

# **PSO Youth Zone Programme For Southern young professionals**

**Policy 2008-2010**



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# Abbreviations

CBO	Community Based Organisation
DAC-I	List of developing countries, as agreed by the UN Development Assistance Committee
FO	Field office of a PSO member organisation in a developing country
MO	PSO member organisation
NGO	Non Governmental Organisation
PO	Partner organisation of a PSO member organisation
RPO	Partner organisation of a PSO member organisation that receives a young professional from another organisation through the PSO Youth Zone South-South programme
SPO	Partner organisation of a PSO member organisation that sends a young professional to another organisation through the PSO Southern Youth Zone programme
SYZ	PSO Southern variant of the Youth Zone programme for young professionals from a developing country from the DAC-I-list (the South) temporarily working in another programme in a developing country (South) or in a developed country (North).
T&C	Terms and Conditions of the placement of the young professional, who was living in a developing country at the time of application.
YZ	PSO Youth Zone programme for young professionals from developed countries, temporarily working in developing countries from the DAC-I-list (the South) or a developed country (the North).

# Foreword

Dear reader, this policy paper was written for you as a staff member of one of our member organisations in the Netherlands or one of the partner organisations in the South who are interested in involving young professionals in capacity building processes. The purpose of this paper is to share the recently developed Southern Youth Zone policy.

The Southern variant of the Youth Zone programme is seen as an additional policy to the current Youth Zone programme. Both programmes have their own merits. We invite you to explore the opportunities provided by this 'new' programme. We hope this programme will help you to further enhance your own capacity.

To be able to make this programme a success, we would like to receive your feedback. It is your practical experience that can guide us further.

PSO, December 2007

# 1. Introduction

Young people are important actors for change. They are the labourers, the parents, the teachers, the managers and the leaders of the future. It is their knowledge, skills and attitude that will influence development, both in the North and in the South.

In 2000, PSO developed the Youth Zone programme to stimulate the involvement of young professionals in capacity building processes in developing countries. As PSO does not have direct contact with partner organisations in the South, the Youth Zone programme can be seen as a facilitating framework, both financially and content wise. The programme proved to meet a strongly felt need, both with civil society organisations in the North and the South as well as with the young professionals themselves. They applied for the limited number of vacancies en masse. Over the years the programme has grown to an average of fifty individual placements and another fifty young people involved in short term group exchanges.

From the beginning the programme has been open to both European and Southern young professionals. Nevertheless, almost all the positions are filled by Dutch candidates. The reasons why PSO member organisations chose not to include Southern young professionals were mainly of a practical nature, such as the contextual adjustment of deployment conditions (insurances, wages, etc.). With the growing focus on expertise that is already present in developing countries, PSO feels it is time to develop a specific policy to stimulate the involvement of young professionals from the South. This feeling is reinforced by demand from Southern partners who - over the years - asked to be able to receive and send young employees to other organisations, both in the South and the North.

## **Why work with young professionals from abroad?**

Young professionals need the opportunity to gain practical experience in the development sector. Increasingly, international work experience is expected. By working in another cultural setting, they will be able to step back from their day-to-day working practice and broaden their vision on development and the role of capacity building. Organisations can offer them this valuable experience by employing them.

But, it is not only in their interest. Young professionals are often hard working, motivated, flexible and eager to learn. Their curiosity and the fact that they are from another culture will enable them to help you to examine your organisation from a different perspective. This can lead to both small improvements and major innovative changes. As the Southern young professionals are from developing countries, they are already familiar with the opportunities and limitations that accompany to working in such a context.

It is worthwhile for sending partner organisations to send the young professional with a specific question to answer during his/her placement. People in other countries might have developed interesting solutions to issues you are still struggling with.

## 1.1 Sending and receiving partner

The Southern Youth Zone policy distinguishes itself from the current Youth Zone programme, among other things, by the fact that alongside the receiving partner, a sending partner is also involved. The receiving partner is the organisation the young professional is to work for. The sending partner organisation is the organisation that the young professional worked for before starting the placement. The young professional is assumed to stay in contact with the sending partner organisation during the placement and to preferably return to this organisation afterwards. This way, the sending partner organisation will contribute to and learn from the intervention.

It is envisaged that a (stronger) relationship will be established between both partners that might also continue after the placement has been completed. Although PSO assumes that both partners will benefit from the placement, in practice the idea for the placement of a young professional will come from either the sending or the receiving partner.

## **1.2 Learning by doing**

In the summer of 2007, a survey was carried out among various stakeholders (PSO member organisations, some partner organisations and a variety of Southern development experts) to explore interest, possible bottlenecks and success factors. The survey resulted in a draft policy paper which was sent to all Youth Zone programme member organisations and some others for feedback.

This policy paper covers a period of three years (2008-2010). At the request of most of the PSO member organisations, a quite detailed document has been developed, which offers guidelines on how to organise the young professional's placement. However, it is not PSO's intention to dictate the one and only way to success. PSO is open to discussing applications with properly motivated deviations from this policy. As there are still some important areas that need to benefit from practical experience, it was decided to incorporate an 18-month exploratory period (until July 2009). This will enable PSO, its member organisations and the partner organisations involved to gain valuable information, which can be used to shape the future of the programme. A review will be organised to further capture important lessons after the exploratory period.

## 2. Background

### 2.1 Focus on capacity building

PSO aims to strengthen the role of civil society organisations in developing countries in their fight against poverty and injustice. In development, civil society is considered a crucial counterweight to government organisations and the private sector.

