



**Organization for Security and Co-operation in Europe**

**Co-ordinator of OSCE Economic and  
Environmental Activities**

**Vienna, 10 March 2004**

To: All OSCE Delegations  
Partners for Co-operation  
Mediterranean Partners for Co-operation

Subject: OSCE Anti-Trafficking Programme: Public-Private Co-operation in the  
Prevention of Trafficking in Human Beings

Please find attached the revised OSCE Anti-Trafficking Programme: Public-Private Co-operation in the Prevention of Trafficking in Human Beings.

## **Organization for Security and Co-operation in Europe**

### **The Secretariat**

#### **Co-ordinator of OSCE Economic and Environmental Activities**

*Draft : for discussion purposes*

Revised: 27, February, 2004

### **Anti-Trafficking Programme: Public-Private Co-operation in the Prevention of Trafficking in Human Beings**

#### **I. INTRODUCTION**

The 11<sup>th</sup> OSCE Economic Forum on Trafficking in Human Beings, Drugs, Small Arms and Light Weapons: National and International Economic Impact (EF.GAL/13/03 Rev.1 11 June 2003), together with the 'OSCE Action Plan to Combat Trafficking in Human Beings', chapter IV, 7.2, 7.3, 8.5, Part V, 2.1 and Part VI, 12.1 (PC.DEC/557, 24 July 2003), have tasked the Office of the Co-ordinator of Economic and Environmental Activities (OCEEA) with the responsibility to take measures to help address the economic root causes as well as the demand factors of trafficking in human beings.

Key recommendations of the Forum highlighted the need for 1) a greater focus on the demand side of trafficking, 2) better targeting economic root causes, and 3) a greater role of the private sector in combating trafficking. Noting that according to some reports approximately 15% (in Southeast Europe) of trafficked persons are children (below 18 years of age), OCEEA identified the ECPAT<sup>1</sup>/Respect<sup>2</sup> project *Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism*<sup>3</sup> (Code of Conduct Project) as well as the IBLF programme *Youth Career Initiative*<sup>4</sup> as best practices worthy of replication. Both projects involve private sector action in the fight against sexual exploitation of children. The former project promotes self-regulation among private tour operators whereas the latter provides vocational training to at-risk groups within the hotel industry. OCEEA aims to build upon these and other existing experiences of the private sector in

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<sup>1</sup> ECPAT (End child prostitution, child pornography and trafficking of children for sexual purposes) is an international NGO, headquartered in Bangkok, and has numerous country affiliates world-wide.

<sup>2</sup> Respect is an Austrian NGO, based in Vienna, dedicated to the promotion of sustainable tourism and development. Respect is one of the implementing partners of the Code of Conduct Project and served as the project co-ordinator in 2002-3. OSCE/OCEEA and Respect have previously cooperated on a capacity building/eco-tourism project in Serbia and Montenegro.

<sup>3</sup> The **Code of Conduct Project** is a public-private partnership project joining the tourism sector and the children's rights non-governmental organization, ECPAT, and Respect. The project aims at the prevention of sexual exploitation of children related to tourism. The Code of Conduct is currently implemented globally by 45 companies. The number of tourists impacted by the Code of Conduct is estimated to reach in 2003 over 30 million per year, travelling to destinations in over 16 countries worldwide. For further information, refer to the Annex.

<sup>4</sup> The **International Business Leaders Forum** (IBLF) is an international not-for-profit organization that promotes engagement of business as a partner in sustainable development. The **Youth Career Initiative** (YCI) targets young people at risk of sexual exploitation by providing vocational training in the hospitality sector. Since its inception in 1995, twenty-three hotels have joined the YCI in Bangkok and Manila training about 150 participants per year. For further information, refer to the Annex.

order to implement a comprehensive Anti-Trafficking Programme addressing self-regulation of industries, awareness raising and economic empowerment.

The proposed **Anti-Trafficking Programme: Public-Private Cooperation in the Prevention of Trafficking in Human Beings** was developed after consultations between OSCE/OCEEA and Respect- Austria. Its intention is to utilize the momentum provided by the tourism industry to address the pull and push factors of trafficking in human beings in source, transit and destination countries. In this respect, the Anti-Trafficking Programme aims at establishing private-public partnerships among the business community, NGOs, and government in the OSCE regions to undertake measures to raise the visibility of trafficking in Western countries, encourage multi-sectoral cooperation in combating trafficking and create new economic opportunities for potential victims of trafficking.

