



Guidelines

Young Experts

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Young
Expert
Programmes



Professionals
Worldwide
United

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Introduction

In order to guarantee international professional expertise in the water sector in the future, the Young Expert Programme Water (YEP Water) was launched in 2013, giving young Dutch experts the chance to gain experience abroad and where young local experts can take their first steps in an international work environment via Dutch companies, knowledge institutions and civil society organisations.

However, as international trade flows are expanding, putting pressure on the world's resources and threatening global food security, the demand for expertise contributing to the sustainable development of the Agri & Food Sector is growing.

In 2015 therefore, the Young Expert Programme was expanded to cover next to Water, also the Agri & Food sector.

The Young Expert Programme (YEP) contributes to the dynamic international network of experts in the Water and Agri & Food sectors and opens it up to a new generation of professionals, incentivising the sectors to invest in young Dutch and local talent.

YEP was developed as a joint venture between the water sector represented by the Netherlands Water Partnership (NWP), the Dutch Ministry of Foreign Affairs and the Food & Business Knowledge Platform (F&BKP) and was founded as a public-private programme within the sectors of Water and Agri & Food.

This document explains the general set-up of the Young Expert Programme, including the criteria and conditions for participating to the programme, expectation of the programme with regards to Young Expert and Organisation, and the role that the YEP Programme Bureau plays in this. More information about the programme and the necessary forms for application can be found at www.yepprogrammes.com.

Terms used within YEP Programmes

Country of placement - The country or countries where the Young Expert will be stationed for his/her work. Country where Young Experts is placed should be on the list of countries from [Dutch Good Growth Fund](#) (DGGF).

Local/Partner organisation - The organisation on site in the country or countries where the Young Expert is stationed, with which the Dutch Organisation has a formal partnership (MoU) for the placement of the Young Expert(s) at its offices.

Local Young Expert - An expert possessing a Masters or Bachelors degree, with a maximum of four years' relevant work experience, holding the nationality of the country where he/she is placed and not already in permanent employment with the organisation*.

Dutch Organisation/Applicant - An organisation registered with the Dutch Chamber of Commerce, which makes an application for the placement of a Young Expert within the Young Expert Programme.

Dutch Young Expert - An expert possessing a Master's or Bachelor's degree, with Dutch nationality, and with a maximum of four years' relevant work experience

Organisation - A company, knowledge institution or civil society organisation

Project – Can be a project, programme, or activity that has been set up and is managed by the Dutch or Local organisation and where the young expert is stationed.

(Sector) Themes: The themes come from government policy letters and the project must fall within one or more of these themes. For the **Water** sector the following themes have been defined: i) efficient water management, in particular in the agricultural sector ii) Improved river basin management and safe estuaries iii) Access to safe drinking water and sanitation and for **Agri & Food** Sector the topics are i) eradication of existing hunger and malnutrition ii) Promotion of inclusive and sustainable growth in the agricultural sector iii) Creation of ecologically sustainable food systems.

YEP Programme Bureau - The bureau that coordinates the Young Expert Programme, based at International Water House, Bezuidenhoutseweg 2, 2594 AV, The Hague. E-mail: info@yepprogrammes.nl

Young Expert - An expert possessing a Master's or Bachelor's degree, with a maximum of four years' of relevant work experience and with the nationality of the country where he/she is stationed and not already in permanent employment with the organisation.

For more information see www.yepprogrammes.com

1 YEP Programmes

The Young Expert Programme (YEP) enables the Water and Agri & Food sectors to secure their future international network and build a sustainable relationship with the emerging markets or developing countries. YEP is founded as a professional coaching & learning programme, encouraging young professionals to start an international career in the Water and/or Agri & Food sector.

The programme does this by providing financial support and by supervising, coaching and training the young professionals, further referred to in this document as [Young Experts](#).

YEP's *objective* is to rejuvenate and enhance the professionalism and expertise of the Water and Agri & Food sectors.

The deployment of Young Experts is related to one or more of the following sector themes;

for Water:

1. Efficient water management, in particular in the agricultural sector
2. Improved river basin management and safe estuaries
3. Access to safe drinking water and sanitation.

for Agri & Food:

1. Eradication of existing hunger and malnutrition
2. Promotion of inclusive and sustainable growth in the agricultural sector
3. Creation of ecologically sustainable food systems.

