



The YES FUND



Report of the first six months
 YES Inc. incubated by Cambridge College, MA



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Background

About this Report: In December 2007 Swiss Development Corporation awarded YES Inc. a \$150,000 grant to work further on developing the YES Fund model. This is the mid-term report responding to the following deliverables – report on the activities of the first six months, the emerging YES Fund model and activities, budget, staff and narrative for 3 years, monitoring and evaluation, pilot countries and agreements, a fund raising strategies and progress on India pilot.

About YES: The global youth population (currently 1 billion individuals, of which 850 million live in developing countries) is expected to increase by fifty-percent in the next thirty years, while the number of unemployed youth is projected to quadruple in this time. Youth Employment Systems (YES Inc.) is filling this critical gap by partnering with youth, harnessing their creativity and drive, and providing them with the basic resources needed to create sustainable livelihoods and their own employment opportunities.

About YES Fund process: a new initiative of YES, Inc. is an innovative idea to address the problem of youth employment. The first six months have been used by YES team members to understand the different models that can encompass the YES Fund and to decide upon the best system that will fit the YES model. We reviewed many different models and some are described in great detail.

About YES Fund: In 2006 at the Clinton Global Initiative the YES Fund was launched by YES Inc. and Microsoft Unlimited Potential. It was decided in the pilot phase the YES Fund team would mainly focus on developing a full prototype in India and a smaller version in Kenya. Plus the YES Network leaders would be invited to share their successful initiatives and work together with the YES Fund team to develop the final hybrid model.

The YES Fund pilot was funded by Microsoft Unlimited Potential, Swiss Development Corporation and Levi Strauss. And pilot activities were also carried out by the State level Network YES Nagaland, India; and YES Mexico through Foundation E (host agency for YES Latin America).

Lessons Learnt: The YES Fund was initially launched with the belief that a USD 25 million Fund would be created to: (1) Run Business Plan Competitions (2) Link youth entrepreneurs with coaches, mentors, financing institutions and markets (3) Provide seed capital for start-ups and help them implement their business. And this model was piloted in India and in Kenya. Unfortunately the Kenya pilot was not able to complete its activities due to the political crisis. In India we realized that although it was a good and holistic model – it was not generating the leap frog or quantum leap in moving a great number of young people into entrepreneurship. Plus it was clear that it was not becoming a fully owned grassroots self-governing or self-organizing model. So as it unfolded it did not fit fully into the YES model of facilitating/empowering a self-reliant local structure. Some pieces of the pilot did fall into the YES model and those were kept in the final hybrid model

that has evolved. We then worked with our YES Leaders to understand what we were doing that did not work...and we started reviewing the other engagement and entrepreneurship models that we were supporting in-country with the YES Leaders and we decided the following:

- 1) We were not going to create a big structured YES Fund to follow-the India pilot model;
- 2) Rather we were going to build YES HQ capacity to facilitate the process for developing local capacity to drive the building of entrepreneurial culture and providing of business development services, and links with the markets for financing and sales;
- 3) We decided to take the aspects of the emerging models from India pilot, Indian State of Nagaland, Kenya and Mexico to develop a hybrid model.

The YES model focuses on following the path laid out by its Leaders – because that is the easiest to generate and requires the least resistance for success. This is the paradigm shift that YES brings. So from all the work that has been done – we have picked up the pieces that were generated or led locally and pulled them together to strengthen our capacity to provide ‘what is missing’ and strengthen ‘what is there’.

The Objectives of YES Fund:

1. To ramp up the infrastructure to support a more substantive entrepreneurial culture in developing countries - building entrepreneurial culture
2. To ramp up in-country capacity to provide Business Development Services
3. To work with local actors to train and identify entrepreneurs and to build linkages with buyers - train, identify and build linkages

Snap shot of YES Fund model as it has emerged:

The YES Fund will be run like a franchise – and each country that wants to participate will have to find a host agency and raise local funds of about \$100,000 to bring the YES Fund to their country, out of which 20 percent will be provided to the YES Inc., for starting the activities. The YES Inc., team will work closely with the local team to build their capacity to carry out all aspects of the YES Fund model.

The YES Fund will offer a menu of services from which the country stakeholders can choose and all these services have been pilot tested. So the development phase is almost complete and now it will need to be adapted to local needs and circumstances.

The Fund raising model that is being adopted is one where most of the funding is raised locally from the development partners, governments, foundations and business. YES Inc. will work with the DAC donors, Foundations and Private Sector to raise project funds. During the second phase of this project now that we have fine-tuned the model – the collaterals for the fund-raising are being developed. And the MOUs are being signed.

YES Fund Menu of Services:

1. Building an Entrepreneurial Culture: The team has agreed on two major methodologies (1) convening global stakeholders and (2) consulting youth
2. Business Development Services: the team settled for the Business Incubator model from YES Mexico/Foundation E, other incubation models will also be considered to ensure optimal adaptability with local circumstance.
3. Build linkages with Markets and Finance the model developed by India pilot team is best suited for this
4. Partnership Development YES in partnership with Tallberg Foundation aspires to identify/build prototypes of programs that promote youth employment /entrepreneurship and is planning to get almost USD 100 million as investment to garner commitments for 2 million youth enterprise opportunities by the 5th Global Youth Employment Summit YES Sweden 2010. This would be four times the amount initially sought!

1.0 Introduction – Why YES?

The youth unemployment crisis has reached a critical point. There are currently one billion youth (aged 15-24) on the planet, 85 percent of whom live in developing countries with minimal infrastructure to support education and job training. There are also 1.5 billion children (age 14 and younger) waiting to flood labor markets unprepared for productive work. With little job creation expected in the public and private sectors in many developing countries, there is a desperate need to partner with youth, harness their creativity and drive, and provide them with the basic resources they need to create their own employment opportunities.

1.1 About YES

The YES Campaign is an action oriented initiative in 55 countries that responds to the enormous global challenge of youth unemployment through a youth leadership and enterprise-based model - driven by four main objectives:

- 1) convening stakeholders to set global/national agenda for youth employment
- 2) building leadership and entrepreneurship capacity of youth
- 3) promoting in-country youth employment linked to development challenges
- 4) building multi-sectoral in-country coalitions to develop national strategies for widespread youth entrepreneurship

Over the last eight years, YES has emerged as an organization recognized internationally for empowering youth and building leadership commitment from governments, UN agencies, and donors. The expertise of YES lies in the organization's unyielding advocacy for the cause, and its strength in mobilizing partners and building local capacity to develop programs for youth employment.

2.0 Activities of the first 6 months

Snapshot:

1. Structure of YES Fund (1) as an Endowed Fund, or (2) Project of YES Inc.
2. Activities of YES Fund:
 - (1) Convening stakeholders (national, regional and global)
 - (2) Consulting youth (national):
 - (3) Providing Business Development Services: (1) YES pilot model and the (2) the Business Incubator model from YES Mexico/Foundation E
 - (4) Building linkages with markets and finance and key partnerships: YES in partnership with Tallberg Foundation aspires to identify/build prototypes of programs that promote youth employment /entrepreneurship and are planning to get almost USD 100 million as investment to garner commitments for 2 million youth enterprise

opportunities by the 5th Global Youth Employment Summit YES Sweden 2010.

2.1 Structure of YES Fund as an Endowed Fund or as a Project of YES Inc.

After much study and consultation it was decided that YES Fund would not be developed as an Endowed Fund. There would be too many cost constraints and management issues related to setting up an Endowed Fund. It was decided that the YES Fund would be set up as a ‘capacity building’¹ project of YES Inc. and would provide the services needed for setting up YES Funds in its 55 YES countries. More information on YES Fund as an Endowed fund is provided in [Appendix 1](#).

2.2 Activities of the YES Fund: Convening Stakeholders: Convening of stakeholders was found essential for building the vision and commitment, identifying the gaps, building trust and developing the plan of action from diverse stakeholders. Two methodologies are being followed (1) convening stakeholders (national, regional and global) and (2) consulting youth (national):

2.2.1 Convening Stakeholders: Convening of stakeholders was found essential for building the vision and commitment, identifying the gaps, building trust and developing the plan of action from diverse stakeholders. Two methodologies are being followed (1) convening stakeholders (national, regional and global) and (2) consulting youth (national):

(1) Convening Stakeholders Global (activities from 2007 – 2008):

- YES Fund Forum organized for all YES Leaders in Alexandria, Egypt in August 2007 - [Appendix 2](#) is the agenda and the brief report.
- YES Panama 2008 Regional Forum (recently completed in August 2008) [Appendix 3](#) Agenda attached.
- YES Azerbaijan 2008 Global Forum (upcoming in Sept. 2008) [Appendix 4](#) Agenda attached

2.2.2: Activities of the YES Fund- Convening Youth: Building youth leadership is the cornerstone of all that YES does. And so we searched high and low for our own best model

¹ **What is Capacity Building?** The World Customs Organization (WCO) defines capacity building as, “activities which strengthen the knowledge, abilities, skills and behavior of individuals and improve institutional structures and processes such that an organization can efficiently meet its mission and goals in a sustainable way¹”. What this means for the YES Fund is that funds must be channeled to member countries that allow for the infrastructure to be put in place to enact the desired employment programs. Each country will be dependent on the YES Fund for allocations that allow for each individual program to create a program that fits its specific needs. Without the capacity in place in member country networks, it will be extremely difficult to forge partnerships and to engage youth in entrepreneurial training activities.

for convening and consulting with youth for enterprise generation. Our YES Leader from the State of Nagaland (India) Ms. Hekani Jakalu provided us with the most replicable model. A pdf of the entire report is also attached for your review. And a short report is attached as [Appendix 5](#). The government of Nagaland provided USD 85,000 to organize this consultation in all 11 districts of Nagaland. At every district level consultation the young people came up with bottom of the pyramid ideas for enterprise generation in their local area. The best idea from each district was then selected and awarded \$2000 each to pilot these ideas. After a year into the project there will be a review and the best ideas will be scaled up and replicated.

2.2.3 Activities of the YES Fund- Providing Business Development Services – YES India a pilot for building partnerships, and linkages with buyers, mentors and coaches and with financing institutions.

Microsoft Unlimited Potential Program provided the YES Team with \$100,000 to organize the first pilot in India. A strong team was set up and it started a deep consultative process all over India with partners in all different sectors. MOUs were signed with business schools, private sector organizations and other partners to build linkages with buyers and financial institutions. A website was developed and kept updated with all the current information and most importantly young people were enrolled into the process. They were supported by a strong team of 35 business coaches and screeners. Finally an eminent jury awarded 5 winners. A wonderful and successful process was generated and a tool-kit is being prepared to replicate this process. More information is in the [Appendix 6](#).

2.2.4 Activities of the YES Fund- Providing Business Development Services – the Business Incubator model from YES Mexico/Foundation E

Business Incubators piloted by YES Mexico/Foundation E (starting in September 2007) now in all 32 districts of Mexico, 400 incubators have been set-up and 2400 businesses established, averaging 2 employees per business set-up. A total of USD 6 million was provided for the pilot phase by the Mexican Ministry of Economy and based on the results mentioned above it has been scaled up to USD 20 million. More information on the curriculum used is in [Appendix 7 \(A, B, C\)](#).

2.2.5 Activities of the YES Fund- Building linkages with markets and finance and key partnerships: YES in partnership with Tallberg Foundation – YES Sweden 2010

YES has successfully brokered a partnership with Tallberg Foundation (www.tallbergforum.org) and the Government of Sweden to host the 5th Global Youth Employment Summit, YES Sweden 2010. The goal of that Summit is to (1) identify/build prototypes of enterprise development programs that promote youth employment /entrepreneurship and along with that plans include an effort to raise over USD 100 million as investment to garner commitments for 2 million youth green enterprise opportunities by the 2010 Summit. More information is in [Appendix 8](#)

3.0 The core YES Fund model...business incubators

The YES Fund team decided that the most successful way of supporting entrepreneurship development was for the YES Fund to dedicate its efforts to strengthen existing institutional structures by developing them into enterprise generating Business Incubators on the very successful model developed by **YES Mexico**, other incubation models would also be considered. **Business incubators** are programs designed to accelerate the successful development of entrepreneurial companies or enterprises through an array of business support resources and services, developed and orchestrated by incubator management and offered both in the incubator and through its network of contacts. Incubators will vary in the way they deliver their services, in their organizational structure, and in the types of clients they serve. Successful completion of a business incubation program increases the likelihood that a start-up company or business will stay in business for the long term: Historically, 87 percent of incubator graduates stay in business.