The responsibility of the private sector in relation to trafficking in human beings can be defined in the context of the EU enlargement and increased East-West economic ties in sectors such as tourism, transportation, entertainment, agriculture, and construction. As trafficking occurs via channels and networks, whether legal or illegal, to meet the market demand in these sectors, the private companies must be aware, educated and prepared to take measures to help combat trafficking by working in partnership with government, law enforcement and civil society stakeholders.

## **II. SCOPE AND OBJECTIVES**

The Anti-Trafficking Programme intends to address both the demand and supply side of the trafficking problem by undertaking activities in countries both in Western Europe and in South-Eastern, Central and Eastern Europe. OSCE/OCEEA proposes to build upon the experiences of existing initiatives with the private sector in fighting the sexual exploitation of children and to encourage broader co-operation with government and civil society by:

1. Promoting self-regulation initially within the travel and hospitality industries by bringing elements of the Code of Conduct Project to the OSCE regions of South Eastern and Central Europe; subsequently, self-regulatory activities will be promoted in other sectors, including transportation, agriculture, etc.
2. Organizing awareness raising campaigns in Western European countries directed at various sectors and target groups, including parliamentarians, schools, business community, airlines, etc, including developing linkages with law enforcement and service providers to promote coordination.
3. Developing and implementing economic empowerment activities, as prevention strategies, for vulnerable population groups at risk of being trafficked in partnership with business community, government and civil society.

These objectives correspond to the areas of action identified in the OSCE documents, particularly the 'Action Plan to Combat Trafficking in Human Beings', chapter IV, 7.2, 7.3, 8.5, Part V, 2.1 and Part VI, 12.1 (PC.DEC/557, 24 July 2003) and that of 'Implementing the Recommendations of the Eleventh Economic Forum' (SEC.GAL/135/03/Rev.1, 30 July 2003).

## **III. IMPLEMENTATION**

The Anti-Trafficking Programme will consist of three components/subprograms, including self-regulation, awareness raising and economic empowerment, each mutually reinforcing the goal to combat trafficking in human beings, in a complementary manner. A working relationship with the private sector is the common denominator of the three components aiming at establishing public-private partnerships within and among source, transit and destination countries. The three

subprograms will be implemented simultaneously and develop linkages to each other to increase resource efficiency and strengthen programmatic impact.

In the first phase (approx. first two years), the Programme implementation will include:

- (a) Expanding the Code of Conduct Project to Western, Southeastern and Central Europe.
- (b) Developing an awareness raising campaign for Western countries - starting with a number of selected pilot countries - that extends beyond the tourist market to target business travelers, policy makers and the general public.
- (c) Adapting economic empowerment activities involving the private sector partners to be implemented to address the needs of local population groups vulnerable to sexual exploitation and trafficking in a number of selected pilot countries before extending these activities to other countries.

In the second phase, the Programme will bring the lessons learned in the first phase to other industrial sectors such as transportation, agriculture, entertainment and develop the necessary partnerships with relevant international and national stakeholders among government, private and NGO sectors to combat trafficking. Awareness raising and economic empowerment activities will continue and expand as appropriate.

### **Co-operation with International Organizations**

The international organizations and non-governmental organizations, such as Respect, UNICEF, World Tourism Organization (WTO), ECPAT, that have supported the Code of Conduct Project are being requested to remain instrumental implementing partners in the proposed Anti-Trafficking Programme. The Programme will be strengthened by expertise from organizations dedicated to trafficking in human beings. Possible partners in this regard may include, International Labour Organization (ILO), United Nations Office on Drugs and Crime (UNODC), International Organization for Migration (IOM), Stability Pact Trafficking Task Force, Interpol, Crimestoppers, Office of Democratic Institutions and Human Rights (ODIHR), GTZ (German Agency for Technical Co-operation), Council of Baltic Sea States' Working Group for Co-operation on Children at Risk (WGCC), IREX (International Research & Exchanges Board), etc.

In addition, the co-operation with OSCE Field Missions will be instrumental, in the participating States where they are present. The commitment and political will of OSCE participating States and their institutions will be essential to ensure the successful implementation of the Programme objectives.

### **Action Plan Overview and Timeframe**

#### **Year 1: Phase One – Focus on the Travel and Hospitality Sector as well as on Economic Empowerment**

##### **Logistics and Administration**

- Creation of a Project Co-ordination Team
- Identification and training of local partners, e.g.: ECPAT, etc. in target countries.