Although a distinction has been made between the sectors, the reality is that the water and agriculture sectors are strongly inter-related. The deployment of the young expert can thus certainly also be *cross-sectoral* encompassing both Water and Agri & Food themes. This should then be indicated on the application form.

The programme seeks to achieve the following:

1. Dutch Young Experts are given the opportunity to gain relevant international experience with a Dutch organisation or its local partner organisation.

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2. Local Young Experts are given the opportunity to gain relevant work experience in an international environment with a Dutch (partner) organisation that operates in his/her country.
3. An International network is set up through the deployment of Young Experts, thereby anchoring specific knowledge on the Water and Agri & Food sectors
4. Relationship is strengthened between the government and the Dutch organisations operating in emerging markets or developing countries through:
 - a. interaction created by the joint implementation of the YEP in a public-private partnership,
 - b. creation of more support for the Dutch policy on international cooperation by the Dutch organisations involved with YEP
5. The senior executive staff of the organisations is actively contributing to the training of young experts supporting them with a career in an international environment, thereby transferring his/her expertise and international experience to the Young Expert.

2 Young Expert's Job Profile

2.1 Criteria & conditions for Young Experts

The Young Expert position should meet the following criteria:

- Have demonstrable affinity with one or several of the Water and Agri & Food themes:
 - Efficient water management, in particular in the agricultural sector
 - Improved river basin management and safe estuaries
 - Access to safe drinking water and sanitation.
 - Eradication of existing hunger and malnutrition
 - Promotion of inclusive and sustainable growth in the agricultural sector
 - Creation of ecologically sustainable food systems.
- Hold a relevant MSc/MBA/MA or BSc/BA degree.²
- After graduation of Master's or Bachelor's, have a maximum of 8 years' work experience, of which a maximum of 4 years can be work experience relevant to the sector in which the Young Expert will be working.
- Have a good command of the English language and, depending on the country of placement, a second UN language³.
- Be able to submit a Certificate of Good Standing (CGS) on request⁴.
- Not have been seconded previously as a Junior Professional Officer (JPO),
- Hold Dutch nationality or the nationality of the country of deployment,
- Can be placed in the country where the project is based, and appears on the country list of the [Dutch Good Growth Fund](#),

In addition to the above points, candidates can strengthen their candidacy with: a demonstrable interest in international cooperation; internships, foreign experience and/or relevant extra-curricular

² Non-Dutch degrees could upon request, be evaluated with the [International Credential Evaluation](#) (IDW)

³ The candidate may be asked by the YEP bureau or by the organisation to take an English language test (e.g. TOEFL or IELTS). This must be done with an accredited institution in the Netherlands or, for example, the British Council or American Embassy, if the candidate is based abroad

⁴ not applicable to local Young Experts

experience. A full job and competency profile for Young Experts can be found in the Young Expert Job Profile document at www.yepprogrammes.com

Dutch candidates that live abroad should be able to stay in the Netherlands for two consecutive weeks during the selection procedure. In some cases selection interviews can be conducted via Skype.

2.2 What is expected of the Young Expert?

Among others, YEP Programme Bureau expects from the Young Expert to:

- be able to contribute to the institutional development in the country of placement,
- be able to perform in an intercultural context,
- be able to stimulate and strengthen the cooperation between the business community, government, and knowledge institutions (networking skills),
- possess the ability to engage in self-reflection and work on continual personal development,
- go beyond what is set out in the contract,
- show high performance in his/her work environment,
- make active use of social media and actively share knowledge,
- show loyalty and commitment to YEP and his/her employer
- take part in at least two masterclasses.

More specifically this means obtaining:

International Project Experience

This includes the following tasks:

- Identify developments with regards to the defined Water, Agri & Food themes
- Analysis of related information (for relevance and urgency)
- Writing reports
- offset-up innovation case within the scope of the project
- Sparring with the international and local team members of the project with regards to the realisation of the projects' targets and tasks
- A wide range of operational tasks in the project based on the job description

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New skills

- Been given the space within the project to learn new skills, such as presentation techniques, formulation of project reports, application of practical techniques, providing training, networking relevant to the job..

Intercultural perspective:

- Gaining insight into working in intercultural, specific attention for execution of the work according to the Dutch approach and the specific national approach (Dutch and local cultures).

