
Cheryl Vince Whitman, Vice President Education Development Center, Inc.  
Jennifer Wild, President, Alternate Perspectives  
Muhammad Yunus, Managing Director Grameen Bank

## **7. The YES Country Leaders (YES CL)**

Previously called ‘YES Country Network Coordinators’, from YES Alexandria 2007 onwards, these positions will be solidified with clear deliverables and be identified as YES Country Leaders (YES CL).

All the YES leaders will be assisted by YES HQ for achieving the new standards, desirable level of institutional and personal development by building up his/her capacity as well as the YES Network one.

A YES Country Leader (YES CL) is then, a volunteer from the country recognized as thus by YES Inc. It will be appointed from 2007 on, and will be revisited every two years during the Global Summits of YES.

Only one person will be recognized as YES CL by the YES HQ to serve as a liaison between YES Inc. and the YES Network. However, the YES Networks can, at their level and for their internal purpose, create other positions (such as: Executive Director, General Secretary, Coordinator, and Deputy Representative etc.). The YES CL is the responsible to keep regularly informed and updated the YES Regional Coordinator and the YES Global Network Coordinator on the YES Network Organizational Structure in his/her country, governing bodies, membership (list of network’s institutional and individual affiliated members) and progress in terms of public policy advocacy, partnerships and program development.

The YES CL can appoint if desired a YES Deputy CR in order to replace when he/she is not available and/or for being charge of specifics issues in the relationship with YES HQ. In any case, the YES CL should inform on this in advance to his/her YES Regional Coordinator as well as to the YES Global Networks Coordinator providing the professional profile of this person, the level of experience with the YES Networks as well as activities under this person’s responsibilities. The performance of the YES Deputy CR will be under the YES CL supervision. The YES CL can remove and change him/her previous notification to YES HQ explaining in each case the reason for the change.

The YES CL represents the YES Campaign in the countries where it has presence; promotes the organization of YES Network in the respective country and ensures that the policies, programs and projects of YES Inc. are achieved at the national level, including the national fundraising strategy to ensure self-sustainability of the YES Network. Each YES CL is responsible to report progress of the YES Country Network to the respective YES Regional Coordinator as well as to the YES Global Network Coordinator.

These individuals will be recognized leaders in their countries, who have made a difference in their communities as social, environmental or business entrepreneurs and have the capacity to work with an inter-generational and multi-stakeholder approach. They will serve on the YES Campaign in an honorary capacity.

Through the national fundraising strategy they are expected to raise funds, both to cover the

basic expenses for their operations as well as for the YES Network. Nevertheless, it is important to clarify that no project proposal would be submitted to a donor in the name of YES, without prior information, coordination and approval from the YES Regional Coordinator, YES Global Network Coordinator and the President of YES Inc. The YES CL is responsible to follow up this procedure and then in case it is not followed as explained, it might lead to withdrawal of the affiliation to YES and then the YES country network would be de-recognized as such.

One member from among the YES CLs will hold the position of a Board member and serve on the YES inc. Board. This person will be elected for a one-year term through a democratic voting process among the fellow YES CLs worldwide.

Please see Appendix A for the terms of references of the YES CL.

## **8. The Regional Coordinators of the YES Campaign (YES RC)**

In each region of the world, where the YES Campaign has presence, there will be a YES Regional Coordinator (YES RC)<sup>4</sup>.

In 2007, an application process will be open to renew all the YES RCs position. YES Inc. will be responsible for evaluating and selecting the persons that will serve in this position, taking into account his/her commitment and experience with the YES Campaign as well as the regional background, networking and institutional support. It will be taken in consideration the capacity of this person to organize a sustainable regional hub for the YES Campaign.

The YES RC will help facilitate the coordination of YES Campaign in the particular region, taking into account the regional priorities and potential as well as work out a regional fundraising strategy. They will serve on the YES Campaign in an honorary capacity. Through the regional fundraising strategy they are expected to raise the funds to cover the basic expenses for their operations.

Each YES RC will be under the guidance and supervision of the YES Global Network Coordinator at YES Inc., who will monitor and evaluate their performance. Each YES RC is responsible to report, on a monthly basis to the YES Global Network Coordinator, the progress in his/her region as well as in specific cases, in each YES Country Network.

The YES RC will be appointed as such by YES Inc. for two years period and the position will open for application every two years during the Global Summits of YES.

Please see Appendix B for the terms of references of the YES RC.

***The work of the YES RCs, the YES CLs and the YES Country Networks, is guided and monitored at YES Inc. by the YES Global Network Coordinator. Please see Appendix C for the terms of references of this position.***

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<sup>4</sup> It is expected that the YES RC will serve just in this position and won't be at the same time the YES CL in his/her country in order just to focus and prioritize on the regional level.

## 9. What is a YES Network?

In this globalized (media and web), connected world, the innovation, leadership and drive of young people is surely needed to tackle many of the persistent challenges that the developing nations face – the foremost amongst them is eradicating poverty. Essential to accomplishing the poverty eradication goal is building appropriate human resource, education and training, policies, and other services infrastructure for promoting youth employment in each developing country.

YES decided to focus a major percentage of its efforts on building youth leadership and entrepreneurship to accomplish the goal of creating in-country infrastructure and these took the form of YES Country Networks. These networks liaise with stakeholder groups (government, business, academics, NGOs, and UN agencies) to develop programs and policies for promoting youth employment.

