

# **Towards a Global Alliance for Youth Employment** **– the next five steps**

## **Recommendations on policy and process 2003-2005 of the Second Meeting of the High Level Panel of the Secretary-General's Youth Employment Network**

**30 June-1 July 2003**

### **The purpose of this report: a roadmap for the Global Alliance for Youth Employment**

The Recommendations of the High-Level Panel of the Secretary-General's Youth Employment Network, presented to the General Assembly in 2001,<sup>1</sup> have catalysed a political process now underway in the United Nations, the World Bank and the ILO - and in many UN Member States.

The present report draws on the lessons learned from the work undertaken since the High-Level Panel's first meeting in July 2001 and on the results of the second meeting held at the ILO on 30 June – 1 July 2003. The purpose of this report is then to present further Recommendations by the High-Level Panel on the Youth Employment Network's policy and process from 2003 to 2005 providing a consolidated roadmap for the implementation of the recent General Assembly Resolution on Promoting Youth Employment,<sup>2</sup> translating the commitment of the Millennium Declaration into action in all UN Member States.

The High-Level Panel proposes five new steps on policy and process to be taken by the Youth Employment Network – involving the core institutions of the UN, the World Bank and the ILO, together with national governments, economic and social partners and youth organisations - to promote youth employment and to fight unemployment and underemployment:

- Endorse the 2003 policy recommendations presented in this report on Employability, Equal opportunities, Entrepreneurship and Employment creation and emanating from the High-Level Panel's four working groups;
- Endorse a plan to encourage national governments to translate the 2003 recommendations into action through national youth employment action plans as called for in the United Nations General Assembly Resolution A/57/165;
- Invite Workers' and Employers' organisations together with civil society to participate in the design and implementation of these action plans in order to provide young people with access to decent and productive work;
- Invite youth organisations to advise in the design of youth employment programmes, to contribute to the implementation of these programmes, to help governments monitor their progress vis-à-vis their commitments on youth employment and work with the High-Level Panel in an ongoing advisory capacity;
- Endorse an initiative for "twinning" and regional cooperation in mobilising funding for national youth employment programmes.

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<sup>1</sup> United Nations General Assembly, A/56/422.

<sup>2</sup> United Nations, A/RES/57/165.

## **Progress report**

### **A. Employment, particularly youth employment, has become a priority in the UN, World Bank and the ILO**

Employment, particularly youth employment, has become a priority in global strategies.

- The Millennium Declaration in September 2000 committed world leaders to “develop and implement strategies that give young people everywhere a real chance to find decent and productive work.” The United Nations system has placed this commitment in the framework of the Millennium Development Goal on global partnerships for development, to be implemented through partnerships between governments, employers, workers, civil society, the business community and especially young people themselves.
- The Recommendations of the Secretary-General’s High-Level Panel on Youth Employment were discussed in the General Assembly in November 2001 in the overall framework of follow-up to the implementation of the Millennium Declaration.
- The General Assembly in January 2002 welcomed the Secretary-General’s initiative to create a Youth Employment Network.<sup>3</sup>
- At the World Summit for Sustainable Development in Johannesburg in August-September 2002, governments agreed “to provide assistance to increase income generating employment opportunities taking into account the Declaration on Fundamental Principles and Rights at Work of the International Labour Organisation.”<sup>4</sup>
- Based on the Recommendations of the Secretary-General’s Youth Employment Network, the General Assembly adopted in December 2002, with 106 co-sponsors, a Resolution on Promoting Youth Employment, encouraging Member States to prepare national reviews and action plans on youth employment and to involve youth organisations and young people. The Resolution also invites, within the context of the Youth Employment Network, the International Labour Organisation, in collaboration with the United Nations Secretariat, the World Bank and other relevant specialised agencies, to assist and support governments and to undertake a global analysis and evaluation of progress made.<sup>5</sup>
- In follow-up to this Resolution, guidelines for the preparation of national reviews and action plans were sent to all UN Member States in March 2003, inviting Governments to submit their action plans to the UN Secretariat no later than March 2004.
- The UN’s Department of Economic and Social Affairs has organized technical and strategic consultations on youth employment: global priorities for youth and the role of youth employment in national poverty reduction strategies.
- In response to growing requests in the field of youth employment, the World Bank is setting up a research agenda in the area of youth employment with the aim of identifying policy challenges and promising strategies for the future. The World Bank is also undertaking a series of strategic consultations with young people on the subject.