Development of a network in the Water and/or Agri & Food sectors:

- Providing insight into the local/regional networks that exist in the field of Water and Agri & Food
- Active participation in local/regional networks that exist in the field of Water and Agri & Food
- Participation in international Water and Agri & Food networks
- Organisation of events (seminars, conferences) in consultation and collaboration with the embassy

Perspectives of innovation and technology:

- Identification of innovation opportunities and technologies/methodology within the scope of the project and in keeping with the country and region
- Detailing of proposals in an innovation case (conducting research, executing pilots and presenting a final proposal to the hosting organisation and other Young Experts via the online community)

3 Recruitment & Selection of Young Experts

3.1 Recruitment, selection and matching of Dutch Young Experts

A young professional can apply for a job as a Dutch Young Expert within the YEP Programme via www.yepprogrammes.nl.

The first phase of the selection process is based on the candidate's CV & application letter and the second phase consists of an interview. For this YEP organises speed dates at every recruitment round, in which the candidate has four ten-minute discussions with various members of selection committee over the course of one hour. Topics discussed are: motivation, competencies, knowledge of relevant sector themes and knowledge of the challenges within the Water and/or Agri & Food Sectors. This makes it possible to obtain a complete picture of the candidate and to meet numerous candidates within a short period of time.

Candidates who pass the selection process are included in the candidate pool. The YEP Programme Bureau matches YEP projects with candidates in the pool. As a result, one candidate may be proposed for several projects. The Dutch seconding organisation carries out the follow-up interviews with the proposed candidates and selects the best candidate.

Candidate pool

If a candidate passes the selection process, this does not automatically imply that YEP will be able to guarantee a placement abroad. The candidate is included in the YEP candidate pool and can be re-matched in the following round or actively seek out a YEP project. A promotion workshop is organised for these pool candidates after every recruitment round. During the workshop, they learn how to promote themselves and YEP and use what they have learned to actively search for a YEP project at an interesting organisation. Candidates usually remain in the pool for two years, after which it is assessed whether they are still interested in a position within YEP.

Preferred candidates

Organisations can also submit a Dutch preferred candidate from their own ranks (such as a former intern or junior staff member). These candidates must be mentioned in the organisation's application and they must submit a CV and application letter to YEP from the preferred candidate. The YEP Programme Bureau will conduct individual selection interviews with the preferred candidates, during which they will examine whether they are indeed suitable and motivated to participate in YEP. If YEP finds the preferred candidate an unsuitable candidate for the programme, candidates from the pool may be proposed to the organisation in question.

3.2 Recruitment of local Young Experts

Local candidates cannot apply directly to YEP, but are selected by the applicant organisation. The applicant organisation must include the local candidate's CV and application letter with the YEP proposal. The YEP Programme Bureau will interview the candidate via Skype, during which it will assess the local candidate's motivation, knowledge and English language skills.

4 Young Expert's Competences

The Young Expert will initially be tested for the following competences. He/she is expected to possess these competences at a decent starting level and to further these competences during the programme. The Young Expert's competences are appraised beforehand and then re-appraised at the end of the programme.

Empathy

When in contact with others the Young Expert is conscience and open minded with regards to the other persons' feelings, attitude and motivation. Understands his/her own influence on others and takes this into account.

Examples of behaviour:

- Takes into account the other persons' circumstances
- considerate of the other persons' feelings
- Able to accept people as they are
- Understands the consequences of own actions on his/her surroundings
- Empathetic to standpoints and position of others

Intercultural sensitivity

Aware of customs and cultural backgrounds of people and/or organisations from different surroundings and countries and deals with these effectively.

Examples of behaviour:

- Is considerate of norms and values of discussion partners without losing own (cultural) identity
- Empathetic to norms and values of others
- Able to understand other people's reactions from a cultural perspective
- Adapts easily to the work environment in other cultures
- Knows how to behave in formal and informal settings

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Learning orientation

Possess the ambition to assimilate new insights and acquire new skills and apply these effectively.

Examples of behaviour:

- Integrates new knowledge
- Inquisitive/willing to learn in order to broaden or deepen current know-how
- Actively seeks opportunities for personal development
- Open to and actively seeking feedback

Results orientation

Focused on achieving results and targets.