PSO is an umbrella organisation with almost fifty Dutch member organisations. The collaboration between PSO and its member organisations focuses on capacity building for Southern partner organisations. PSO's task is twofold. Firstly, in the Netherlands, PSO's role is to stress the importance of capacity building when working on poverty alleviation in developing countries. Secondly, PSO wants to facilitate the improvement of quality and innovation for its member organisations' capacity building processes.

PSO believes that a strong organisation, with skilled and dedicated staff, that knows how to position itself within its specific context, constitutes the basis for providing successful services to the target group. PSO defines capacity building as the process through which individuals and organisations increase their capacity to:

- carry out their main tasks (primary processes), solve their own problems and define and achieve their specific goals;
- understand what their development needs are in a wider context and how to cope with these in a sustainable manner.

Capacity building can be seen as an intervention that enables an organisation to (more) successfully fulfil their primary processes, their *raison d'être*.

PSO's strategy is to advise, support and finance member organisations that invest in their partner organisations in developing countries: (i) in the knowledge and skills of the staff (Human Resource Development), (ii) in structures and systems (Organisational Development) and (iii) the functioning of these organisations within their environment (Institutional Development).<sup>1</sup>

### 2.2 Focus on young professionals

One of the strategies chosen by PSO to further improve quality and to promote innovation in capacity building, is to stimulate the involvement of specific actors, like migrants and young professionals.<sup>2</sup> These programmes both contribute towards the capacity building of civil society in the current situation, but also entail an important investment for the future.

The Youth Zone programme that was started in 2000 proved to be successful because it gave PSO's member organisations and their partner organisations the opportunity to use the enthusiasm, drive and recently acquired knowledge of young professionals.

For young professionals, it offers the opportunity to acquire in-depth experience in the work of civil society organisations in developing countries and the (often complex) processes of capacity building.

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<sup>1</sup> For more information on PSO and its vision on capacity building, please refer to the website: [www.pso.nl](http://www.pso.nl) and specifically to the paper [Financing of capacity building by PSO: conceptual and methodological framework](#).

<sup>2</sup> For more information on PSO's migrant programme, please refer to the website of our Cross Over programme, [www.psocrossover.nl](http://www.psocrossover.nl).

### **2.3 Focus on the South**

One of the main points for PSO is that capacity building should aim to be a self-managed process: ownership should remain with the local organisation(s), from the initial analysis through to implementation and final evaluation. As mentioned above, PSO prefers to mobilise local and regional capacity rather than transfer Northern expertise. To encourage this, it is worthwhile to also specifically invest in Southern young professionals.

Member organisations, partners and Southern experts also expressed the need to invest in Southern young professionals who are ready and willing to gain international experience, which enriches both the organisations involved and the young professional.

# 3. Southern Youth Zone Programme: policy

## 3.1 General objective

With its Youth Zone programme, PSO aims to engage young professionals from all over the world in capacity development of the civil society in the South for poverty alleviation.<sup>3</sup> With its Southern variant on the Youth Zone programme, PSO specifically aims to attract young professionals from developing countries.

## 3.2 Specific objectives

The Southern Youth Zone programme's specific objectives are, in order of importance that:

1. Southern young professionals improve their professional and personal competencies, and gain more interest in development issues by acquiring practical (work) experience in the field of capacity development;
2. Southern young professionals contribute to sustainable capacity development of (sending and/or receiving) partner organisations.

These objectives will be further specified in Paragraphs 3.2.1 and 3.2.2.

Although not an explicit objective of this programme, the PSO member organisation could ask the young professional to contribute to maintaining and increasing support for development cooperation among the Dutch public.

### 3.2.1 Learning objective

PSO wants to stimulate the young professional's learning experience according to the following principles:

- attention for the development of (technical and context related) professional and personal knowledge, skills and attitudes;
- acquiring work experience in more or less the same field of (technical) expertise, but in a different context;
- acquiring skills, knowledge and work experience in capacity building processes;
- acquiring new insights from the new context about development processes and related organisational opportunities and challenges;
- attention for reflection on the learning experience;
- acquiring new insights from working in another cultural setting.

### 3.2.2 Capacity development objective

The Southern Youth Zone programme's second objective is the sustainable capacity development of civil society organisations in the South. The starting point for the placement can be either the receiving partner organisation's or the sending partner organisation's need for capacity development or both.

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<sup>3</sup> The target group of the Youth Zone programme are young professionals from Europe and DAC-countries. The most recent 'DAC List of ODA Recipients' can be found on [www.oecd.org](http://www.oecd.org)  
The PSO Youth Zone programme for Northern young professionals can be found on the PSO website (in Dutch).

Besides specific capacity building tasks, the young professional will probably also be asked to be engaged in the receiving partner organisation's primary processes.<sup>4</sup>

**Capacity building: be realistic!**

PSO's mission is capacity building of civil society organisations in developing countries. PSO makes a clear distinction between capacity building vs. implementation (i.e. taking direct responsibility for the primary process). Typical instruments for capacity building are consultancy, facilitation, coaching and training. However, when working with young professionals it is obvious that alongside capacity building, implementation will be an important part of the job description.

When formulating the capacity building needs your organisation experiences which the young professional will work on, keep things simple and realistic. Complex training or advice processes can be done together with another staff member.