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<sup>3</sup> A/RES/56/117, para. 14.

<sup>4</sup> Johannesburg Declaration on Sustainable Development, para. 28.

<sup>5</sup> A/RES/57/165.

- In parallel to developments in the UN and the World Bank, the ILO has prepared a Global Agenda for Employment, a strategy that aims at building global alliances for employment. The Global Alliance for Youth Employment is a first such alliance and a model for the way in which the ILO will work to promote employment in general. Youth employment is an increasing priority of ILO's constituents from all regions, and the subject of national and regional policy meetings and national technical cooperation programmes.

The initiatives taken and the decisions made in the three founding organisations of the Youth Employment Network offer a completely new framework for national policy development and resource mobilisation in this field. Youth employment is an integral part of the Millennium Declaration and can be seen as a key contribution to meeting other Millennium Development Goals, including those related to poverty reduction.

## **B. The Youth Employment Network in action**

The Youth Employment Network was established two years ago. After the adoption of the UN Resolution on Promoting Youth Employment in December 2002, the activities of the YEN have been accelerated:

- The work of the Youth Employment Network is being integrated within the Secretary-General's strategy for the implementation of the Millennium Development Goals.
- A secretariat for the Youth Employment Network has been set up at the ILO headquarters. The Government of Sweden has provided 1.1 million US dollars for the start-up costs associated with this secretariat.
- Thus far, seven countries have come forward to champion the preparations of youth employment action plans and more countries have turned to the ILO asking for assistance on youth employment in the framework of the Secretary General's Network.
- The High Level Panel has set up four Working Groups, which have met to elaborate further on the priority areas of its policy recommendations and to provide guidance for countries in preparing their national reviews and action plans on youth employment. Representatives of youth organisations have taken an active part in these four Working Groups and in the preparations of the next steps.
- The High-Level Panel members have been active advocates of the Youth Employment Network both in their individual capacities and through their own respective networks, thereby transforming the Secretary-General's Network into a network of networks.
- The UN, ILO and World Bank have both held national workshops, seminars and a major regional meeting on youth employment and further such meetings are planned in their near future.
- The ILO has set up a Task team on Youth Employment to bring out the youth employment dimension of its ongoing work.

## **The new approach**

The High Level Panel proposed in its 2001 Recommendations a new approach to youth employment:

### **- young people are an asset, not a problem**

The message from the High Level Panel that young people are an asset, not a problem, has received a strong political support.

Rapid globalisation and fast-paced technological developments have already offered many young women and men unprecedented opportunities for education, innovation and productive, rewarding work. Those young people entering the work force form a new generation with great capacity, the best educated and trained generation of young women and men ever.

For millions of others, however, globalisation and technological change have created uncertainty and insecurity by exacerbating their already vulnerable situations, widening the gap between young entrants into the labour force and experienced workers, between those young women and men with well-paid and productive work and those with low wages and poor quality jobs. Young people are now asking that their voices be heard, that issues affecting them be addressed and that their roles be recognised. Rather than being viewed as a target group for which employment must be found, they want to be accepted as partners for development, helping to chart a common course and shaping the future for everyone.

The expected inflow of young people into the labour market - 120 million young people entering the working age population every year – should be recognised as presenting an enormous opportunity and potential for economic and social development.