The YES Networks generate an in-country infrastructure of youth-led networks to disseminate information, develop programs, be advocates for innovative policies, and implement projects that promote youth employment and leadership. Currently there are over 80 YES Country Networks at various stages of development. They will be provided technical support that will equip them with leadership and entrepreneurship training.

### The Background

YES Country Networks are multi-stakeholder groups mostly led by young people with an inter-generational approach that focuses on the employment generation needs of their countries.

They are formed at national level usually in consultation with their government and with participation of the key stakeholders from the different sectors. Currently there are over 80 YES Networks around the world.

### The Purpose

The YES Country Networks promote youth-led responses to the to youth unemployment. Their primary purpose is to work with YES Inc. and its partners to:

1. *Develop capacity of youth to lead in-country youth employment initiatives*
2. *Promote (in-country) youth employment to address key development challenges*
3. *Build in-country coalitions to develop national strategies addressing youth unemployment*

They are entities that comprise of a diverse stakeholder groups, each committing them to take on the role of youth employment facilitators.

This facilitation can take many forms such as:

1. Young people can volunteer their time for service to their communities;
2. Policy makers can include youth in the decision making processes, putting in place policies that enable youth employment, conducting a youth impact assessment of the current policies and implementing programs for youth employment;
3. The financial sector can provide targeted business development and credit services to young people;
4. Funders can provide the much needed resources to youth employment programs;
5. UN agencies can help support skill building and other services to young people;
6. Training institutions can train young people in demand-driven opportunities for jobs in the public and private sectors also provide training for self-employment;
7. Academic institutions can consult with employers, and potential employees and develop demand-driven curriculum and also produce research in new and relevant sectors for youth employment.

The YES Network organize themselves at the national level and establish their governing bodies and structures, as well as allowing for self-governance at local levels (YES Network Coordinator/ YES Network General Secretary/YES Network Director, etc.).

It is important to mention and recognize that some of the YES Country Networks have developed infrastructures at the local/state/province level, called local networks or chapters. YES Inc. promotes and encourages such local networks with the precondition that they be affiliated to the YES Country Network and adheres to reporting and all other requirements, standards, policies and procedures as established at the national level.

The communication of the local network and/or any network member (institutional or individual) to YES Inc. should be done through the YES CL and/or with copy to the YES CL and YES RC according the case. YES HQ won't answer any communication that does not follow up these procedures, and then YES CL should inform in advance on this to its network members in all levels.

It is relevant to mention here that following the Kenya Summit and on initiative of the African Ministerial Declaration signed by the Youth Ministers, there is a pilot experience of YES Ministerial Network taking place in Africa and with participation of all its sub-regions. The YES Ministerial Network is under the umbrella of the YES Campaign; is supervised by YES Inc.; and has its own Terms of References and Memorandum of Understanding signed with YES Inc. Depending on the outcomes of this pilot experience, it may be worthwhile to consider replicating it in other regions of the world.

From 2007 on, the YES Network should –in order to kept recognized as such- report its progress to the YES Inc. twice a year (July and December) through the on line reporting and evaluation tool that will be presented in YES Alexandria 2007. It will be a duty of the YES Country Leader to fill it on line in a timely manner.

## Key Result Areas

The YES Networks follow the policies, procedures and standards requested by YES Inc. in their actions, programs and projects.

As a minimum, a YES Network is expected to achieve the following key results:

1. **Organize Consultations:** Host national level consultations with governments, private sector, academic institutions, education and training organizations and NGOS and youth groups to build the national coalition for youth employment.
2. **Build Partnership:** Prepare a database of stakeholders and build partnerships for developing programs and implementing projects.
3. **Prepare Action Plans:** Prepare country action plans or reports to make presentations, build commitment and knowledge and use for program development
4. **Understand the UN MDGs:** to share how young people can be engaged in fulfilling the MDGs and include that information in their proposal development process
5. **Develop Entrepreneurship Programs:** Promote an entrepreneurial culture through workshops and materials; develop programs to provide Business Development Services to young people, work with banks and government agencies to provide credit and to provide credit and other services to youth.
6. **Understand Markets:** Understanding the needs of the market place and creating products and services to serve the market and to help in enterprise development
7. **Mobilize Resources:** Build the capacity of YES Network leadership to identify needs, develop projects, build partnerships, mobilize resources and implement projects.
8. **Build Absorption Capacity:** Work to make the YES Network sustainable and effective and able to absorb the resources available to the country for its development.

The YES Networks are responsible for their self-sustainability. YES Inc. aids their development through information, knowledge sharing, training, technical assistance, contacts in the international arena and building up their capacity for fundraising and funding (such as through the YES Fund). Also YES Inc. invites certain YES Network based on the past achievements and its current stage of development, to partner with YES Inc. on projects developed at the global, regional and/or national level.

An on line monitoring tool is being put in place from this year (2007) on, in order to evaluate the stage of development of each network as well as their progress and contribution to the YES Campaign. It is important to mention that the YES Networks contribute in different ways, direct or indirect<sup>5</sup>, for the youth job creation. All these will be evaluated as contributions for the YES Campaign, since both are important.

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<sup>5</sup> For example, in the case of public policy advocacy the contribution is in the framework for youth job creation, not directly creating youth jobs.