Unlike many business assistance programs, business incubators have very specific targets and expertise. Entrepreneurs who wish to enter a business incubation program must apply for admission. Acceptance criteria will vary from program to program, but in general only those with feasible business ideas and a workable business plan are admitted. Although most incubators offer their clients office space and shared administrative services, the heart of a true business incubation program is the services it provides to start-up companies.

In this section we will be covering the following:

1. The Partnership Model
2. Operational Plan for the next 3 years January 2009- 2012
3. Criteria for Partner Selection
4. Types of Stakeholders
5. Existing Partners
6. Leveraging Partners more efficiently
7. Partners that Best Fit YES model

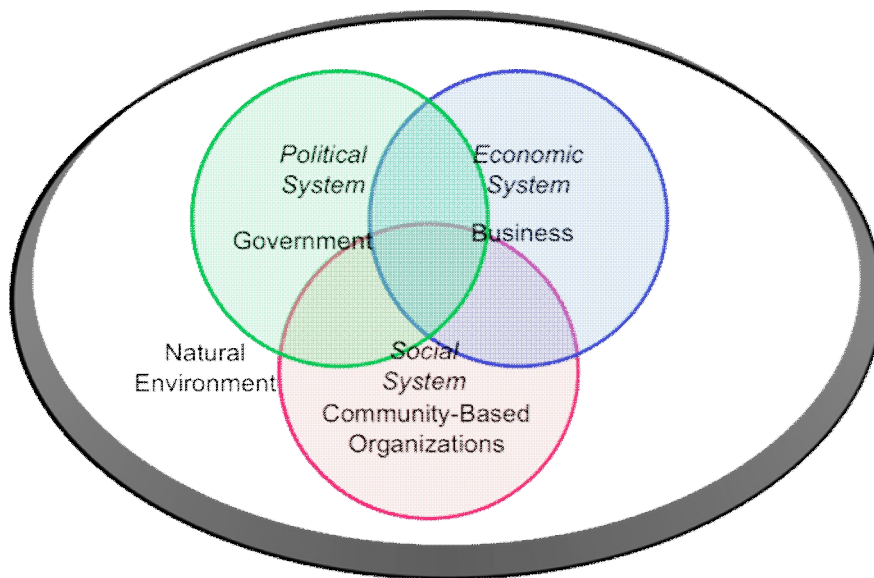
3.1 A Partnership Model: The Business Incubators are essential to the YES Fund and they will be framed within the inter-sectoral partnership (“ISP”) model to develop sustainable solutions to promoting youth entrepreneurship. Figure 1² provides an illustrative example of this concept. ISP is the process of creating joint inter-organizational relationships across

² Steve Waddell, "Communities of Practice: An essential component of highly effective large system change," Global Action Networks Net, n.d.

multiple sectors, combining distinct interests and resources of different actors. YES defines the three main partnership sectors on a societal level as³:

- **Government:** general and specialized governance institutions at the local, national, and international levels
- **Business:** private, for-profit entities that produce private goods and services.
- **Civil Society:** private, nonprofit organizations that express community beliefs and values by providing relevant services or through advocacy. They contribute to the general public good.

Figure 1: Inter-sectoral Collaboration



Inter-sectoral partnerships are well suited for building successful Business Incubators and creating the linkages with the market for the entrepreneurs' goods, services and financing. These partnerships combine the interest of the government in promoting the public good with the private sector's need for a qualified workforce and enterprise development while serving the need to create value for youth-serving organizations such as the YES country Networks. This matrix of private, public and civil society partnerships enables the government to achieve its policies, provides the private sector with opportunities to enhance its marketing strategy and allows civil society to contribute to the public good.

³ Youth Employment Summit (YES Inc.) The 3P's Strategy: Policy Partnership Program, 2007.

3.2 **Snap-shot Operational Plan for the next 3 years January 2009 – 2012.** Detailed work plan in section 4 below:

- a. **Countries selected:** Mexico, Panama, and Chile; already in the system India and Kenya.
- b. **Timeline:** First phase will take minimum 18 months to do the following in each country
 - i. The process will commence after an MOU has been signed with an NGO or a government that will be in power for a minimum of 2 years from the signing of agreement, and \$100,000 have been raised locally.
 - ii. Promote the systems approach – convening stakeholders, identifying best ways to provide business development services and create linkages with the markets.
 - iii. Develop an implementation plan and budget and get agreement on the funding – government, or private.
 - iv. Conduct a stakeholder mapping and identify market need for products and services
 - v. Offer the donor or group of donors a menu of YES Fund services - a mix of enrollment workshops, youth consultation, market survey and business incubation and linkages with markets and finance.
 - vi. Organize workshop for key stakeholders to develop a joint program and ensure buy-in
 - vii. Start the process of Business Incubator certification
 - viii. Training of the trainers and providing resources (such as funds and training materials)
 - ix. Monitoring the Business Incubators, by setting up systems to ensure that each Incubator reports regularly on the number of businesses created.

3.3 **Criteria for Partner Selection**

One of the criteria to select partners will be through the lens of the Millennium Development Goals (MDGs). The Millennium Development Goals (MDGs), as laid out by the United Nations (UN), provides an excellent benchmark to qualify the pedigree of a potential partner. In brief, the MDGs established a shared vision to eradicate poverty worldwide and promote sustainable development amongst the 189 member nations of the UN. The target date to accomplish these goals is 2015. YES firmly believes that the often neglected youth labor market in developing countries presents the ideal opportunity for implementing MDG goals. By seeking a diverse set of stakeholders and dynamic partners, the YES Fund aims to

facilitate the promotion of youth entrepreneurship in developing countries. This strategy is a sustainable solution which directly addresses the issues of poverty eradication. Therefore, organizations and institutions alike which have incorporated the MDG criteria as one of their actionable strategic objectives are ideal potential partners for YES. Figure 2 demonstrates the alignment of YES and MDG objectives.⁴

Figure 1: MDG Goals

MDG Goal	Target	YES Fund
Eradicate Extreme Hunger	- Reduce by half, the population of people making < \$1/day	Provide education, skill-training, micro-credit, technical assistance and opportunities for self-employment to youth such that they can support themselves and their families
Ensure Environmental Sustainability	- Integrate principles of sustainable development into policy making and programs - Reduce my half the proportion of people without access to safe drinking water	Emphasis placed on programs that link youth employment opportunities to one of these areas: <ul style="list-style-type: none"> • Renewable Energy • Water and Sanitation • Rural Development
Develop a global partnership for development	- Develop financial system that is rule-based, predictable and non-discriminatory - Commitment to good governance, development and poverty reduction - Develop and implement strategies for decent and productive work for youth - In cooperation with private sector, make available benefits of new technologies—especially information and communication technologies.	Global summits used to highlight issues of trade barriers among countries; educating on how these can be overcome by welcoming foreign direct investment (FDI), and outsourcing. Also, emphasis placed on creating opportunities connected to information and technology sector.

YES uses the MDG criteria as a template for identifying and pursuing potential partners. MDG’s goals are highly correlated with the objectives of the YES Fund presenting a great opportunity to dove-tail with strategic objectives of interested organizations and institutions to jointly implement developmental programs.

3.4 Types of Stakeholders

⁴ Creating markets: Youth Entrepreneurship and Employment in Five Major Developmental Sectors: Renewable Energy, Water & Sanitation, Rural Development, HIV/AIDS and ICT, 2006.

YES being a Network is interested in influencing the full system that generates employment. Therefore bringing the diverse stakeholders into the system and having them work together is of paramount importance to YES.

In general, there are 7 types of stakeholders for each country network:

1. **Government** – this includes relevant ministries, agencies, and departments. YES tries to encourage the ministry of department of Youth to take the leadership on youth employment issues.
2. **UN Agencies** – are an important stakeholder especially the United Nations Development Program (UNDP), United Nations Industrial Development Organization (UNIDO), United Nations Educational Scientific and Cultural Organization (UNESCO), United Nations Human Settlements Program (UN HABITAT) and other specialized agencies.
3. **Foreign Government Development Agencies**- are key development partners and hence an important stakeholder such as the United States Agency for International Development (USAID), the UK Department for International Development (DFID), the Swiss Agency for Development and Cooperation (SDC), the Swedish International Development Cooperation Agency (SIDA), Danish International Development Agency (DANIDA), the French Development Agency (AFD), the Australian Agency for International Development (AusAID) and the Canadian International Development Agency (CIDA).
4. **Multilateral Institutions:** are very influential in the system and many have youth programs that need to be strengthened - these include both financial and development bodies. Examples are the African Development Bank (ADB), Asian Development Bank (ADB), Caribbean Development Bank (CDB), Central American Bank for Economic Integration (CABEI), European Bank for Reconstruction and Development (EBRD), European Investment Bank (EIB), Inter-American Development Bank Group (IADB), Islamic Development Bank (IDB) and the Islamic Development Agency (IDA)
5. **Foundations** – have a mandate that could be tailored to suit the needs of unemployed youth and are usually influential players. These could be private, public or family owned. They could have a national, regional or global focus. Examples are the Skoll Foundation, Omidyar Network, AVINA Foundation, the Ford Foundation, the Rockefeller Foundation and the Gates Foundation
6. **Private Sector Companies** – These are key partners for YES Fund and very important to leverage for linkages with buyers and markets. These could be multinational corporations or local firms and they all have interest in having local talent work for them. Examples include Microsoft, Nokia, Coca-Cola, MTN and Shell International, Deloitte, Price Water House etc.
7. **Other Civil Society Organizations:** These include other nonprofit organizations. Examples are Ashoka/Youth Venture, International Youth Foundation and BidNetwork. The specific examples vary from country to country.

3.5: Existing Partners

The YES Country Network Leaders are supported and coached to develop the partnerships and structures that optimize working together and building common ground. In order to accomplish its goals YES has built strategic partnerships with organizations such as Clinton Global Initiative, Microsoft Corp, Levis Straus, Swiss Development Corporation, NIIT Ltd., and Shell Foundation, as well an assorted set of country specific stakeholders, including government agencies, NGOs, private sector companies. This innovative model allows YES to leverage local and international stakeholder diversity to deliver a unique, locally relevant enterprise solution to address youth employment. Figure 3 highlights some examples of YES's local in-country partnerships and their accomplishments⁵:

Figure 3: Sampling of YES Existing Partners

Country	YES Partners	Accomplishments
Peru	<ul style="list-style-type: none"> • Microsoft Corporation • Volunteers for Inter-American Development Assistance (VIDA) 	<ul style="list-style-type: none"> • Create a Community Telecentre in Lima Peru, to train youth with IT skills to better facilitate their entrance into labor markets and help bridge digital divide.
Georgia	<ul style="list-style-type: none"> • Global Environment Facility • World Bank 	<ul style="list-style-type: none"> • Established Portable Photovoltaic Panels' Production Enterprise which employs youth to produce low-cost energy for off-grid communities.
Brazil	<ul style="list-style-type: none"> • Apucarana Municipal Government • Paraná State Development Institute • UN-Habitat 	<ul style="list-style-type: none"> • Task force created charged with the task of developing "Municipal Youth Employment Action Plan"
Nigeria	<ul style="list-style-type: none"> • Nigerian Senate Committee on Labour and Employment, • New Partnership for African Development • GTZ • Abuja Enterprise Agency • Junior Chamber International (JCI) 	<ul style="list-style-type: none"> • Created "Employment Policy Review Toolkit" designed to help youth review existing employment legislation.