If the focus is on the capacity development of the sending partner organisation, a specific research question

constitutes the basis of the placement. In this case it is only natural for the young professional to have frequent contact with his former employer. Nevertheless, even if the focus is on the capacity development of the receiving partner, it is thought that staying in touch with the sending partner organisation can raise the odds of both parties benefiting from the placement. On top of this, PSO encourages contact between the sending partner and the receiving partner before, during and after the placement. This can be through E-mail or telephone contact or through a face-to-face meeting (see Paragraph 4.2.3, under 2: support from and to the sending organisation, for financial options).

The following factors contribute to the success of the placement and the opportunities for capacity development by the young professional:

- a clear question regarding capacity development from either the sending or the receiving partner organisation constitutes the basis of the placement;
- the professional and personal competencies of the young professional match the competencies needed for the position within the receiving partner organisation;
- the receiving partner organisation provides a stimulating environment and commits to support the young professional in his professional development;
- during the placement, the young professional maintains contact with the sending partner organisation and is able to provide it with tips and suggestions based on the insights and competencies acquired;
- after his placement, the young professional is willing to use his acquired insights and competencies for the sending partner organisation;
- the sending partner organisation is able and willing to engage the young professional after his placement in a sufficiently challenging position.

As the programme focuses on young professionals with relatively little experience in development processes, the young professional should not hold a position that requires substantial financial and/or management responsibilities.

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<sup>4</sup> Primary processes are operational activities and work processes directly related to the (partner) organisation's goal. Example: providing health care information to HIV patients as part of an HIV programme. Processes of sustainable capacity development are activities and processes related to changes and/or improvements to the organisation. Example: the organisation learns to better identify groups of HIV patients for whom the health care message is most effective.

### 3.3 Target group

#### 3.3.1 Profile of sending and receiving (partner) organisations

PSO aims to support capacity building of civil society organisations in the South. The PSO Southern Youth Zone programme focuses on placing young professionals from one (sending) organisation in another (receiving) organisation. The sending and receiving organisations are usually the partner organisations of PSO member organisation(s) in different developing countries and/or of each other.

The partner organisations facilitate the two objectives of the placement: the young professional's individual learning and capacity development for the sending and receiving civil society organisations in the South.

The existence of the partnership link means it is assumed that the young professional will arrive in a welcoming environment. He will be

given the opportunity to be active in a multi-cultural team, observe and work on (organisational and institutional) development processes from another perspective and to experience the challenges faced by other organisations.<sup>5</sup> As stated above, the focus of this Southern young professional programme is on a placement from one Southern civil society (partner) organisation to the other. One of these organisations can also be the field office of an international development organisation as the exchange between field offices and local partner organisations are expected to yield a lot of understanding and opportunities for capacity building. Another option is a (temporary) placement at the headquarters of a PSO member organisation or another Northern not-for-profit organisation. This is possible if the assignment is well defined and the period does not exceed 3 months. PSO encourages a simultaneous swap of young professionals between two partner organisations, as this means no vacancy has to be filled within the sending organisation(s).

#### What is a partner organisation?

It is PSO's mandate to strengthen civil society organisations in developing countries. More explicitly this means not-for-profit non governmental organisations (NGOs) or community based organisations (CBOs) whose mission is to fight poverty and injustice. Nevertheless, some partner organisations have a profit generating objective (e.g. small farmer cooperations). These can also be considered partner organisations because of the core position of the target group within these organisations and the fact that they share the same vision to fight poverty and injustice.

#### 3.3.2 Profile of the Southern young professional

The PSO Southern Youth Zone programme is aimed at young professionals between the age of 20 and 32 willing and able to commit themselves to a placement of between 3 and 24 months in length. The young professional has been connected to and is active in the sending partner organisation as an employee or volunteer for at least one year. The duration of the placement depends on the sending and receiving partner organisation's requests. The term can be extended by a maximum of 3 months during the placement. The young professionals should have acquired sufficient competences in their field of expertise to be able to meet the requirements of the advertised position at the receiving partner organisation. This expertise could be acquired through education and/or work experience. The young professional should have limited relevant work experience of between 2 and 5 years.<sup>6</sup> As there are special international study grants, the placement cannot be part of the young professional's current study.

The young professionals should live in and hold the nationality of a developing country.<sup>7</sup> He should have a keen interest in gaining international work experience and be willing and able to work for a receiving partner organisation. He is willing to learn a new language, if this is deemed necessary. At the time of the application, he has an active role in civil society.

<sup>5</sup> For the sake of legibility male personal pronouns (he/his) are used in this paper, they can be easily replaced by the feminine variant (she/her).

<sup>6</sup> No minimum education levels are required to avoid that the programme only being accessible to an elite that could gain international experience anyway.

<sup>7</sup> According to the 'DAC List of ODA Recipients'. The most recent DAC list can be found on [www.oecd.org](http://www.oecd.org)

The young professional should intend to be active for the sending partner organisation or an organisation closely connected to it after the placement. How and for how long this will be, is to be agreed before application. The conditions for the placement are described in Paragraph 4.1.

### **3.3.3 Space for experimentation and learning in practice**

The initial paragraphs of this chapter described the policy guidelines for the Southern Youth Zone. As mentioned above, PSO also wants to provide space for experimentation and learning in practice. That is why deviations from the abovementioned policy can be taken into account if convincing arguments about their added value are provided in the application. To be able to learn from these deviations, PSO and its member organisations will carefully monitor these placements.

### 3.4 Instruments and activities

The request and problem definition of the sending and the receiving (partner) organisations will have to be leading when selecting a young professional for the placement, not the latter's availability. The process starts with the organisation that wishes to strengthen its capacity. This can be either the sending or the receiving partner organisation. The organisation defines the capacity development problem and requests an intervention. The intervention's general objectives are described. Subsequently, the intervention strategy is defined and specific objectives, results and activities elaborated upon.