##### **Self – Regulation of the Private Sector**

- Promotion and expansion of Code of Conduct Project to private sector companies (e.g.: tour operators, hotels, etc.) in Eastern European countries by working with other local stakeholders.

##### **Awareness Raising**

- Development of informational materials and awareness raising campaign
- Establishment of a network in source, transit and destination countries with local stakeholders in the travel and media industries

- Organization of expert meeting/event to launch the Programme with private sector, NGO, and government representation, including side event for training of journalists for reporting on trafficking issues
- Promotion and implementation of in-flight air videos on trafficking using the existing UNODC public service announcements (PSAs).
- Develop linkages with Crimestoppers<sup>5</sup>, where possible.

#### Economic Empowerment

- Adaptation of economic empowerment training activities, e.g. the OSCE Youth Entrepreneurship Seminars (YES),<sup>6</sup> the Youth Career Initiative (YCI), IFC internship initiative<sup>7</sup>, and the Regional Empowerment Initiative for Women (REIW)<sup>8</sup>
- Identification of local private sector partners and establishment of public-private partnerships for project implementation
- Adaptation of the OSCE Fair Employment Programme (FEP)<sup>9</sup>.

Year Two: Phase One – Continuation of activities within the travel and hospitality sectors as well as those of economic empowerment. Introduction of Corporate Social Responsibility policies to the other private sectors in regards to Trafficking in Human Beings

#### Self – Regulation of the Private Sector

- Collection and publication of best practices in the travel and hospitality sectors
- Facilitation of collaborations among source, transit and destination countries at the governmental level and between businesses in the travel and hotel industries.

#### Awareness Raising

- Development of educational materials for representatives of the private sector
- Develop and launch awareness raising campaigns on social responsibility of businesses, targeting the general public and other sectors of the business community
- Organization of an expert meeting for Programme implementers, including media representation.

#### Economic Empowerment

- Continuation of training activities and internship programs within private sector companies.

#### Year 3: Phase Two: Project Evaluation and Expansion to other Sectors

- Organization of evaluation workshops; assessment of resulting recommendations
- Selection of other sectors in which replication could be successful; identification of stakeholders
- Replication of Programme in other sector areas building upon lessons learned from the travel industry sector.

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<sup>5</sup> “Crimestoppers” are an initiative which provides the opportunity for any individual to contact authorities anonymously to submit information on crimes. Within the OSCE regions, the Crimestoppers model has already been implemented in the USA, Canada, the UK and the Netherlands.

<sup>6</sup> **Youth Entrepreneurship Seminars (YES)** is a 1-2 day training program on the fundamentals of starting a business and targets vulnerable young persons (15-25 years) in the effort to provide inspiration and new economic perspective and opportunities for the future. For further information, refer to the Annex.

<sup>7</sup> The internship programme entitled “**A Chance to Work**” is organized by the International Finance Corporation (IFC) with private sector companies in the home country and provides vulnerable persons an opportunity to learn marketable skills that often lead to new economic opportunities. IFC has successfully organized such programmes in Cairo, Moscow and Washington DC. For further information, refer to the Annex.

<sup>8</sup> Irex has developed the **REIW** in order to provide economic opportunities to women at risk of being trafficked. During the implementation of the project in South Eastern and Eastern European countries over 1,500 women and girls were trained in job skills. For further information, refer to the Annex.

<sup>9</sup> Discriminatory hiring practices deprive women from job opportunities making them more vulnerable to being trafficked. The **OSCE Fair Employment Programme (FEP)** contributes to overcoming discrimination in employment. For further information about the **FEP**, refer to the Annex.

#### **IV. ANNEX**

##### **The Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism (Code of Conduct Project- CC Project) - Background**

The *Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism* (Code of Conduct Project – CC Project), is a public-private partnership project joining the tourism sector and the children's rights non-governmental organization, ECPAT and Respect. The project aims at the prevention of sexual exploitation of children related to tourism.

From 2000 to 2003, the Code of Conduct Project ([www.thecode.org](http://www.thecode.org)) has been implemented at the European level by 6 European ECPAT groups from Germany, Italy, the Netherlands, Sweden, the UK, and Respect Austria (Project Coordinator 2002-2003), using logistical support from the World Tourism Organization (WTO) and funding provided by the European Commission.