3.6: Leveraging Partners more efficiently

It is common for delays to be associated with engaging in ad-hoc fundraising and the subsequent disbursement of funds. These types of delays can be damaging to building positive momentum and accomplishing YES' goals. By strategically forging partnerships utilizing the MDG framework, the various YES networks and associated partners will be able to mobilize more quickly and efficiently to achieve results, since donors have targeted funds towards fulfilling the MDG goals.

⁵ Joining Forces with Young People: A Practical Guide to Collaboration for Youth Employment (YEN), January 2007

3.7: Partners that Best Fit YES

Aside from the existing international agencies that will be assisting with in country activities, YES Fund will require a host of professional support services to get it into operational form. YES will seek out pro-bono services in the area of accounting, finance, law, and consulting firms that can provide audited financial and legal documents at low cost. Ideally these organizations will have a global reach, and a commitment to providing high-quality pro-bono consultation services. Some examples of firms which fall into these categories are: International Finance Corporation (Financial Consulting), GTZ (Sustainable Development/Capacity Building Consulting), and United Nations Development Program (UNDP), as well as local branches of international consulting firms.

4.0 The YES Fund 3 Year Work Plan

YES has a strong team based in countries like Mexico (working on prototypes for an incubation model) and India (building partnership, developing a model for mentoring and business development coaching with online training programs, and linkages with buyers and financing institutions). In these two countries the framework for the YES Fund operations has already been generated. In India, the business plan competition and awarding of start up funds to winning entrepreneurs with innovative, financially and technically viable business plans created the framework for its operation. The business mentors and other linkages formed for business development services are helping the entrepreneurs at each step for technical and financial management as well as linkages to the market. The country team will document the process and build the value-proposition for further expansion of the YES Fund. The team will reach out to Government as well as the private sector to support the program further

About the Incubators: The YES Fund Business Incubators will serve both Rural and Urban Youth. YES Mexico in partnership with Making Cents and EcoVentures has developed models for both:

Rural Model Components: Please see curriculum at a glance in [Appendix 7A](#)

Urban Model Components: Please see curriculum at a glance in [Appendix 7B](#)

Master Training: Please see curriculum at a glance in [Appendix 7C](#)

Work Plan for the five countries – Mexico, Panama, Chile, India and Kenya:

1. YES Inc. in partnership with the YES Network signs MOU with local partner
2. Approach Government / Private Sector through Proposals and Presentations, and co-hosting a multi-sector consultation on the YES Fund in each country
3. Research of local existing model
4. Results presentation and multi-stakeholder workshop
5. Capacity Building Workshop with local partner
6. Launching of YES Fund
7. Promotion and recruitments of potential entrepreneur
8. Local business incubation program start

9. Detail Activity Plan

4.1 YES Inc. in partnership with the YES Network signs MOU with local partner

The YES Leaders from the 5 YES Fund pilot countries have already begun a conversation with their governments and possible hosts for the YES Fund. Once we have a signed MOU and received local funding to begin the YES Fund process, the activities will commence.

4.2 Approach Government / Private Sector with proposals and presentations and organize a multi-sector YES Fund consultation

It is essential to get all the diverse stakeholders on board with the partner organization in-country. And the YES Inc. team will help prepare proposals, presentations and will support all the activities for local engagement.

Proposal Development: The proposed plan for implementation of YES Fund will be based on the findings of the research study to identify best ways to provide business development services and create linkages with the markets.

Activities:

- 1) Partnership building to develop relationships with – private sector and banks business entrepreneurs, and NGOs, etc.
- 2) Conduct stakeholder workshops to obtain views of the stakeholders
- 3) Meeting with potential entrepreneurs to understand their specific need
- 4) Understanding the government policies for setting up businesses
- 5) Identify target sites for Incubation centers
- 6) Prepare database on the organizations providing different services

4.2: Research of local existing model

Each country may have different models for development of business entrepreneurs. In countries like India – business incubation model is being supported by the Government in many states so it may be adopted in those states where it is not initiated as yet and the need is felt by the entrepreneurs. A feasibility study of the YES Fund model being proposed for the country will also be required to be done through consultations with the stakeholders. The existing models that are supporting the entrepreneurs in the country will also be studied to find the gaps and learn from the successful experiences to develop a program contextualized to the specific country needs.

Activities:

- Develop multi stakeholder partnerships with government, industry, banks, business entrepreneurs, and NGOs
- Conduct Stakeholder workshops to obtain views and buy-in of the stakeholders
- Workshop with potential entrepreneurs to understand their specific needs

- Working with the government to understand and influence their policies for business development
- Identify target area for project implementation

4.3: Results presentation

On the basis of the primary and secondary studies on business development services and market linkages, Develop the project implementation plan and budget and get agreement on the funding from the government, or private sector.

4.4: Capacity Building Workshop with local partner

The YES Fund project may be implemented by the YES Country Network in collaboration with the Host organization of the Network, or with another suitable organization identified by the YES Network. Local project team will be recruited which will undergo training and capacity building to understand the underlying objective and the operations of the YES Fund. YES will recruit local experts to develop the expertise of the implementing organization to – adapt existing training modules, enroll entrepreneurs etc. The Capacity building workshops will result in:

1) **Dissemination of the Toolkit** prepared by YES Inc. which will be used for embedding/adapting the YES Fund model within the project team of the country. YES will also hire local experts for capacity building workshops to guide the team on the implementation.

2) **Developing training modules** - The workshop will result in the development of a contextualized curriculum for the entrepreneurs, with a complete set of planning tools and methods to develop a business plan, and successfully presenting it to the loan institution for financing the business proposal.

3) **TOT for the entrepreneurs:** The implementing organization will learn to conduct trainings workshops for the entrepreneurs to develop their attitude and experiences in entrepreneurship.

4.5: Launching of YES Fund

The Launch will bring together the partners to a common platform to reaffirm their commitment to the project. This will be convening of the 'stakeholders' by the YES Fund core partners, and will consist of participants from the civil society, businesses, academic institutions, businesses and financial institutions and will bring the focus of various Investors , Venture Capitalists , Business ventures to consider investing in Micro and Small Enterprises as profit making ventures.

4.6 Promotion and recruitments of potential entrepreneur

Outreach to Enroll Youth Entrepreneurs: efforts will be made to reach out to entrepreneurs directly and indirectly through organizations, press releases, news articles, conferences and seminars, generating awareness about the program. Networking will be done with organizations working closely with the youth for initiatives like community development, livelihoods etc. education and training institutions and private sector companies will be contacted to enroll them as outreach partners, as they also have trained unemployed youth who aspire to start up businesses but are constrained due to lack of start up funds, technical guidance and business skills.

4.7 Local business incubation program starts: part of the program will be to work with local media channels to promote youth entrepreneurship as a viable and attractive option. We have experience in getting pro-bono time from TV and radio stations. This will assure us reach and build excitement for youth.

4.7.1 Business incubation program: Business incubators will be set up at existing venues like universities, chambers of commerce, NGO offices, community centers. They will admit youth and work with them to develop business plans; nurture and provide business development support. The program may provide support like infrastructure in the form of work space, business support resources and services and other crucial inputs to assist businesses to become established and sustainable during their start up when they are most vulnerable such as shared premises, technical and business support, business services, mentoring. The program will also connect them departments or organization to apply for government subsidies for the incubation program.

4.7.2 Network and contacts for Business Incubation program:

Development of Business incubators will require enrollment of members who are experts and professionals from civil society, businesses, academic institutions, and have rich experience in the field of entrepreneurship. A panel of business coaches and mentors will be formed who will guide the entrepreneurs and provide diversified mentoring support to entrepreneurs to enhance their business plans to make them more technically and financially strong for implementation. Website will be developed to reach out to these partners and enrolling mentors and coaches for the program.

The Youth will receive online training from the business coaches to review and further refine their business plans to make them more viable in terms of market feasibility – market demand, competitive advantage, quality etc. They will be trained to make accurate projections for the needed manpower, profitability and economic sustainability of the business venture.

Support, follow up and monthly reports from YES Fund HQ, Monthly reports about the project operations in each country will be submitted by the Project Incubator Manager to the YES Inc. HQ, where it will be compiled together to produce report for the Donor .

4.8 Detailed Activity Plan

The activity plan given below is common to all countries, and will be an 18 months plan for completion of entrepreneurship development. The same action plan will be followed for replication of the project on another site in the country. Since the MOU with the funding partner will be for both the sites, only activities from 5-18 months (implementation) will be repeated.

Starting with the first country – Mexico, the process will start in the second country – Chile after two months, to give enough momentum to the project in the first country. Successively the same pattern will be followed for the other three countries (See Attached Excel document for the detailed work plan)

Months	Activities
1st, 2nd and 3rd	YES Network Leader finds a host agency and signs MOU and raise local funds to begin the program
	YES Network to Approach Government / Private Sector through Proposals and Presentations
	Networking to develop multi stakeholder partnerships – industries and banks , business entrepreneurs ,and NGOs
	Conduct Stakeholder workshops to obtain views of the stakeholders
	Meeting of entrepreneurs to understand their specific need
	Understanding the Government policies for businesses
	Identify target area in case of Incubation models
	Database on the organizations providing services
	Develop the proposal and budget
2nd and 3rd	Research of local existing model
	Do primary and secondary research
	Networking
	Visits to incubator sites- physical and virtual
	Focused discussions with the target group
	Information from the chamber of Industries
	Study of the documented model in the country
	Consultation with the existing partners
4th	Results presentation and multi-stakeholder consultation
	Work out the details for funding requirement
	Partnerships and roles and responsibilities
	Resource mapping to find funds and sponsorships from business
	Agreement of roles and responsibilities signed between YES Inc., local implementing organization, government, donors and business.

5th, 6th and 7th	Capacity Building workshop with local partner
	Capacity building to set up incubation program
	Find local or international experts for orientation in the program
	Help to set up full-time, hands-on management team.
	Virtual Incubator : provides latest information about industry best practices , lists of key resources, sample documents, enrolling outreach partners, mentors, business development services, finding investment partners and bank loans
	Physical Incubators :help in needs assessments, site assessment, facility design, organizational structure, staffing and compensation, and marketing and client recruitment. Business Development Services, finding investment partners and bank loans
8th	Launching of YES Fund
	Providing a platform for the partners and stakeholders to meet and discuss
	Present Action Plans
	Reach out to industries thru their representatives
	Press articles , website launch to promote the program
	Attract Venture Capitalists ,Investors to consider investing in Micro and Small Enterprises as profit making ventures.
9th, and 10th	Promotion and recruitments of potential entrepreneurs
	Generating awareness about the program through press releases, news articles, conferences and seminars
	Reach out to entrepreneurs directly and indirectly through Networking with NGOs
	Networking with education and training institutions and private sector companies
11th to 18th	Local business incubation program starts
	Physical Incubators and Virtual incubators
	Developing Information System related to market, government policies, taxation laws, sales, and product demand etc.
	Sourcing out other resources in the program like finance and business development services
	To link them to investment partners and venture capitalist, banks for

	loans
	Access to investor, market and international networks
<i>Continuous</i>	Support, follow up and monthly reports from YES Fund HQ
	Monthly reports from the countries to HQ
	Quarterly compiled reports from the HQ to donor
	Monitoring by the country team and by HQ team
<i>19th to 36</i>	The program will be replicated on other sites in the country based on the MOU

5.0 Value Proposition

With a billion youth on the planet 850 million in poor countries, and 1.5 billion children behind them (85 percent in poor countries) waiting to enter the labor market the developing countries systems are breaking at the seams. The previous ways of employment no longer fit the current realities – there are hardly any life-time jobs available, and jobs in the public sector are not growing. The jobs in the private sector are not enough to hire all the young people in the labor market.

So what must be done?