### **- decent and productive work for young people everywhere**

The challenge of giving young people everywhere access to decent and productive work was launched in the Millennium Declaration. There is strong political support for this concept of more jobs and better jobs.

### **- a new partnership through a global strategy and national action plans**

The idea of a new partnership for youth employment, presented by the High Level Panel in its 2001 Recommendations, has also received strong support.

These recommendations propose that global organisations have a responsibility for the development of strategies, while national governments remain responsible for policies and action plans. Here, government leadership is fundamental. A critical and self-critical review of past national policies is essential in the preparation of national action plans.

While government leadership is critical, governments cannot do it alone. Civil society, the business community, employers, trade unions and youth organisations should also be invited to contribute to policymaking and to implementation at both global and national levels.

## The five next steps:

<b>Step 1. Endorsing the 2003 Policy Recommendations.</b>
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Building on the successful launching of the Youth Employment Network, on its new approach to youth and employment and on the outcome the High-Level Panel's four Working Groups, the High Level Panel now proposes the endorsement of the following Recommendations on employment policy for 2003-2005, in which four elements should be regarded as top priorities in every national action plan:

### 1.1. Employability

In the world today, too many people lack the necessary education and relevant training for good, productive jobs. Too many jobs are unproductive and poorly paid. Education begins with literacy and, despite vast improvement, there is still a huge literacy gap. In many countries, training remains largely unrelated to labour market needs. School dropouts are high amongst disadvantaged youth. It is time to break the vicious circle of poor education and training, poor jobs and poverty. All countries need to review, rethink and re-orient their education, vocational training and labour market policies to facilitate the school-to-work transition and to give young people – particularly those who are disadvantaged because of disabilities or who face discrimination because of race, religion or ethnicity – a head start in working life. Young people also need a set of “core work skills” such as communication, problem-solving, teamwork and leadership skills to develop their employability and prepare them for work in the knowledge and skills based society.

In the national action plans, the following areas need particular attention:

Government responsibility: In its Resolution on Promoting Youth Employment, the international community recognized that Governments have a primary responsibility to educate young people and to create an enabling environment that will promote youth employment.

Investment in education and training: Each country should set objectives and targets based on best practice/best performance for investment in education and training and other employability strengthening measures, leading to jobs and social justice for the young.

Access to basic education: Combating both child and adult illiteracy and ensuring free universal and compulsory basic education, respecting the Minimum Age Convention as well as the Worst Forms of Child Labour Convention, are necessary conditions for ensuring future employability.

School-to-work transition: Targeted programmes that combine work experience with classroom training, job search and vocational guidance and counselling can be highly effective for those unemployed youth, who need to attain the social skills and work habits required to access work.

Relevance to labour market needs: Major reforms are required for education and skill development systems to make them more relevant to labour market needs. Reforms should also focus on facilitating learning, and not just on training for narrow occupational categories.

Lifelong learning: Lifelong learning should be the conceptual basis guiding all future education and training policies. Lifelong learning is about acquiring and updating all kinds of abilities, interest, knowledge and qualifications. The concept of lifelong learning encompasses the full range of formal, non-formal and informal learning activity.

Involving social partners: Employers' and workers' organisation should be consulted in both the design and implementation of skill development programmes, ensuring active participation of young people to the process.

## **1.2. Entrepreneurship**

There are too few employers and hence too few job opportunities in the world. Governments, at the national and local levels, need to encourage a broad and dynamic concept of entrepreneurship to stimulate both personal initiative and initiatives in a broad variety of organisations, which include, but reach beyond, the private sector: small and large enterprises, social entrepreneurs, cooperatives, the public sector, the trade union movement and youth organisations.

Countries also need to strengthen policies and programmes so that small enterprises can flourish and create decent work within an enabling environment. Each country should set objectives and targets for a broad reform programme, based on best practice, which can offer more flexibility for enterprises and more security for workers.