These NGOs have been working with the tourism sector in their countries to encourage the tour operators and their umbrella organizations, travel agents, hotels, airlines, etc. to endorse the Code of Conduct and commit themselves to implement into their activities the following Code criteria:

- 1. To establish a corporate ethical policy against commercial sexual exploitation of children.**
- 2. To train the personnel in the country of origin and travel destinations.**
- 3. To introduce clauses in contracts with suppliers, stating a common repudiation of sexual exploitation of children.**
- 4. To provide information to travelers through catalogues, brochures, in-flight films, ticket-slips, websites, etc.**
- 5. To provide information to local "key persons" at destinations.**
- 6. To report annually.**

In addition, the countries of Denmark, Norway, Finland and France have participated in the CC Project based on the fact that these are big tourist sending countries, where major tour operators were aware that some of the destinations they sell are places with high potential for the sexual exploitation of children. In 2004, it is planned Spain will also start the CC campaign and the North America project (US and Canada) is to be launched in April. Also, contacts have been initiated with Swiss based tour operators.

At the level of 'receiving tourist countries' in Europe, the CC Project has been implemented in Bulgaria and Turkey, predominately through the efforts of Swedish, Dutch and German tour operators.

The Code of Conduct is currently implemented globally by 45 companies:

- 42 tour operators from 13 countries (including the 25 members of the Tour Operators Initiative for Sustainable Tourism Development (UNEP.UNESCO.WTO);
- 3 hotel chains.

The number of tourists impacted by the Code of Conduct is estimated to reach in 2003 over 30 million<sup>10</sup> per year, travelling to destinations in over 16 countries worldwide.

In December 2003, the EC funding for the CC Project ended. The absence of future funding may jeopardize the international coordination for the CC Project.

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<sup>10</sup> The tour operators members of TOI cater over 30 million tourists per year.

### **The Youth Career Initiative - Background**

The *Youth Career Initiative* (YCI) is a private-public partnership project run by the International Business Leaders Forum (IBLF)<sup>11</sup>. Targeting young people at risk of sexual exploitation, this programme combines both vocational training in the hospitality sector and general life skills for young people from poor rural families. The skills they acquire during the training are meant to give them an opportunity to get work as a qualified person and prevent them from being lured into the sex industry.

The YCI was initiated by the Pan Pacific Hotel Group and UNICEF in Bangkok 1995. It started with one hotel and nine high school graduates. By January 2003 twenty-three hotels have joined the scheme in Bangkok and Manila training about 150 participants per year. In 2003, the YCI has been extended to South Africa. The IBLF is also working with international tourism organizations to implement the programme in Brazil, the Caribbean, Mexico and other countries in South America, with funding from the UK Department for International Development (DFID).

In Northern Thailand the programme has significantly reduced the number of young girls at risk of sexual exploitation. The initiative is cited by UNAIDS as a best practice for the prevention of HIV/AIDS.

The YCI is designed to empower young people, by providing them with the necessary life skills through a six month education programme in an international hotel. (The Pan Pacific curriculum is the model, but flexibility is built in to meet the requirements of different hotels.) Candidates are chosen while in their last year of secondary education. Participants are instructed in theory and receive hands-on training in technical areas such as housekeeping, laundry, engineering, kitchens, and food and beverage service. They are also taught basic English.

Graduates are awarded an official certificate with the logos of all participating hotels. The certificate is highly valued and has helped to motivate other children in participating schools to complete their education. UNICEF keeps track of all the graduates, and individual hotels track the graduates for which they have been responsible.

### **Youth Entrepreneurship Seminars (YES) - Background**

The *Youth Entrepreneurship Seminars* (YES) consist of a 1-2 day training program on the fundamentals of starting a business and targets vulnerable young persons (15-25 years) in the effort to provide inspiration for the future and a new economic perspective and opportunities.

The OSCE Mission to Bosnia and Herzegovina together with SEED<sup>12</sup> developed the YES programme in 2002. Subsequent to its success, the YES programme has been extended in Bosnia and Herzegovina (BiH) and adapted to the specific needs in Albania, Armenia, Azerbaijan and Uzbekistan since 2003.<sup>13</sup> In 2002, more than 500 participants were trained in BiH. Whereas the current programme phase for 2003-04 is expected to reach more than 700 young people in BiH, it also will increase the outreach and sustainability of the seminars by introducing them into the school curriculum in this country.