Please see the following Appendixes that are crucial for the development, reporting and accountability of the YES Networks for the following years:

D. YES Networks Work Plan from Kenya Summit to Azerbaijan Summit

E. Sample Model of YES Country Action Plan 2007-2008

F. Monitoring and Evaluating System for YES Networks

G. Branding Policy at YES Inc.

## 10. What is a National Host Agency of YES Inc.?

Each country where the YES Campaign has its presence (through a YES CL and a YES Network) there will be a national host agency of YES Inc. This will be a well known, prestigious, accountable, non profit, civil society, national organization in the development or business arena.

It is important to mention that in some countries, the YES Networks have decided to become legal, independent entities as such and do not have a host agency. However, in any case they will have to fulfill the requirements explained below.

The national host agency will be recommended by the YES CL and should fulfill governance, accountability and legal standards set by YES Inc. These will be recognized by the YES Inc. after a certification process that will include the evidence of their activities, programs and projects as well as of the legal, budget and accountability status in their countries.

### **List of documents to be sent to YES Inc. to be recognized as a YES National Host Agency**

- Legal Status (legal recognition/registration certificate of the organization in your country by the authorities in charge of it).
- By Laws of the institution.
- Board Members (names and positions)
- Legal Address
- Legal Representative (Complete Name, Position, and contact information of e-mail, phone, fax, mobile, etc.)
- Web Page and/or institutional memory of the last two years including organization's mission, vision, main programs, projects and activities.
- Brief description on programs and projects managed by the organization and funded with national and international funds (specify the amount of funding in US Dollars, period of implementation of the project and the donor's source).
- Annual Budget of the organization during 2 last years.
- Copy of the external audit of the two last financial statements.

After receiving and reviewing this information, YES Inc. will send each National Host Agency a Memorandum of Understanding (MOU) that will govern the mutual relationship, roles and responsibilities. After signing it for both parties, YES Inc. will send the institution an official certification that is the YES National Host Agency in that country.

The YES National Host Agency will be responsible for representing YES Inc. in that certain country. It will work jointly with YES Inc. to submit proposals for funding for the YES Network and for YES Inc., as well as receiving and managing the funds mobilized at

the national, regional and global level for the YES network in that country. This institution should provide the YES CL the basic office infrastructure from which he/she can operate.

The YES National Host Agency will be allowed to charge a fee of 5% for institutional overhead against each funded project in which it participated at the national, regional and global level. Each YES project funded with the support of YES Inc. in its fundraising will be required to pay 20% of the funds to YES Inc. against institutional overhead, outreach, knowledge building, sharing and branding. Each project funded with national funds, should give 20% of the fund to a national revolving fund for the YES Network to pay its operational costs, activities and promotional materials<sup>6</sup>.

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<sup>6</sup> In the case of projects funded with national funds and that did not received support from YES Inc. in its fundraising, design, implementation and evaluation, it will not have to pay the 20% to YES Inc.

## **11. What is a Regional Representative of YES Inc.?**

In every region of the world where the YES Campaign has its presence, the YES Inc. will have, an institution that will serve as its Regional Representative and will represent it at the regional level, with key stakeholders, at regional meetings and forums, and at regional programs and projects.

This will be a well known, prestigious, accountable and non profit, civil society, organization in the development or business arena, with a regional recognition and a proven past experience of managing regional programs and projects. It should fulfill governance, accountability and legal standards as set by YES Inc.

It will be chosen by YES Inc. on the basis of previous mutual successful partnerships and/or on recommendation by the YES RCs and/or YES CLs. This institution has to be able to organize a sustainable regional hub of the YES Campaign in its region. There will be a signed Memorandum of Understanding (MOU) that will govern the mutual relationship, roles and responsibilities.

The Regional Representative Institution will charge a 10% fee to YES Inc. for managing regional programs and projects. Also, it will give 20% of the mobilized funds to YES Inc. against institutional overheads and branding for the projects that the institution develops under the umbrella of the YES Campaign.

**APPENDIX A.**  
***Terms of References for a YES Country Leader***

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**MISSION**

- The role of the YES Country Leader (YES CL). is to promote at the national level the interests of the YES Campaign and YES Inc.

**TYPE OF POSITION**

- Honorary/Volunteer based position.
- It is expected to pay his/her basic expenses and the network operational costs as a consequence of a successful national fundraising strategy.

**All Country Leaders shall**

- Act in the best interests of the YES Campaign, following the policies, procedures and priorities set forth by the YES Inc.
- Promote the spirit of the YES Campaign.
- Attend meetings and conferences of YES at the national, regional and global level.
- Facilitate the organization of a YES Country Network with a proper governing body and structure to fulfill the YES Campaign's goals within the country.
- Contribute to the YES State of the Campaign Report when requested
- Fill the Monitoring and Evaluation On Line Tool for YES Networks twice a year (July and December)
- Act as a liaison between the YES Country Network, the YES Regional Coordinator and the YES Global Network Coordinator at YES Inc.
- Will recommend to YES Inc. the national host agency for YES Inc.
- Develop the YES national fundraising strategy to cover his/her basic expenses for the operations as well as the operational costs for the YES Network.
- Assist with the fundraising efforts of the YES Country Network in his/her country ensuring: a) an appropriate office space from which to operate at the YES National Host Agency; b) to put in place a revolving fund from the funds that will be mobilized to bear the network's operational costs, activities and promotional materials; c) to develop programs and projects under the YES Country Network in which he/she can work on a paid basis.