In the national action plans, the following areas need particular attention:

Cultural attitudes: Initiatives are needed to create a new culture of entrepreneurship, boosting the perception of the value of entrepreneurs to society, thereby making entrepreneurship an acceptable option for young people.

Regulations: Governments need to review existing regulations to make it easier to start and run enterprises. The number of procedures for a business start-up and the delay in getting authorization should be reduced. Governments could also facilitate business start-ups by creating easily accessible one-stop sources of information and guidance to help young people learn how regulations work, why they need to be observed and what they need to do to comply.

Education/training: To start a business a young person needs both entrepreneurial and vocational skills. Any vocational skills course should have entrepreneurial and business skills as part of the core curricula.

Finance: One of the strongest stimulants to encourage young people to become entrepreneurs is to ensure they can easily access seed funds for their business ideas. They need space to try out their ideas, prove their talents and learn through experience before they enter the mainstream economy. Youth business funding must be seen as a distinctive mechanism to help young people into employment.

Business Support: The more support a young entrepreneur can receive in the first years of activity, the better his or her chances of creating a sustainable business or of becoming

more employable. Business people should be encouraged to support young entrepreneurs during the critical first years of their new business by transferring their knowledge, experience and contacts. They can do so by mentoring, including them in their networks, bringing the youth business into their supply chains or providing pro-bono advice and training. Other types of support mechanisms to provide business development services need to be promoted to cater for young entrepreneurs.

### **1.3. Equal opportunities for young women and young men**

Although many countries have made great progress in reducing traditional gaps between girls and boys in school enrolment and completion, especially at the primary level, important gender gaps remain. More young women (between the age of 15-24) are illiterate than young men. There is also work to be done in many countries to eliminate gender inequalities in secondary education, which is key to securing good employment opportunities. Finally, young women generally have greater difficulties than young men in entering - and staying in - the world of work, because of discriminatory policies, structural barriers and cultural prejudices. All countries should review, rethink and reorient their policies to ensure that there are equal opportunities for young women when they enter the workforce and throughout their working lives.

Approximately half of all workers in the world are in gender-dominated occupations where at least 80 per cent of workers are of the same sex, a form of labour market rigidity that reduces employment opportunity and impairs economic efficiency. Occupational segregation is also associated with lower wage rates for women, as typical women's occupations tend to have lower pay, lower status and fewer possibilities for advancement than do male occupations. In situations of crisis, where training and job opportunities are even more limited, girls are the first victims of exclusion. There is the potential for great economic and social benefits by implementing effective national policies for equal opportunities for girls.

In the national action plans the following areas need particular attention:

Set specific objectives and targets to rectify gender disparities: Each country should set objectives and targets to rectify the gender disparities in access to education, training and labour markets, including by addressing pay equity and gender discrimination, and develop and implement the necessary gender sensitive policies in these areas. Countries should develop appropriate indicators for monitoring and tracking progress toward reducing gender gaps, including collecting appropriate sex-disaggregated economic data.

End stereotyping in education and training: One major barrier to young women's employment is the practice of tracking them into a narrow range of industries and occupations that are generally lower skilled and lower paid. Countries should consider interventions that include reform of curricula, career guidance for girls in non-traditional occupations and promotion of young women's employment in economic growth sectors.

Recognize the constraints placed on young women's productive roles by their reproductive responsibilities: Change policies to enable married and pregnant adolescents to attend schools, participate in vocational training courses; and ensure that girls can access distance learning. Supportive mechanisms also include timing of training, child care facilities, health insurance plans, maternity protection and parental leave.

Governments could offer incentives to businesses that provide support for young women's reproductive roles, including access to lifelong learning, as they are more likely than men to be leaving and then re-entering the work force at different stages of their life, or to be changing jobs to suit growing family responsibilities.

Focus both on equal opportunities and equal treatment: Education, training and employment should be seen to provide equality of opportunity and equality of treatment for young women and men. Countries should pass and implement legislation mandating equal pay for work of equal or comparable value, enforce sexual harassment policies, support young women's efforts to organize their workplaces and ensure adequate workplace protection against exploitation.