The YES programme aims to provide young people living in disinvested and/or conflict prone regions with an positive perspective on how to shape their futures. By providing entrepreneurial training, the YES Programme educates youth on the principles of starting a small business. The selection is based on their interest for economic matters and is done in a way which assures an equal presentation of

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<sup>11</sup> The **International Business Leaders Forum** (IBLF) is an international not-for-profit organization that promotes Corporate Social Responsibility (CSR) and engagement of business as a partner in sustainable development, which benefit business and society. The Forum is supported by more than 60 leading companies from Europe, the Americas, Asia and the Middle East. The Forum's network includes alliances with international agencies such as the World Bank, United Nations and the European Commission, the UK DFID, major non-governmental organizations, and international and national business coalitions.

<sup>12</sup> The Southeast Europe Enterprise Development initiative (SEED) is run by the World Bank.

<sup>13</sup> Project partners are SEED in Albania, GTZ and the NGO 'Youth for Achievements' in Armenia, and GTZ in Azerbaijan.

young women among the participants. The participants are recruited in an out-of-school context through the OSCE field structure in cooperation with youth NGOs.

The seminars cover the main dimension of entrepreneurship. They focus on the notion of 'entrepreneurship' - introducing basic elements of entrepreneurial thinking, helping identify business opportunities, explaining the key elements of a business plan, clarifying questions relating to business registration, bookkeeping and taxes, and familiarize participants with funding opportunities and application procedures. In order to link the training more closely to business and employment opportunities, the current YES programme in BiH - now called Young Entrepreneurial Spirit Project - also consists of an internship module. The Mission will encourage both the public administration and the private sector to establish internship programmes to allow young people to acquire practical experience which will contribute to enhancing their skills and opportunities either to find a job or to start their own business.

### **A Chance to Work - Background**

The internship programme "*A Chance to Work*" helps disadvantaged people to find work. The programme is based on a private-public partnership approach between the World Bank Group and private sector partners. Building upon the concept of corporate philanthropy, "*A chance to Work*" provides six months of paid work in an enterprise and on-the-job training in skills the private sector demands, after which participants enter the job market. The socially responsible employers who participate also benefit from dedicated and motivated workers.

The programme was initiated by the IFC in 1997 when its Legal department began taking on and training disadvantaged people from among local residents at their headquarters in Washington DC to perform everyday office work.

In 2002, in collaboration with USAID a similar initiative was undertaken in Cairo. Participants were trained in skills in plumbing and automotive bodywork through a pilot project which enabled them to find jobs to support themselves and their families as a result. The program in Cairo is administered by the LEAD Foundation, an Egyptian non-governmental organization supported by the local private sector and international donors. IFC provides technical assistance to the foundation.

In 2003 a similar pilot project was launched by the IFC together with the Russian Union of Industrialists and Entrepreneurs (RUIE) and White & Case<sup>14</sup>. The project aims at assisting orphans to integrate into the society by providing work place opportunities in international and Russian companies.<sup>15</sup> Local NGOs such as ROOF<sup>16</sup> provide training before and during work placements on aspects such as writing a CV, interview techniques, behavior at work and dress codes. Each intern will be given psychological support and will also be assigned a mentor within the company.

Since its inception, A Chance to Work has helped disadvantaged people to find more than 100 jobs.

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<sup>14</sup> This international law firm coordinates together with the IFC the project and provides pro bono legal advice.

<sup>15</sup> Companies expressing interest in the project include AIG Insurance, Ramenka, owner of the Ramstore hypermarket chain in Moscow, and Austria's Raffeybank. Negotiations with top British companies are expected to start soon.

<sup>16</sup> Russian Orphans Opportunity Fund.



## **Regional Empowerment Initiative for Women (REIW) –Background**

The *Regional Empowerment Initiative for Women* (REWI) aims at combating trafficking by developing economic opportunities for women and girls at risk of being trafficked. The two-year project<sup>17</sup> has been developed by IREX<sup>18</sup> with funding from the International Labor Affairs Bureau (ILAB) of the US Department of Labor. Implemented in cooperation with local NGOs in Bulgaria, Serbia and Montenegro, Lithuania, Moldova, Romania, and Russia, the programme has provided vocational or job skills training for over 1,500 women and girls.

Central to the project's approach is to address the issue of trafficking before women are lured or smuggled out of their countries of origin. Therefore, the project aims at empowering women through a multidimensional approach: REIW job skills training and job placement support, which address the economic conditions that compel most women to seek opportunities abroad, are coupled with empowerment training and targeted awareness-raising activities about the potential dangers of going abroad to work.