**All Country Leaders are expected to**

- Encourage the establishment of a YES Network in his/her country and strengthen its institutional capacity and self-sustainability.
- Encourage the membership of the YES Network with a multi-stakeholder representation on it.
- Promote the involvement of the governments in the YES Network and the partnership with the YES Network for the national youth employment plans.
- Promote innovative approaches and knowledge building in programs and projects

under the umbrella of the YES Campaign in his/her country.

- Bring views from the country to the YES Inc. and the Regional Coordinator.
- Assist YES Inc., the National Host Agency of YES Inc. and the YES Regional Representative with contacts with key stakeholders and opportunities for program and projects development at the national level.
- Develop with the YES Country Network the national action plans with at least a 2 years period.
- Develop and regularly update the YES Network Country Page at the TIG Web Site provided by YES Inc. and/or in its own YES Network Web Site.
- Delegation building up in his/her country that will participate in the regional meetings and Global Summits that YES promotes.

## **JOB DESCRIPTION**

### **1. Outreach and Engagement:**

- Develop database of national multi stakeholders actors
- Send regular ‘YES News’ to them via email
- Help adapt YES HQ communications in local languages
- Develop e-groups in local language
- Communicate the developments/accomplishments at regional level
- Update the YES Country Web pages on a monthly basis
- Organize country level YES Consultations, workshops, seminars on youth capacity building, youth entrepreneurship and other relevant topics.
- Disseminate YES Publications/Tool Kits to the Network members translate them in local languages.
- Provide relevant support to YES Network Members in their outreach and engagement activities

### **2. Knowledge Building and Resource Mobilization:**

- Prepare and implement country action plans
- Prepare and implement a fund-raising plan
- Develop a database of funders in the country including government agencies
- Prepare targeted proposals for identified funders based on their funding guidelines
- Plan national meetings/consultations/training programs
- Facilitate country discussion groups
- Research and document effective practices within the country

### **3. Capacity Building**

- Identify national training and development institutions
- Build partnerships with these institutions to train YES network members
- Build the capacity of YES Network leadership to identify needs, develop projects, build partnerships, mobilize resources and implement projects.
- Work to make the YES Network sustainable and effective.

#### **4. Reporting to YES HQ**

- Write narrative reports under each of the sections mentioned above every month to the YES Regional Coordinator with copy to YES Country Network Global Coordinator.
- Send updates at the end of every two-weeks to the YES Regional Coordinator.
- Send to the YES Global Coordinator, YES Country Network news items for the YES web site or the YES newsletter.

#### **QUALIFICATION**

- University Degree desirable.
- Fluency in English (written and oral) desirable.
- Results oriented and committed to showing concrete achievements in his/her community.
- Person with entrepreneurial spirit and capacity to work with an inter-generational and multi-stakeholder approach.
- Experience in international initiatives with prior leadership role.
- Proven national/local recognition for his/her work and records of ethics and accountability in his/her work.
- Experience in managing programs and projects from the development or business sector preferred.
- Two references of people in senior level position in his/her country, engaged with an international organization, government or a well known civil society organization.

#### **RECRUITMENT**

- Recommended by at least one of the following: YES Campaign Committee members, YES International Advisors, YES Inc. Board Members, YES Campaign's partners, YES Regional Representative and/or YES Country Leader or National Host Agency of a country different for that of the applicant.

All applicants will fill an application form that will be reviewed and follow the procedure mentioned below.

#### **APPOINTMENT**

- Reviewed by the YES Inc. YES Global Network Coordinator.
- Approved, appointed and certified by the YES Inc. President.
- Presented to the YES Board

#### **PERIOD OF THE POSITION**

- Two years
- The position will be renewed at the YES Global Summit.

## **APPENDIX B**

### ***Terms of References for the Regional Coordinator of the YES Campaign.***

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#### **MISSION**

- The role of the Regional Coordinator (RC) of YES Inc. is to promote at the regional level the interests of the YES Campaign and YES Inc.

#### **TYPE OF POSITION**

- Honorary/Volunteer based position.
- It is expected to pay his/her basic expenses as a consequence of a successful regional fundraising strategy.

#### **All Regional Representatives shall**

- Work under the guidance and supervision of the YES Global Networks Coordinator at YES Inc.
- Act in the best interests of the YES Campaign, following the policies, procedures and priorities as set forth by YES Inc.
- Promote the spirit of the YES Campaign.
- Attend meetings and conferences of YES in the regional and global level.
- Facilitate the organization of a YES Country Network within his/her region with a proper governing body and structure.
- Contribute to the YES State of the Campaign Report when requested
- Prepare monthly progress reports on his/her region (including the details on each network of the region) to the YES Global Network Coordinator.
- Act as a liaison between the YES Country Networks in his/her region and the YES Global Network Coordinator at YES Inc.
- Recommend to YES Inc. the Regional Host Agency for YES Inc.
- Develop the YES Regional fundraising strategy.
- Assist with the fundraising efforts at the regional level in order: a) to have an appropriate office space from which to operate; b) to generate a revolving fund from the funds that will be mobilized in order to be cover the regional operational costs, regional activities and promotional materials; c) to develop programs and projects at the regional level in which he/she can work on a paid basis.