Table 1 below provides an idea of possible tools for capacity building. More often than not, a combination of tools is applied. It is important to mention that the list is not exhaustive. As indicated above, it is realistic to expect that alongside the capacity building tasks of the young professional, part of the job description concerns executory tasks.<sup>8</sup> Implementation is therefore also included in the table below. The column 'learning experience' describes which learning experience the young professional is focused on. The column 'capacity building activities' describes which contribution the young professional can be expected to make.

<b><i>Tools for capacity building</i></b>	<b><i>The young professional's learning experience</i></b>	<b><i>The young professional's capacity building activities</i></b>
Exchange	-insight into constraints/challenges faced by the receiving organisation -skills in dealing effectively with new contexts -intercultural communication skills -exchange of experience and providing support	-providing a new perspective on the (partner) organisation's activities -developing new ideas and approaches
Facilitation	-insight into planning processes, exchange of information, group dynamics -improved skills in facilitating group meetings or workshops	-facilitating group meetings or workshops
Research/surveys	-insight into survey methodologies and reporting -improved knowledge on specific topics and practical application	-insight into survey methodologies and reporting -contribution to existing research related to the young professional's specialisation
Training	-training techniques and training design -facilitation and training follow-up	-organising training/workshops -advice on the setting up/content of training
Consultancy	-improved skills in sharing knowledge and providing advice in an intercultural context	-providing advice based on experience in areas of expertise
Implementation of the partner's primary processes <b>not capacity building!</b>	-more knowledge, technical skills and insight through experience in other culture -experiencing teamwork and intercultural communication -insight into aspects of (project) management, including strategic planning and management styles	-execution of project tasks, related to the placement's objectives - execution of specific assignments during the placement and agreed activities afterwards -supporting programme managers in coordinating internal processes

Table 1: overview of learning experience & capacity building responsibilities of the young professional

<sup>8</sup> See box in paragraph 3.2.2: capacity building objective.

## 4. Southern Youth Zone Programme: procedures and guidelines

### 4.1 Application procedure

The following parties are involved in the Southern Youth Zone application procedure for PSO financial support:

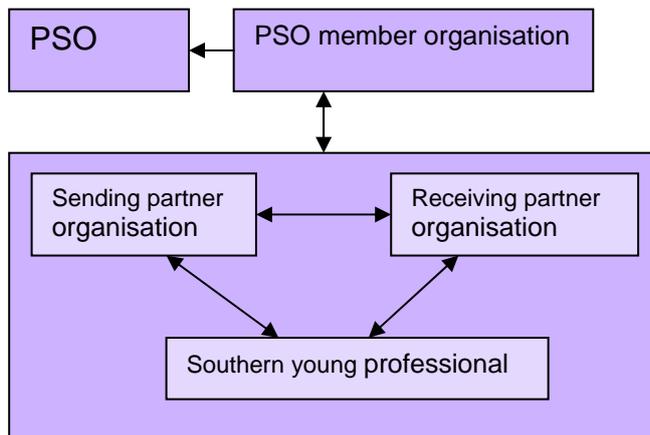


Figure 1: parties involved in the application procedure

The application procedure can start with either the sending partner or the receiving partner organisation, depending on where the request for capacity development was made. Together with the PSO member organisation, the two partner organisations further develop the final application according to the application format. The PSO member organisation will send the application to PSO in a digital form. Specific application formats exist for the receiving organisation, the sending organisation and the young professional. They are not compulsory, but can be seen as facilitating documents that can be used when deemed fit. For the application formats please contact [info@pso.nl](mailto:info@pso.nl).

The following describes the roles of the different parties involved:

#### Receiving organisation

The receiving partner organisation is expected to be able to facilitate the placement: a sound induction programme, sufficient on-the-job support and a safe and stimulating workplace. They should also facilitate finding appropriate accommodation for the young professional. The PSO member organisation can ask the receiving organisation to use the application format to facilitate the application process. Once the application has been approved by PSO, the receiving partner organisation will draft a contract for the candidate, which includes information about at least (i) the remuneration per month, (ii) the number of days off the candidate is entitled to, (iii) the number of working hours per week and (iv) the duration of the contract.

#### Sending organisation

The sending organisation identifies the young professional. The organisation is interested in acquiring new perspectives and approaches during and after the placement by temporarily sending a member of its team to another organisation. The sending organisation could be a receiving organisation as well, if it swaps young professionals with another organisation. The PSO member organisation can ask the sending organisation to use the application format to facilitate the application process.

### **Southern young professional**

The young professional should meet the criteria listed in Paragraph 3.3.1. He should be actively involved in defining how to maintain contact with the sending organisation during and after the placement. In the event of a placement which lasts over twelve months, the young professional could consider taking along his family and this should be agreed with the receiving organisation. The PSO member organisation can ask the young professional to use the application format to facilitate the application process.

### **PSO member organisation**

The PSO member organisation communicates the aims and conditions of the programme to its partner organisations and field offices (if applicable). The member organisation can assist in identifying and matching sending and receiving organisations. The member organisation ensures that the set-up of the placement guarantees success. By applying for a placement, the PSO member organisation takes responsibility for its role during the placement and will be the focal contact organisation for PSO. The PSO member organisation has the same kind of relationship with the partner organisations involved. When the PSO member organisation is satisfied with the match between sending and receiving organisations, the application will be submitted to PSO. The 'application format Southern Youth Zone' should be used. The PSO software ('rekenmodule') should be used to estimate a budget for the placement. Once the application has been approved, the PSO member organisation sends a posting information form ('suppletieformulier') to their contact at the PSO department of Personnel Affairs Overseas. To organise the terms and conditions of the young professional, the PSO member organisation will liaise between the PSO department of Personnel Affairs Overseas and the candidate.