Recognize the value of women's entrepreneurship: Entrepreneurship initiatives offer an important entry for youth into the labour market. Microcredit and adolescent livelihoods initiatives should be supported to broaden the range of training and services they deliver, including business development services and an innovative menu of financial and insurance products. Mentorship and incubator programs are particularly important to support young women entrepreneurs.

Sexual violence: In periods of crisis the numbers and severity of violence against girls (and boys but to a lesser extent) tends to increase enormously. In many current conflict situations girls tend to join armed groups in order to protect themselves or simply as an opportunity to run away, thereby giving up their education, employment and prospects for the future. In conflict situations, sexual abuse is common and sexual violence has become a common war tactic. Protective measures need to be established, especially taking into account the risks of HIV/AIDS and unwanted pregnancies. Post conflict reconstruction on the other hand also provides an opportunity to challenge and change some of the pre-conflict stereotypical gender roles and discriminatory gender norms.

#### **1.4. Employment creation**

Employability, equal opportunities and entrepreneurship, to be most effective, require an enabling environment where employment creation is placed at the centre of macroeconomic and other public policies. Employability requires not just appropriate skills and training but also public policies, which lead to new employment opportunities where these skills can be used. Investing in youth requires not just better skilled youth, but a commitment by public and private sector partners to keep job creation a central concern of their investment strategies. Equality should follow a high road leading to increased opportunities for both women and men. Entrepreneurship should be supported not only through structural measures but also through growth-oriented macro-economic policies so that enterprises can sustain themselves and grow.

In the national action plans, the following areas need particular attention:

Employment as an overall objective of economic policy: Governments need to consider an integrated concept for economic policy. Employment policy is not a sectoral policy among others; rather it should be seen as the successful mobilization of all public policies with the aim of getting people into full and productive employment. A growth and employment oriented economic policy brings opportunities for all, but particularly to newcomers in the labour market, of which young people are the large majority.



Financial stability to promote employment: Governments can reduce instability of financial markets through sound macroeconomic policies and good governance. International financial institutions have to further develop strategies to dampen the volatility of short-term capital flows.

Open markets for developing countries: Bring quotas down for developing countries' exports (agriculture, textiles and garments) and expand active labour market programmes to manage the structural changes in the developed countries.

<b>Step 2. Encouraging governments to translate the strategy into national action plans</b>
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The High-Level Panel proposes the Youth Employment Network endorse the following plan to speed up the process in which national governments translate the recommendations into national youth employment plans.

- Until now seven governments – Azerbaijan, Egypt, Hungary, Indonesia, Namibia, Senegal and Sri Lanka - have committed themselves to take the lead in the preparations and the implementation of national action plans for youth employment. The High Level Panel encourages the Youth Employment Network to support also major countries – China, India, South Africa, Brazil, Saudi Arabia, transition countries in Europe, and many others having responded to the United Nations survey on the General Assembly Resolution on Promoting Youth Employment - all in all over 40 countries representing over half of the world population - which have declared their interest in preparing youth employment initiatives.
- The High-Level Panel proposes that national action plans for youth employment be included in national poverty reduction strategies, including the drafting of Poverty Reduction Strategy Papers (PRSPs); and that existing PRSPs be reviewed in the light of the UN Resolution on Promoting Youth Employment and of the Recommendations of the Secretary-General's High Level Panel.
- The High-Level Panel welcomes the decision by the ILO to devote the 2005 World Employment report to youth employment and, within this framework, to undertake the global analysis and evaluation of youth employment action plans, as called for in the UN resolution.

<b>Step 3. Social dialogue for youth employment</b>
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The High-Level Panel welcomes the commitment by the ILO's social partners to help countries which request assistance, through social dialogue, with the practical steps required in developing a national action plan on youth employment.