#### **All Regional Representatives are expected to**

- Encourage the establishment of a YES Network within his/her region (where there is none) and strengthen the institutional capacity and self-sustainability of all the YES Networks in that region.
- Encourage the regional partnerships for YES Inc. in that region.
- Promote YES Regional meetings.
- Promote the involvement of the governments of the region in the YEN Network and the partnership with the YES Network of that region for the national youth employment plans.

- Promote innovative approaches and knowledge building in programs and projects under the umbrella of the YES Campaign in his/her region.
- Bring view from the region to YES Inc.
- Assist YES Inc. with regional contacts with key stakeholders and opportunities for program and projects development.
- Develop with the networks, under his/her coordination, regional action plans for at least a two year period.
- Building up delegation in his/her region for the regional meetings and Global Summits that YES promotes.

## **JOB DESCRIPTION**

### **1. Outreach and Engagement:**

- Develop database of regional multistakeholders actors.
- Develop institutional cooperation agreements between the YES Campaign and regional donors and technical cooperation institutions
- Send regular ‘YES News’ to them via email
- Help adapt YES HQ communications in regional languages
- Develop e-groups in local language
- Communicate to HQ about developments/accomplishments at regional level
- Participate in relevant regional forums to advance the YES Campaign
- Write and contribute to articles in various publications to increase awareness, outreach and engagement with YES

### **2. Knowledge Building and Resource Mobilization:**

- Prepare and implement regional action plan
- Prepare and implement a regional fund-raising plan
- Develop a database of funders in the region, regional organizations, and other collaborating agencies
- Prepare targeting proposals for regional funders based on their funding guidelines
- Plan regional meetings
- Facilitate regional discussion groups
- Pilot at least one Regional Level Project, which will enhance either the Capacity Building or Knowledge Building in the context of the 5 emerging sectors, identified by the YES Campaign.
- Develop and update a regional “library” of relevant information on youth employment (youth statistics, youth policies, etc).
- Develop a catalogue of best practices for youth employment in the region.

### **3. Capacity Building**

- Identify regional capacity needs for promoting youth employment.
- Identify regional institutions who are working on workforce development programs
- Build partnerships with these regional institutions to support training and development activities in countries

- Identify regional needs in the 5 sectors and prepare a database of existing institutions working in these sectors
- Build partnerships with these regional institutions to support activities in these sectors
- Identify and link Country Coordinators to regional capacity building opportunities
- Conduct quarterly assessments the YES Networks, develop a Training Assistance (TA) plan for assisting YES Networks and update the YES Website to reflect the level of development of YES Networks
- Update the YES Network database on a quarterly basis and send relevant changes to YES HQ.
- Monitor the use of YES Network Guidelines and check on compliance with MOU. Keep the YES HQ informed on non-conformity and recommend appropriate actions.

#### **4. Reporting to YES HQ**

- Write narrative reports under each of the sections mentioned above every month to the YES Global Networks Coordinator.
- Send updates at the end of every two-weeks to the YES Global Network Coordinator.
- Send to the YES Global Networks Coordinator, news regarding YES in his/her region for the YES web site and the YES newsletter.

### **QUALIFICATION**

- University Degree.
- Fluency in English (written and oral) desirable.
- Results oriented and committed to showing concrete achievements in his/her region.
- Person with entrepreneurial spirit and with capacity to work with an intergenerational and multi-stakeholder approach.
- Experience in international initiatives with prior leadership.
- Proven regional recognition for his/her work and records of ethics and accountability in its work.
- Experience in managing programs and projects from the development or business sector preferred.
- Two references of people in a senior position in his/her country, engaged with an international organization, government or a well known civil society organization. References from regional institutions are desirable.

### **RECRUITMENT**

- Recommended by at least one of the following: YES Campaign Committee members, YES International Advisors, YES Inc. Board Members, YES Campaign's partners, YES Regional Representative and/or other YES RCs or YES CL.

All applicants will fill an application form that will be reviewed and follow the procedure mentioned below.

**APPOINTMENT**

- Reviewed by the YES Global Network Coordinator at YES Inc.
- Approved, appointed and certified by the President of YES Inc.
- Presented to the YES Board

**PERIOD OF THE POSITION**

- Two years
- The process will be renewed at each YES global summit.

**APPENDIX C.**  
***Terms of References for the Global Networks Coordinator at YES Inc.***

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**MISSION**

- The role of the Global Networks Coordinator at YES Inc. is to promote the development of the YES Networks worldwide, promoting its institutionalization, accountability and self- sustainability in coordination with, at the first place, with the YES RCs and at second place with YES CLs.

**TYPE OF POSITION**

- Paid position by YES Inc.

**The YES Global Network Coordinator shall:**

- Prepare the YES Networks Guidelines Policy and review/ update it every two years after each YES Global Summit.
- Guide, monitor and evaluate the work of the YES RCs.
- Act in the best interests of the YES Campaign, informing the YES Networks, YES CLs and YES RCs on its policies, procedures and priorities.
- Monitor and evaluate the stage of development of the YES Networks based on the reports received from YES RCs and YES CLs.
- Attend meetings and conferences of YES at the regional and global level, representing YES Inc. when requested by the President.
- Guide the work of the YES RCs and CRs at the regional and national level, in particular resolve leadership conflicts at the country level.
- Contribute to the YES State of the Campaign Report and regular monitoring, with a global perspective of achievements based on the reports of the YES RCs and YES CLs.
- Act as a liaison between the YES RCs and YES CLs with the YES Inc. Board, including its President.
- Support YES RCs and YES CLs in partnership development at the regional and national level.
- Support in the development of MoU for YES Inc. with regard to global and regional partnerships;
- Support YES Inc. in the signature of MoU's with the YES Regional Representative of YES Inc. as well as the YES National Host Agencies.
- Support YES Inc. in the proposal development for funding at the regional and global level.
- Support YES RCs with the regional fundraising strategy development.