### **PSO**

PSO's role is the following:

- financially facilitating placements;
- supporting PSO member organisations in improving the quality of their placements;
- organising the terms and conditions for the young professional's placement.

PSO receives the Southern Youth Zone application from the PSO member organisation. The PSO Youth Zone programme coordinator processes the application. A score form will be used to assess application quality (Appendix 1). Special attention will be paid to the quality of problem analysis and the contribution to capacity building for Southern partner organisations. When the application is agreed upon, a contract will be drawn up and the placement process can start.

## **4.2 Conditions for the placement**

To facilitate a successful placement, PSO has drawn up conditions in the following fields:

- recruitment and selection;
- preparation;
- support structure;
- training during placement;
- evaluation and follow-up.

### **4.2.1 Recruitment and selection**

Identifying and matching the sending organisation and its connected young professional to the receiving organisation will probably entail more than just a few E-mails and/or phone calls between the PSO member organisation's partner organisations.

Some of the PSO member organisations might involve their Field Offices, for others this is impossible. The involvement of both partner organisations and the member organisation is thought to be crucial during the recruitment and selection process.

#### 4.2.2 Preparation

Young professionals usually have limited or no experience in working abroad for other organisations. Preparation for a successful placement could involve the following:

- *Acculturation course.*

The aim of the acculturation course is to prepare the candidates for the main aspects of living and working in another culture. This will enhance their effectiveness when working in the new context. The course should contain at least the following modules:

- A reflection on:
  - the new position and related tasks;
  - the receiving organisation;
  - expectations about the posting, based on the learning objectives and the capacity development objectives at the sending and receiving organisation.
- Aspects of living and working in other cultures and related social behaviour.
- Country specific knowledge and skills:
  - Cultural do's and don'ts (country or area specific);
  - History and political-economic situation.
- Intercultural communication and knowledge transfer.
- Health.
- Safety and security.

- *Language course.*

If necessary for professional communication, a language course could be taken during the preparation phase and/or during the first period of the placement in the receiving organisation's country.

- *Other preparation.*

Depending on the content and nature of the placement, and the background of the candidate, special courses can be taken, such as:

- Training skills.
- The cycle of Planning, Monitoring & Evaluation.
- Reporting.
- Organisational and institutional development.

The training programme can be devised and training institutes can be identified once the learning and capacity building objectives have been specified. Identifying training institutes in the country of origin or the country of placement is most appropriate, but training institutes in the region can also be selected.

#### 4.2.3 Personal and professional support

A good system for personal and professional support of the young professional during placement is crucial to the success of the latter.

The following actors for support can be identified:

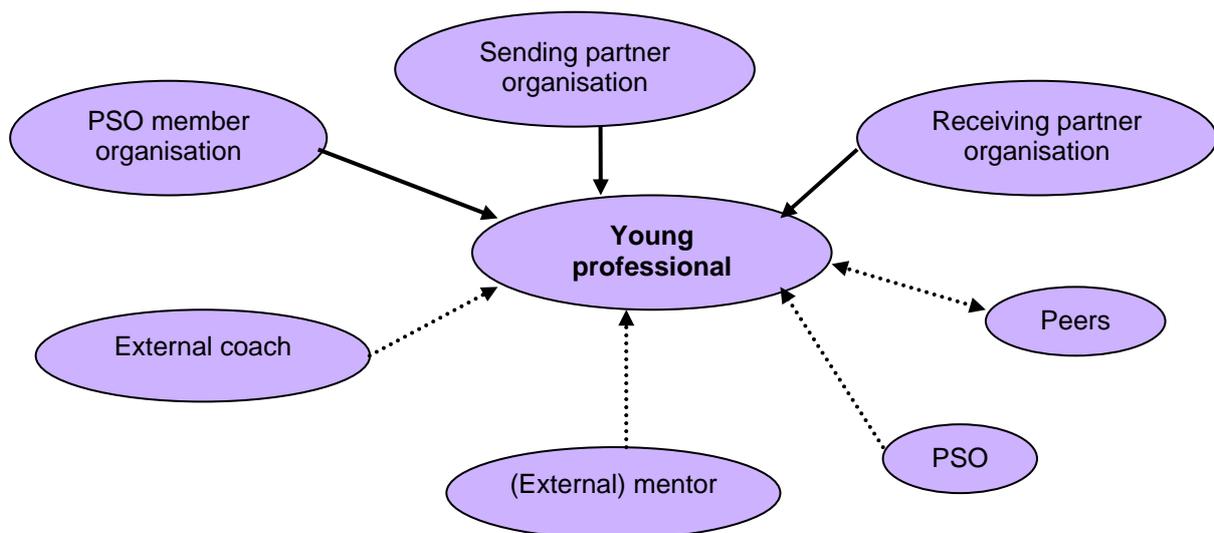


Figure 2: possible actors for support

The PSO member organisation is responsible for arranging a balanced support mix. Work-oriented support should primarily be provided by the receiving organisation. However, not all receiving (partner) organisations might be sufficiently equipped to provide good quality support, related to the young professional's needs and learning plan. Various options exist for dealing with this constraint of which the most appropriate might be to either identify a fairly experienced candidate or to find a professional coach or mentor from the same cultural background, be it a senior staff member from the sending organisation or an experienced external party. Due to the physical distances involved, staff from the PSO member organisation's head office might not be able to have face-to-face contact with the young professional before the actual placement. Experience has shown that this type of contact is important for effective support. This constraint could be dealt with by involving Field Offices or partially by means of field visits by staff from head office.