Examples of behaviour:

- Talks and thinks in terms of input, output and outcome where possible and relevant
- States: what, when, how well and how many
- Aims at achieving set targets or find an effective solution for problems that occur
- Makes clear (SMART) engagements and fulfills commitments
- Assigns priorities and post-priorities
- Assumes responsibility for personal actions
- Takes action when results are disappointing

Cooperation

Actively contributing to cooperation in achieving joint targets, even when it does not directly serve any personal interest. Promoting mutual communications to achieve this.

Examples of behaviour:

- React actively and constructively to other people's ideas
- Passes on information in a timely manner that can be of importance to others
- When justifiable, expresses him/herself positively with regards to the performance of his/her colleague
- Actively involves others in discussions
- Making optimal use of the knowledge and skills of others

Verbal and written communication skills

Clearly and in correct language, expressing ones' ideas and sharing information both verbally and in writing in a manner that conveys the essence and is understandable to others.

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Examples of behaviour:

- Applies a clear design and structure in speech and documents
- Speaks and writes clearly and in grammatically correct Dutch and English
- Considers his/her discussion partner(s) and reader(s)
- Speaks concisely and to the point and formulates briefly and succinctly
- Is an interesting speaker, with an expressive use of language
- Uses models to present complex information concisely
- With ease formulates and designs comprehensive and well-structured document

Adaptive capacity/flexibility

Continuously acting in an effective manner by adapting to changing circumstances, /ortasks, duties and/or. people.

Examples of behaviour:

- Easily adjusts his/her personal behaviour to changes
- Is flexible and capable of letting go of own standpoints when new facts result in a new conclusion
- Continues to act effectively when confronted with new circumstances, people or situations
- Recognises when the situation truly requires a change of direction (ad hoc questions, problems, etc.)

Stress resilience/coping

Continuing to act in an effective manner when under pressure of time and in the event of setbacks, disappointments or resistance.

Examples of behaviour:

- Responds to tension and emotions in a controlled manner
- Adopts an appropriate approach to differences in interests and disappointments
- Seeks joint solution to difficult situations on a win-win basis
- Adopts a professional approach to resistance

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Networking

Creating and maintaining relations with the objective of developing a network that can serve as a catalyst in contributing to achieving the organisations objectives.

Examples of behaviour:

- Make use of contacts at the right time
- Builds and maintains strong contacts (internal & external)
- Makes use of opportunities to meet others
- demonstrates immediate and active interest in others
- Pro-active in exchanging information with others
- Uses the personal network to obtain and/or review information
- Brings people into contact and sharing the network with others

Creativity and capacity to innovate

Designing and detailing an innovative case, which, where relevant, makes use of new technologies or methodologies and can be implemented in your work environment.

Examples of behaviour:

- Shows curiosity and interest
- Offers creative solutions
- Able to think outside-of-the-box

5 Personal Development Framework for Young Experts

The Young Expert's personal development and creation of a network are two essential elements of the YEP Programme. This development is based on a learning plan and development programme. YEP aims to adequately train Young Experts for working in an international context.

5.1 Content of the development and coaching programme

The YEP Programme Bureau, together with the Ministry of Foreign Affairs, bears the responsibility for the individual and collective development programme of the Young Expert Programme. The Programme Bureau bears the responsibility for the design, implementation and quality of the programme, as well as for the organisation and evaluation of the training courses.

Young Expert learning and development plans

The learning targets of the Young Expert are laid down in the project proposal and tailored to the specific location where the Young Expert is seconded. A personal development plan is developed by the Young Expert. The learning plan, which contains the learning targets and development plan, is prepared during the first three months of the secondment and submitted to the Programme Bureau for approval. During the secondment, the learning plan may be adjusted during meetings between the supervisor and Young Expert. Any changes are adopted in coordination with the Programme Bureau.

Young Expert's learning targets

The development of the Young Experts needs to be of high quality to ensure that Young Experts who have completed the programme with success possess valuable expertise readily available for international projects. Young Experts are expected to have achieved at least the following learning targets after successful completion of YEP:

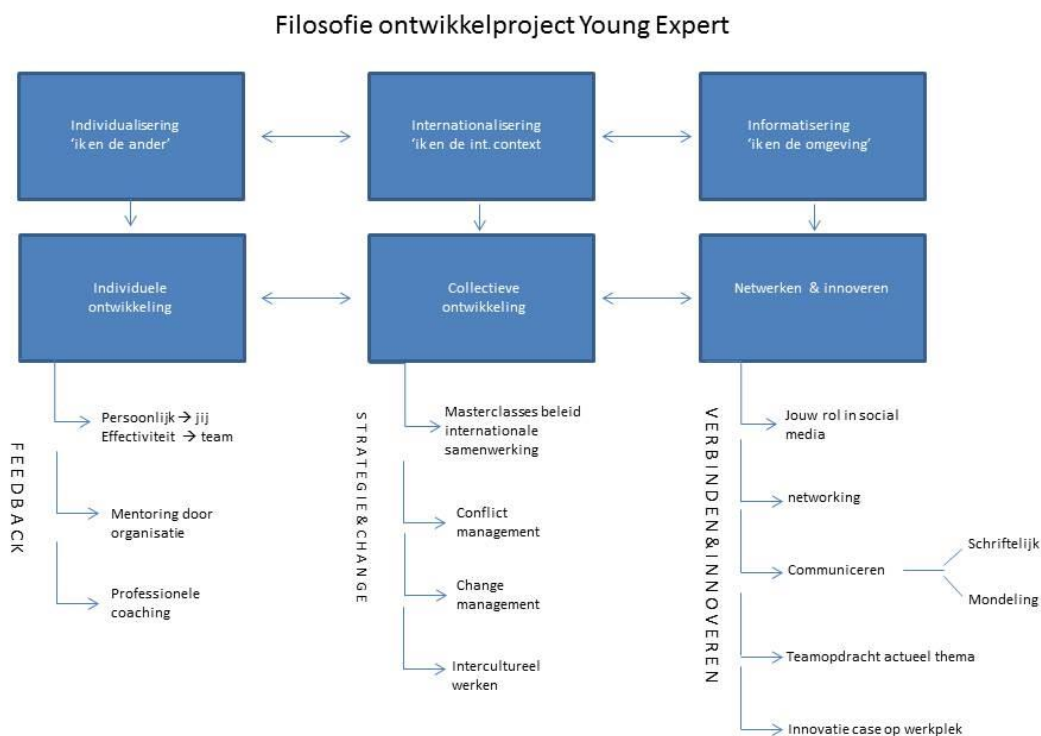
- The ability to make use of their expertise, instruments and skills in an international working environment.
- Recognition and appreciation of the sector themes as an important element of their work.
- The Young Expert's fulfilment of an intermediary role in networking and in the utilisation of the social media, as well as the possession of networking skills within an international context.
- The conversion of theoretical knowledge into practical solutions and activities.

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- The ability to work in multidisciplinary projects and devote due attention to institutional and capacity enhancement, a participatory approach and process management.
- The ability to communicate and transfer technical knowledge and skills to local/international staff.
- Demonstrate a professional attitude and well adapted social skills.

The philosophy of the Young Expert development programme addresses three areas:

1. *Individualisation*: what do you intend to achieve, who are you and which personal-development objectives do you intend to achieve?
2. *Internationalisation*: virtual internationalisation and integration in other cultures, organisation and collaborations
3. *Informatisation*: etiquette, communication and networking



The entire programme is based on a proven principle, namely the '70:20:10' rule of leadership development (derived from studies carried out by Lombardo and Eichinger, 2000). According to this rule, 10% of the development originates from structured training, 20% from feedback and 70% from on-the-job experiences. This requires the formulation of challenging assignments and projects, the availability of an appropriate assessment and learning plan and the availability of support during the

work from a supervisor (senior supervisor), mentor from the seconding organisation and professional coach.

New knowledge and skills are important elements that are acquired largely while carrying out the work (70%), as well as from on-the-job feedback (20%) and from YEP training courses in the Netherlands and masterclasses, knowledge sharing and networking via the Internet (10%).

A programme providing intensive feedback is important, whereby the role of the Young Expert in making the link between the Netherlands and the Development Cooperation country/area is of considerable importance.

5.2 The training programme

To prepare the Young Expert to live and work abroad and effectively work within the context of international cooperation, the Young Expert undergoes a *training programme*, consisting of generic training courses, specific training courses, masterclasses given by sector experts and mentoring & coaching.

The *generic training courses and masterclasses from the preparation programme* are the same for each of the Dutch Young Experts and prepare them thoroughly for working in an international context and for living abroad.

The Programme Bureau coordinates these programmes. Attempts are made to bring in senior experts/trainers with valuable international experience for the generic training programme. The specific training courses (such as language and technical training, as well as internal starter training at the seconding organisation) are organised by the seconding organisation.