**The YES Global Networks Coordinator is expected to**

- Review the applications for the position of RCs and make observations and recommendations on the candidates for the final decision by the YES Inc. President.

- Review and prepare a certification process for YES CL, YES RCs, YES National Host Agencies and YES Regional Representatives.
- Encourage the establishment of a YES Network where currently there is none.
- Work towards the development of YES Networks within YES Inc. to ensure the support of the Networks in its institutionalization, funding and fundraising, and capacity building initiatives.
- Encourage regional and global partnerships for YES Inc.
- Promote YES Regional meetings in support of the YES RCs.
- Support the efforts of YES RCs and YES CLs for putting together delegations for regional meetings and Global Summits promoted by YES.
- Facilitate the nomination and democratic voting process among the YES CLs. of their representative at the YES Inc. Board once a year.
- Promote team work between the YES CLs representative at YES Inc. Board. and the YES Networks Advisory Council (constituted of all the nominees to this process, once a year) and the YES Global Network Coordinator.
- Monitor and evaluate the Country Network development stage as well as regional advancement, taking into account the reports of the YES RCs and the YES CLs.

### **JOB DESCRIPTION**

The YES Global Network Coordinator will be in charge of preparing an Annual Work Plan that will include the goals and deliverables according to the YES Inc's strategic plan as well as the annual institutional priorities. The YES Inc. President will approve it and this will be the guide and reference to evaluate his/her performance and achievements.

### **QUALIFICATION**

- University Degree.
- Fluency in English (written and oral).
- Person oriented to results and showing concrete achievements in his/her region.
- Desirable achievements to show at the global level.
- Person with entrepreneurial spirit, and capacity to work with an intergenerational and multi-stakeholder approach.
- Experience in international initiatives with some prior leadership role.
- Proven regional and/or global recognition for his/her work and records of ethics and accountability in its work.
- Experience in managing programs and projects from the development or business sector.
- Two references from persons in a senior position engaged with an international organization, government or a well known civil society organization. References from global or regional institutions desirable.

### **RECRUITMENT**

- Recruited by the YES Inc. President.

**APPOINTMENT**

- Appointed and Certified by the YES Inc. President.
- Presented to the YES Inc. Board

**PERIOD OF THE POSITION**

At the discretion and evaluation of YES Inc. President

**APPENDIX D:**  
***YES Networks Work Plan from Kenya Summit to Azerbaijan Summit***

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Presented by Ms. Poonam Ahluwalia, President of YES Inc. at the closing ceremony of YES Kenya 2006 and communicated by e-mail to all YES Coordinators as a Work Plan for YES Networks until 2008:

- 1) Each Country Network and their governments should go back and meet and set targets for number of employment opportunities they will create for their youth in the next two years and be ready to report at the next Summit scheduled for 2008
- 2) Each Country Network with their governments should prepare a five year Action Plan for employment generation, and should take into account all youth - rural, urban and most of all vulnerable
- 3) Each YES Country must have a five year YES Master Plan which they should present at the next Summit. This must be made in consultation with their governments and with donors and multilateral agencies
- 4) The UN Agencies are requested to incorporate into their programs flexibility to make interventions by way of technical assistance, and financial support to build the capacity of YES Programs
- 5) It would be immensely helpful if the UN and Donor agencies would engage with the governments and the Country Networks in their countries to jointly assist them in the preparations during this planning stage to prepare the master plan.

*Appendix E*  
*Sample Model of YES Country Action Plan 2007-2008*

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**I. Basic Info on the Network**

- Country:
- Region:
- YES Country Leader Name:
- YES Coordinator Name until 2006:
- YES National Host Agency:
- Name Legal Representative Host Agency:
- Year in what the Network was founded:
- Web Page of the YES Network:

**II. Contact Information**

***\*YES Country Leader***

- Telephone:
- Mobile:
- Fax:
- E-mail:
- Alternate E-mail:
- Postal Address:

***\*YES National Host Agency***

- Name of the Legal Representative
- Position of the Legal Representative (Ex: President, Executive President, General Secretary, etc.)
- Telephone:
- Mobile:
- Fax:
- E-mail:
- Alternate E-mail:
- Postal Address:
- Institutional Web Page of National Host Agency:

### III. Data on Youth Employment in your country<sup>7</sup>:

#### *\*Statistics:*

- Total population:
- Gross Domestic Product:
- Index of Human Development:
- % of poverty in the country (indicate the data for rural/urban, regions and groups that are most affected for it).
- % of youth population:
- % of female youth population:
- % of male youth population:
- % of urban youth population:
- % of rural youth population:
- % of the population who is employed:
- % of formal employment:
- % of informal employment:
- % of unemployment in the country:
- Regions of the country where unemployment is higher:
- Sectors of the industry where unemployment is higher:
- % of underemployment in the country:
- % of youth unemployment in the country:
- % female youth unemployment:
- % male youth unemployment:
- % rural youth unemployment:
- % urban youth unemployment:
- % of micro, small and medium enterprises in your country (specify the official definition to determine the size of a company, if it is by annual incomes, amount of persons employed, etc. in each country it varies).
- Other statistics you consider of importance to add:

#### *\*Public Policy:*

Add a brief description of the following public policies in case you have it in your country, informing what is the institution that it is in charge of its implementation. Note that this public policy can either passed as a law in your country and/or as public policy document in the national, state/provincial or local level:

- National Development Plan
- Employment Policy
- Youth Policy
- Education Policy
- Entrepreneurship Spirit Promotion
- Others that you consider that are crucial for the YES Campaign in your country.