All young professionals will be supported by the sending partner organisation, the receiving partner organisation and the PSO member organisation. The other forms of support are optional and can be used if added value is expected.

### **Work-oriented support by the receiving partner organisation**

The work-related learning objectives are defined during the initial stage: during the application, during the preparation phase or within the first three months of the placement. The PSO member organisation will draft an agreement, to be signed by the parties involved. An example of this Memorandum of Understanding is to be found in Appendix 2.

Where possible, the following issues will be clarified:

- Objectives and main guidelines of the PSO Southern Youth Zone programme;
- Objectives, tasks and learning objectives of the young professional;
- Roles, responsibilities and content of the work-oriented support;
- Introduction programme;
- Feedback mechanisms to the sending (partner) organisation, including possible interim returns for longer term placements;
- Monitoring and evaluation of the placement;

- Financial support for work-oriented support from the receiving organisation; The receiving partner and the PSO member organisation will decide whether they will apply for a small compensation for the work-oriented support provided by the receiving organisation. The request for this compensation of € 75 per month can be submitted directly to the PSO Personnel Affairs Overseas department.

The Memorandum of Understanding should be added to the application at the end of the preparation period at the latest.

### **Support by and to the sending partner organisation**

It will be of great advantage to both the young professional and the sending organisation if the sending organisation is able to provide support to the young professional during the placement. They share the same background and maintain contact through the support. During this contact, the young professional could also feed back his acquired knowledge, skills and insights to the sending organisation. In the event of placements which last twelve months and over, an interim visit by the young professional to his home country is possible. This visit enables the young professional to meet the sending organisation and it can be combined with a personal holiday. If the added value for both the sending and the receiving organisation is clear, a request can be made for the reimbursement of the travel costs of the receiving partner's staff member who provides work support to visit the sending partner at the same time as the young professional. If PSO agrees it will reimburse the travel expenses. Accommodation and living costs will have to be covered by the partner organisations.

### **Support by the PSO member organisation**

As stated above: face-to-face contact with staff from the PSO member organisation's head office might be hard to organise before and during the early stages of the placement. If the member organisation has a (regional) Field Office they can be asked to participate. Field visits from head office staff could also strengthen ties with the PSO member organisation. Apart from coordinating the application process, supervising the preparation and drafting the Memorandum of Understanding, the PSO member organisation's role is to act as a safety net if the young professional cannot solve the problems encountered in his support network. The PSO member organisation is also responsible for coordinating the final evaluation. The PSO member organisation can apply for a compensation of € 50 per month for the support provided.

### **Mentoring**

Mentoring could be provided by an experienced colleague or an external party. A mentor resembles a wise old friend, able to help with achieving organisational sensitivity and to help with taking responsibilities for the course of the young professional's career. The mentor should preferably have a similar cultural background to that of the young professional and has (some) knowledge of the receiving organisation. PSO stimulates its member organisations to exchange and use their networks to identify appropriate mentors. The mentor position is voluntary. The mentor has no formal responsibilities and no financial compensation can be provided.

### **Professional coaching by an external party**

Coaching could provide a substantial contribution to the professional and personal development of the young professional. It is to be provided by a professional, external coach. The goal of coaching is to improve the learning objectives, the work results and career perspectives.

Coaching could be organised locally as direct face-to-face contact, but also online through e-mail, MSN or Skype contact (e-coaching)<sup>9</sup>.

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<sup>9</sup> The July 2007 Evaluation report on e-coaching is available from PSO (only available in Dutch; November 2007).

Coaching is an option that should be considered if other support mechanisms might not be sufficient. The coaching trajectory is to be paid for from the training budget (see 4.1.7)

### **Information from PSO**

PSO will regularly update information about capacity development such as studies and methodologies on its website: [www.pso.nl](http://www.pso.nl).

### **Peer support**

The added value of social interaction by peers cannot be underestimated. If requested, PSO can:

- facilitate the exchange of e-mail addresses;
- finance regional sounding board meetings for peers.

### **4.2.4 Training during the placement**

Young professionals with a placement of twelve months or longer have a right to interim work-related training. Qualified local or regional training institutes have to be identified or the regional workshops of other organisations could be attended. The receiving organisation, supported by the PSO member organisation, could facilitate the identification of an appropriate course.

Possible training courses could be:

- monitoring & evaluation;
- negotiation skills;
- participatory approaches;
- organisational analysis;
- (project) management;
- financial management.

### **4.2.5 Evaluation and follow-up**

In a programme in which learning is an important objective, sufficient attention should be allotted to the evaluation and follow-up of the placement. PSO expects an evaluation completed by all parties involved: (i) the receiving organisation, (ii) the sending organisation, (iii) the young professional and (iv) the PSO member organisation.<sup>10</sup> For evaluation formats please contact [info@pso.nl](mailto:info@pso.nl).

