

VOLUME

5

# PROGRAM PLANNING AND EVALUATION IN URBAN YOUTH CENTRES



## ACKNOWLEDGEMENTS

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## FOREWORD



Over the past decade, agencies and governments across the world have begun to realize the value – and necessity – of engaging youth as partners and leaders in the development of cities and towns. As more and more of the issues of human development become urban issues, and ever-greater proportions of city populations are youth, the crucial intersection between empowering youth and actualizing our goals for sustainable urban development becomes clear. Just as in the 20<sup>th</sup> century, the vast majority of the world's nations recognized that the inclusion and full empowerment of women was key to success, in the 21<sup>st</sup> century we have begun to make similar strides towards the recognition of youth as full stakeholders in our shared future.

This series of training manuals was developed by UN-HABITAT in partnership with several international NGOs. The titles in this set of guidebooks are intended for use in Urban Youth Centres, offering resources for development partners and practitioners grappling with the issues of youth in urban spaces today. Each of the manuals builds on and interfaces with the other volumes in the series, and together the series offers a flexible and locally-adaptable roadmap to ensure that youth can be effectively engaged and empowered to make positive changes in their own lives and in their communities.

These manuals have been ground-tested with youth, partner organization representatives and municipal staff from One Stop Youth Resource Centres in Kenya, Tanzania, Uganda and Rwanda. To date, we have seen an overwhelming response and desire by municipalities in countries across Africa and beyond for access to these training resources, reflecting the great need for safe urban spaces in which youth and local authorities can cooperatively interact and address shared concerns. It is our hope that with this series' wide distribution to municipal partners, we will see the expansion and evolution of the One Stop and We Are the Future Urban Youth Centre models across the developing world. This series can also be adapted at the national level by Ministries concerned with Youth issues.

As with any publication designed for use in multiple locations in the field of youth-led development, this series is expected to expand and be revised and updated regularly. To those beneficiaries of this first edition, we invite your contributions to the ongoing learning and feedback process that is the hallmark of successful participatory development.

I would like to extend thanks on behalf of UN-HABITAT to our development partners who have made resources available. To our municipal and civil society partners, and especially to the youth of today's cities, we entreat you to implement the learning contained in this series, to work together to create new opportunities for youth as leaders of today, and to continue your shared efforts to bring about lasting and meaningful change in your communities.

A handwritten signature in black ink, which appears to read 'Joan Clos'.

Dr. Joan Clos  
Executive Director, UN-HABITAT

## OVERVIEW

### UN-HABITAT, Municipal Partners and Urban Youth Centres

### A Brief Overview of the One Stop/ We Are the Future

### “Urban Youth Centres” Concept

## THE GLOBAL PARTNERSHIP INITIATIVE (GPI) AND ONE STOP CENTRES

What is a “One Stop Youth Centre”?

A safe urban space in a developing country, devoted to youth-led development activities in thematic defined by and for local youth and in alignment with local and national development objectives, and which is:

- Run by municipal or local authority (government) OR a community-based organization/NGO in direct partnership with local government
- Implemented and maintained according to UN-HABITAT developed guidelines for Urban Youth Centres (which cover, generally, issues of governance, structure, minimum standards and programming)

The Global Partnership Initiative for Urban Youth Development (GPI) is collaboration between selected cities worldwide and UN-HABITAT, intended to address the growing need for the engagement of youth as full partners in urban development and governance issues. Youth comprise a significant and growing proportion of the world's population, and indeed are the majority in many developing countries, most especially in their rapidly expanding urban centres.

In 2004, UN-HABITAT launched the GPI in Barcelona at the World Urban Forum, formalizing the agency's commitment to engaging with youth across the world in shaping and achieving development and governance goals. Two years later, the World Urban Forum in Vancouver, Canada, had a strong focus on the role of youth in urban spaces, and on how youth in both developed and developing countries are already taking leadership roles and helping shape their own futures. The highly successful World Youth Forum, as part of the Vancouver World Urban Forum, saw the formalization of the Global Partnership Initiative and the beginnings of several innovative urban youth empowerment programmes by UN-HABITAT's Partners and Youth Section.