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<sup>7</sup> According to official statistics in the country from the government and/or international organizations. Indicate in each case from what year are those statistics and the institutions that has published it.

#### **IV. Multi-Stakeholders Mapping:**

Please indicate which are the key institutions regarding youth employment and youth entrepreneurship in your country indicating in each case if you have already an strategic alliance with them:

- Government (National/Federal, State/Provincial/Local):
- International Organizations (donors, multilateral agencies, cooperation agencies, intergovernmental organizations):
- NGOs (National and Internationals)
- Youth Organizations:
- Networks
- Business Associations
- Educational Institutions:
- Trade Unions:
- Mass Media:
- Others:

## V. Strategic Plan 2007-2008

\*Priorities 2007-2008 established for all the YES Networks in the closing ceremony of YES Kenya 2006 and that will be evaluated in its achievements in YES 2008 in Azerbaijan:

Objective	Goal for the Country to 2008	Indicators of Achievement and Performance	Actions to be Addressed 2007-2008
1. The YES Network and the Government set targets for number of employment opportunities to be created to 2008.			
2. The YES Network and the Government prepare a 5 year action plan for employment generation <sup>8</sup> .			
3. The YES Network has 5 years Master Plan <sup>9</sup>			
4. The UN local agencies incorporate flexibility in their programs to build up the capacity of YES Networks <sup>10</sup> .			
5. UN agencies, donors and governments get involved in the planning stage of the Master Plan of YES in your country.			

<sup>8</sup> Take into account all youth –rural/urban and most of all vulnerable.

<sup>9</sup> It will be presented in YES 2008 and it must be made in consultation with your multistakeholders

<sup>10</sup> Through technical assistance and financial support

\*Other priorities 2007-2008 established for your YES Network for the following two years that has not been listed previously. Please fill according to your identified national needs, demands and expectations.

<b>Objective</b>	<b>Goal for the Country to 2008</b>	<b>Indicators of Achievement and Performance</b>	<b>Actions to be Addressed 2007-2008</b>

**APPENDIX F:**  
**Monitoring and Evaluating System for YES Networks**

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A friendly On Line Tool for Monitoring and Evaluation of YES Networks will be presented at YES Alexandria 2007. YES Country Leaders will be responsible to fill it twice a year (July and December).

YES Inc. will evaluate the stage of development of each YES Networks taking into account the on line results, as well as a detailed assessment that will include the items that we are presenting in this section.

**I. Basic Info on the Network:**

- Country:
- Period: July/December
- Year:
- Region:
- YES Regional Coordinator Name
- YES Regional Representative Institution:
- Web Page of YES Regional Representative Institution:
- YES Country Leader Name:
- YES Coordinator Name until 2006:
- YES National Host Agency:
- Name Legal Representative Host Agency:
- Year in what the Network was founded:
- Web Page of the YES Network:

**II. Contact Information**

***\*YES Country Leader***

- Telephone:
- Mobile:
- Fax:
- E-mail:
- Alternate E-mail:
- Postal Address:

***\*YES National Host Agency***

- Name of the Legal Representative
- Position of the Legal Representative (Ex: President, Executive President, General Secretary, etc.)
- Telephone:
- Mobile:
- Fax:

- E-mail:
- Alternate E-mail:
- Postal Address:
- Institutional Web Page of National Host Agency:

### **III. Strengths and Potentials of the YES Network under the YES Campaign**

Areas in which the YES Network has strength and potential:

#### **\*E`S FRAMEWORK OF ACTION OF THE YES CAMPAIGN**

- \_\_Employment Creation
- \_\_Employability
- \_\_Entrepreneurship
- \_\_Equity
- \_\_Environmental Sustainability
- \_\_Empowerment
- \_\_Education

#### **\*EMERGING DEVELOPMENT SECTORS FOR YOUTH EMPLOYMENT**

- \_\_Water and Sanitation
- \_\_Renewable Energy
- \_\_Agro-Business
- \_\_HIV/AIDS
- \_\_Information and Communication Technology (ICT)

#### **\*OTHERS SECTORS THAT ARE CRUTIAL FOR THE COUNTRY AND/OR REGION**

#### IV. Monitoring and Evaluation Chart for YES Network

##### 1. GOVERNANCE AND ACCOUNTABILITY OF YES NETWORK

Indicator	Objectives	Outcomes/Products	Main quantitative and qualitative achievements	Comments
1.1 The YES National Host Agency is a recognized institution in the country and fits all the legal and accountability standards set by YES Inc.				
1.2 The legal, accounting and banking information of the YES National Agency has been sent to YES Inc. for its records.				
1.3 The YES National Host Agency has signed the MOU with YES Inc. to represent it institutionally in the country				
1.4 The YES National Host Agency has signed an MOU with the YES Inc. Regional Representative Institution				
1.5 The YES National Host Agency offers proper office space, computer, telephone and internet connection for the YES Country Leader operations.				
1.6 The YES Country Leader receives payment from the YES National Host Agency (salary, stipend, etc).				
1.7 The YES Network has written procedures, policies and governance structures				
1.8 The YES Network has written records and minutes of regular meetings, assembly, etc.				