5.3 Network formation

The use of Young Experts should contribute to a strong relationship with the partner country and the Netherlands. In the future the Young Experts will be the ones shaping the relationships between governments, knowledge institutions, companies and Civil Society, and between the partner countries and The Netherlands. *Network formation* is essential in achieving this. Starting with the build-up of a YEP network:

1. Among the Young Experts
2. Between the Young Experts and the local Water and Agri & Food sectors
3. Between the Young Experts and existing networks in the Netherlands

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Training of Dutch Young Experts

The selected Dutch Young Experts take part in training programme that takes six weeks in total, over a period of two years:

- 3-week training course to prepare for secondment
- 2-week training course during their home leave in the Netherlands
- 2 days of individual personal coaching as part of the return programme
- Online training and coaching via the YEP Development Center during placement
- 3-day intervision weekend in the country or region (optional)
- weekend in the country or region (optional)

Training of Local Young Experts

Selected local Young Experts will be offered the following training courses by the YEP:

- 3-week preparatory training course in the Netherlands, of which one week with their Dutch employer
- Online training and coaching via the YEP Development Center during placement
- Training in the Netherlands (home leave for the Dutch Young Experts) ⁵
- 3-day intervision weekend in the country or region (optional)
- Follow-up by YEP via Skype interview

Seconded Dutch Young Experts and local Young Experts deployed in programmes within the same regions will be brought together for local or regional training courses and meetings whenever possible. Some of these meetings may be held online via YEP's [online community](#).

⁵ Only possible if the organisation pays for the flight ticket and daily allowance (DSA) for this training course

6 Young Expert's Performance & Coaching

Appropriate coaching of Young Experts fulfilling a position in Development Cooperation countries is important to the success of their secondment and deployment in terms of the Young Expert's ability to develop (achieve the learning targets) and the satisfaction of the seconding/contracting organisation.

6.1 Supervising Young Expert

The YEP Programme Manager or Project Manager shall fulfil the following tasks:

- Monitoring the process of placement of Young Expert's
- Monitoring the training programme
- Monitoring the Young Expert's participation in network assignments
- Monitoring the innovation case and team assignment
- Maintaining the relationship between the seconding organisation (the supervisor) and the coach
- Evaluating the participation at the end of the programme

6.2 Supervision and Coaching of Young Expert by the Organisation

The applicant organisation is responsible for:

- The contract of employment & terms and conditions of employment
- The Young Expert's safety and well-being
- Personnel management. Giving account for the Young Expert's presence and absence (absence, sick leave and time off work)
- The overall responsibility for the appraisal and remuneration of the Young Expert
- The seconding organisation's assignment of a supervisor in the country of secondment. This can be a manager at the location
- Mentoring by an independent manager (other than a manager to whom the Young Expert reports) or, for example, a permanent consultant who pays regular visits to the country (missions)
- Young Experts can exercise their discretion in deciding which information they wish to share with their supervisor, mentor and coach. Young Experts formulate their questions for meetings prior to the meetings.

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The supervisor's role relative to the Young Expert

The supervisor is appointed by the local organisation and is expected to perform the following duties when coaching the Young Expert:

- The issue of explicit specifications of and expectations for the final results to be achieved during the secondment
- The provision of support to the Young Expert in the achievement of the results
- The reservation of time for personal coaching and feedback
- The reservation of time for progress interviews and for a substantiated appraisal

The supervisor's feedback can be of great value, as the supervisor sees from close the Young Expert at work and can identify the Young Expert's strengths and weaknesses. Young Experts are expected to ask for feedback and pay attention to advice given by the supervisor.

The supervisor bears the responsibility for conducting annual performance interviews with the Young Expert.

The mentor's role

Mentoring is done by an independent senior manager (other than a manager to whom Young Experts report) or, for example, a Dutch staff member from the organisation who pays regular visits to the country (missions). This mentor works for the seconding organisation from the Netherlands and can be used as a sounding board by the Young Expert. The mentor has a role as confidant and provides for the seconding organisation's involvement in the Young Expert's professional and personal development. The mentor will have access to the MBTI report on the Young Experts for the purpose of performing his or her role.