- Mind set of the young and the old has to change to allow for entrepreneurship as a valid model for a successful young person to pursue – creating an entrepreneurial culture
- With over 50 percent of the population of our Earth under the age of 20, youth must lead this process – building youth leadership
- In order to speed up entrepreneurship creation a distribution channel has to be generated that offers business development services, market analysis, access to finance and buyers, mentors and coaches and creates a system whereby the young person can be supported in becoming an entrepreneur – Business Incubators

5.1 The YES Model: YES has been built over the last 10 years to scale up quickly to produce rapid results.

Convening Stakeholders – we have organized 3 global summits (Egypt, Mexico and Kenya), 2 regional meetings (India and Paraguay) and are organizing 3 additional global summits Azerbaijan 2008, Sweden 2010 and Egypt 2012. Our Summits attract a multi-stakeholder delegation of ministers, govt. officials, business, NGOs, academics and youth. And we aim to replicate this model in our 55 Network countries to promote the youth entrepreneurship culture/agenda.

Country Networks – in 55 countries young leaders have self-organized themselves as YES Networks to influence policy, build partnerships, and develop programs to promote youth entrepreneurship.

Capacity Building – we strongly believe that no one person or institution can eradicate poverty or accomplish any of the global development goals by itself, real break-through will occur when we put aside our differences and work together. YES Country Networks are centered on this belief. We are now in a position to be catalytic in creating Business Incubator Hubs and Centers in any of our 55 countries. Only when the structures are generated for entrepreneurship promotion will be have entrepreneurs.

5.2: The YES Fund Difference

5.2.1 Focus on Youth Entrepreneurship

The YES Fund is the only international program specifically dedicated to youth entrepreneurship. Within the context of the international development landscape, it has established a unique position and distinguishes itself from competing initiatives in the following manner:

Direct Investment to End user: Youth—the YES Fund will improve youth labor and employment prospects by directly servicing the end beneficiaries—young adults between the ages of 14-35. This contrasts the efforts of other organizations which focus on youth employment from the perspective of governments, employers and unions. YES also recognizes that youth are the best age group to create new and widespread social impact because of their innate idealism and energy.

Focused Giving – The YES Fund addresses the urgent and widespread social need to eradicate poverty by increasing employment opportunities for young adults. Many organizations are similarly committed to this cause, but YES uses a unique approach by tapping into the ambitions of youth and empowering to create social change for themselves. The Fund engenders the unique creativity of youthful entrepreneurs who see social and economic opportunities where others might see problems. When a young person has an idea for improving his or her community, assembles a team, and has the resources to help launch the venture, they create a momentum that can inspire other youths in similar situations. This young entrepreneur will emerge transformed from such an experience, and likely will take initiative again and again over a lifetime.⁶ The value chain of capacity building thus begins.

5.2.2: Focus on Capacity Building ⁷

YES acknowledges that youth leaders in the Network countries either already have innovative ideas for new ventures or are very quick and capable learners of what the market needs are. Many of them have demonstrated the interest and commitment to developing business skills to pursue them. The critical problem is that they lack the resources and infrastructure—i.e., capacity—to transform their ideas into realities. The YES Fund’s ultimate goal is for the network countries to be able to take control of their own development; YES is at the forefront of strategies for empowering, not enabling, young people to be forces of change.

⁶ Youth Venture <www.youthventure.org>

⁷ For many philanthropic donors, providing funding to projects in developing countries presents a dilemma. On the one hand, the potential benefits are great: the need is unquestioned and grants that are modest by Western standards can make a significant impact. On the other hand, funding internationally can involve moving into unfamiliar territory and may appear difficult operationally. When donors give to the Yes Fund, the majority of the funds go directly to building the capacity of youth entrepreneurs creating businesses that will thrive into the future.

Specifically, the YES Fund will:

Build an entrepreneurial culture in developing countries to stimulate business idea generation and entrepreneurial spirit. The key focus is to work with in-country partners to build their stake in the program, and provide each with a role (such as marketing, organizing workshops, conducting competition through expert agencies, provide training and development services, financial institutions to handle the seed grants, loans and manage repayments, and YES Networks to recruit and empower youth). The YES team and its partners will organize innovative workshops to develop the enterprising spirit among the youth and impart training on writing business plans, etc.

Build in-country capacity to provide Business Development Services and access to credit to young people – through Business Incubators selected youth will receive mentoring from local entrepreneurs, retired professionals from established organizations, and subject matter experts, as they move to implement their business plans. In each country the partner organizations will take this on with the technical support of the YES Fund team. The Fund team will also monitor the implementation while the YES partners will provide the mentoring and technical support. This will include highlighting the successes of the winners to stakeholders via its networks, website, discussion lists and partners.



Build local capacity and identify entrepreneurs—The YES Fund team will work with local YES Networks to identify and build relationships with partners, and potential youth entrepreneurs, provide support to networks to build capacity for generating local “buy-in” to YES agenda, provide targeted business management and technical skills training to enable youth to develop viable business plans, utilize online distance learning technology, where appropriate,

Thinking Innovatively ...

conduct business plan competitions to select winning youth businesses, screen applicants and provide feedback.

Foster regional cooperation to provide opportunities for peer-to-peer learning, program-based innovation, and large-scale project plan. Increasingly, YES networks are aligning themselves regionally to benefit from best practices and to leverage existing relationships.

Create a central hub of information exchange—this will enable the Fund to fully capitalize on the YES multi-stakeholder model. This will be a place where all network stakeholders can exchange ideas and coordinate training, mentoring, funding, and employment opportunities.

Based on the principle fact that the entrepreneurship funding is available, although not wholly sufficient, and that young people in the developing world today are actively embracing technological advances with the same thirst as their more affluent peers, YES is proposing to develop a centralized access point (e.g., Portal) for information exchange among the country networks. This information exchange would be available on the internet and will include information on:

- Current financing opportunities in-country such as venture funds, challenge grants, regional banks, local banks and other financial institutions,
- Understanding the needs of the lenders listed above and customizing the preparation of young entrepreneurs to targeted funding channels and linking them with each other
- A network of education outlets in the region for distance business education and business development services marketplace for buyers and sellers to exchange and a mechanism for peer networking or mentoring.

5.2.3 The YES Network

The YES Network is the foundation upon which the Fund will exist. YES's reach at the global, national, and regional levels provides an unequalled opportunity to promote youth entrepreneurship. The YES Fund will work with local Networks to raise bulk of the funding in-country. In addition funds will be raised globally and channeled to in-country leadership to strengthen local offering of the YES Fund.

5.2.4 The YES Brand

Though YES Inc., is 18 months old and institutionally a startup, its programmatic reach is extensive and over 10 years old. The brand “YES” is associated with high-impact youth development. This brand is predicated on the following key assets:

Leadership Team: High impact results have already been achieved by the YES Network and its leaders YES leadership recognizes the benefit of designing the Fund to best leverage the strengths of the organization, which are its people (YES Leaders) and community of partners.

Global Community: The YES Network has established trust, influence and credibility on a global scale. For example, according to YES Coordinators, 737,000 youth have been reached by YES since 2002. As of August 2008, 55 Country Networks have been established.. There have been 3 regional and 3 global summits held since 2002.

In-Country Focus: Although YES, Inc. HQ spearheads the global initiatives, YES is a decentralized organization driven by local leaders with locally relevant solutions. YES is cognizant of the socio-cultural and economic differences between countries and while it strives to leverage synergies, it also recognizes the uniqueness of each country network. Many youth around the globe share common aspirations and ideals; yet the opportunities in their countries will differ for how they can achieve their goals, thereby contributing to the growth and development of their nations.

5.2.4 Market Linkages

The YES Fund will identify and build linkages with buyers for YES-certified products.

- **Local and Regional Markets:** The success of the YES Fund is dependant on getting buyers to commit to purchasing goods and services from the businesses being developed by the in-country entrepreneurs. Buyers will be asked to commit to purchasing a certain percentage of their produces from youth-led businesses.
- **Online Marketplace:** The YES Fund will work to establish an online marketplace of YES-certified goods and services by working with youth groups in developed countries.

5.2.6 Self Sustaining Entities and a Replicable Model

A primary goal of the YES Fund is to create a replicable model of capacity building for promoting an entrepreneurial culture and creating entrepreneurs. This is based on the Business Incubators model. The Campaign’s Network model of a central hub and local, on the ground youth leaders enables a cost-effective approach to developing entrepreneurial talent. The reporting metrics used to evaluate the progress of a venture, will produce additional best practices to be applied in future initiatives.

6.0: Next Steps for the YES Fund

Once the 5 pilot sites are underway the YES Fund will leverage existing partnerships as it looks to ramp up operations into a fully active initiative focused on building Business Incubators in all YES network countries. YES will also seek out and create new partnerships with strategically aligned organizations that will add to the reach of its youth entrepreneurial initiatives.

As the YES Fund embarks in earnest on fundraising efforts for capacity building, at the same time an appropriate organizational structure will be created that it is positioned to handle rapid growth. This entails having experienced professionals leading the major functional areas of development, finance, communications and programs that are capable of managing the demands of a growing initiative. And part of the Fund team's responsibilities will be to create metrics that will be tracked throughout the fiscal year and will be reported donors and all major stakeholders. This will allow a continual measurement of the efficiency and efficacy of the YES Fund that will be useful for both internal and external stakeholders.

And lastly, YES Inc will actively spread the message of the YES Fund and its goals. The YES Fund has a compelling value proposition and the potential to become an extremely strong brand in the nonprofit, capacity building space and will leverage its profile by publishing white papers and case studies that spread the YES brand name.

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New Profit. <www.newprofit.com>

Echoing Green. <www.echoinggreen.org>

Charity Navigator www.charitynavigator.org

Analysis of Organizational Structures

Hurwit Associates. http://www.hurwitassociates.com/l_charts_traditional.html

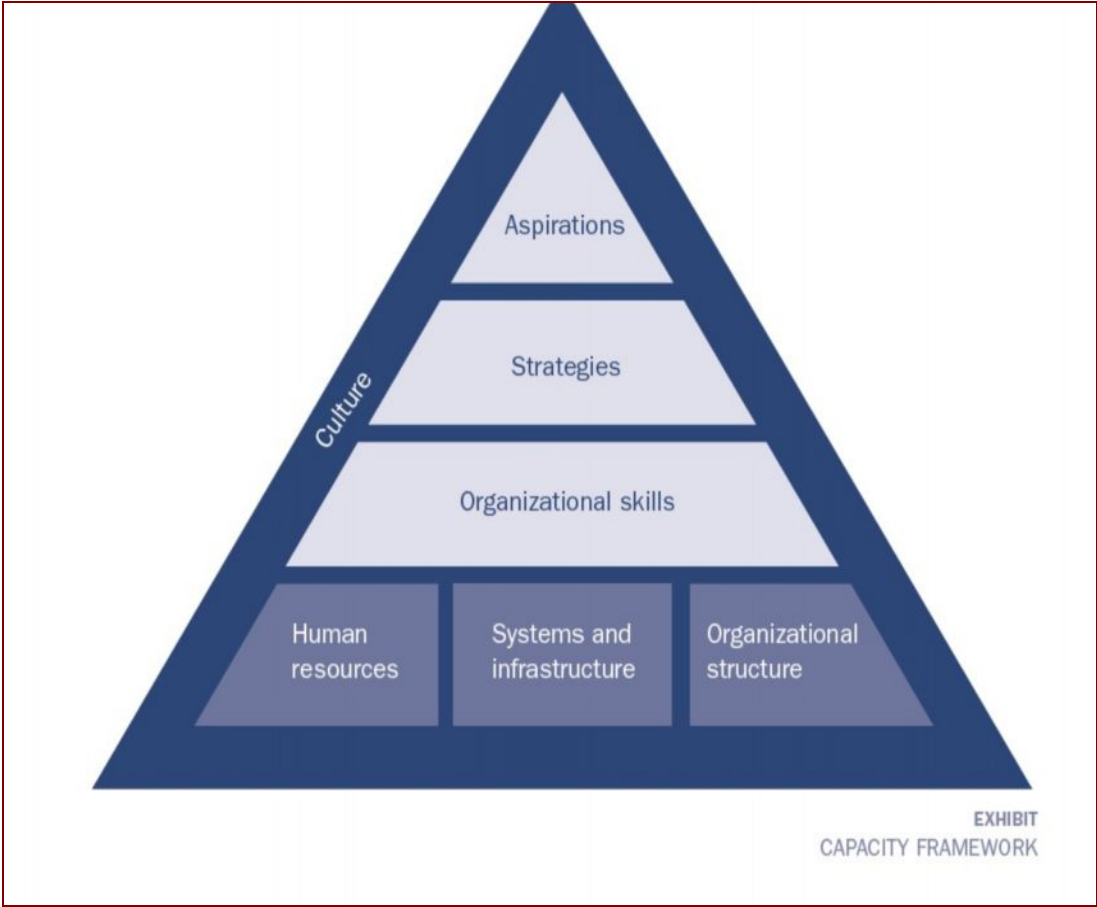
Fund Financial Information (e.g., IRS Form 990)

Exhibits

Exhibit 1: Comparison of Fund Financials

*Echoing Green Financials 2006 (\$ 000's)			*RobinHood Foundation Financials 2006 (\$ 000's)		
		% of Revenue			% of Revenue
Revenues	3,800	100%	Revenues	178,500	100%
Expenses			Expenses		
Employee Salaries	500	13%	Grants	85,700	48%
Legal/Accounting	240	6.3%	Program Initiatives (build library, etc)	53,090	29.7%
Travel Conf/ Meetings	30	0.8%	Total Salaries & Overhead	14,311	8.0%
Printing/Marketing	25	0.7%	Fundraising/PR	7,786	4.4%
*From IRS Form 990; 2006			*From IRS Form 990; 2006		
*Acumen Fund Financials 2006 (\$ 000's)			*Umsobomvu Youth Fund Financials 2006 (000's)		
		% of Revenue			% of Revenue
Revenues	14,028	100%	Revenues	35,000	100%
Expenses			Expenses		
Program Services	3,683	26%	Project Disbursements	30,145	86%
Management Salaries	808	5.8%	Employee Salaries	5,492	15.7%
Fundraising	490	3.5%			
*From IRS Form 990; 2006			*From 2007 Report		
*New Profit Financials 2006 (\$ 000's)					
		% of Revenue			
Revenues	11,070	100%			
Expenses					
Program Services	3,903	35%			
Management Salaries	401	3.6%			
Fundraising	278	2.5%			
*From IRS Form 990; 2006					
Average Employee Salaries	9.2%				
Average Program Initiatives	44.3%				
Average Fundraising Activities	3.5%				

Exhibit 2: McKinsey Nonprofit Capacity Building Framework



Note: The Capacity Framework was developed by McKinsey & Company for Venture Philanthropy Partners’s (VPP’s) capacity building report. It is a helpful educational and relationship- enhancing tool for nonprofits to assess their current level of capacity, and identify the gaps that need to be addressed.

Exhibit 3: Capacity Building Defined

Capacity Building Defined: Case- Kuppam (town), Andhra Pradesh (State), India. (YES Appendix 2: Article 75)

Summary: World Corps India (led by the YES India Leader) sought to spur Youth Entrepreneurship by helping them utilize a network of NGOs, Governmental Programs etc. The WCI aim was twofold: a) reduce “information poverty” and b) reduce “brain drain”. In a country of 1 billion, the poor in rural areas are the last to receive information which would enable them to better access basic needs, education, and financial resources. Moreover, the bright and capable youth migrate **away** from rural areas to seek employment in urban cities, further exacerbating the problem. The WCI program created a multiplier effect for extension of digital services through “Community Information Centers” (CIC).

Milestones of this project include

1. Designing of the project
2. Selection of the geographical area
3. Selection of the appropriate technology
4. Selection of the most deserving beneficiaries (unemployed rural youth)
5. Training of the beneficiaries in vocational skills, community outreach and business management skills
6. Designing of the business plan by the beneficiaries.
7. Determining the products and services to be offered through the Community Information Centres.
8. Organizing the activities of the CICs and role functions of its owners
9. Partnership building with key stakeholders and rapport building with communities
10. Sustaining the Centres economically and socially.

Implementation:

1. 15 youth (men and women) become self employed through CICs
2. WCI provided support, financial assistance, timely govt interventions, follow-up support
3. 5 CICs setup in Kuppam, Gudipalle, Santhipuram, Ramakuppam and V. Kota mandals/blocks of Kuppam region
4. CIC provide their service at nominal cost to rural area
5. CIC facilities by local govts, farmers, students, rural traders, teachers, community workers, NGOs, etc

CIC Service Offerings:

Category	Products/Services
1. Communication	▪ Telephone – PCO, STD & ISD

<p>2. IT-Enabled Products & Services</p>	<ol style="list-style-type: none"> 1. CD sales & writing 2. Computer & Internet lessons 3. Desk Top Publishing including printing 4. Entertainment (Games & Music) 5. Floppy Disks sales 6. Internet – Browsing, Chatting, Downloading & Emailing 7. Scanning 8. Information Services <ol style="list-style-type: none"> a. Agriculture b. Business c. Commerce & Trade d. Education e. Environment f. Finance g. Government h. Health i. NGO j. Transportations k. Women l. Youth & Children m. News/Weather/Entertainment and other information n. Miscellaneous
<p>3. Other Services</p>	<ol style="list-style-type: none"> 1. Free counseling & guidance 2. Photocopying 3. Electricity Meter Reading & Spot Billing

Contact: World Corps India
66, Opp. Gram Panchayat Office
Palace Road
Kuppam 517 425
Tel: 08570-56136
wcorps@md5.vsnl.net.in
www.worldcorps.org

Exhibit 4: Success Stories

How do Services Enhance Youth Employment⁸

Given below are few statements by YES members regarding the impact their work has on promoting Youth Employment.

“The IT and information provision components help youth appreciate modern methods of information storage and retrieval, helping them to obtain formal and more importantly self employment opportunities. Micro finance component helps them start small business & create employment.”

Zimbabwe Foundation for all Youth Associations(ZIFAYA): Zimbabwe

“Most of the services/activities involve production where young people are employed in different sections permanently and even the training services have some people employed as academic staff.”

--- Andiamo Youth Co-operative: Malawi

“Providing skills and Mentors was deemed most useful”

--- Halley Movement: Mauritius

“We provide information country –wide through Regional Youth Offices regarding employment opportunities/activities& service providers to youth.”

--- National Youth Council: Namibia

“The Ministry has derived an Entrepreneurship programme to promote all skills for all Swazis including young people. Again at Tinkundla centres, the government introduces skill programmes for youth.”

--- Ministry of Enterprise and Employment: Swaziland

“My organization’s service enhances the employability of young people by providing Labour market information and connecting those who are seeking jobs for employment opportunities.”

--- Labour exchange centre: Tanzania

“Enables young people in rural and peri-urban areas to start and sustain their business based on available local resources.”

*--- Organic Agriculture, Biodiversity and Sustainable Development
Association: Mozambique*

⁸ Youth Development Network Report/ <http://www.yesweb.org/yesnetworks/docs/report1.pdf>

Appendix 1
YES Fund as an Endowed Fund

A team of 5 Babson College MBA students were hired through the New Sector Alliance based at Accenture, to study the different options for developing the YES Fund. Given below is their report on the option of the YES Fund Endowment (Trust Fund) Model.

If YES Fund was being developed as a Trust Fund its would have had unique constraints, and research helped determine that a nonprofit money management wing of a major international bank, such as the philanthropic services unit of US Trust (a Bank of America subsidiary), would have made an ideal financial partner to provide professional management and administration of the YES Fund. Please refer to the Financial Management section for more details. But upon speaking with them we realized how difficult it would be actually set this up, and get the funds to where they were needed. We recommend that the YES Fund actually function as a Capacity Building project of YES Inc. Having said that given below are some of our findings.

Cost for Launching and Sustaining an endowed YES Fund

When determining a comprehensive budget for the YES Fund, a benchmarking exercise proved extremely helpful. The nonprofit industry has a large amount of information publicly available in terms of best practices regarding budgets. We took that public information and developed a forecast of what the YES Fund income statements will most likely look like if it went with the endowment model. Figure 1 indicates the financial information for five funds with similar structures to the YES Fund used for the exercise. The financials in the exhibit sample metrics deemed relevant in terms of forecasting out the YES Fund Budget.

Below are projections of what the YES Fund could look like financially for three different fund sizes (\$5MM, \$10MM, \$25MM); this reflects the projected growth of the fund. This was formulated based on the averages of the benchmarked funds in (Exhibit 1 in the Appendix) in combination with recommendations from YES Fund management. This information should help guide YES as the fund increases in size.

Figure 4: Project YES Fund Expenses

Projected YES Fund Expense Budget (3 Years) - \$ 000's						
Revenues/Fund Size	5,000	% of Revenue	10,000	% of Revenue	25,000	% of Revenue
Expenses						
Program Services	2,217	44.3%	4,930	49.3%	13,575	54.3%
YES Country Network Dev. (Linkages, Sustainability)	1,080	21.6%	1,560	15.6%	2,650	10.6%
Employee Salaries	462	9.2%	920	9.2%	2,300	9.2%
Fundraising Activities (Travel to meet with donors, etc)	173	3.5%	350	3.5%	864	3.5%
Legal/Accounting	315	6.3%	630	6.3%	1,575	6.3%
Marketing/Communications/PR	750	15%	1,500	15%	3,750	15%

As you can see from the projected budget, program services will increase as a percentage of revenue over time. These services include all projects, grants, and other activities that need funding such as an online information portal. This increase in investment is made possible by the gradual reduction

in need for YES country network development. Ideally, countries would learn to become self-sustaining over time, thus reducing the expense on YES HQ.

Fund Management Options Available to YES

The YES Fund has unique goals that distinctly shape the type of money management strategy it will follow. Ideally YES will begin to build out its facilities in member countries as soon as funds are raised from donors, depending on its strategic needs for each country program. A five to ten year time horizon is realistic given these goals. The final YES summit will take place in 2012 and the organization hopes to be done building its capacity to combat youth unemployment in a time frame of approximately five years after this last summit 2017.

With this in mind, the YES Fund must be structured to be liquid enough to fund these capacity building initiatives on an ongoing basis. This requires a flexibility that some common nonprofit investment funding strategies do not offer. For example, an endowment only disburses certain amount of its principle (usually 5%) to be spent on core activities, with the rest of the proceeds being reinvested into its pool of funds. The goal of this type of structure is usually perpetuity, which does not match YES's goals of relatively rapid fundraising and disbursement. An investment vehicle such as donor advised fund that requires that donors have a high degree of input into the disbursement of funds also does not fit YES's core strategy of determining the core needs of each country network and working with stakeholders to accomplish capacity building.

Financial Management Recommendation

The YES Fund will require professional management of its funds, as it seeks to raise and spend down at least \$25 million towards its goal of capacity building. This management should take the shape of a philanthropic services unit of a multinational bank. This approach has a multitude of advantages, chiefly that such a large financial institution can offer a variety of services that will prove useful to YES, Inc.

The US Trust wing of Bank of America is a great example of a multinational bank that offers a suite of services that would prove extremely useful for YES, Inc. The philanthropic management group at US Trust offers comprehensive money management services that are customized to fit the strategic goals of the nonprofit it advises. It can create a portfolio of investments ranging from highly liquid, short term money market accounts to longer term products such bonds, treasury notes and equities. A fund advisor would be assigned to the YES Fund and would be able to work in conjunction with a controller at YES, Inc. to disburse funds internationally along safe, bank sponsored channels. Although many major banks have minimum fund size requirements, many are amenable to working with start-up nonprofit funds that they anticipate will grow to meet their target criteria. Typically the fee for money management services for a nonprofit entity ranges from 1% of assets to a few base points lower, depending on the agreement negotiated between parties.

Structuring Sustainable Operations and Relationships

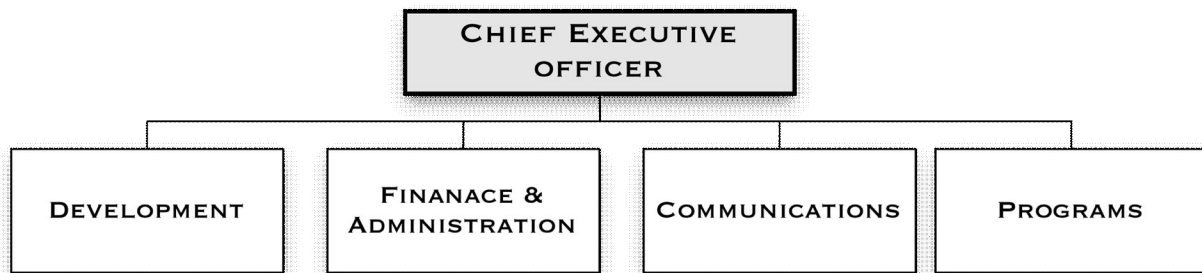
In order to assess how YES will initiate and sustain both their internal and external operations, an examination of similar progressive social organizations was conducted. This benchmarking exercise lent itself to a proposed organizational structure, as well as a reporting system with relevant metrics that should allow the YES Fund initiative to grow. Given the progressive nature of the YES Fund, the benchmarks were primarily comprised of venture philanthropy organizations.

It is important to note that with any new company, whether for-profit or not, the role of the CEO or Fund Manager will change as the company grows. As YES scales up to a \$25MM fund, the role of the CEO will shift from being the central decision maker towards more of a delegator and a coach. The organizational structure and reporting metrics presented here are meant to be a guide for the CEO, so that they can continue to navigate the fund successfully as it increases in scale.

YES Organizational Structure

Figure 2 illustrates the proposed organizational structure for YES.

Figure 5: YES Organizational Structure



The organizational structure sits below the board of directors and is comprised of five major departments. In the early stages of YES each department may only be staffed with one person and some departments may not be created immediately. Refer to the budget and for an estimate of needed staff resources. The sequencing of staffing these departments should be developed as part of an operations plan.

The organizational structure of the YES Fund will include the following departments:

Development: YES has undertaken several successful fundraising campaigns to date. The development department will formalize these fundraising activities, and may engage in, online marketing and fundraising, foundation relations, major gifts, and other activities deemed necessary.

Finance and Administration: Small nonprofits often combine these two function to accomplish administrative and financial goals. This will be a key area for YES in managing the overall fund and being the center of human resources. This includes the hiring of a controller. Additionally, this department will provide reporting and accounting.

Communications: The communications department is in charge of the external image of YES to the general public, media, and other stakeholders. More specifically communications will handle press events for new initiatives, annual report production, and marketing materials to increase brand awareness.

Programs: YES programs will house and deliver services and support to the YES network. A program structure will allow for clear program leadership, cost accounting, and other roles and delineations to be formalized, without sacrificing the decentralized culture of YES. Specific activities will include capacity building and a range of other activities as deemed necessary. For more detail see the YES value proposition.

Measuring Impact of the YES Fund

The YES Fund, in accordance with its value proposition, seeks to accomplish social goals and financial goals. Many other organizations in the venture philanthropy community seek similar goals. After benchmarking several organizations, the following two sets of metrics emerged.

Internal Metrics⁹:

Internal metrics focus on the efficiency and effectiveness of the YES organization itself. These are key indicators for foundations and donors to see that YES is well managed and operating in a sustainable manner. These metrics also serve as the initial indicators for the performance of YES network organizations.

1. Primary revenue growth
2. Program expense growth
3. Admin expense growth
4. Working capital (Liquid assets/total expenses)¹⁰
5. People served per dollar invested

External Metrics:

External metrics look deeply at the success of YES programmatic work. Success and failure in these metrics relates directly to reaching YES overall goals. These metrics are the most important in evaluating the success of operations because they reach out to the target of YES work: young people.

1. Enterprises funded/started (per country, per sector, or globally)
2. Grants Issued
3. Grant value
4. Jobs Created (per sector, per country or globally)
5. Best Practice reports created – E.g. A whitepaper on best practices for running business plan competitions in Tanzania
6. YES enabled grants from other institutions (financial linkages)
7. Sector growth and employment “in-country” (market linkages)

Management Accountability

The YES management team’s performance should be closely aligned with achieving the operational goals for any given year. These goals may be tied to specific expansion initiatives that may only apply to a given year. Ongoing, accountability and measurement will be tied to targets associated with the measurement metrics set out in the previous section.

⁹ Metrics derived from www.charitynavigator.org

¹⁰ Measures the short-term sustainability of an organization by showing how long it can sustain its current level of spending.

Reporting

An annual report should be delivered each year with the goal of re-engaging existing investors and attracting new investors. The annual report should showcase the successes of programmatic work as well as the efficiency and effectiveness of YES and its network. The YES Fund can also be incorporated into the *State of the YES Campaign Report*

Appendix 2
Agenda for YES Alexandria 2007 – YES Fund Forum and Report

[About YES Alexandria 2007](#)

The YES Alexandria 2007 was a mid Campaign event organized primarily for the leaders and members of the YES Country Networks and other key stakeholders. This relatively small Forum brought together around 150 select delegates/ participants, to build and support the capacities of the YES leaders to develop strategies and programs in the IT sector, integrated rural businesses, and youth employment through social entrepreneurship.

Key objectives were:

1. To frame and move forward the strategic goals of YES Fund
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. This would be achieved through conducting intensive workshops in each of these areas.
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 the YES Inc.

I. Plenary Sessions:

- P1: Opening Ceremony
- P2: Innovative Thinking and Collaboration in the Face of Challenges
- P3: About The YES Fund: Aims to create a systems approach to build a coalition of partners all over the world to work on *‘creating markets and unleashing entrepreneurship’*
- P4: Innovative approaches to promoting youth entrepreneurship- Business in Development Network: A Case Study - Sharing how to create ecology for business development (1) For investors (2) Writing a business plan (3) finding screeners and coaches.
- P5: Creating Change Makers through Youth Social Entrepreneurship
- P6: Closing ceremony

II. Breakout Capacity Building Workshops

2 sessions each Session one addressing the “why” and Session two the “how”

- B1: Enterprise Development and ICT
- B2: Enterprise Development and Integrated Rural Development - B3: Enterprise Development and the role of Social Entrepreneurship

Report of YES Alexandria – YES Fund Forum

I. YES Fund Forum - ALEXANDRIA 2007 FACTS

Global Participation : 103 participants from 56 countries.

Publications Released

Nine publications were specially prepared for YES Alexandria 2007 in order to build the capacity and highlight the work of the YES Leaders. Presentations, pictures and publications are available in the YES web site.

1. YES Networks Guidelines¹¹
2. YES Monitoring and Evaluation System
3. Cases Study of YES Networks
4. 3Ps: Guide to Develop Poverty Eradication Programs for YES Networks
5. YES Global Newsletter, Special Edition YES Alexandria 2007
6. Youth Social Entrepreneurship Toolkit
7. ICTs Toolkit
8. Rural Development Toolkit
9. Vision Document from YES Coordinators

Role of YES Inc: The role of the newly formed YES Inc. was clarified and agreed up. It is to build the capacity of YES Leaders in the regional and national level through its 4 main programs: (1) YES Fund (Business Entrepreneurship); (2) YES Fellowship Program (Social Entrepreneurship); (3) YES Academy (Knowledge Building in Employment Creation in the 5 YES strategic sectors); (4) YES Summits (Outreach and Engagement).

Framework for the YES Campaign from 2007 on: the focus will be in the 3Ps (Policy, Partnerships, Program) so YES Networks can contribute to the poverty eradication strategies of their countries. A publication was presented as a toolkit for YES Networks.

Responsibility of YES Leaders: the 3 main responsibilities of the YES Leaders will be: (1) To move the YES Campaign in the next level in his/her country following the YES Leader Terms of References (TORs) that are included in the YES Network Guidelines; (2) To report twice a year the network and membership progress using the friendly on-line tool system that was presented at YES Alexandria 2007; (to assess the progress of the YES Campaign with quantitative and qualitative data in the global, regional and national level) (3) To be recognized as an active YES Network the YES leader has to find the right host agency in his/her country for legal, accounting and institutional purposes.

YES Regional Hubs were created:

YES HQ: Boston, USA

Regional Hubs:

- YES Arabia, regional hub in Egypt, leader: Haythem Kamel haythem.kamel@gmail.com
 - YES Africa, regional hub in Kenya, leader: Emmanuel Dennis emmanuel.dennis@gmail.com
 - YES Asia, regional hub in India, leader: Praveen Kumar praveenkumarprithvi@gmail.com
 - YES Caribbean, regional hub in Guyana, leader: Daren Torrington gavin26_99@yahoo.com
-

- YES Latin America, regional hub Panama, leader: Samuel González
samuel@fundacione.org
- YES Eurasia, regional hub in Azerbaijan, leader: Samir Taghiyev
samir.taghiyev@yahoo.co.uk
- YES Europe, regional hub in Sweden –to be confirmed- (leader to be defined).

Channels of communication: YES Country Leaders will coordinate their regional strategies with the YES Regional Leaders who will be coordinating the regional hubs. The YES Global Networks Coordinator at YES Inc. will coordinate and support the work of the leaders in the regional level in order to have impact and be more effective.

Working Groups of YES Leaders to build up collective capacity and leadership: Reflecting the team work at YES, the YES Leaders were proactive in organizing working groups to move forward and build up the collective capacity and leadership. The working groups are:

- **ICTs needs/requirements for YES**
- **YES Blog alive:** A YES blog was created after YES Kenya 2006. In order to make it alive and so everybody knows how its potential and then make us of it
- **Fundraising team:** to work in funding and fund-raising both for YES Inc. and the YES Networks.
- **TIG Web Page:** assessing the YES leaders that need support for the TIG YES web pages. YES will connect these leaders with TIG mentors that will support them for this purpose.
- **Proactive YES Networks:** in order not to be always waiting unilateral products and services from YES HQ, Daren Torrington from Guyana proposes to work from the YES Networks and come with products and services for all the YES community.
- **Building up from the French Speaking Countries:** a group of the French speaking countries is working in a proposal that engage the YES Networks of the franco-phonie countries and then will search -with the support of YES Inc- for donors interested in this

Appendix 3
Agenda for Panama Regional Forum

At the 2nd Global Youth Employment Summit held in Veracruz, Mexico it was decided that due to the language constraints of the Latin America and Caribbean (LAC) region special efforts were to be made to get the LAC YES Leaders together for regional meetings. In 2005 the President of Paraguay hosted the 1st YES LAC Forum, in 2007 the President of Dominican Republic hosted the YES LAC Forum for Social Entrepreneurship and in 2008 the First Lady of Panama is hosting the 2nd YES LAC Forum from Aug 6-10, 2008

The Agenda is focused on Enterprise Solutions to poverty eradication, and will look at the YES Fund model for convening stakeholders, developing business incubators and creating linkages with the marketplace of buyers and of finance. Some of the participants and major topics are listed below:

Speakers

- Poonam Ahluwalia, President YES Inc., USA
- Rodrigo Alfaro, Successful Case of Young Entrepreneur-Bright Solutions, El Salvador
- Jorge Arosemena, Director, City of Knowledge Foundation, Panama
- Samuel González, President, Fundacion E, Mexico
- Micaela Hierro, Youth Employment and Entrepreneurship Program, IADB/IMF-Government of Buenos Aires, Argentina
- Sanjeev Khagram, GAN-Net, Lead Steward (Context of Global Action Networks)
- Mirian Nuñez, YES Leader, Paraguay (Role model of YES Network)
- Fernando Panizza, Coordinator, PROJOVEN Program, Labor Minister, Uruguay
- Hon. Edwin Salamin, Employment Minister of Panama-Official Welcome
- Ismail Serageldin, DG, Bibliotheca Alexandrina, YES Campaign Committee Member
- Mahesh Sharma, YES Inc. Board Member, USA
- Carlos Smith, Employment Director, Labor Minister, Panama
- Caroline Stiernsted Sahlborn, Tallberg Foundation
- Telemaco Talavera, Dean, Universidad Nacional Agraria, Nicaragua
- Modaldo Tuñon, Dean, Universidad Latina, Panama

Topics

1. Youth Employment and Entrepreneurship as a Key Tool for Development
2. Education for Youth Employability and Entrepreneurship
3. About Business Incubators
4. Funding Programs for Rural Young Entrepreneurs
5. Social Entrepreneurship
6. Youth At Risk
7. Public Policies for Youth Employability and Entrepreneurship
8. Strategic Networking for Youth Employment and Entrepreneurship
9. Building a Community of Young Entrepreneurs
10. Latin American Agenda on Youth Entrepreneurship 2008-201

Appendix 4:

YES Nagaland Report: To Engage Youth in the Yes Fund Program

Background and Rationale: From April 2007 to June 2008 YES Nagaland organized two state level consultations and a series of 11 district level consultations, with the goal of creating sustainable youth-led livelihood and entrepreneurship development programs under the banner of YES Fund programme in partnership with the Government of Nagaland and other stakeholders.

Objectives of the Consultation:

1. To initiate a systematic and methodical thinking process for enterprise generation through youth engagement.
2. To draw together plans concepts, beliefs, and thoughts into a “Bank of Ideas” which would aid the Government and other stakeholders in the planning process for employment generation, and develop programmes and policies to enhance employment opportunities for youth.
3. To identify and award funding to one promising idea per district for developing into pilot projects. These pilots would be evaluated for scale-up or replication with the support of the government and the private sector. These projects would be organized in the form of pilot projects with various departments of the Government and private sectors.

Participatory Project Design:

- Youth Led Innovative Program Implementation
- Seed Grant Projects for Entrepreneurship Development
- Developing multi-stakeholder partnerships for program design
- Building local capacity for program implementation
- Community Driven Development: The Campaign encourages youth to become job providers and not job seekers within own capacity, strengths and available resources.

The Methodology for the Consultation:

The consultation was conducted in all the eleven district headquarters following a uniform structure. The methodology was participatory strength –based approach. The lead-in statement for the technical sessions was emphasized on three thematic areas of the consultation:

- (i) Building an entrepreneurial culture,
- (ii) Natural resource-based livelihoods, and

(iii) Promoting youth employment through Information Communication Technology (ICT).

Formulation of aspirations, ideas and action were introduced as a guide to support discussion on the thematic areas.

Process: For the technical session, student leaders, youth leaders, young entrepreneurs and unemployed youth representing the different areas of the respective districts were invited as official delegates. The technical session dwelt upon three thematic areas, relevant to the interest of the theme 'Back to the Land' in conjunction with the Nagaland 'Year of the Farmer.' Building an entrepreneurial culture, natural resource-based livelihood and promoting youth employment through Information Communication Technology (ICT)

This consultation was reported as first of its kind where the participants themselves were the resource persons speaking on behalf of other youths on youth employment and entrepreneurship issues. The youth expressed and shared their views and ideas with great enthusiasm taking the discussion till late in the evening. This consultation led to the recognition that unless young people are involved in designing policy and development strategies that matters to them, the whole question of acceptability, accountability and delivery cannot be met.

Findings and Discussions:

The consultation identified three key areas to facilitate youth participation and entrepreneurship:

- 1) Youth Involvement
- 2) Youth Development
- 3) Youth Policy

Youth Involvement

The consultation recognized the general feeling in young people that they are being marginalized on issues that matter to them. Frustration loomed over lack of employment opportunities within the government and in other sectors; the government sector having reached a saturation point. Many blamed the education system for being too traditional and quantity based, and not focused on quality. Students after completion of their academic years were left with no choice to even think of employment beyond government job. Another factor that emerged was the lack of infrastructure needed to create an enabling environment for youth to take up innovative ventures for self employment.

Youth Development

The state government recognized the importance of youth and their role in contributing towards development of the state, and had announced year 2004 and 2005 as the year of youth empowerment. The endeavor is 'to ensure that every young man and woman is gainfully employed with opportunities to develop his/her capacities and functional capabilities' (State Human

Development Report (UN) 2004). The focus areas to facilitate the creation of employment were agriculture and allied sectors, small scale industries and IT.

It was recommended that the education system which needs to take care of the entire development of individual and not just academic achievements. Early exposure and orientation to the various job opportunities and leadership strategies would greatly enhance the outlook of the young people towards job seeking.

The third factor often mentioned was lack of an enabling infrastructure which the state was not providing to its citizens. Basic facilities like roads, electricity, water, communication, sanitation, education and other ways of improving the living conditions were considered crucial for enhancing the capability and capacity of individuals. It was stressed that until these basic conditions were met, the environment would never be conducive for exploring new ventures.

Youth Policy

As early as 1986, the ILO was indicating that while temporary work experience and training schemes for young people had a role to play, they were not a substitute for sound macroeconomic policy..... Youth policy should not be viewed as a set of measures to compensate for the failure of macroeconomic policy.” (*ILO, Report on the Committee on Youth, Geneva, 1987*)

Therefore taking these broad areas into consideration the problems for youth employment should be viewed as a larger macroeconomic issue of the state. Greater participation, involvement and partnership of the government, public and private should be addressed to create this environment for youth involvement, development and employment.

Appendix 5

YES Fund Pilot India and Kenya

The YES Fund pilot was launched in February 2007 in New Delhi to help entrepreneurs develop and implement ICT businesses. This pilot worked with diverse stakeholder groups to support young people to identify IT business opportunities, prepare technically sound and financially viable business plans, and get to access to markets and finance. The Fund team engaged strategically appropriate local partners to provide business development services for these young entrepreneurs.

There were several key components to this pilot:

- 1) Developing multi sectoral partnerships
- 2) Outreach to enroll youth entrepreneurs
 - a. Website and conferences
 - b. Developing partnerships with organizations
- 3) Constituting the Advisory Panel and engaging Mentors and Coaches
- 4) Mentoring by business coaches to develop sound business plans

1) Developing Multi Sectoral partnerships:

The process started with the YES Fund partners convening the diverse stakeholders to work on different aspects of the program:

- a) Private sector for enrolling Screeners and Mentors ;
- b) Banks, Financial Institutions and Venture capitalists as potential investment partners
- c) Foundations for providing funding and technical support.
- d) Business Schools, educational and training institutions for providing coaching, mentoring and ongoing training
- e) Business Development Service providers

2) Outreach to Enroll Youth Entrepreneurs

a) Website and Conferences

A website was developed to streamline efforts to enroll Mentors, Screeners and Young Entrepreneurs www.yesfund.org Efforts were made to reach out to potential entrepreneurs through organizations, press releases and media. Many young people contacted the YES Fund team directly after reviewing information on the YES Fund website. The website served as a rich repository of information, tool kits, and served as a wonderful tool to motivate and enroll potential youth entrepreneurs. A number of conferences / seminars on youth related issues were also used as a platform for generating awareness about the program.

b) Developing Partnerships with organizations

For effective outreach to enroll the right entrepreneurs with viable and innovative business ideas it was deemed essential that strong networking was needed with youth serving organizations. The organizations we choose worked closely with the youth on initiatives for community development, livelihoods etc. and were aware of the needs of the target group. In addition to this education and training institutions and private sector companies were also contacted to enroll them as outreach partners. These organization have great interest in the training and development of unemployed youth who aspire to start up businesses but are

constrained due to lack of start up funds, technical guidance and business skills. Memorandum of Understanding was signed with partner organizations for activities such as –promoting the YES Fund in their communities through their websites, newsletters, meetings and workshops. The efforts aimed at reaching out to entrepreneurs, assisting them in developing their business plans and monitoring their performance later, and document and disseminate success case studies.

3) Constituting the Advisory Panel, Award Jury and Coaches

a) An Advisory Panel of 12 members was constituted to provide strategic guidance and direction to the YES Fund pilot operations. The members chosen were experts and professionals from civil society, businesses, academic institutions, and were selected due to their rich experience in the field of entrepreneurship. The goal was to create an operationally viable YES Fund model, with workable systems, practices and methodologies for use by YES Networks globally.

b) Award Jury was constituted with 14 eminent people who are stalwarts in different fields

c) Coaches and mentors for this project came from a wonderful group of volunteers who took on the efforts to guide the young entrepreneurs and provided support to prepare credit worthy business plans. This invaluable support helped potential entrepreneurs to streamline their plans, making them more technically and financially strong for implementation. The YES Fund Website www.yesfund.org was highly instrumental in reaching out to partners and enrolling mentors and coaches for the program. Networking was most instrumental finding resources in the program like finance and business development services.

4) Mentoring to develop sound business plans

Business Coaches: The youth entrepreneurs who were developing their business plans went through several layers of mentoring by the referring organizations, YES Fund team, the coaches to modify and develop their business plans. The youth received online training from the business coaches to review and further refine their business plans. The plans were deeply scrutinized to make them viable in terms of market feasibility – market demand, competitive advantage, quality etc. The plans were also assessed to build capacities for the skills required and technology applications. The youth were trained to make accurate projections for the personnel needs, profitability and economic sustainability in their plans. Emphasis was also placed on making the plans socially responsible sharing impacts on employment creation and community development.

Advisory Panel and Award Jury also reviewed and evaluated these business plans thus providing the entrepreneurs rich and varied support.

5) The Competition Process

Through an ICT Business Plan Competition, young people were assisted in identifying business opportunities, converting these opportunities into viable business plans, and compete for the best business plan. About 75 ICT Entrepreneurs in India and 51 in Kenya participated and were mentored to develop their business plan. Over 53 contestants were short-listed and were connected to the business coaches and screeners (32 in India) who

volunteered to guide the entrepreneurs in preparing credit worthy business plans, making them technically and financially capable of successful implementation.

Over, 20 contestants were short listed for the final round of selection for the award by an eminent Jury. On the basis of the ratings of the Jury, 5 best business plans were selected as winners of the “Business Plan Competition 2008” for India. The same process was being replicated in Kenya but was abandoned due to political turmoil in the country. In India, the winners are from 5 different states i.e. Maharashtra, Hyderabad, Chennai, Imphal and Gurgaon (Haryana).

5) YES Fund Awards

Awards (USD 2000 per winner) were given out to the 5 winners from India during the seminar on “Accelerating Youth Employment through New-age Entrepreneurship” held in New Delhi on the 21st July, 2008. The award money to each of the five winners was towards the purchase of capital equipments for starting or establishing a new enterprise.

The List of Awardees and their business profiles:

Sl. No	Name of the Award Winner	Place	About the Venture
1.	Ms. Jyoti Ghate	Maharashtra	This is an ICT enabled business venture that provides employment opportunities to the school-college dropouts. They collect local mobile users’ data and send them messages regarding local news & happenings with a local area sender id.
2.	G. Satya Deva Prasad	Hyderabad	This Livelihoods e-Financing Portal is an ICT oriented project wherein the awardees will create an e-platform between funding organizations (Banks/ FIs, Government/Private Institutions) and implementing organizations (NGOs, CBOs). Implementing Organizations upload proposals (livelihood interventions for the poor) and funding organizations appraise and provide finance. All related support services like preparation of proposals, rating of the proposals and organizations etc will also be provided.
3.	N. N. Sreejith	Chennai	Under the brand name of ROPE (Rural Outsourced Production Enterprise), the award winner uses technology and computer aided design to develop and manufacture fabrics, soft furnishings, bags and accessories using the locally available rural artisans skills and natural raw materials.
4.	Poonam Kumari Yadav	Imphal	The awardee wants to diversify in to e-education, Transcription Services etc building on a small Cyber Café (Internet Service) that she currently runs in Imphal.

5.	Amit Kumar Kataria	Gurgaon (Haryana)	The ICT based centre provides training and access to knowledge resources relating to employment and other information required by youth to broaden their IT Skills and find avenues for livelihood opportunities. The centre also provides hardware & software troubleshooting solutions in and around Gurgaon.
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Meet the Winners

Jyoti Ghate expressed the feeling of joy and responsibility of receiving the award. She said “I always wanted to help the local school and college dropouts by generating work for them, but I lacked proper infrastructure set it up. With the award money I will be able to access the required equipments in my business and thus help the local youth

Motivated by the award, G.Satya Deva says “I knew that my idea had good potential, and also met the need of the development sector, but it lacked capital to upscale and create the large impact I will use the award money as margin money to leverage additional amount from the bank and use it to expand my business.”

N. N. Sreejith, an inspired award winner says “I would now be able to meet the increasing demands of the customers as I will utilize the award money to add computers to my unit that will help me design my product better”.

Bubbling with enthusiasm, winner Poonam Kumari Yadav shared “My business idea was very raw, I just knew what I wanted to do, without the slightest idea of how it will be done .The screening and coaching process was very helpful to convert my business idea into a bankable business plan.”

Encouraged by the award Amit Kumar Kataria says “I have a small unit now, but I always dreamt of adding more computers in my centre to meet the ever increasing demands from youth. I would use the award money to make my dreams come true.”

We also want to recognize the efforts of our outreach partners, donors, screeners, business coaches, advisory panelists, jury members and everyone else associated with YES Fund in various capacities.

Appendix 6:
Curriculum of YES Mexico – Foundation E for Business Incubators

Appendix 6A – AgriPlanner for Rural Communities

Promoting Sustainable Livelihoods and Entrepreneurial Communities

YESMexico (Foundation E) works closely with EcoVentures International (EVI) who in partnership with the South African Institute for Entrepreneurship has developed a training module that helps entrepreneurs develop commercially viable business ventures in food production and food related services. This training enables rural farmers to take the first steps from basic subsistence (food security) to initial income generation and then on to full viable business development.

AgriPlanner is an appropriate and tested agriculture specific training program. EVI provides the training (train-the-trainer program) and training materials to organizations so as to build their capacity and ability to deliver a wholistic program. AgriPlanner helps emerging growers and farmers go beyond the practicalities of merely growing produce. It is about working out a plan of “what to do and when to do it”. Growers learn how to get the most productive use out of their land as well as how much money their land could produce for them, if they use it well. It helps them find ways to add value to their produce.

What does AgriPlanner achieve?

Farmers who complete the program are able to answer questions such as:

1. How much money can we make from our land?
2. What can we plant? When can we plant it?
3. How can we keep our land productive for the whole year?
4. How much money do we need to get going?
5. How much money can we make each month from our land?
6. How to add value to our produce?
7. What does it take to run this as a successful and growing business?

How does it work?

Participants are divided into 3 teams, each team attempts to run an effective agri-enterprise as part of a game simulation. Each team is allocated 10 plots of 100 square meters, discusses and decides what to grow and when to plant.

Agri Planner starts off simply to get the basics in place. It progresses through different levels, each taking between 2 to 4 hours to play and process. As each level is mastered, layers of further complexity are added. Each new level builds on the learning of the previous ones. Teams build up to being able to use planning systems, charts and tools that they will use to plan their own farming activities on their own land.

What training materials are supplied?

A re-usable AgriPlanner Facilitator's kit

AgriPlanner Workbooks (one per learner).

Who is it for?

- NGOs providing community based skills training programs
- Department of Agriculture
- Community growers and farmers
- Schools Learners

What method does AgriPlanner use?

AgriPlanner uses much discussion and talking to get each team to decide the best action to take to deal with each new tricky situation that arises. The modules are highly participatory with most of the discussions happening in the local-language of learners, the program is particularly accessible to participants who have had little formal schooling.

How long does it take?

Each of the 8 levels requires a session of between 2 and 4 Hours. The entire program can be completed in 18 to 20 hours. The Training of Trainers Course is 4 days long.

Appendix 6b: **MicroPlan for Urban Incubators**

An introductory entrepreneurship and business management training course

MicroPlan is a modular curriculum comprised of interactive, hands-on experiential exercises and actions including business simulation, group-work, facilitated discussion and business-plan writing. It is a seamless, comprehensive introductory and advanced micro and small enterprise training curriculum.

The objectives of Micro Plan are to:

- build business knowledge and understanding and give entrepreneurs a solid foundation in business concepts;
- increase entrepreneurs' confidence and motivation;
- guide entrepreneurs through writing and developing a simple business plan

MicroPlan leads entrepreneurs to discover the following business concepts:

- The cycle of business
- Purchasing
- Adding value
- Selling for profit
- Selling on credit and managing risk
- Allocating income and planning
- Basic record-keeping
- Supply and demand
- Costing a product or service
- Pricing a product or service
- Understanding the market
- Negotiation and selling techniques
- Planning a marketing strategy
- Production techniques

Simultaneously entrepreneurs develop expertise in the following areas and apply it to their business plans:

- Business strategy
- Market research
- Fixed costs
- Profitability
- Profit & loss
- Business partner relations
- Business competition
- Variable costs
- Break-even analysis
- Features and benefits
- Promotional plan
- Pricing and margins
- Cash flow

Micro Plan is made up of four different components: Business Basics, Business Simulation, Business Ideas Generator (BIG), and Business Planner.

- **Business Basics** uses an interactive, group-based approach to expand knowledge of core theoretical business concepts and deepen the learning from the simulation experience.
- **Business Simulation:** participants experience the real-life challenges and rewards of entrepreneurship. Through role-play and engaging challenges, the Business Simulation demystify as business and enables participants to discover themselves as entrepreneurs.
- **Business Ideas Generator** assists entrepreneurs to consider their abilities, gifts and interests as well as to frame their surrounding community and available resources in order to discover and assess potential viable business opportunities.
- **Business Planner** guides entrepreneurs through developing their own business plans as well as identifying and analyzing business strategies and practices. Business Planner provides entrepreneurs the structure and place to apply their newly-gained business knowledge, skills and strategy the development of their business plans.

Appendix 6c: **MasterPlan**

An advanced introductory entrepreneurship and
Business Management Training Course.

MasterPlan provides entrepreneurs with a complete set of planning tools and methods to develop a business plan and successfully present themselves and their business plan to a loan institution. This curriculum is designed for both start-up entrepreneurs and entrepreneurs who wish to expand existing businesses. MasterPlan provides up to 30 hours of training.

Objective:

- Entrepreneurs develop a comprehensive understanding of business concepts related to small and micro businesses
- Entrepreneurs gain the ability to develop their own comprehensive business plans for presentation to a loan institution;
- Entrepreneurs acquire the know-how to adapt and change that plan as their business environment changes.

Course Content:

Throughout the course entrepreneurs become aware of how all elements of a business plan are intricately linked to each other.

Entrepreneurs explore:

- Market need
- Customer research
- Competitor research
- Situation analysis
- Market estimates
- Positioning
- Promotion
- Location
- Distribution
- Price
- Start-up plan

- Operational plan
- Costing
- Break-even analysis
- Profitability
- Cash flow
- Assets & liabilities
- Finances required
- Capital contribution
- Commitment indicators
- Competence indicators
- Production plan

Course Components:

Case studies:

Case Studies are used to present business plan samples from several different sectors which entrepreneurs evaluate. Through a series of highly interactive exercises, activities, and simulations, entrepreneurs explore a specific business planning theme and discover key business planning insights.

Blueprint Book:

The blueprints are the practical guides that entrepreneurs take away to help them write their business plans. They lead to thorough thinking (mind work), extensive, in-depth research (leg work) and logical planning (paper work).

Simulation exercises:

Finally, through business simulation exercises, the participants put theory to the test in a virtual economy of manufacturers, sellers, buyers and scenarios where entrepreneurs can test pilot ideas. It's business stimulation through business simulation!

Appendix 7

YES Sweden 2010

In partnership with the Government of Sweden and the Tallberg Foundation

On June 13-19, 2010, the YES Inc. in partnership with the Tallberg Foundation is organizing the 5th Global Youth Employment Summit, YES Sweden 2010, in Dalarna, Sweden, with the Swedish Government as the official host. It will bring together 2000 leaders and entrepreneurs from all over the world around the issues of “Youth, Entrepreneurship and Sustainability” (YES). The YES Inc. and Tallberg Foundation have set the goal of garnering worldwide commitments to provide 2 million new leadership, employment and green entrepreneurship (business and social) opportunities for youth by 2012.

A huge part of this methodology is the prototype being created by the YES Fund which will be replicated in many countries and scaled up in existing ones. The model is very simple – (1) convening stakeholders to build a common vision and commitment for generating entrepreneurs, and consulting with youth (2) Working with the government creating business incubators in rural and urban areas (3) Working with diverse stakeholders to create linkages for the young entrepreneurs to coaches, mentors, financing and markets. And all that the model is offering has been piloted on-the-ground in India, Mexico and Kenya.

Achieving that ambitious goal of 2 million opportunities will require the mobilization of the 55-country YES Network to develop local and national commitments and expanded international partnerships with multilateral institutions, business, global NGOs and private philanthropy. A powerful global coalition must be forged, led by young people working in partnership with leaders in all three sectors at the local, national and international levels. The Tallberg Foundation and YES are uniquely suited to work together. The Foundation has the relationships and influence to reach global leaders, investors and actors to support this effort. The proven YES methodology is well positioned to bring forth this commitment from diverse stakeholders in the youth employment field.

The aim of the global forum, and the two year process leading up to it, is to:

- help shape a shared vision of sustainability for tomorrow’s leaders across the world; “The Future We Want”;
- bring needs, ideas and capital together to create transactions and contacts able to generate 2 million concrete opportunities for meaningful involvement in society (primarily in the developing world), and;
- encourage the rethinking of established institutions and strategies – eg. Of development cooperation agencies, multinational companies, governments and NGOs – towards an integration of climate adaptation and sustainability into their mainstream strategies.

A crucial feature of YES Sweden 2010 is bringing together, on the one hand, an inspiring Forum of discussions, workshops and cultural activities, and, on the other hand, a market place of initiatives where financial institutions, foundations, development cooperation agencies, etc, can find concrete investment opportunities. This will allow the YES Forum both to shift the debate

and create concrete results on the ground, especially in the developing world. To fulfill these goals the YES Sweden 2010 will build on the existing brands and networks of the Tällberg Foundation and YES Campaign Inc. to develop global reach enhanced by advanced communication work (through web and media etc) and extensive involvement of civil society in Sweden and abroad.

Target audience is local entrepreneurs, business leaders, policy makers, sustainable ventures and investors around the world who have the potential to contribute to a sustainable society and involve large groups of young people. They will be asked to realize commitments to create real sustainable employment opportunities – in total two million new employment opportunities.

Budget and funding

The total budget for the YES Sweden 2010 project is SEK 55, 750 million, which covers planning, preparation and implementation over the three-year period 2008- 2010. Tällberg Foundation hereby applies for SEK 16,5 million from the Swedish Ministry for Foreign Affairs (including SEK 1,5 million already allocated for 2008). YES Sweden 2010 – the global forum, the two year process leading up to it and the two year process following from it – will result in direct deliverables in terms of sustainable employment opportunities for young people primarily in the developing world.

The direct results envisaged are:

1. New investments into emerging sustainable opportunities able to directly generate a total of two million sustainable and meaningful employment opportunities, primarily in the developing world.
This will come about through:
 - a. drawing the best entrepreneurs and organizations into a process aimed at generating concrete ideas, business plans and social innovations able to involve large groups of young people in a positive contribution to the world
 - b. the attracting of new and traditional sources of capital (development cooperation agencies, foundations, philanthropists, multinational companies, pension funds, etc) with an interest in investing in the new opportunities that are emerging
 - c. the realization of a “market place” organized on site in Dalarna, Sweden 2010 and in preparatory regional and local meetings, bringing together investment capital and promising investment opportunities, who are committed to the generation of a total of two million employment opportunities.



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