1.9 Other information to provide on the governance and accountability of the YES Network:

**2. STRUCTURE OF YES NETWORK**

<b>Indicator</b>	<b>Objectives</b>	<b>Outcomes/ Products</b>	<b>Main quantitative and qualitative achievements</b>	<b>Comments</b>
2.1 Geographic coverage of the YES Network (National, State level, Local)				
2.2 Sustainability and fundraising strategy for the YES Network				
2.3 Existence of a revolving fund of the YES Network by funds mobilized to cover basic YES Networks Operational Costs				
2.4 Annual budget for YES Networks Operational Costs				
2.5 Projects and programs of the YES network funded by donors (specify if national or international and from what sector: government, international organization, companies, foundations, etc.)				
2.6 Accountable Record of the YES Network in managing national and/or international funds (specify budgets, donor and year)				
2.7 Staff team of the YES network (specify paid positions and voluntary ones)				
2.8 Number of persons affiliated to the YES Network				
2.9 Number of institutions affiliated to the YES Network				
2.10 Lack of leadership conflicts among the YES Network governance structure				
2.11 Fluid relationship and agreed decision making process between YES Country Leader, YES National Host Agency and YES Network.				

2.12 Other information to provide on the structure of the YES Network:

### 3. STRATEGY IN TERMS OF YOUTH EMPLOYMENT

Indicator	Objectives	Outcomes/Products	Main quantitative and qualitative achievements	Comments
3.1 YES Country Action Plan for the next two years in place				
3.2 YES Network's strategic alliances and multi-stakeholder partnerships				
3.3 Direct Employment Creation Initiatives, Programs and Projects				
3.4 Direct Micro and Small Enterprises Creation Initiatives; Programs and Projects				
3.5 Direct Impact in the Public Policy for the Youth Employment in the Country				
3.6 Training offered by the YES Network				
3.7 Technical assistance offered by the YES Network				
3.8 Seminars, Forums and Encounters organized by the YES Network				
3.9 Information provided by the YES Networks to its affiliate members				
3.10 Publications (printed and on line) elaborated by the YES Network				
3.11 National or International Recognition to the YES Network for its achievements (Awards)				

3.12 Other information to provide on the strategy for youth employment in the country that the YES Network is promoting:

**4. COMMUNICATION STRATEGY**

<b>Indicator</b>	<b>Objectives</b>	<b>Outcomes/Products</b>	<b>Main quantitative and qualitative achievements</b>	<b>Comments</b>
4.1 Communication and Public Relations Strategy for the YES Network developed				
4.2 Person in charge of the communication and Public Relations of the YES Network				
4.3 Update Web Page of the YES Network				
4.4 Press releases prepared by the YES Networks on its programs and achievements				
4.5 Mass media coverage of the YES Networks activities, programs and projects				
4.6 Existence of brochures, posters and promotional materials of the YES Network				
4.7 Information provided to YES Inc. to be included in the YES Web Page and YES Newsletter				
4.8 Delivery to YES Inc. of copies of the mass media coverage in your country of the network activities				

4.9 Other information to provide on the communication strategy the YES Network is promoting:

**5. RELATIONSHIP WITH YES INC.**

<b>Indicator</b>	<b>Objectives</b>	<b>Outcomes/Products</b>	<b>Main quantitative and qualitative achievements</b>	<b>Comments</b>
5.1 YES Network Achievements Highlighted in YES Global Summits and YES Regional Encounters as a speaker				
5.2 Active Participation of the YES Country Leader in the YES Capacity Building Workshop previous to Global Summits and Regional Encounters				
5.3 Quantity and level of multi-stakeholder composition of national delegations in global summits and regional encounters				
5.4 Fulfillments of requirements set by YES Inc. for YES Country Leader to participate in events (Ex: Alex Forum) in order to get funding to participate.				
5.5 Participation in YES voting process (Representative of YES Networks at the YES Inc. Board)				
5.6 Regular contact and feedback to the YES Regional Coordinator				
5.7 Regular contact and feedback to the YES Global Network Coordinator when required by YES Inc.				
5.8 Request/result to YES Inc. for technical assistance for developing proposals for funding.				
5.9 Request/result to YES Inc. for training				
5.10 Request/result to YES Inc. to apply for the YES Fund mechanism				
5.11 Filling on time (twice a year) the On Line Monitoring and Evaluation Tool.				

5. 12 Other comments to include on the relationship of the YES Network with YES Inc:

*Appendix G:  
Branding Policy at YES Inc.*

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- YES Networks should use the official YES logo on all websites, stationary and other promotional materials.
- YES Networks may use locally designed logos as well, but should first get these registered with and approved by YES HQ. In this case, this local logo will be included next to the official YES logo.
- All local materials of the YES Networks should include a reference to the official web site [www.yesweb.org](http://www.yesweb.org)
- The YES logo should only be used for activities and purposes directly related to the goals of the YES Campaign and YES Inc. in the global, regional and national level.
- The YES Regional Coordinators and the YES Country Leaders are accountable to YES HQ and then should ensure that the logo of YES is not used inappropriately.