The mentor's responsibilities are as follows:

- To act as point of contact for the Young Expert
- To give advice in the event of emergencies
- To check and discuss performance interview reports
- To discuss the learning plan with the Young Expert
- To prepare and communicate to the Programme Bureau a Year 1 Evaluation and financial annual report

YEP Programme Bureau and the mentor relationship

The YEP Programme Bureau conducts a secondment interview with the mentor and Young Expert regarding the learning plan to be drawn up, and the role of the mentor. Reciprocal expectations are laid down here.

The YEP Programme Bureau and mentor day

The YEP Programme Bureau offers one mentor day, during which it explains the training and coaching of the Young Expert and during which the mentor also meets the coach. At the same time, clarity is given on the required reports.

6.3 Coaching by a professional coach

Young Experts are assigned a coach by the YEP Programme Bureau. Throughout the secondment, the Young Expert can work together with him/her on the learning targets. The coach does not have any direct interest in the results, but focuses solely on the development of the Young Expert. Issues that can be addressed include:

- Development of the Young Expert's strong and weak competences (detailing of the learning plan and reflecting on the Young Expert's development during the innovation case)
- Learning how to adopt a professional approach to conflicts
- Discussing challenges posed by intercultural work
- Discussing issues that arise during the secondment
- Discussing certainties and uncertainties

The Young Expert takes the initiative for these discussions. A recommended frequency is a 90-minute meeting once every two months. The Young Expert is responsible for formulating the coaching issue and e-mailing the issue to the coach in a timely manner.

Coaching can be of assistance with:

- Self-reflection (which recurrent patterns of thought can be identified, what are the Young Expert's standards and values and what does the Young Expert learn on the job and from training, etc.)
- In-depth examination of learning effects from the job and/or training courses
- Identification of development actions

The following page shows is an overview of the division of duties between Mentor, Supervisor and Coach.

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MENTOR Bears main responsibility for Young Expert	SUPERVISOR Head Supervisor abroad	COACH Confidant for work and personal matters
Forms the link between supervisor, Young Expert and YEP Programme Bureau	Supervises the Young Expert in drafting his or her work plan/work assignment	Holds regular mirror/coaching interviews with Young Expert
Available to assist in YEP programme bureau led activities for at least 2 days. Kick-Off new YEP round - ½ day; Mentor day - 1 day; General presentation work Young Experts after 1 year – ½ day.	Gives supervision and (operational) coaching to Young Expert based on the work plan	Advises the Young Expert on the Personal Development Plan (PDP) based on the outcomes of the MBTI score
Coaches Young Expert from the Netherlands and forms the direct link for Young Experts with the Dutch parent organisation	Is responsible for training on the job, including feedback	Offers guidelines for personal retrospection and personal development
Acts as discussion partner for the Young Expert when it comes to the content of work and work experience, competencies, and subsequent career	Gives views and advice to Young Expert on Personal Development Plan (PDP)	Inspires Young Expert to self-management
Gives views and advice to Young Expert on Personal Development Plan (PDP)	Has direct contact with mentor in the Netherlands	Alerts YEP Programme Bureau to (threatened) emergencies
Has direct contact with Young Expert's supervisor	Conducts performance interview with Young Expert and arranges reporting on this	
Advises supervisor and Young Expert on performance interview and on sending performance report to YEP Programme Bureau	Advises Young Expert on achieving work-related targets and results	
Sorts out Young Expert's administration (contract and finance) for the YEP Programme Bureau	Stimulates Young Expert's network development	
Stimulates Young Expert's network development	Alerts mentor to (threatened) emergencies	
Arranges for Young Expert introductory programme by parent organisation before going abroad		
Alerts YEP Programme Bureau to threats/emergencies in country of placement		

7 Appraisal after Return

The many Young Experts end their period with YEP with their individual perceptions and experiences. These are often useful for future placements/projects/colleagues. For this reason, it is necessary to learn from their experiences and assess these experiences for their value to policy, processes and/or communications. The Programme Manager is responsible for the processing of these assessments and their integration in the systems to ensure that all persons involved in the YEP can benefit from this information.

An evaluation of the objectives in the learning plan, with a baseline measurement and final result, form part of the concluding assessment. The final appraisal of the Local Young Expert shall be done via Skype with a member from the Programme Bureau. A live meeting is organised at the Programme Bureau with the Dutch Young expert, as well as a reflection meeting with the trainer on 'personal effectiveness'. The Young Experts finalise their learning plan and coaching during the final coaching session.