One Stop Youth Centres, piloted in four East African cities (Nairobi, Dar es Salaam, Kampala and Kigali), are the first major activity of the GPI project. The concept of One Stop Centres grew out of a collaborative process with key stakeholders including youth, municipal leaders, and UN-HABITAT. The centres are envisioned to provide youth with safe spaces in urban settings where they can meet and take the lead in their own development as well as that of their urban environment, and be participants – through initiatives such as municipal and national Youth Councils, for example – in shaping policy related to issues affecting youth.

## WE ARE THE FUTURE (WAF) CENTRES

What is a “We Are the Future Centre”?

A safe urban space in a post-conflict, developing country, devoted to youth-led and youth-to-child development activities in thematic defined by and for local youth and in alignment with local and national development objectives, and which is:

- Run by municipal or local authority (government) OR a community-based organization/NGO in direct partnership with local government
- Implemented and maintained according to UN-HABITAT developed guidelines for Urban Youth Centres (which cover, generally, issues of governance, structure, minimum standards and programming)

Launched in 2004, the We Are the Future (WAF) initiative is the result of a strategic partnership between the Glocal Forum and the Quincy Jones Listen Up Foundation with the support of a coalition of stakeholders, including the World Bank and major private sector companies. We Are the Future’s goal is to mobilize global resources for the benefit of children in post-conflict cities through the creation of municipally-owned WAF Youth and Child Centers that focus on youth-led activities in the five areas of Nutrition, ICT, Health, Sports and Arts.

The primary goal of this joint programme is the development and implementation of youth-led services for orphans and vulnerable children (OVC) and youth living in urban areas in order to promote a healthy start in life and improved living conditions. Youth benefiting from programs at the Centres have become community assets able to extend new services to peers, younger children and their communities at large. The Centres are based on partnerships with municipalities, the private sector, civil society organizations, development agencies and universities, in order to ensure sustainability and scale.

In the pilot phase, the intent has been to strengthen the capacity of six pilot cities (Addis Ababa, Asmara, Freetown, Kigali, Kabul, Nablus) to run and maintain youth-led WAF Centres through local capacity building training and city-to-city exchanges.

In 2005, the Glocal Forum and UN-HABITAT merged the WAF programme with UN-HABITAT’s One Stop Youth Centre model for urban youth development with the WAF program, and the two distinct models are now being harmonized to serve the interests of youth in both urban spaces across the developing world, including both post-conflict and developing countries.

## UN-HABITAT Publications for Urban Youth Centres

This manual exists as one of a growing library of materials produced by UN-HABITAT for use by and in the One Stop and We Are the Future Urban Youth Centres.

Current titles in this series, at time of publication, include:

- Volume 1: Urban Youth Centre Setup Guide
- Volume 2: Information Work and Youth
- Volume 3: Asset Mapping Guide
- Volume 4: Entrepreneurship Program Guide
- **Volume 5: Program Planning and Evaluation Guide**

To receive copies of these manuals, and to find out about additional manuals available from UN-HABITAT, please contact [info@unhabitat.org](mailto:info@unhabitat.org).

Target Audiences for UN-HABITAT Urban Youth Centre Manuals

Manuals such as this one, published by UN-HABITAT for Urban Youth Centres, have a number of possible target audiences. This manual is intended primarily for the audiences noted on the next page.



Target Audience Description	This Manual Primarily For (√)
<b>Municipal Employees:</b>	
Leadership and staff members of the city department or division implementing the Urban Youth Centre.	
<b>Local Authorities:</b>	
Leadership and staff of offices responsible for specific communities or areas within the city, who are implementing a smaller (satellite) Urban Youth Centre for their community.	
<b>Urban Youth Centre Staff:</b>	
Typically city council staff seconded to the Urban Youth Centre, or staff assigned to a satellite community centre by the Local Authority. These staff work at the Centres full time, with youth, running programs and coordinating activities.	√
<b>Urban Youth Centre Volunteers:</b>	
Youth volunteers engaged with activities at the Youth Centres with a formal agreement governing their activities and relationship to the Centre.	√
<b>Youth Beneficiaries of Urban Youth Centres:</b>	
Youth, whether individual or members of youth groups, who use the Centre regularly, take part in programming and other activities.	√
<b>Partner Organizations and Stakeholders of Urban Youth Centre:</b>	
Partner organizations under formal M.O.U.'s with the Centre, especially youth development related organizations. May also include stakeholders from civil society, private sector, and other levels of government.	



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