In cooperation with the local NGOs IREX has developed the following services:

- Basic job skills training and job placement support, including a Training-of-Trainers (TOT) component;
- Support and training for women entrepreneurs to create sustainable enterprises.
- Women's empowerment, including courses on self-esteem building, leadership, human rights, and labor rights for at-risk women and girls;
- Raising awareness of potential trafficking schemes through targeted public outreach campaigns;
- Hotline assistance.

## **Fair Employment Project (FEP) - background**

In April 2002 OSCE launched the *Fair Employment Project* (FEP) with the goal to promote equal treatment in employment, and a labor market that supports sustainable return and free movement of workers within the territory of BiH. The purpose of the project is to reduce the extent of discrimination in employment, create conditions for sustainable return and facilitate free movement of workers by the provision of technical advice to employers on how to implement equal opportunities – e.g. by means of dissemination of a “Employers Guide on Fair Employment Opportunities”, awareness raising using interviews for the media, roundtables on discrimination resulting in recommendations and technical advice to implement the recommendations.

With the technical advice provided by OSCE Mission to Bosnia and Herzegovina, private and public employers in areas of high minority return and potential high minority return adopted the following:

- Accepted principles of equal opportunities
- Changed internal regulations and personnel policies to incorporate equal opportunities policies
- Started to advertise vacancies widely, including in diverse media that are read by all groups in the country
- Started to encourage external applications from underrepresented groups in the workforce
- Changed internal practices to implement equal opportunities in all aspects of the employment relationship.

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<sup>17</sup> The programs ended in Russia, Serbia and Montenegro, Bulgaria, and Lithuania by the end of the year 2003, although they will continue through the end of February 2004 in Romania and Moldova.

<sup>18</sup> IREX (the International Research & Exchanges Board) is an US nonprofit organization. IREX partners with local organizations in transition countries to empower women to actively participate in all levels of economic, political, and social life. Through its programs, IREX addresses the problems of domestic violence and trafficking. IREX has established relationships with highly trained women's NGOs throughout Russia and Central Europe to promote the development of a regional network focusing on trafficking prevention through information and resource sharing, education, and awareness raising.

**Anti-Trafficking Programme:  
Public-Private Cooperation in the Prevention of Trafficking in Human Beings**

**Programme Budget 2004-2006** *Draft*  
*in Euros* 27-1-2004

	<u>Year One</u>	<u>Year Two</u>	<u>Year Three</u>	<u>Total</u>
<b><u>Self-Regulation of the Private Sector</u></b>				<b>625,600</b>
	<i>4 countries</i>			
Promotion and expansion of CC Project includes development/printing of informational material, training of personnel, ave. cost per country 20000 implemented in 8 country(s)	80,000	160,000	160,000	400,000
Coordination among public, private and civil society institutions	15,000	7,500	15,000	37,500
Project Coordinator (salary and travel)	27,200	35,200	35,200	97,600
Documentation and Publication of lessons learned by the Travel Industry		25,000	25,000	50,000
Annual stakeholders meeting	3500	3,500	3,500	10,500
International conference on lessons' learned			30,000	30,000
<b><u>Awareness Raising</u></b>				<b>352,847</b>
<u>Development of a media campaign for Western countries:</u>				
Application of UNODC trafficking PSA	50,000			50,000
Production of printed information material	25,000	40,000	40,000	105,000
Development of Media and Communication Networks	15,000	15,000	15,000	45,000
Expert meeting for launching campaign/journalist training side meetir	40,000	20,000	40,000	100,000
Project Coordinator (salary)	17,616	17,616	17,616	52,847
<b><u>Economic Empowerment</u></b>				<b>830,847</b>
	<i>4 countries</i>			
Adaptation of the YES Programme for target countries cost per country 12000 Euro implemented in 8 countries	48,000	96,000	96,000	240,000
Printing/Translation of YES Training Materials 3500 per country	14,000	28,000	28,000	70,000
Adaptation of Internship Models	80,000	80,000	80,000	240,000
Adaptation of Vocational Training Models	60,000	60,000	60,000	180,000
Project Coordinator (salary and travel)	33,616	33,616	33,616	100,847
<b><u>Project Management</u></b>				<b>117,447</b>
Lead Organization Coordination	17,616	17,616	17,616	52,847
Experts/Consultants	7,000	7,000	7,000	7,000
Partner coordination and infrastructure	19,200	19,200	19,200	57,600
<b><u>Evaluation:</u></b>				<b>10,000</b>
External Assessment and publication			10,000	10,000
<b>Total Programme Costs (in Euros)</b>	<b>552,747</b>	<b>665,247</b>	<b>732,747</b>	<b>1,936,742</b>