Special evaluation formats have been developed to be completed at different points in time:

- a form to be completed by the person responsible for the work support of the young professional within the receiving partner organisation. Timing: immediately before the end of the placement;
- a form to be completed by the young professional's contact at the sending partner organisation. Timing: inside three months of returning from the placement and when the person in question first starts working at the sending organisation. If the young professional does not return to the sending partner organisation, the form is to be completed immediately before the end of the placement;
- a form to be completed by the young professional. Timing: inside three months of returning from the placement and when the person in question first starts working at the sending organisation. If the young professional does not return to the sending partner organisation, the form is to be completed immediately before the end of the placement;
- the PSO member organisation is asked to comment on the abovementioned formats. Room has been left open for the PSO member organisation in each evaluation format. Finally, the PSO member organisation will send all the evaluation formats to PSO.

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<sup>10</sup> PSO only expects to receive evaluation formats after the placement has been completed. Nevertheless, PSO recommends that member organisations and partner organisations also use (informal) interim reports to monitor the placement.

### 4.3 Terms and conditions

The main Terms & Conditions for the posting of the young professional are described in the table below. A detailed description can be requested from your contact at the PSO Personnel Affairs Overseas department or via [info@pso.nl](mailto:info@pso.nl)

<b>Topic</b>	<b>Description</b>
Agreement	The receiving organisation should provide an employment contract. The reasons for providing a labour agreement are the following: legal considerations and transparency in the relationship with the receiving organisation. In the event the placement is over 12 months in length, provisions exist for (accompanying) families.
Salary	The sending and receiving organisation agree on a monthly remuneration level that 1) is in line with the position, 2) reasonable in comparison to remuneration levels at the receiving and sending organisation, 3) takes into account the cost of living expenses in the new and the original area of work, 4) lies within a range set by PSO: between 250 and 1,000 Euros per month (including taxes and social security). The PSO member organisation has a supervising role in this process. To strengthen the ownership of the receiving partner organisation as the young professional's formal employer, the PSO member organisation will transfer the salary costs to the receiving partner organisation, who will pay the young professional. PSO can make advance payments for a period of three months.
Insurance during placement	PSO arranges an insurance package for the young professional.
Accommodation during placement	PSO reimburses full basic rent in the host country. Accommodation and rent is expected to be of a basic nature, a maximum of 455 Euros per month.
Training (during preparation period and during placement)	Depending on the necessity and the duration of the posting, the maximum PSO reimbursement for training during the preparation period is 4,000 Euros. Subdivided into 1) language: max. 1,000 Euros, 2) acculturation: max 2,000 Euros, 3) work related: max. 1,000 Euros. Total budget for work-related training is 4,000 Euro for a placement of over 12 months (including work-related training during the preparation period).
Financial compensation and insurance during preparation phase (preparation training)	In the event the placement is to last over 6 months and preparation training is being taken, a Per Diem and an insurance package will be provided during the preparation phase. For placements between 6 and 12 months in length, the maximum preparation period is 6 weeks. For placements over 12 months in length, the maximum preparation period is 3 months. The financial compensation during the preparation phase will be derived from the remuneration level agreed by the partner organisations.
Other provisions	-administration costs: visa, permits, legalisation and translation certificates, medical examination, prophylaxis, vaccinations, travel expenses during preparation; -travel to and from the host country and possible interim travel in the event of a placement of 12 months or over; -relocation costs if the placement has a duration of 12 months or over; -in the event the placement is to last 12 months or over, a separate ruling concerning the reimbursement of expenses and the insurance package exists for (accompanying) partners and children.  Advance payments are possible if a budget is provided.

Table 2: overview of main terms and conditions

#### 4.4 Monitoring and evaluation

During the placement, the PSO member organisation and the two partner organisations are responsible for monitoring the progress of the capacity building at the sending and receiving organisation and the individual learning of the young professional.

PSO will monitor the results of the Southern Youth Zone programme through:

- the placement evaluations provided by the PSO member organisation;
- bi-annual meetings with the contacts of the PSO member organisations in the Youth Zone working group;
- visiting young professionals and partner organisations on location.

The Southern Youth Zone programme will be evaluated in three ways.

- PSO will compile an annual analysis of the programme based on the final evaluations. The results will be discussed with the Youth Zone working group
- The effect of the programme will be analysed every two years. The effect of placement on the young professionals' career development will be examined in particular.
- Immediately after July 2009, an evaluation of the programme period January 2008 - July 2009 will be carried out. The issues for evaluation will be decided upon in 2009, but are expected to include application and preparation, the support structure, the results of capacity building at the receiving and sending partner organisations and the career development of the first Southern young professionals.