The High-Level Panel proposes the Youth Employment Network:

- invite workers' and employers' organisations through their youth structures to coordinate the involvement of youth organisations and their opinions, ideas and concerns throughout the process of developing and implementing a national action plan on youth employment.
- involve workers' and employers' organisations, thereby helping ensure that national action plans provide for "decent and productive work for young people" as stated in the Millennium Declaration by mutually reinforcing employment creation with quality of work and protection of young workers within the workplace.

<b>Step 4. Inviting youth organisations to play an active role in the design of national action plans and to monitor their implementation</b>
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Youth representatives, taking part in the meeting of the High Level Panel, presented a proposal on their own involvement in the broader activities of the Youth Employment Network and on how they proposed to organize themselves into a sustainable advisory group.<sup>6</sup> Their suggestions ranged from the need for reliable indicators and a youth panel vis-à-vis the High-Level Panel to a data base of national youth organizations working on National Action Plans and a coordinating mechanism between the YEN and its youth constituents.

The High Level Panel welcomes the strong involvement of youth organisations in policy formulation and in the process of implementation. The panel proposes the Youth Employment Network:

- invite youth organisations to participate actively in mobilising awareness, in designing national action programmes and in monitoring the implementation of these programmes.
- invite representatives of business and workers to develop outreach programmes and collaboration with youth organizations around the issue of youth employment.
- further develop and organise cooperation with youth organisations in the building of a strong global alliance for youth employment, including the presence of representative youth organisations in the annual meetings of the High-Level Panel.

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<sup>6</sup> A Presentation by youth participants, attending the 2003 High-Level Panel Meeting, on the role of youth and youth organizations in the Youth Employment Network is attached in Annex to this report.

<b>Step 5. Mobilising financial resources for youth employment action plans in countries committed to the UN strategy</b>
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The High Level Panel proposes that:

- the Youth Employment Network endorse an initiative for “twinning” and regional cooperation as part of a overall strategy for mobilising funding of national youth employment programmes.
- the ILO and the World Bank to organise a conference, under the auspices of the Secretary-General, on the funding of national action plans for youth employment, inviting donor countries, development cooperation organisations and enterprises, together with those developing countries prepared to take the lead in developing and implementing these plans.

**The role of the High Level Panel in MDG-process**

Youth employment is key to the broader agenda on employment and the fight against poverty. The High Level Panel welcomes the broad support for the Youth Employment Recommendations and the political process which continues to gain momentum.

In the meeting of July 2001 the UN Secretary-General asked the High Level Panel to continue working with him in an advisory capacity on an ongoing basis. The Members of the High Level Panel are devoted to this task and are prepared to continue to work with the Secretary-General, as he deems appropriate, and to play an active role in the implementation of this part of the Millennium Declaration Goals, including the 2005 five-year review of the implementation of the Millennium Declaration. There are particularly three tasks on which the High Level Panel could give a contribution:

- through advocacy in the promotion of the youth employment initiative at both the global and national levels;
- in advising on the development of new indicators and statistics for youth employment, both to inform policy and to assist in monitoring the implementation of the Millennium Declaration;
- in contributing to the five year review of the Millennium Declaration with respect to youth employment and to its impact on the other Millennium Development Goals.

1 August 2003

## **Annex**

### **Presentation on the role of youth and youth organizations**

**(Presented on 1 July 2003 at the Second Meeting of the High-Level Panel of the Secretary-General's Youth Employment Network)**

1. Young people are a crucial segment of society; they are the basis for future development. Young people are social actors of change and can serve as a pressure group to lobby governments in defining their priorities. It has been clearly stressed that "youth are not only the leaders of tomorrow, but the partners of today". The UN Secretary-General Kofi Annan underlined the role of youth as actors who have real expertise complementary to that of academics and researchers. It is important to strive towards the involvement of young people as active citizens.
2. We are pleased to note the increased number of young participants at the second Meeting of the High-Level Panel on Youth Employment, with greater representative distribution at the international and regional levels, including representatives of youth organizations active at the global, regional, national and grassroots levels with local and national membership and democratic structures. All of them are working to develop policies aiming at improving the situation of young people world-wide and creating emerging community leaders.
3. The composition of the group underlines that there are no national or regional, social or political divisions. Our common goal is to spur a united, more collaborative approach, and a determination to work on youth employment as one of our highest priorities and toward fulfilling the steps envisaged in the road map.

#### **The contribution youth groups can make**

4. As National Action Plans (NAPs) are being drafted, coordinated and eventually implemented, we will place our emphasis on working towards these NAPs at the national level. Young people and youth organizations must be taken as active actors at the national level. (Donor conferences held to raise funds for the development of NAPs should involve youth participation.)
5. We intend to mobilize our national member organizations to press for the development of NAPs and work towards their implementation. To improve our work in this respect, we will all need 1) to send an official document to our national member organizations that recognizes the role of youth in this process; and 2) to determine on a country-by-country basis which organizations are the best partners.
6. One of our priorities should be the mobilization of young people to participate in the decision-making processes and in developing proposals and solutions to the problems, in particular those related to youth employment.

7. In certain parts of the world we are witnessing situations where actors historically do not receive recognition. Young people have to fulfil their role in society. International youth organizations can play a more important role by using reliable statistics and communications products to push for the involvement of young people in community development. The YEN itself can also play a role at the national level, by supporting youth organizations.

These are all elements to which we will devote ourselves, but we cannot do all of this alone – we need continuous understanding and the tools and support to help us achieve these aims.

- a. We need to share and use good and reliable data, as well as best practices, both with the ILO and the World Bank. Training and equipping young people in their organizations for leadership skills, capacities, and advocacy, as well as the mobilization of more young people, are important segments of our work that have to be strengthened.
- b. We are favourable to the idea of an International Youth Award. We see the role of youth and youth organizations in its establishment and sustainability. An IYA could be both a medium to recognize national achievements in the field of youth employment, as well as a vehicle for highlighting those countries where there is room for improvement. Based on the data and knowledge gained from its membership, it is the youth organizations - and not the Youth Employment Network's core UN-system institutions - that should be responsible for the distribution of the International Youth Award.
- c. We will work at international level through coordination and cooperation, using this as a tool to ensure implementation at the local level.
- d. We need permanent standing and association with the Panel, through a structure that would be based on an enlarged and more representative group in order to mobilize more young people. We, the 14 individuals, are not those who should constitute this group. Instead, the group should include organisations that are membership-based, representative and that have a firm grassroots presence all over the world. These include:
  - i. The big 7, the political internationals, the student movement and rural youth,
  - ii. The regional platforms of young people and
  - iii. On a case-by-case basis relative to particular issues, representatives of local networks and non-profit community-based youth organizations.

In order to ensure the effective exchange of information and joint work, such a standing committee should meet on an annual basis.

- e. It is clear that all these elements and tasks require enormous effort. The youth organisations are prepared to undertake their part of the work. We also recommend the establishment of a Youth Coordinator within the YEN secretariat. The tasks of the coordinator would include:
  - i. Ensuring effective liaison with the youth organisations;
  - ii. Compiling a list of youth organisations in every country that are focusing their work on NAPs;

- iii. Ensuring that these organisations are informed about their right to be involved and consulted. They would regularly receive press kits and materials in a format easily understandable for youth at the grassroots level.
  - iv. Sharing lists of youth organisations with the national authorities so that they can invite these organisations to round table discussions on youth employment and NAPs;
  - v. Collecting and disseminating reports from the national organisations on their involvement.
- f. Young people should take an active role in the regional panels that are to be organised and in any other future follow-up sub-structures of the YEN.

In conclusion, our joint goal as youth organizations and institutions is and should remain that of an enhanced collaborative voice in creating employment for young people world-wide.