## Appendix 1 - PSO Southern Youth Zone application score form

Project cycle	Topic	Points of attention	Score	Explanation
	General	Completeness of the application: <ul style="list-style-type: none"> <li>• SYZ application format of MO</li> <li>• MoU (tasks, procedures etc)</li> <li>• CV</li> </ul>	Yes/No	
	Programme	The placement is in line with a programme	Yes/No	
			Neg .....Pos 1.....2.....3.....4	
<b>IDENTIFICATION</b>	Analysis of placement	<ul style="list-style-type: none"> <li>• Relevant theme/sector</li> <li>• Context and problem analysis</li> <li>• Position suits placement YP</li> <li>• Clear choice for Southern young professional</li> </ul>		
	Demand driven	<ul style="list-style-type: none"> <li>• Demand drive behind the intervention (sending + receiving partner org.)</li> </ul>		
<b>FORMULATION</b>	Intervention plan for placement cycle	<ul style="list-style-type: none"> <li>• Clear selection procedure</li> <li>• Clear and realistic planning of placement cycle within PSO framework</li> <li>• Planning of tasks/role is stimulating &amp; allows for learning</li> <li>• Clear role division MO, SPO and RPO</li> <li>• Risk analysis: safety &amp; security, receiving and sending structure</li> <li>• Supervision and support mechanism in place at receiving organisation</li> <li>• Other relevant support mechanisms in place</li> </ul>		
	Capacity development	<ul style="list-style-type: none"> <li>• Intervention based on clear problem analysis</li> <li>• Expectations regarding capacity building tasks and results are realistic for a YP</li> <li>• Expected outputs are realistic and sustainable both for RPO and SPO</li> <li>• Focus on capacity building of Southern partner organisations rather than MO</li> </ul>		
	Budget / resources	<ul style="list-style-type: none"> <li>• Balance input-output regarding learning (of the YP) and capacity building (of the Pos)</li> </ul>		
	Sustainability	<ul style="list-style-type: none"> <li>• Measures taken regarding sustainability</li> <li>• Phasing out mechanism regarding YP</li> </ul>		
<b>IMPLEMENTATION</b>	Management & Organisation	<ul style="list-style-type: none"> <li>• Position of YP is integrated into and acknowledged in RPO</li> <li>• RPO organises supervisor/coach/mentor</li> <li>• SPO maintains contact during placement</li> <li>• Return to SPO possible and realistic</li> <li>• Active learning/exchange between SPO-RPO</li> </ul>		
	Monitoring & Evaluation	<ul style="list-style-type: none"> <li>• Sufficient monitoring by the MO, SPO and RPO</li> <li>• Interim check on progress and well being of YP taken into consideration</li> </ul>		

YP	Young Professional
MO	PSO Member Organisation
RPO	Receiving Partner Organisation
SPO	Sending Partner Organisation

Appendix 2 - Example of a Memorandum of Understanding for the placement of a Southern young professional

**Project name:**

**Name young professional:**

**Project implementation period:**

Name and address of Dutch partner (donor) organisation (Party A)

**And**

Name and address of receiving partner organisation (Party B)

**And**

Name and address of sending partner organisation (Party C)

**The parties agree to the following conditions for a young professional placement:**

**1. Objectives of the PSO Southern Youth Zone Programme**

This young professional placement will take place in line with the two main programme objectives of the Southern Youth Zone Programme, which are, in order of importance that:

- 1. Southern young professionals improve their professional and personal competencies and gain more interest in development issues by acquiring practical (work) experience in the field of capacity development;
- 2. Southern young professionals contribute to the sustainable capacity development of (sending and/or receiving) partner organisations.

**2. Job description and selection of young professional**

- The job description of the young professional was developed by Parties B and C, and was approved by Party A. It has been agreed that the tasks and responsibilities involved are suitable for a young professional, who - so far - has relatively limited work experience.
- The selection of the young professional took place in agreement between Parties A, B and C and matches the agreed job description.
- The main tasks/responsibilities of the young professional are:  
.....

**3. Supervision**

- To enhance the professional development of the young professional during the placement (objective 1), the parties will be responsible for the supervision of the young professional. The supervision plan will focus on
  - 1) performance in the fulfilment of the agreed tasks

- 2) the young professional's personal learning objectives
- 3) a specific and agreed individual work plan.
- Regular supervision and performance meetings will take place at which the young professional will be encouraged to increase the quality of his performance while keeping in mind the professional and personal learning objectives.
- Both parties acknowledge supervision is an integral component of the programme and will therefore assign professionals to carry out the tasks and responsibilities involved.
- Party A will assign Mr/Mrs ..... (position) to take on the task of long-distance supervision during the placement.
- Party B, will assign Mr/Mrs ..... (position) to carry out the on-the-job supervision.
- Party C's contact is Mr/Mrs .....(position).
- Anyone else involved in coaching or mentoring: Mr/Mrs ..... (role)
- In order to undertake the on-the-job coaching and supervision professionally, Party A will make a financial contribution of 75 EUROS per month available. This amount will be paid to Party B for the period of the placement. Payment will take place once per .....(month/6 months/year).

#### **4. Induction programme**

Party B will be responsible for the design and monitoring of an induction programme. This programme will at least include the following items: (i) introduction to the organisation and the project staff ii) introduction/visit to the target group, (iii) a first meeting with the manager to discuss the tasks/responsibilities and the young professional's personal learning objectives, (iv) informative meetings with the supervisor. The induction programme will be shared between Party A and C.

#### **5. Monitoring and Evaluation**

- All parties are responsible for monitoring and evaluating the placement.
- The young professional will develop personal and professional learning objectives. Before the placement or during the induction period, the young professional will discuss these with Parties B and C, after which possible adaptations can be made.
- During the placement there will be regular contact between all parties and the young professional to evaluate the progress that has been made. Information on professional progress and the personal well-being of the young professional will be shared as much as possible, while respecting the young professional's (possible) need and desire to treat certain information confidentially.
- During the final stage of the placement, Party B will hold an evaluation meeting with the young professional, after which it will submit an evaluation report. For this report, Party B is requested to use the Southern Youth Zone individual evaluation format that will be made available by Party A.
- Three months after the placement, Party C will complete an evaluation report. For this report, Party C is requested to use the Southern Youth Zone individual evaluation format that will be made available by Party A.
- Party A will compile the final evaluation report in line with the general objectives of the Southern Youth Zone Programme (see 1).

Party A:

Name:

Job title:

Date:

Signature:

Party B:

Name:

Job title:

Date:

Signature:

Party C:

Name:

Job title:

Date:

Signature: