

VOLUME

1

URBAN YOUTH CENTRE SETUP GUIDE



VOLUME 1

**URBAN YOUTH
CENTRE SETUP GUIDE**

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 20th century, the vast majority of the world's nations recognized that the inclusion and full empowerment of women was key to success, in the 21st 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, appearing to read 'Joan Clos', with a long horizontal flourish extending to the right.

Dr. Joan Clos
Executive Director, UN-HABITAT

OVERVIEW

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 Urban Youth Centres, both One Stop and We Are the Future models.

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: Community Mapping Guide
- Volume 4: Entrepreneurship Program Guide
- Volume 5: Program Evaluation

To receive copies of these manuals, and to find out about additional manuals available from UN-HABITAT, please contact

(INSERT CONTACT INFO HERE).

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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 below:

Target Audience Description	This Manual Primarily For (✓)
Municipal Employees:	
Leadership and staff members of the city department or division implementing the Urban Youth Centre.	✓
Local Authorities:	
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.	✓
Urban Youth Centre Staff :	
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.	✓
Urban Youth Centre Volunteers:	
Youth volunteers engaged with activities at the Youth Centres with a formal agreement governing their activities and relationship to the Centre.	
Youth Beneficiaries of Urban Youth Centres:	
Youth, whether individual or members of youth groups, who use the Centre regularly, take part in programming and other activities.	
Partner Organizations and Stakeholders of Urban Youth Centre:	
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.	

INTRODUCTION



Mandate

The United Nations Human Settlements Programme, UN-HABITAT, is the United Nations agency for human settlements – the built environment. It is mandated by the UN General Assembly to promote socially and environmentally sustainable towns and cities with the goal of providing adequate shelter for all. The main documents outlining the mandate of the organization are the Vancouver Declaration on Human Settlements, Habitat Agenda, Istanbul Declaration on Human Settlements, the Declaration on Cities and Other Human Settlements in the New Millennium, and Resolution 56/206.

UN-HABITAT urban poverty reduction strategies include sustainable urban development, adequate shelter for all, improvement of the lives of slum dwellers, access to safe water and sanitation, social inclusion, environmental protection and various human rights. This expanded strategic vision gives attention to knowledge management, the financing of housing and human settlements and to strategic partnerships.

Youth Engagement

Youth account for nearly 70% of the population in many developing countries, and make up a large proportion of slum-dwellers in the urban centres of the developing world. As populations grow and become proportionally younger in developing areas, and the world becomes increasingly urban, youth face increasing challenges such as access to decent livelihoods, health, housing and sanitation.

UN-HABITAT recognizes young people as active participants in the future of human settlements. Today's youth are already conceiving, designing and implementing successful community-building projects in some of **the most marginal** regions of the world. Young people need acknowledgement, guidance and training in order to reach their full potential. In response, UN-HABITAT initiates and fosters inter-agency partnerships and collaborates with youth organizations. It engages youth at the international level, to help formulate an international understanding of pressing youth issues. Working with young men and women and understanding their diverse abilities, realities and experiences is an essential element of UN-HABITAT's long-term success in achieving sustainable urbanization.

Launched in 2004, the We Are the Future (WAF) initiative is the result of a strategic partnership between the Global 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 main goal is to mobilize global resources for the benefit of children in post-conflict cities through the creation of municipally-owned WAF 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.

We Are the Future Youth and Child Centres

The goal of We Are the Future (WAF) initiative is to mobilise global resources for the benefit of children in conflict and post-conflict cities through the creation of centres to develop and implement youth-led activities focused on five essential areas of rehabilitation: Health, Nutrition, Arts, Sports and Information and Communication Technology. The six WAF pilot cities are Addis Ababa (Ethiopia), Asmara (Eritrea), Freetown (Sierra Leone), Kabul (Afghanistan), Kigali (Rwanda) and Nablus (Palestine). The Nablus center works on peace building in partnership with Rishon Le' Zion, Israel.

The primary outcome of the programme will be the development and implementation of comprehensive, age and culturally specific youth services for orphans and vulnerable children (OVC) ages 0-6+ and youth (15-24) in order to promote a healthy start in life and improved living conditions.

Key characteristics of WAF Centres include

- Youth-to child programming, including formal training of youth on the principles and practices of working with children.
- Secure and safe for children as well as youth.
- Implementation phase includes ongoing dialogue with local authorities and relevant national ministries regarding children (e.g. Ministry of Youth and Children, Social Services, Education)

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- Implementation phase includes ongoing dialogue with local authorities and relevant national ministries regarding children (e.g. Ministry of Youth and Children, Social Services, Education).
- Programming that supports and supplements existing child-focused social services such as daycare and school (the Centre is not a substitute for such facilities and services).
- Working within the local framework of local and national child issues, policies and development objectives.
- A community "hub" and platform from which youth and children can network and express their views on issues affecting them in such a way that their voices can affect and help shape future policy.
- Thematic areas relevant to urban youth and children in the context of post-conflict societies in the developing world such as Nutrition and Health, ICT, Sports and Recreation, Education, and Governance/Advocacy.

One Stop Youth Centres, piloted in four East African cities to start with, are the central activity of the GPI project. One Stop Youth Centres grew out of a collaborative process with key stakeholders including youth, municipal leaders, and UN-HABITAT, and are envisioned to provide youth with safe spaces in urban settings where they can meet and be part of youth-led development activities.

One Stop Youth Centres

Key Characteristics of One Stop Youth Centres include

- Youth Friendly Space; young people have input into the look and feel of the space itself.
- Involvement of Youth-Led Development Partners in all phases of the implementation process.
- A sense of ownership and responsibility amongst youth stake-holders in the One Stop facility.
- Youth volunteers who assist in the operation of the Centre.
- Trained Information Workers and Youth Workers as Centre Staff and Management.
- Programming in areas relevant to urban youth in the context of developing countries including such thematic areas as Health, Governance, ICT, Entrepreneurship and Livelihoods and Environmental Sustainability.

Satellite Youth Resource Centres

A Satellite Centre may operate as either a We Are the Future or a One Stop Youth Centre in a city where there has already been such a centre established and operating for at least one year. Satellite Centres, in order to join the GPI Network of Urban Youth Centres, must formally request to become a Satellite of the City's existing Urban Youth Centre. This request must be made in writing to the Senior person within the Centre's Implementing Organization (such as the Director of Youth Services in a Municipal Council) and approved by that Organization's decision-making body.

Satellite Centres are generally smaller Centres in areas or neighbourhoods where youth may have difficulty accessing the larger Urban Youth or Youth and Child Centre, offering the same minimum services and standards as outlined in this Manual for major Centres but with some of those services being dependent upon or accessed through the major Centre in their City rather than on-site at the Satellite. They may be operated by NGOs or Local Councils, but in all cases must do so with a formal agreement between the Satellite Centre and the main centre in the city/town.

The agreement with the main centre must include clear guidelines for the working relationship between the Satellite Centre and the main Urban Youth or Urban Youth and Child Centre (if such a main Centre exists in that city).

Satellite Centres are subject to all the requirements and standards of this Manual and must be operated in keeping with the spirit of the Manual.

The Global Partnership Initiative for Youth-Led Development

The Global Partnership Initiative on Urban Youth Development is an initiative of UN-HABITAT in collaboration with selected cities globally, beginning with the continent of Africa. The agency regards young people as partners in building a better world and promotes their empowerment through effective and meaningful participation in decision-making. Adopted by 171 countries at the 1996 City Summit in Istanbul, Turkey, the Habitat Agenda recommends a participatory approach to promote employment, training, and crime prevention. It also stresses the role of young people in the alleviation of poverty and inequality.

In May 2003, the UN-HABITAT Governing Council adopted a resolution on the engagement of youth in the work of UN-HABITAT. Resolution GC19/13 directs the Executive Director to "ensure the active participation of UN-HABITAT in the Secretary General's initiative on youth employment; as well as to develop a Global Partnership Initiative on Urban Youth Development in Africa, in partnership with other relevant United Nations agencies, multi-lateral institutions and private foundations in the context of New Partnership for Africa's Development". The Global Partnership Initiative is important because it seeks to integrate the Millennium Development Goals with development programmes at the city level focusing on and working with urban youth in Africa.

Consistent with a number of the Millennium Development Goals including Goal 7 Target 11 and Goal 8 Target 164, the youth initiative must be seen as an integrated effort to fulfill the goals and their targets. The youth initiative is also consistent with UN-HABITAT's global campaigns for secure tenure and urban governance, and as such is instrumental in fulfilling the objectives of these campaigns.

The Global Partnership Initiative strategies included the creation of pi-lot urban-based youth resource centres that directly support youth-led development issues; training youth as peace builders by involving them in violence prevention strategies; and research and policy development that supports youth-led development. The Guidebooks in this library of resources are designed to support cities wanting to replicate the Urban Youth Centre model on their own.

Centres which have been accredited through this process will become members of the Global Partnership Initiative Program.

Youth-Led Development

"Youth Led Development" was first coined by Peacechild International at the World Youth Congress in Scotland, 2005. It became the cornerstone of the World Urban Youth Forum in Vancouver in 2006 and was formally defined at the Global Partnership Initiative Partners Meeting in Kampala, Uganda, in February 2007.

The Five Key Principles of Youth Led Development are:-

- Youth should define their own development goals and objectives.
- Youth should be given a social and physical space to participate in so as to enhance their development
- Adult mentorship and peer-to-peer mentorship should be encouraged.
- Youth should be role models in order to help other youth to engage in development.
- Youth should be integrated into all local and national development programmes and frameworks.

Youth Led Development is a youth development process that encourages youth to take leadership roles, which engages adults as partners and mentors of youth, and facilitates the process of youth stepping into greater and greater roles of responsibility. It is not a "youth only" process - both adults and youth have roles within a youth led development process. Adults typically play roles as facilitators, mentors, or partners in joint work with youth. Youth take on roles as peer-to-peer trainers, designers of youth-led programming, and advocacy for youth issues.

Minimum Standards Checklist

Checklist for the minimum necessary facilities and resources in an Urban Youth Centre

Physical structure in a secure location, minimum of 800 Square feet of covered space plus additional space for larger centres that intend to serve over 30 youths per day.

A "youth friendly" appeal through décor, color scheme, or other features decided upon by local youth during the initial stakeholder process.

On site sanitation facilities

Regular hours of operation

At least one centre-based staff member (for small, single-community serving centres); at least one additional staff person per major thematic area, and further additional staff for larger centres serving over 80 youth per day

Public launch of centres opening in mass media

Ongoing public promotion of centres services via mass media(to be controlled at least annually)

Minimum one third of programming to be open to all youth (nationally defined age range). For example, all information, counseling and referral services must be open to all youth. The implementing organization and partners may choose to run certain programs targeting specific groups, such as young women and girls, people with disabilities, etc. that are open to those group only.

Regularly collect and disseminate information on youth opportunities within the city(including mapping in a youth-friendly guide format)

Clear linkages of programming to national development objectives. Millennium Development Goals, UN Development Frameworks, and/or programming in recommended or locally identified areas of interest (such as Governance, Employment and Entrepreneurship, Arts and Culture, Sports, Information and Communication Technology, Nutrition, HIV/AIDS, Health, Environment, Peace Building, Shelter).

At least one third of all partners must be organizations with a focus youth and youth-led development

Minimum Charter of service standards of youth friendliness, agreed and posted visibly in the Centre

Introductory & repeated training in Youth-led development principles for core centre staff and partners

Functional and up-to-date on the GPI platform for information dissemination

Data collection and reporting on Centre’s activities and programming

Preparatory Checklist

Step by step guidelines to prepare for opening an Urban Youth Centre

“check” ✓	Have you...
	Clearly identified the lead implementing organization?(Usually your Municipality, City Council; also possibly an NGO)
	Clearly identified, designated lead person within the organization to co-ordinate accreditation process and to act as the point person for interactions with all the Centre’s stakeholders?
	Confirmed the willingness and commitment of the decision makers in this implementing organization to meet the Minimum Standards?
	Confirmed the commitment of the implementing organization to annual operational funding and revenue generation plan for the Centre?
	Confirmed the ability, willingness and commitment of the implementing organization to meet secure land, space within a building, or a building for the Centre, which meets the Minimum Standards?
	Confirmed the ability, willingness and commitment of the implementing organization to equip the Centre with power, water and sanitation facilities and furnishings?(this can be done through partnerships, donations and other support modalities, but must be confirmed and guaranteed by the implementing organization and other partners agreeing to provide such support.)
	Confirmed the ability, willingness and commitment of the implementing organization to work in partnership with youth and youth- serving organizations to implement youth programs at the Centre.
	Identified and secured the agreement of appropriate partners and organizations to help support the implementing organization in the following areas: <ul style="list-style-type: none"> • Consensus building and Stakeholder Process • Human resources support for Capacity Building • Capacity Building and training of Centre Staff and/or Trainers • Startup of Income Generation Programmes • Financial management of Centre • External Communications and Public Launch • Mapping of Youth Services and Assets • Data Collection and Information Work infrastructure and training • Programme infrastructure (such as sports fields, computers, art studios, library...) • Telephone and internet service(can be given as a service in kind by a partner) • Services and goods in -kind (such as furnishings, office supplies, discounts for Centre or for youth...)

CHAPTER 1

Administration and Governance



Getting Started

Planning is half the job. Starting a centre is a huge task. Here is some practical advice and important things to remember in the process.

If there are One Stop Youth Information and Resource Centres in your neighbouring countries, arrange to visit one or two existing centres. Talking to people already doing this work will help you test your ideas, probably raise a whole lot of new questions, and will certainly reinforce your enthusiasm to see your project through to a successful conclusion.

1.1 Core Values and Principles

1.1 Core Values and Principles

A. Principles

An upcoming Urban Youth Centre's operations should be based on the following underlying principles that are anchored on the Global Partnership Initiative:

- Information provided should ideally be free of charge at point of delivery
- The centre's services should be open to all young people without exception.
- The centre's services will guarantee equality of access to all young people, regardless of their situation, origin, gender, religion, or social status.
- The centre's services should be aware of potentially disadvantaged groups unable to access the centre. For example people with disabilities or with specific needs.

- The information available should be based on the requests of young people and on their perceived information needs. It shall cover all topics that interest young people, and should evolve in order to cover newly emerging areas of interest.
- Each user should be respected as an individual and the response to each question shall be personalised. This should be done in a way that empowers users, promotes the exercise of their autonomy, and develops their capacity to analyse and use information.
- The information offered should be independent of any religious, political, or ideological bias. For example you should display information about all religions, political parties, etc so that the young person can make a choice.
- The centre should strive to reach the largest possible number of young people, in ways that are effective and appropriate to different groups and needs, and by being creative and innovative in their choice of strategies, methods and tools.
- Young people should have the opportunity to participate, in appropriate ways, in different stages of the centre's work.
- The centre should co-operate with other youth services and structures, especially in their geographical area. It should network with intermediaries and other bodies that work with young people. In particular, local authority youth departments should be engaged in partnership projects and joint-initiatives.

B. Core Values - Youth-friendly Service?

It is important to involve young people in the planning of the Youth Centres layout and furnishing. Many young people, especially those most in need, do not find it easy to visit any service provider (official or unofficial) for help. Arranging the centre so that it is attractive and informal will make it easier for young people to make the critical first step of entering the centre. However, it is important to avoid the trap of trying to be too trendy because this will only attract a certain type of young user. The involvement of young people in the decisions regarding layout and furnishing can help in striking the right balance.

C. Youth Friendliness Defined

The term youth-friendly is currently a sort of buzz word amongst many organisations which provide services to the youth. However, not all youth information centres and other agencies involved in youth work can be considered youth-friendly even though their primary target is young people.

To qualify as youth-friendly a concern in the youth information field must take practical steps to ensure that the following basic features are evident in their approach to providing information:

- Management structure of the organisation takes into account youth views and needs
- Friendly but professional interaction between workers and users
- Buildings and facilities are acceptable and appealing to young persons
- Existence of a youth-led body e.g. Youth Advisory Board
- Substantial level of participation and influence of young people in shaping services
- Youth information workers have a positive attitude to work with young people and take interest to learn more about them

E. Core Value in Practice - Free of Charge?

This factor takes into account that the right to information is fundamental to the development of any society and thus measures should be put in place to ensure that information is made accessible to young people by removing the cost barrier. Realistically, there may be times when small charges need to be made where resources are scarce e.g. Allowing free printouts of up to two pages but charging a small fee for any additional printouts.

E. Work with Disadvantaged Groups

Special consideration should be given to disadvantaged groups and to young people with special needs. Young people are mostly unemployed and would therefore be unable to pay for these services. In Kenya for example young adults account for 67% of unemployed persons. In some youth information centres, like Oslo Youth Information Centre, all services are offered free of charge since the majority of the users come from relatively low-income backgrounds. These services include telephone calls, internet, printing of documents, trainings etc.

In many countries the provision of absolutely free services may seem unrealistic especially due to inadequate financial resources. However since most of the young people in need of such services are either unemployed or otherwise disadvantaged, charging them for these services is strongly discouraged. A good example of a providing free information services is the Nairobi Youth Centre which manages to do so by partnering with other organisations which are based at the centre.

F. Core Value in Practice – Age of Staff?

This is a critical consideration in making Youth Centres appealing to young people. Human beings tend to associate with those whom they share common values, norms and background and youth are no exception. Employing young or relatively young youth information workers is beneficial as they are more likely to understand and respond appropriately to issues raised by users in their own “language”. This also fosters the peer to peer approach towards youth information which is regarded as more efficient and effective. However, being young is not a pre-requisite to working with young people. Any person with a youthful approach has the capacity to contribute positively in this field.

It is therefore useful for the Centre to categorise the ages of the people that it serves. However, the extent to which this can be implemented will depend and be limited by the prevailing legislation in each country as well as on its level of economic development.

G. Core Value in Practice – Accessibility for young people?

Operating hours

The Youth Centres should always consider having extended opening hours so that youth who are still in school can access the services on weekends and in the evenings when they have more free time. Very rigid opening hours are a disadvantage to the youth. One way to offer extended opening hours is by introducing a system of staff overtime. This can be tested on a pilot basis to determine if it works well for both the users and the workers before being fully adopted

Equipment

When equipping the centre, the needs of both the staff and the public should be considered. For example, standard office facilities which are not readily available to a large population of the youth should be installed for their use. These include:

- Telephone, to contact potential employers or welfare agencies
- Photocopier, to make a copy of documents
- Computer, to prepare job applications or a curriculum vitae
- Internet connection to access information
- Projectors for trainings, etc.

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Youth Friendliness Charter

During the Stakeholder Process (outlined in Section 1.5), you will need to agree upon a formal Youth Friendliness Charter, which will include the name of the person or organization designated as your Youth Advocate.

It is suggested that you start from the Sample below and modify and expand it as needed for your centre during the Stakeholder process.

Sample Charter Of Youth Friendliness

- The [City][WAF or One Stop] Youth Centre is intended as a safe and welcoming space for youth of [City] to meet, engage in youth-led development activities, and benefit from information services
- The [City][WAF or One Stop] Youth Centre offers all its information services free of charge to youth between ages of {nationally defined age range} in [City] without discrimination on the basis of race, gender, sexual orientation, religion or any other identifying characteristics protected by United Nations Charter
- The [City][WAF or One Stop] Youth Centre operates in collaborative partnerships with youth-oriented organizations that are aligned with youth-led development principles
- The designated Youth Advocate for [City][WAF or One Stop] Youth Centre [Name of person, Advocate or Group filling this role]
- The Centre Staff roles are (list)/OR "Officers responsible" for...
Insert organizational chart
- The centre is a corruption, harassment and discrimination free zone
Insert country specific complaint process for youth here

1.2 Resolution to Operate the Centre

1.2 Resolution to Operate the Centre

A formal resolution by the implementing organization (often a municipality, sometimes a local authority at the community level, and sometimes an NGO), should be adopted in order to begin the process of setting up an Urban Youth Centre.

The Resolution should clearly state the national and local development policies and goals, thus supporting the strategic linkage between municipal and national youth policies.

The sample resolution below may help guide your organization, local authority or city council in beginning this process:

Whereas [City Name(eg. Nairobi) City Council/ uther Implementing Organization] desires to serve youth in the{City Name}in accordance with national development policies[insert working related to national youth policy here]; and

Whereas [Implementing Organization] seek to partner with UN-HABITAT through the Global Partnership Initiative(GPI) network of Urban Youth or Urban Youth and Child resource Centres; and

Whereas [Implementing Organization] has committed to meeting and maintaining at least the Minimum Standards outlined by UN-HABITAT related to centre staff, space, operating budget and other minimum resources

Whereas [Implementing Organization] has committed to undergo a field Stakeholder Process to gather community and youth support and involvement for such a centre and

Whereas [Implementing Organization] wishes to engage youth-led development partners in strengthening its youth- oriented services:

Now therefore be it resolved by [Implementing Organization], the [Decision Making body of the organization] concurring that:

[Implementing Organization] shall be the lead agent implementing and operating [Implementing Organization]'s Urban Youth or Urban Youth and Child Centre and

Said Centre shall be located at[described designated building or intended construction site including formal city plot number

The implementation of said Urban Youth or Urban Youth and Child Centre shall begin on[date of Stakeholder's Meeting including day, month, year] with a full Stakeholder's Meeting and development of a formal implementation plan.

Approved by vote of [decision making body] on [date]

1.3 Administration

1.3 Administration

The financial administration of the centre has two main aspects. First, the centre needs to have the capacity to handle income and expenditure; second, there needs to be a system of verification of expenditure.

Both these aspects are critical to your centre's success for two main reasons. First, the centre's daily operation will depend upon its ability to access and manage resources. Second, before donors and funders commit funds to your centre, they will want you to demonstrate that you are able to keep separate accounts or accounting lines for the different sources of income and activities that the centre engages in, that your financial records comply with accepted accounting practices and can therefore be examined and verified.

Handling Income and Expenditure:

For the handling of financial flows, there are three main options that centres can choose from. The following are descriptions of each option with factors to consider:

Option 1: Separate Bank Account

A separate bank account for the Centre (outside the Municipality or NGO structure) and at least one person from the Centre itself must be one of the mandatory signatories to the bank account (to access and utilize the funds). This has been successfully done in a number of centres and is the option that most easily facilitates the centre's smooth day-to-day operation.

Factors to consider when choosing this option include:

- **Time.** Consider how long this method may take to be approved and set up, and then to become functional. (Initiate the process early and allow for several months, depending on the internal requirements of your municipality or organization)
- **Who needs to approve.** You will need to find out the right contact people and/or decision makers within your municipality/organization to approve and facilitate this.
- What is the current policy regarding separate bank accounts? If any sections of current policy hinder this course of action, can they be amended ?

Option 2: Separate Account within internal accounting system

An internal project account (within the Municipality or NGO structure) designated for the Centre's use, whereby the Centre Manager or designate's approval is required to release funds. This essentially means the creation of a separate "general ledger" account or GL code within the municipality or organization's accounting system, such that income and expenses for the centre are all recorded under that one main line of the overall city or organization accounts with appropriate minor lines or sub-accounts for the different types of activities and incomes within the Centre.

Factors to consider when choosing this option include:

- Approval – who within your municipality or organization needs to approve this additional account line.
- Implementation – who can and will set up this general ledger account / code.
- How will cheques or cash be drawn on this account.

Option 3: Designated Fiduciary Agent

Designated fiduciary agent; the agent would likely be an NGO, INGO or a development partner.

Factors to consider when choosing this option include:

- **Cost.** The NGO or organization will likely require a percentage of the costs that it administers as a fee to cover their expenses in managing these funds.
- **Interface.** An MOU will be necessary to guide the relationship with the outside agent. Legal counsel may be required to approve this MOU within each organization.

It is also important the centre management follow the procurement systems and procedures that are in place in the structure they belong to (municipality or NGO).

System of Verification

To facilitate the verification of the centre's expenditure by external funders, you will need to be prepared for both the following:

1. Record keeping. This means that the centre maintains accurate logs of all expenditure, retains fiscal receipts, and records an explanation or description of each expense. The centre must also ensure that the following activities are performed:
 - Internal accounting (at Municipal or NGO accounting department) to reconcile the above transactions and records is done each month.
 - An annual internal audit of the above transactions and records.
2. External Audit. This may be required by external organizations who sponsor or fund the centre. Typically, organizations have their own threshold such that if they give, contribute or pay over a particular amount they will require an audit to verify how it was used. Preparing a

Preliminary Project Budget

The Youth Centre management should make sure there is a realistic level of financial provision, to cover start-up and running costs which will include premises, staff, information materials, support services, furniture and equipment. The scope of services to be offered by the centre must be determined in accordance with the locally available financial resources in order to ensure that the Youth Centre's operations remain sustainable.

Getting Project Support

A key principle of Youth Centres is that all young people should have equal access to the information and services offered. In practice, this means that, at least, the basic information services offered should be accessible to all youth. If a centre does not expect to receive any income from its basic services, the question of how such a centre will be financed must be addressed since adequate funding is crucial in guaranteeing that the Centre remains sustainable over the long term. If staff sense uncertainty about the financial survival of a centre, they become demotivated and this has a very negative impact on the quality of services being offered.

There are currently four different options in use for financing Youth Centres:

1. Funded by Central / Regional government

The centre is part of a programme administered by the central or regional government, which finances the staff, activities and equipment of the centre. In this case, as for example in Gabon and Tunisia, many of the persons employed in the centre are civil servants or employees of the central or regional administration, though they may be assisted by other staff with a different status.



1.4 Legal Framework

2. Funded by the Local Authority

The Centre constitutes one element of youth services which are administered and financed by the local authority (municipality or commune). For example, in Kenya's capital, Nairobi, many of the Youth Centre employees are employees of the City Council of Nairobi.

3. Non-profit Associations

The Centre has the legal status of a non-profit making association (or cooperative), which may be recognised by, and financed by the local authority, as is often the case in Norway, or jointly financed by the central and regional administrations as is the case in France. In these cases the staff of the centre are usually employees of the association (or cooperative), and the centres have to seek additional sources of funding to balance their budgets each year.

4. Project-funding

The centre is set up as a project. It receives short-term funding from local, national and other funding sources. This can result in the Centre having a short life if it is unable to renew the project funding or to secure longer term funding. However, this method can be used to finance the pilot phase of the Youth Centre, while funding to continue operating is obtained from a more sustainable source.

In all Youth Centres, the main item of expenditure (and often the item which is the most difficult to finance) is the cost of staff which includes salaries, running costs, and training costs. In some countries the centres are able to benefit from UN agencies and other national programmes for employment promotion, which cover the costs of one or more workers in a centre for a year or longer.

Top Tip - You will need to approach as many stakeholders as you can to get support to run services. Do not rely on just one source of funding as this will leave you vulnerable. Other stakeholders will put in money if you provide services for them and help them deliver a professional service to the young people. Plan for this at least 2 years before funding runs out!

1.4 Legal Framework

In order to receive regular funding and to fulfil its functions as an employer and to meet other legal obligations, a One Stop Youth Information and Resource Centre needs a legal status, established in accordance with the legislation of the country in which it operates.

The choice of legal status will largely depend on the way in which youth work is structured and organised in the country in question, and on the role which local groups, public government projects and non-governmental organisations play in youth work in the country. Two possible options are discussed below:

1. The Youth Centre as part of a public institution

Under this option, the policy and objectives of the Centre, as well as its services and methods, are determined by an official body of the government (central, regional or local). The staff is either direct employees of the governmental body, or employed by it on fixed-term contracts. The centre will therefore, operate in accordance with the regulations set by its supervisory body and will usually be totally financed by that body.

The advantage of this approach, is that it reflects the importance that the government attaches to youth information. However, the extent to which young people will use such a centre's services will largely depend on the level of confidence which they have in the goodwill and capacity of the governmental institutions to meet their needs.

2. The Youth Centre as a non-profit making Non-Governmental Organisation

Under this option, the Centre is established and registered in accordance with the country's legislation on non-governmental non-profit-making associations. It will have its' own constitution, management structure and internal procedures governing its' activities and the use of its' finances. It may or may not

be partially financed by the relevant (central, regional or local) governmental body. It is more likely, as in Norway for example, that the centre will receive part of its budget from an official body responsible for youth matters, and that it will need to seek additional funds from other sources. Where the youth centre is not financed by the government then it needs to approach potential local and international stakeholders for funding.

In many countries, Youth Centres have the status of non-governmental entities which reflects the important role that the non-governmental sector (or the civil society) plays in society and youth work in particular. Many governments recognise that youth services are best provided through non-governmental structures, which will have more intimate awareness of the daily needs of the target-group leading to greater user confidence. Indeed, the often limited and unpredictable funding provided by government sources for such centres can really negatively affect the quality and sustainability of their activities.

The choice of legal status can also have important implications for the autonomy of the centre, which may in, in turn, affect its' eligibility for funding by different sources.



The one best way for a One Stop centres does not exist – Find what suits!

However objective and uniform we try to make One Stop Centres, they will not have the same meaning for individuals from different countries. The meanings perceived depend on the cultural preferences, know how and political systems in place.

The same will apply to how people perceive the concept of the organisation's structure, its practices and policies that are culturally defined. This will dictate what different countries will pay attention to, how they will act and what they will value. One Stop centre managers have therefore to take in consideration these factors in its handling of employees and its young people in order to be able to make it relevant to its target group. This has to be an understanding that is embedded in management structures as early as possible to create a sense of ownership and belongingness for those involved.

Board of Governance/ Advisory Board

The main functions of a board of governance/advisory board are to develop policies and procedures governing the operation of the Youth Centre, which will guide the Director/Coordinator of the centre, its staff and volunteers in the execution of their tasks. Depending on the legal status of the centre, but especially if it is a non governmental organization (NGO), the board of governance will have a major role in securing the financing of the centre. Usually the director/coordinator will be appointed by the relevant department in the ministry or City administration, and will report regularly on the functioning of the centre.

In the case of an NGO, the board of governance/advisory board will prepare (or receive from the director/coordinator) the annual budget and annual report of the centre, and submit both for adoption to the General Assembly of members or to another supervisory body. What about a centre which is not an NGO ????

The composition of a board of governance should reflect its functions. If the Youth Centre is a non governmental organization the board should represent the diversity of its stakeholders. As a part of the youth service in its locality, the board of governance/advisory board will normally have among its members representatives of other local bodies with competence in youth matters. It should also include some young people as representatives of the users of the centre, and / or should benefit from the advice of a Council of Users composed of young people i.e. junior council, youth council or other youth groups.

Location

The location of a Youth Centre, its size and the physical layout of the available space will have a considerable effect on users of the centre, on what services it can offer and on whether it can develop new services. Ideally, the premises should be situated in a neutral area of your locality which is either already frequented by young people or easily accessible to them by both public and other means of transport.



A place of their own!!

It is important that the One Stop Youth Information and Resource Centre has its own premises (not be sharing space with another service), so that its identity can be clearly defined and that young people can feel that it is for them. Be aware that the centre will appeal to more young people if it is physically and operationally independent of other specific institutions (church, school, municipal or central government). When you have identified possible premises, ask yourself a number of questions about their suitability, such as:

Is the space available enough for all the services which the OSYIRC will offer?

Is there any extra space (or flexibility) which will permit the OSYIRC to offer additional services in the future? Are the premises accessible for the physically handi-capped?

How youth friendly will the space be?

Suitable premises are important and The Youth Centre as a new concept is expected to be located in spacious premises that provide:

- Adequate space for an open reception area for the public. The reception area is the most important, as this is the part of the centre which every user sees. It needs to be informal, welcoming, and functional.
- Small rooms for private interviews and specific programmes and services.
- Three or four offices for the director/coordinator, administrative staff, youth information officers and other staff of the centre.
- A store-room for stocks of information leaflets and office supplies.
- A meeting-room for staff meetings, project-groups, and teams of volunteers. The room can also be made available to youth groups or rented to other external bodies.
- Toilets for use by both staff and public
- A kitchen, if possible. Offering and sharing a cup of tea helps in building relationships.

The centre should be located at an accessible and youth friendly location.

The external layout of the centre is also a crucial factor in wooing young people to the centre. It should be well advertised and recognisable to the users and potential users. Some centres have come up with innovative means to make them youth friendly like drawing of murals and other artistic paintings on the walls of the centre to attract young people. Since this is done with the full participation of young people, it cultivates a sense of identity, ownership and belonging as they feel part and parcel of the centre.

1.5 Stakeholder Process

1.5 Stakeholder Process

In order to facilitate the centre's opening, and to strengthen its viability and sustainability, you need to organize a number of multi-stakeholder meetings. The stakeholder meetings will be needed to specify timelines, to clarify roles and responsibilities, and to develop an implementation plan for the centre.

The Stakeholder Process as a whole is critical to the success of the Centre, as it builds agreement, trust, and cooperative relationships; it gives the implementing organization time to solve any issues or unexpected challenges with the project, and it forms the basis of the needs assessment that helps inform the Centre's thematic areas. At the heart of the process should be the youth themselves, who must feel a sense inclusion, ownership and responsibility towards the project.

You can find more detailed background information about the Stakeholder Process in the Accreditation Guide, Part 1. In order to facilitate the centre's opening, and to strengthen its viability and sustainability, a number of multi-stakeholder meetings will need to be held in advance, over several months. The meetings will be used to set timelines, to clarify roles and responsibilities, to agree on which particular model of an Urban Youth or Urban Youth and Child Centre will be adopted, and to develop the centre's implementation plan.

The entire Stakeholder Process is critical to the success of the Centre, as it builds agreement, trust, and cooperative relationships; it gives the implementing organization time to solve any issues or unexpected challenges with the project. The initial needs assessment, which is used to determine the Centre's areas of focus, is also based on the stakeholder process. At the heart of the process should be the youth themselves, who must feel a sense of not just inclusion but ownership and responsibility towards the project.

During the Stakeholder Process, different thematic areas or focal areas should be chosen and agreed on, both by the youth and the other stakeholders involved in the process. The thematic areas are based on the needs of the youths and will help the centre and the partners in organizing the services provided. Examples of thematic areas can be Entrepreneurship, Health, ICT and Sports.

It is likely that you will need to hold several meetings over a period of weeks to fully cover all the items and issues that the Stakeholder Process should address. Use the step by step outlines below to help guide you in calling and holding your meetings.

Step by step guidelines to plan and carry out stakeholder meetings

"check" ✓	Follow these steps to plan and carry out your Meeting:
	<i>Prior to calling your Meeting</i>
	National and Local Government Youth Policy and strategy <ul style="list-style-type: none"> • Focus on the sections related to Youth Centres, if any • Copy these sections and have them available for the meeting
	<i>Urban Youth or Urban Youth and Child Centres as a Concept</i>
	<ul style="list-style-type: none"> • Review and bring this Manual for the Meeting • Highlight the linkage to local and National Youth Policy • This information will help to sensitize the audience to the importance and purpose of the Urban Youth or Urban Youth and Child Centres • Copy Chapter 5 to review the different Centre Models at your meeting and select the appropriate one for your location
	List the appropriate Organizations to invite and the following information for each: <ul style="list-style-type: none"> • Contact person's name • Mailing address • Telephone numbers • Email address
	<i>Planning your meeting and inviting Stakeholders</i>
	Choose the location of the meeting based on the expected numbers; arrange for flipcharts and pens, tea breaks and pens/papers for the room
	At least four weeks prior to your meeting, send official invitations via mail and/or email
	Keep an RSVP List and follow up at least twice, by phone, per invitee if you don't hear back from them; note the name(s) and the title(s) of each person attending from another organization
	<i>The few days prior to your Meeting</i>
	Create cards that have the names, titles and organization names on them for each confirmed attendee. These are to be set on each setting around the meeting tables facing out such as all the attendee can see each other's names
	And paper for each setting, and any tea or refreshment breaks needed
	Confirm that appropriate note takers will be present at the meeting to document the proceedings

Suggestions for the types of organizations you would want represented at the meeting:

Other levels of Government with Youth agendas/policies/strategies, such as:

- Local level – Directors of Social Services, Youth, Gender, Community Development; City Councilors, Mayor.
- National level – Ministers of Youth, Gender, Community Development, Education, etc.
- Youth Groups known in the city and/or area of your centre.
- NGO's with experience in Youth and/or the types of thematic areas that you think your centre will handle.

- Vocational and other Training or Informal Education Organizations.
- Small Business Development Organizations.
- Private Sector Organizations (appropriate to theme of Centre).
- Youth Advocates (Individual and Groups).
- Youth who serve on Councils (local or national).
- Students.
- Sports Groups.
- Faith Groups.
- Development Agencies.
- Any other entities that are related to Youth Development which are not listed here.

The goal for this meeting is agreement on an implementation plan, clear roles, responsibilities and time-bound activities and objectives leading to the formation and opening of the centre. The plan should cover all the agenda topics (below), a centre Budget, and the vision for the centre. Sample Agenda follows.

Stakeholders' Meeting – Agenda

Sample Agenda

1. Welcome by lead person from Implementing Organization (your organization / municipality)
 - Introduce the concept of the centre.
 - Goal of meeting: to produce the working Implementation Plan for the Centre.
 - Assign a timekeeper.
 - Assign a scribe who will be the person to make notes on the flip-charts where needed, capturing main points of discussion.
2. Introductions
 - Hosting organization / municipality begins.
 - Around the table – each organization introduces itself and a brief overview of what it does (1 min each).
3. Review of UN Development Frameworks, MDGs.
4. Review of National/Local Governmental Youth Policy (the sections you gathered prior to the meeting).
5. Ask the youth present at the meeting to share what services they would like to see the centre offer and what thematic areas they find important and useful for the youth.
6. Priority “thematic areas” or “focal points” for the centre.
 - Group discussion/round table to gather their thoughts.
 - Record these on a flipchart or whiteboard.
 - Note where multiple different participants say the same or similar things.
 - Aim to reach consensus on 4 to 6 thematic areas.
7. Brief presentations from potential partner organizations present – what can they provide and under which thematic area? What kind of partnerships can be formed?
 - Training.
 - Programmes.
 - Resources.
 - Information.

8. Location – discuss potential places where the centre might be situated, keeping in mind that it must be accessible.
9. Hours of operation – what should they be? It is critical to have the youths' perspective on this point.
10. Fees, financing, fundraising – revenues.
 - How will the centre generate revenue?
 - Who will be responsible for fundraising?
 - Should partner organizations (not individual youth) pay for access to/use of the facilities of the centre when running pro-grammes there?
 - The need for large-scale resource mobilization, outreach, public relations and the building of relationships with major founda-tions and donors in the area with a youth focus.
11. Staffing:-
 - How many staff should be assigned to the centre?
 - Roles, responsibilities and reporting structure.
12. Information Services:-
 - Indexing of information (see sample in Chapter 3 of this Guide).
 - Initial gathering of Asset Mapping information on your city (see sample in Chapter 3 of this Guide).
13. Role of Youth Advocate/Committee.
14. Charter of Youth Friendliness. (See sample in introduction section of this Volume)
 - Modify and tailor to your location and formalize this Charter for your Centre.
 - Identify Youth Advocate (individual or organization) within the Charter.
 - Youth Volunteers (See Guidelines and Role Description in Section 2.2.7 of this Chapter).
16. Formation of a working group to carry out the Implementa-tion Plan.

Note: The sample agenda listed here may need to be covered over the course of several meetings held over several weeks or months.

For shorter meetings, you can select specific core items, if you choose; alter-natively this agenda can be broken up into several partial-day meetings.

Establishing a Planning Group

It is advisable to form a planning group. This group should involve persons already working as professionals in the youth field such as youth workers, teachers, social workers etc. This team should include persons who conceptualised the idea for such a centre. In order to reflect the local reality, it is probably a good idea to have in the initial planning group a mix of people who are interested in and committed to the project, and others possibly representing local services provid-ers who might want to be involved in the management of the centre by virtue of their field of/area of work. This brings in people with open mind and reduces scepticism about the project leading to bringing more dynamism in setting up the centre. When the involved team in the creation of the Youth Centre has put together basic ideas of starting the centre, the ultimate steps are:

- Examine the need for a Youth Centre.
- Prepare a detailed plan for the establishment and management of the Youth Centre, if the need for such a centre is demonstrated.
- If it is possible visit other existing Youth Centre to be inspired.

- Allocate resources according to the size of the centre. Even if the eventual Youth Centre will be small, such a project requires considerable planning and resources. If the centre will be larger, with more staff and equipment, the need for resources will obviously be significant.

Implementation Plan

The purpose of the Implementation Plan is firstly to guide the steps that the municipality or other implementing organization, and its active partners, will need to follow in order to successfully open the Centre, but secondly to act as the central “concept note” or paper that is given to government partners when seeking funding to support the Centre.

As such, it should be simple, straightforward, clearly time-bound and written in terms of specific, concrete actions assigned to specific persons or organizations to carry out. You may need to modify the sample outline below to meet your own organization and location’s specific needs or standard practices.

A suggested framework for your Implementation Plan is on the following pages:

Sample Implementation Plan Outline:

1. Title Page containing the following information:

[City Name]

[Specify “One Stop,” “One Stop Satellite” or “We Are the Future” Model]

Implementation Plan

[Date, Year]

By [Implementing organization or municipality name]

2. Table of Contents:

Introduction.....
 Context of Plan
 Lead Responsibility.....
 Action Plan.....

3. Introduction

The UN-HABITAT accredited Global Partnership Initiative (GPI) network of Urban Youth or Urban Youth and Child Centres, individually known as either “One Stop Youth Centres” or “We are the Future Centres”, forms one part of an overarching strategic plan for sustainable urbanization and involvement of youth as leading agents of change and development.

Crucial Steps In The Planning Process

The One Stop concept is not an idea that can be implemented overnight. Between the initial ideas or inspirations and the day that the Youth Centre receives its first young person, there is a journey that can be long and confusing. But as the Chinese saying goes,

“A journey of a thousand miles starts with a single step.”

The following are crucial steps to consider on that journey!!

- Identify your target group and their information needs
- Clarify the precise services which the proposed Youth Centre will offer
- Prepare a detailed plan and budget for the first two or three years of the project
- Obtain political and financial support for the project
- Decide and arrange the legal status of the centre
- Obtain, adapt and furnish / equip the premises

- Hire and train Youth entre staff members (salaried and voluntary)
- Collect and organise resources for the information services
- Review and identify other services provided by the Youth Centre
- Promote the centre in the local community.
- Your organisation or planning team should complete a step-by-step plan to establish your Youth Centre. (See Appendix 7)

4. Context of Plan within National and Local Area

Over 50% of the world’s population is now based in urban rather than rural settings, and there is rapid growth of urban centres in developing countries – where, particularly in Africa and Asia, youth form a large percentage if not majority of the population. In the light of this population shift, the overarching mandate of UN-HABITAT to engage with municipal partners and work towards sustainable urbanization and shelter for all requires that a significant amount of planning and programming is devoted to urban youth.

Accredited Urban Youth or Urban Youth and Child Centres, as part of the Global Partnership Initiative, are implemented in accordance with and to support the National development policies of the home country, the Millennium Development Goals, and contribute strategically to the above-described overarching UN-HABITAT mandate.

[The Centre is required to tailor this section beyond the global notes above, specifically for their own country and municipal location.]

5. Lead Responsibility

The lead implementing organization or municipality of each Centre accepts full



Key messages about planning your

One Stop Youth Information and Resource Centre

Your plan should be a realistic view of the expectations. You should incorporate 3 aspects to it in relation to your One Stop Centre plan:

1. Your long range vision, i.e. Where do you want to be in say, 3 years time?
2. Your intermediate aims i.e. What will be happening in your development stages?
3. Your immediate short range actions i.e. how will you get start-ed and supported?

This is the framework within which your plan must operate. For groups seeking external support, the plan is the most important document and key to growth.

Remember, preparation of a comprehensive plan will not nec-essarily guarantee success, but lack of a sound plan will almost certainly ensure that you will run into problems.

PPP = PPP Pretty Poor Planning leads to Pretty Poor Per-formance!

responsibility for implementing a centre which meets the accredited standard model, to spearhead the stakeholder process and engage appropriate, reliable partners for youth-led development activity in and connected to the Centre, and for operating, maintaining and funding the centre on an ongoing basis in accordance with the accredited standard model.

Partner organizations entering into formal relationships with the [City] Urban Youth or Urban Youth and Child Centre [Specify One Stop or WAF Model] must sign and adhere to Memoranda of Understanding, and are responsible for implementing agreed upon activities and achieving objectives and targets per these agreements.

Crucial Steps In The Planning Process

The One Stop concept is not an idea that can be implemented overnight. Between the initial ideas or inspirations and the day that the Youth Centre receives its first young person, there is a journey that can be long and confusing. But as the Chinese saying goes,

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The following are crucial steps to consider on that journey!!

- Identify your target group and their information needs
- Clarify the precise services which the proposed Youth Centre will offer

Objective	Targets	Action	Lead	Timeline	Status
Number 1					
Number 2					
Number 3					

- Prepare a detailed plan and budget for the first two or three years of the project
- Obtain political and financial support for the project
- Decide and arrange the legal status of the centre
- Obtain, adapt and furnish / equip the premises
- Hire and train Youth entre staff members (salaried and voluntary)
- Collect and organise resources for the information services
- Review and identify other services provided by the Youth Centre
- Promote the centre in the local community.
- Your organisation or planning team should complete a step-by-step plan to establish your Youth Centre. (See Appendix 7)

Action Plan

You need to develop an action plan as a guide to ensure accountability for each step of your Centre’s implementation process. It is recommended that you review this Plan at stage of the Implementation process following the initial Stakeholders’ Meeting.

Appendix 1 contains a sample Implementation Plan in table form. You may wish to use this template and customize it for your own Centre. You can also use the information within your Plan at any stage to inform

potential sponsors and donors about your project. Such organizations will want to know what your plan looks like and what stage you are at when they donate to support your Centre’s opening process and/or ongoing operation.

Ideally, you should update this Plan annually and keep copies of previous annual plans. Once your Centre is open and matures , your Plan will evolve into an Annual Operational Plan with Objectives linked to your Thematic Areas, and targets related to the specific numbers of youth you wish to see enrolled in each programme. It will also have any other objectives and targets that you develop.

1.6 Partnerships

1.6 Partnerships

Youth Centres should have a thorough knowledge of the services and information offered by other institutions or service providers (local and national) which have the competence to respond to needs of youth which the centre cannot. To achieve this, the centre must develop contacts and find ways to cooperate with a range of institutions, organizations and service providers. Furthermore it should initiate joint projects with partners in order to deliver appropriate and specialised services to the youth.

Co-operating with different organizations that have different interests is not easy. At the same time, it is important to have strong, close and honest relationships with partners. In both cases, safety guidelines must be set and agreed by the centre and each of the parties it will partner or co-operate with. To ensure that each party remains committed to its responsibilities a comprehensive partnership / co-operation agreement should be signed by the two parties. Therefore, the centre's management has to design a standard partnership agreement based on the following principles:

- Common interest between the two organizations.
- Equal and mutual partnership.
- Understandable rules of engagement.
- Commitment to the responsibilities.
- Good communication and respect between the two organizations.
- Every partnership should be made in way that protects the integrity and the interest of the centre by respecting mutual needs and thus creating a win – win partnership.

These relationships can cause problems if each party is not clear about its role. Networking amongst professionals in the locality is the best way to generate contacts and additional services that your staff and young people can tap into.

A clear Memorandum of Understanding (MoU) is needed with partners that offer their expertise. To avoid miscommunication and poor service to the young people, each partner must know clearly what it can expect from the other and what each partner will or will not provide in terms of support for the young person. Any financial contributions to be made as a result of the partnership must be clearly stated.

Partner organizations should be youth-focused, and offer services that are in alignment with the thematic areas of the centre. Partner organizations should also be willing and able to commit to programmatic or service collaborations with the centre. Additionally, a partner organization should be known to be reliable and trustworthy.

Below is a Sample MOU for use with Partners, Municipal Stakeholders, and Local/National Youth Council(s), which will help to guide and clarify the relationship between these partners and your Centre.

Illustration 3: Memorandum of Understanding

Memorandum of Understanding

Between

The [City Name] [WAF /One Stop] Youth Centre
Herein after referred to as “[acronym or abbreviation]”

And

[Name of Organization]
Herein after referred to as “[acronym or abbreviation]”

Key personnel and Contacts:

[Name]	[Chairman / other lead role-main contact person]
	[Organization]
	[email@organization.com]
	[telephone]
[Name]	[other contact /role- in the absence of the above]
	[Organization]
	[email@organization.com]
	[telephone]
[Name]	[Director / other lead agent-main contact person]
	[City]Urban Youth or Urban Youth and Child Centres
	[email@organization.com]
	[www.yourwebsite.com]
	[telephone]
[Name]	[Other contact /role- in the absence of the above]
	[City]Urban Youth or Urban Youth and Child Centres
	[email@organization.com]
	[Telephone]

Nature of the agreement

This memorandum of understanding seeks to form the basis for long term collaboration between both parties. It is not a legal contract, but a statement of intent that will provide the framework for both organizations to work together on mutually agreed objectives.

Purpose of the agreement

To combine efforts and resources to address issues and concerns of urban youth in [City]

Enabling contribution(s)

Specific enabling contributions from each organization will be decided and agreed upon in a work plan to be developed jointly. These contributions of [specify, staff time, use of facilities, etc] will be negotiated by each organization’s designated representative as mutually acceptable budgets and operation plans are drafted.

Specific objectives

(Objectives may include delivery of programming in a certain thematic areas, building of centre infrastructure, etc. Each MOU may have one or more- or many- objectives, depending on the partners’ organization’s capacity and the nature of the partnership.)

1. To_
2. To_
3. To _

Scope

This agreement does not constitute a partnership in a legal sense, and as such in all activities there shall be a clear prior written agreement concerning which party is to carry fiscal and /or legal liability. There shall be no co-mingling of financial interest or expenditure between the [City] Youth Centre [WAF or One Stop] and [Name of the Partner Organization]

Each party under this agreement may give additional financial contributions to programming of mutual interest. A Contribution Agreement for each specific activity will be drafted. This agreement will be considered a binding contract when signed by an officer with the e ability to bind the respective organization. Specific financial contribution shall not bind either party to financial liability for, but not limited to, performance fees, sub- contractors, wages, taxes etc.

Programmatic Discretion

To preserve the programmatic integrity of both parties, it is here agreed that collaboration will be based on programming of mutual interest.

Activities pursuant to above objectives

- A. Staff of [City] Urban Youth or Urban Youth and Child Centre will...
 Staff of [Organization] will...
 [City] Urban Youth or Urban Youth and Child Centre will...
 [Organization] will...
- B. [City] Urban Youth or Urban Youth and Child Centre will...
- C. [Organization] will...

Role of Key Personnel

Authorized representative

Each organization will designate an authorized representative to act on its behalf. Authorized representative will discuss internally their methods off communication and approval.

Financial implications:

Cost sharing

This memorandum is not, in and of itself, a general commitment to cost sharing, but sets up the framework for ongoing discussion of specific cost sharing agreements as opportunities arise.

Limitations

This agreement must be passed by both organizations’ decision making bodies in order to be considered in effect. Changes to the terms of this agreement must be mutually agreed in writing. Cancellation may be freely initiated by either party, for any reason. Written notice but either party to cancel this agreement must be given with 4 week’s notice.

Signatures

This Agreement is signed hereunder by the authorized representatives of both organizations, signifying that they have each read and understood its content, and agreed to abide by it in good faith.

Representative’s Name

Date

On behalf of the [City] [WAF or One Stop] Youth Centre

Representative’s Name

Date

On behalf of the[Partner Organization]

1.7 Centre Staffing

1.7 Centre Staffing

The decision on how best to staff your Centre will depend on the scope of the your Centre's work, the population of youth it is intended to serve, and the availability of human resources in the implementing organization. The selection of motivated, youth-focused staff, and the ongoing training and capacity building of these staff, is crucial to the success of your Centre.

The minimum recommended staffing level includes a designated Centre Manager or Coordinator, who will act as a focal point

for all centre-related activities and for all internal and external partners. Desired qualities for this person include a sincere interest in youth and a friendly, open demeanour as well as excellent communication skills. Prior experience in social work, youth work and/or community development, exposure to at least one of the main thematic areas your Centre selects, personnel management experience, computer literacy and administrative capacity are all of great value and can be supplemented by ongoing capacity building training.

In general, the Social Services division of a Municipality is the most appropriate section to assign qualified staff to the Centre. In the case of an NGO being the implementing organization, the Board of Directors would make this decision.

The Centre's sustainability relies not only upon operational funding by the implementing organization and ongoing resource mobilization, but upon effective knowledge and talent management and succession planning. Centre Staff must have a dedication to Youth Work beyond the scope of their own time at the Centre, and make every effort to organize the information in the Centre such that it can easily be explained and quickly utilized by new, incoming staff members in the event of staff turnover. All staff at the Centre must engage in ongoing refresher trainings to keep current with youth work principles, and openly share their knowledge and skills not only with the youth clients of the centre but with their fellow staff members, to ensure continuity and consistency.

Additionally, staff in the centre must be aligned in beliefs and actions with the core values and principles of the United Nations, including but not limited to the respect for human rights as outlined in the UN Charter, belief in the fundamental worth of the human person, respect for the equality of men and women, and respect for diversity and cultures. Staff of the Centre must act with integrity, fairness, openness and honesty, and in the spirit of teamwork.

Open lines of communication within the Centre's staff team is critical, as is each team member's clear understanding of his or her role and the overall objectives of the Centre. The Coordinator or Manager of the Centre must therefore be involved from inception in the development of an organizational chart and reporting structure, as well as individual job descriptions, that support the Centre's main aims. The Coordinator or Manager must also ensure regular team meetings with all staff present, at which the Centre's ongoing day to day activities are discussed and duties delegated and followed up within the overarching context of the Centre's Implementation Plan and/or annual Strategic Plan(s). Minutes must be taken at these meetings and made accessible to all Staff members to ensure they are well informed and held accountable to the tasks and activities discussed and agreed at these meetings.

Hiring and Training Staff

The experience from various youth information centres both in Africa and Europe has identified the following key youth information skills, emphasising that different kinds of skills are needed in youth information work:-

- Inter-personal skills.
- Community development, social work and teaching experience.
- Documentation and data management skills.
- Professional principles and attitudes underlying youth information work.

- Application of youth information theory to the practical work.
- Identifying and recording youth information needs, and their social context.
- Networking at the local and national (information sources, referrals, etc.).
- Skills in using information and communication technologies.
- Administrative and self-management skills.
- Skills in the production and distribution of information materials.

It is fundamental that a Youth Centre has a permanent professionally trained staff team, even if that is a team of only one person at the beginning!

All the staff dealing directly with young people should have appropriate qualifications and / or receive appropriate training in the fields in which they will work. In some countries, formal qualifications relating to youth information work can be obtained through university courses or professional training institutions or can be provided by external training agencies e.g. Gabon and Tunisia where the youth information staffs are trained from a Youth College.

When the Centre has several staff dealing directly with the users, it is advisable to have a mix of qualifications represented among them, such as a youth work diploma, social worker training, librarianship or documentation management qualifications, teaching etc.

Suggested Terms of Reference – Centre Manager/Coordinator

The Centre Manager/Coordinator's role is to provide leadership and oversee centre activities. Centres that serve entire municipalities are expected to have multiple staff supporting the Coordinator and running various thematic areas of programming. Smaller, single-community "satellite" centres may be able to be run with one staff member.

(See Job Description Samples in Volume 2).

Sample Centre Manager Terms of Reference

- Oversee financial transactions on behalf of centre, including signing cheques and tracking income and expenditure.
- Manage partner relationships.
- Oversee the process of obtaining sponsorships and other support.
- Liaise with donors and oversee the resource mobilization activities.
- Oversee data collection, monitoring and regular reporting on centre activities and progress.
- Organizing programming for the Centre through partners, such that all the thematic areas chosen are adequately and fairly covered.
- Actively assisting the implementing organization or municipality in the selection, hiring and training of the Centre staff so as to effectively cover the thematic areas the Centre intends to focus on.
- Supervising all other Centre staff, maintaining personnel files for each one, tracking their trainings and evaluating their performance by objective, results-based criteria.
- Overseeing the Youth Volunteers and managing their activities.
- Liaising with the Youth Advocate (see 2.2.7) individual or organization.
- Succession planning for continuity.
- Ensuring that proactive training and mentorship takes place within the centre staff and volunteer groups such that vital knowledge and information is passed on as employees transfer or move to other areas.
- Institutionalization of systems, tracking and record keeping and information sharing.
- Report to Board of governors/Advisory Board

Youth Advocate Role (Ombudsperson or Group)

Description of Ideal Candidate and Desired Role

The Youth Advocate must be a peer of the youth who are the targeted beneficiaries of the Centre, or a peerled organization, and will act as a bridge between the centre's administration, centre users, and youth organizations affiliated with the centre. This is a voluntary, unpaid advisory role rather than a full time operational position.

This role may be filled by electing a person or organization at the Stakeholders Meeting, or could be selected by your organization/ municipality owing to a prior relationship related to youth advocacy and concerns and announced at the Stakeholders Meeting.

This person or organization must share interest in the centre's work, and may be involved in the centre, but cannot be a municipal employee or employee of the implementing organization (if it is not a municipality). Care must be taken to avoid any conflict of interest.

Suggested persons or organizations include: national, district or local youth councilors, youth parliamentarians, or leaders in well-known youth organizations.

Sample Youth Advocate Terms of Reference:

- Unpaid, voluntary role.
- The Youth Advocate shall regularly attend the Centre and be known and available to youth clientele.
- He/she/the organization selected shall be stated by name in the Charter of Youth Friendliness, such that youth know to whom they may go for advocacy concerns.
- The Youth Advocate must summarize and relay youth concerns and conflicts on a regular basis to the Centre manager and/or other appropriate persons.
- He/she/the organization shall NOT adjudicate, manage, or mediate conflict.
- If required, he/she/the organization can act as a neutral spokes-person for the youth in general.
- The Youth Advocate shall ensure that the standards of youth friendliness as outlined in the Centre's Charter are adhered to.
- The Youth Advocate shall give advance warning of potential trouble issues to the Centre Manager
- The Youth Advocate shall role model the motto of "fair access for all youth".

Youth/ Community Volunteers

Volunteerism enriches both the individuals involved and the community as a whole. The spirit of volunteerism, managed transparently and fairly by the Centre, contributes to the Centre's stability and sustainability, and to continuity between generations of youth as they grow and develop. Engaging local youth and other community members as volunteers is critical to the success of the Centre.

However, more is not necessarily better when planning to manage a team of volunteers. The Centre must allocate adequate human and financial resources to manage volunteers and ensure an ongoing positive relationship with them that is mutually beneficial. For example, while monetary compensation for work is neither guaranteed nor expected, facilitation of transportation and food on days of work may be expected and needed for community volunteers. Additionally, the Centre Staff must allocate some of their time for ongoing training and capacity building with the volunteers that benefits not only the Centre but the volunteers themselves.

Youth Volunteer Participation Guidelines:

Youth Volunteers who are accepted into the Centre shall embody the spirit of Service Over Self, the essential point of undertaking this role being to give of one's time freely. No compensation can be guaranteed for any volunteer work undertaken at the Centre. Any volunteers who enter these agreements with the centre must be in a position to afford giving of their time in this way. All of the Volunteer roles are to be shared in a collaborative and mutually supportive relationship with all other Volunteers serving concurrently. All Volunteers report to the Centre Manager and there is no hierarchy amongst the group of volunteers itself.

The Youth Volunteers shall:

- Mentor new youth as they join/attend the centre.
- Orient new youth visitors to the centre facilities, programming and staff.
- Where qualified to do so, train youth and/or run programmes or activities devised by the Centre for youth.
- Engage in promotional activities on behalf of the centre as approved by the Centre Manager.
- Gather information and update the Centre's Information Index/ Guides.
- Role model sound principles of integrity, service, responsibility, transparency, accountability and fair play.
- Actively bring new ideas on how to better serve youth to the Centre Manager.
- Never ask for any compensation from youth for giving information or access to opportunities.

Youth Volunteer Terms of Service:

- Each volunteer should sign a Service Agreement with a start and end date, and the above responsibilities (and any locally tailored additions or changes) clearly spelled out.
- The Centre must determine the ideal number of volunteers to be on hand at any given time and determine if they should be focused on any particular thematic or focal areas.
- The start and end dates of individual Volunteer agreements should be staggered to allow for overlap and thus continuity and succession planning/mentoring.

Sample Policy on Management of and Interaction with Volunteers:

- The Centre Coordinator or Manager shall integrate the volunteer program of the Centre into the overall Strategic Plan and budget, allocating sufficient human and financial resources to support an appropriate number of volunteers per year for the Centre's needs.
- The Centre shall provide clear written guidelines to each volunteer on expectations, work plans and activities the volunteer is expected to participate in and contribute to, including clear written agreement around compensation for costs of travel and meals or meal allowances.
- The Centre shall respect the basic human rights of each volunteer and operate in keeping with the spirit of mutual support, taking care to avoid situations and actions that exploit or take advantage of volunteers.
- The Centre shall adopt a clear and publicly communicated annual schedule for volunteers that ensures that volunteer opportunities are accessible and open to all candidates from the community without discrimination on the basis of any grounds protected in international law such as religion, race, gender, sexual orientation, disability or other characteristics defined in the UN Charter of Human Rights.

- The Centre shall ensure that there is rotation of volunteer positions on a regular basis to share learning opportunities with as many young people as possible, while also ensuring that there is sufficient overlap for knowledge transfer and continuity.

Sample Schedule For Volunteers

Sample Annual Schedule for Youth Volunteers built for the assumption of the Centre having three Volunteers on staff at all times, and each Volunteer serving approximately three to four months and overlapping with incoming volunteers. (See Appendix for full schedule)

Volunteers	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Per Year Volunteer A	Train V. 1 2wks											
Per Year Volunteer B	Train V.2 2wks											
Per Year Volunteer C	Train V.3 2wks											
Current Year Volunteer 1	In training 2wks			Train V.4 2wks								
Per Year Volunteer 2	In training 2wks			Train V.5 2wks								
Volunteer 3	In training 2wks			Train V.6 2wks								
Volunteer 4				In training 2wks			Train V.7 2wks					
Volunteer 5				In training 2wks			Train V.8 2wks					
Volunteer 6				In training 2wks			Train V.9 2wks					

CHAPTER 2

Monitoring and Evaluation



Monitoring and Evaluation is an important aspect of all youth work because it makes the project a more likely target for donors and funders, who generally wish to see empirical evidence of effective activities that they support. It is also an opportunity for the centre to validate its own work internally and to its implementing organization, helping to secure its' funding.

The guide and tools, if used appropriately, also ensure that the centre's information is institutionalized, creating continuity through staff changes. It is critical that the Centre Coordinator or Manager oversees and enforces a system of centralized, structure information management. This means that all files, whether paper or electronic, MUST be kept using one consistent organizational method, and that it is NOT appropriate for individual staff members or volunteers to keep their own files or information separately from this central system. Please refer to Volume 2: Information Work and Youth and Volume 5: Program Evaluation for detailed guidelines on how to set up and use centralized information systems in your Centre.

Information once gathered, in order to be useful for the centre's ongoing improvement and development, must be analyzed. It is strongly recommended that the Centre Coordinator or Manager task the Centre staff with analyzing the collected data at least twice per year and reporting on trends and results. This analyzed data should be used to inform each year's revised Strategic or Action plans to address trends that are relevant to the centre (such as an ongoing or rapid increase in inquiries related to one particular thematic area such as HIV/AIDS, which would indicate a need to expand services or partner organizations focusing on this topic).

Monitoring and Evaluation of your Centre will essentially help you:

- Meet basic criteria for Urban Youth Centres
- Support the centre's ability to attract funding.
- Promote youth centres as national policy by showing scalability.
- Demonstrate capacity building to your local authority and partners.
- Be an example of good value for money to funders and donors.

2.1 Input Indicators

2.1 Input Indicators

The following are the main types of “indicators”, or basic data, that you will need to track and/or retain current information about. Sample tracking forms follow in Section 2.4.

Indicators:

Partner Organizations (list).

- Identify which are youth-led
- PROGRAMMING.
- How many, what kind, who they are open to/who do they target.
- Number of participants per program, by gender and by age.
- Feedback from program participants.
- Feedback from Volunteers and youth who have used the Centre (input questionnaires/feedback forms).
- ORGANIZATIONS AND OPPORTUNITIES FOR YOUTH IN YOUR CITY.
- Sorted by Thematic Area.
- CLIENT TRACKING (THE YOUTH WHO COME INTO YOUR CENTRE).
- Successful Inquiries and Referrals, by Thematic Area and by Gender.
- Unsuccessful Inquiries (youth with a need not able to be met by the Centre or a Referral), by Topic of Inquiry and Gender.
- Registered in Centre Programming, by Gender.
- Daily visitors to Centre, by Gender, by Origin Location, and by Age.

2.2 Information Indexing

2.2 Information Indexing

General Notes

- It is recommended that you begin the collection of information for the Index and your future Asset Mapping (see next section) during the Stakeholders’ meeting, when you will have a chance to record a great deal of information about youth oriented organizations and their services.
- You may wish to assign the completion of the Index of Information to a team of Youth Volunteers as a research project, and have it updated annually on the same basis.
- The Centre Manager or Staff should review and validate the Index if it is completed by Volunteers.
- The last date the document was modified should be indicated clearly on the document itself.

In order to be able to easily refer youth to the various services and opportunities available in your city, a well-organized index of information is needed. Your information index should be:

- Alphabetically arranged.
- Organized by thematic area AND by organization name (cross-referenced).
- Updated at least annually.
- Saved electronically but available in printed form for easy reference.

Refer to Volume 2, Information Work and Youth and Volume 5 Programme Evaluation.

Asset Mapping is a key element of gathering and making information useful. You will also want to consult the Volume 4 Asset Mapping Guide as you set up your Centres’ monitoring and evaluation systems.

2.3 Staff Training Tracking Sheets

2.3 Staff Training Tracking Sheets

Recording the training that Centre staff members attend is important because it demonstrates adherence to the GPI accredited Urban Youth or Urban Youth and Child Centre Model, and because it lends credibility to your Centre in the eyes of the implementing organization/municipality, funders and donors, the public, and youth centre users and beneficiaries.

These are the components of effective tracking of staff training:

- Retain signed records and/or copies of “certificates of completion” for each training on the staff member’s personnel file
- Keep a log within each staff member’s (personnel) file, updated each and every time training takes place, for quick reference to any individual staff member’s current training level and needs
- Keep a central tracking spreadsheet, updated each and every-time training takes place, for quick reference to the centre staff’s general training level and gaps

The Tracking Spreadsheet Samples listed below are in Excel format for ease of use and can be used manually and then be transferred to electronic tracking as needed:

A – Personnel File Training Tracking

Last Name First Name

Personnel File No. Date of Hire

Trainings Received

Start Date	End Date	Course/Training Title	# Course Hours	Certificate? Y/N

See also Appendix 3

2.4 Programme Tracking Sheets

2.4 Programme Tracking Sheets

Recording Centre programming – both internally run and programmes by partner organizations held within the Centre – is vital to ensure adherence to the GPI accredited Urban Youth or Urban Youth and Child Centre Model, and for attracting funding and support. These statistical data demonstrate the Centre’s value to your funders and potential future funders, as well as to the city or governing body of the organization running the centre. All sponsors will want to know the “through put” numbers of your centre – if given the choice between funding your centre or another, they will want evidence to show why yours has more impact.

Programming by Thematic Area – Samples

You will need to create one table for each Thematic Area your Centre addresses, and track the programming that covers these thematic areas in the appropriate table.

Thematic Area: [E.g., Entrepreneurship]					
Programmes:	Dates:	Names of Lead Organization:	Is Lead Org. Youth-led? Y/N)	Number of Youth enrolled	
				Male:	Female:
Programme Name(1)					
Programme Name(2)					
Programme Name(3)					
Programme Name(4)					
Programme Name(5)					

Thematic Area: [E.g., Health and Social Issues]					
Programmes:	Dates:	Names of Lead Organization:	Is Lead Org. Youth-led? Y/N)	Number of Youth enrolled	
				Male:	Female:
Programme Name(1)					
Programme Name(2)					
Programme Name(3)					
Programme Name(4)					
Programme Name(5)					

Client (Youth Centre User) Tracking – Daily Report Form

See also Volume 2, Information Work and Youth

DAILY CENTRE CLIENT TRACKING						
Date:						
List of staff on duty in Centre:						
Enquiry Topic	User Enquiries			Enquiry Outcome		
	Male (#)	Female (#)	Total (# Sum)	Referral to other Organization (#)	Enrolment in Programming (#)	Unable to Meet Request or need(# and Specify)
[Thematic Area 1]						
[Thematic Area 2]						
[Thematic Area 3]						
[Thematic Area 4]						
[Thematic Area 5]						
[Thematic Area 6]						

See also Volume 2, Information Work and Youth

2.5 Revenue and Funding Tracking Sheets

2.5 Revenue and Funding Tracking Sheets

Your Centre should maintain a simple monthly log of resources mobilized (donations, funding, in kind support). The table below can be used to make this process as simple as possible. This chart must be shared at Centre Staff team meetings and the contents of it must be publicly communicated to the youth clients of the Centre on a regular basis for transparency and accountability.

REVENUE AND FUNDING TRACKING					
Month		Year			
Activity or Donor	Date(s) of Activity or Donation	Services Provided in-kind	Items Provided in-kind	Cash Amount Given or Generated	Total Value(Specify currency)
<i>List income-generating projects or activities, or Donor’s names, in this column</i>	<i>Record the date of the activity or the date the donation was made</i>	<i>Services such as internet access – include the total monetary value of the service(e.g. Internet-one month service, valued at \$100)</i>	<i>Computers , furniture, landscaping of playing fields, building infrastructure, toys , games, etc. and their monetary value</i>	<i>Total amount of currency (whether cash or cheque or transfer)</i>	<i>The TOTAL value of all the monies or contributions generated or given</i>

CHAPTER 3

Sponsorship, Funding and Revenue



The Youth Centre management should make sure there is a realistic level of financial provision, to cover start-up and running costs which will include premises, staff, information materials, support services, furniture and equipment. The scope of services to be offered by the centre must be determined in accordance with the locally available financial resources in order to ensure that the Youth Centre's operations remain sustainable.

3.1 Sustainability

The sustainability of your Centre rests on a combination of factors, key amongst them being:

- Meeting needs of young people, relevance, partnerships, relationships with...(the context in which the Centre exists and how it relates to that).
- Committed operational funding from the Implementing Organization. Typically within a Municipality this includes staff salaries and basic overhead costs such as rental of the space (if not outrightly owned by the City and dedicated for the Centre's exclusive use), power and water, and ongoing physical maintenance of the Centre facility.
- Human Resources training and sharing of information. Succession Planning is the responsibility of the Centre Coordinator or Manager, who must ensure that his/her junior colleagues are gradually trained and empowered to take on his/her responsibilities in future, so that there are no staffing gaps when people are transferred or promoted, or during unavoidable absences/ extended vacations.
- Information centralization and organization. This means the utilization of centralized and depersonalized storage for and access to the information which is given to the youth.
- Revenue Generation and Fundraising. This is key for the support of ongoing programming and improvement of the services and facilities of the Centre, and can take the form of:-

3.2 Resource Mobilization Staff

- One time donations of cash for specific projects, or of in-kind items or services.
- Ongoing, long-term agreements for provision of services such as internet or telephone free of cost by partner organizations or sponsors.
- Revenue Generating Activities by the Centre, such as small fees for use of Cyber Café services, or public market days or sales of items in combination with public outreach and/or publicity events.

The Centre must identify a lead Resource Mobilization person to take charge of building donor and sponsor relationships, and organizing revenue-generating activities such as the ones described above.

3.2 Resource Mobilization Staff

A member of the Centre Staff should be designated as responsible for initiating, planning, coordinating and tracking Resource Mobilization activities. This is not necessarily a separate position, but could be assigned as an additional responsibility within the role of an existing Centre staff member. The Centre Manager and other staff will need to support the Resource Mobilization Coordinator effectively, as these activities cannot be carried out by one person alone but require a concerted team effort.

Suggested Terms of Reference for the designated Resource Mobilization Coordinator:

- Keep a Resource Mobilization Activities file.
- Maintain the Funding Log (see Chapter 3, Section 3.3.5).
- Have on file the official Mandate of the decision-making body (e.g. Board of Directors or City Council) of the Centres implementing organization (or municipality).
- Have on file the letter from UN-Habitat on letterhead (see Section 4.10), stating compliance with the brand and aims and empowering the centre to go and seek funding and partners.
- Create and maintain a target list of private sector, bilateral, NGO and government organizations, updating it at least once annually. These organizations should be, in general:
 - Known to be generous and favourably disposed towards youth concerns.
 - In alignment with your Centre's thematic areas.
 - Working in the geographic area of your Centre.
 - Ideally, in the longer term, linked in some way to your centre through an existing relationship.
- Socially, environmentally and ethically sound; maintain an awareness of how partners' business practices may reflect on the Centre's reputation.
- Formally approach at least 5 potential funders and/or supporting partners per year
- Link with organizations for support requests beyond only cash, but also including products, services and other in-kind support.
- Outreach and Public Relations to build relationships with donor and partner community and build public visibility for the Centre.
- Regular Public Relations events throughout the year (for example, exhibitions, market days, award ceremonies for program completions, recognition and "open-house" events for partners, events to recognize internationally known celebration days such as UN Day, Youth Day, etc.) Invite relevant officials and media to all events.
- Identify and build relationships with partner organizations and agencies which can provide a wide variety of types of support for the Centre including in-kind and programming.

3.3 Self-Check List for Approaching Sponsors

3.3 Self-Check List for Approaching Sponsors

When approaching a potential funder, the Resource Mobilization Coordinator should follow this Self Check List:

"Check" ✓	Have you....
	Identified the organization you are approaching and, generally, what type of support you are seeking
	Called that organizations Public Relations, Corporate Social Responsibility, or Office of the Managing or Executive Director
	Asked for the name and job title of the person within the organization to whom you should address your request
	Called that person, set up a meeting date
	Completed a one page Proposal (see template in Section 4.4)
	Sent the person you are meeting with the UN-Habitat introduction letter and your one page proposal
	During the meeting <ul style="list-style-type: none"> • Make a specific request of the organization • Listened to the spokesperson carefully regarding what type of support the organization can and cannot provide, or prefers to provide • Tailored your request to fit that framework
	Followed up the meeting with at least one call and a thank you letter or card

3.4 Making Proposals

3.4 Making Proposals

In order to maximize your chances of success in approaching funders for support, you will need to sum up your request succinctly. Using the following proposal template will help to guide you; keep it simple, one page in total, to ensure you are including only essential information and not wasting the potential sponsoring organizations time.

PROPOSAL TEMPLATE:

(Implementing Organization Name)

(Contact Name) (Contact Phone) (Contact Email)

Title: Proposal for [One Stop / We Are the Future] ...

Overall Goal:

Please state in one sentence what your project aims to achieve. Start the whole proposal with what you want this funder to help you achieve. The person reading the first sentence and noting else should be able to understand what you hope to achieve with their help.

Objective(s)

- Objective 1 (shorter term goals) which needs to be achieved to reach the main goal
 - 1.1 Activity 1 in order to reach objective 1
 - 1.2 Activity 2 in order to reach objective 1
 - 1.3 Activity 3 in order to reach objective 1

2. Objective 2 which needs to be achieved to reach the main goal

- 2.1 Activity 1 in order to reach objective 2
- 2.2 Activity 2 in order to reach objective 2
- 2.3 Activity 3 in order to reach objective 2

3. Objective 3 which needs to be achieved to reach the main goal

- 3.1 Activity 1 in order to reach objective 3
- 3.2 Activity 2 in order to reach objective 3
- 3.3 Activity 3 in order to reach objective 3

Budget

List all the inputs needed whether cash or in-kind, even those which you already have.

Type of input	Value in cash	Value in-kind	Needed or already secured

Existing Partners

List all the partners that have pledged technical assistance, funding or other in-kind inputs.

Sustainability Beyond this Agreement

Describe how you have designed the project to be sustained after the funds you are requesting have been spent.

Monitoring and Evaluation

For each objective give an concrete indicator of success so that both you and the funder can know when each piece of the project has been completed.

3.5 Private Sector and Other Sponsorship Guidelines

3.5 Private Sector and Other Sponsorship Guidelines

When considering approaching Private Sector organizations for funding, donations and in-kind support, keep the following guidelines in mind:

1. Appropriateness of the organization
 - Are the company and its products and services appropriate for youth or children.
 - Are there any potential conflicts of interest or negative impacts associated with this company, in relation to children and youth and their well being.
 - To what extent will in-centre advertising by this company contribute positively and or negatively to the centre’s youth and/or child users.

Refer to UN Global Compact www.globalcompact.org.

3.6 Government and INGO/ NGO Funding Guidelines

2. Potential items and services to request

- Furnishings (chairs, sofas, desks, lamps and light fixtures, posters, maps, pictures, shelving, etc.)
- Equipment (toys, soccer balls, nets, computers, telephones, books, manuals, pens, stationery, TVs, DVD and Video players, games, stereo equipment, etc.).
- Services (internet, telephone lines, cable, etc.).
- Food and beverage (particularly for a specific event or training, a food vendor might provide F&B in exchange for promotion to the attendees).

3. Corporate Social Responsibility and Approach

- Consider the private sector generally and know that your approach needs to be carefully targeted to the individual organizations' mandate and capacities.
- Keep your approach short, to the point, specific and professional.
- Follow up but be professional and courteous, not pushy.
- Maintain a positive relationship with Corporate Social Responsibility representatives even if the organization is unable to fulfil your present request; a future opportunity may arise.

3.6 Government and INGO/ NGO Funding Guidelines

Government, INGO and NGO funding applications vary widely in terms of specific steps to follow and you will need to find out the appropriate channels, forms and guidelines pertinent to your particular situation.

We recommend, however, that you use the Implementation Plan or a brief modification of it as the "concept note" that you include with your Government, INGO and NGO Funding applications.

Use proposal template given in this Manual and tailor it to the one you're approaching.

Steps to follow when seeking Government or INGO Funding:

- Consult the Government, INGO or NGO website and/or call their local office to determine the name and title of the correct contact person for submitting funding proposals.
- Review the website and/or communicate with the correct member of staff to determine the exact protocol and any official application forms you need to complete for your funding proposal.
- Make note of deadlines and dates for submissions.
- Consult your Centre's Implementation Plan and/or current Activity Plan and summarize the key areas you are seeking funding for.
- Use the proposal template from this Manual if none is given on the website/by the organization; use their own template if one is given.

Objective	Targets	Action	Lead	Timeline	Status
Pre-opening Steps	<ul style="list-style-type: none"> Resolution to Operate Centre passed Preapproval of staff and operating budget Stakeholder Process Location of Centre 	<ul style="list-style-type: none"> draft resolution and review with City Council/decision making body Meeting scheduled Meeting completed location established, ownership/ deed formalized 	(Name)	(Specific Due Dates)	(Not started; In progress with estimated date of completion; OR Completed)
Centre's physical structure established	<ul style="list-style-type: none"> Structure identified OR Plans for structure approved AND Contractor identified and retained 	<ul style="list-style-type: none"> Review of options Selection by Council/ Stakeholders of final location Review of companies, quotes Selection of winning bidder Approval of plans 	(Name)	(Specific Due Dates)	(Not started; In progress with estimated date of completion; OR Completed)
Coverage of appropriate thematic areas	<ul style="list-style-type: none"> 5 – 10 appropriate thematic areas for Centre Areas selected serve youth needs and support National development goals 	<ul style="list-style-type: none"> Youth representative input during Stakeholder Meeting Decision to adopt 5 – 10 specific areas at Meeting Notation of thematic areas within Charter 	(Name)	(Specific Due Dates)	(Not started; In progress with estimated date of completion; OR Completed)
Charter of Youth Friendliness	<ul style="list-style-type: none"> Adopt and post Charter 	<ul style="list-style-type: none"> Include Youth representatives' input at Meeting Formalize Charter and print in large format for posting in Centre Include name of Youth Advocate 	(Name)	(Specific Due Dates)	(Not started; In progress with estimated date of completion; OR Completed)
Youth Advocacy	<ul style="list-style-type: none"> One Youth Advocate individual or Organization agreed upon and retained 	<ul style="list-style-type: none"> Discussion and agreement at Meeting Include Name in Charter Sign Terms of Reference/MOU with Advocate 	(Name)	(Specific Due Dates)	(Not started; In progress with estimated date of completion; OR Completed)

Objective	Targets	Action	Lead	Timeline	Status
Centre Staffed Appropriately	<ul style="list-style-type: none"> Centre staff able to serve targeted # of youth well Centre staff have appropriate training in youth work 	<ul style="list-style-type: none"> Selection of Centre Manager (or Coordinator) per TOR Recruitment of at least one additional staff member per three thematic areas over and above Manager Resource Mobilization person identified Terms of Reference agreed and signed for all staff 	(Name)	(Specific Due Dates)	(Not started; In progress with estimated date of completion; OR Completed)
Programming Partners on Board	<ul style="list-style-type: none"> At least 1 youth-led development partner organization At least 3 established, recognized partners to deliver programming 	<ul style="list-style-type: none"> Identify minimum one youth-led partner during Meeting Identify all other partners at meeting Draft MOUs for all partners sign Sign formal MOUs with partners Set meeting dates to discuss programming plans 	(Name)	(Specific Due Dates)	(Not started; In progress with estimated date of completion; OR Completed)
Launch – Planning & Promotion	<ul style="list-style-type: none"> At least three advertisements in city's established newspapers, over course of month prior to launch At least 5 radio announcements on one major station with a known youth audience At least 1000 flyers handed out to all major districts of city at known youth-oriented spaces 	<ul style="list-style-type: none"> Identify appropriate media outlets to use (newspapers and radio stations) Centre Coordinator/Manager or designate to draft promotional material and wording Review and approve promotional material with City Council/ decision making body Identify ideal locations and times to hand out flyers, and identify Youth Volunteers to hand them out Run advertisements and radio spots in month prior to launch event 	(Name)	(Specific Due Dates)	(Not started; In progress with estimated date of completion; OR Completed)

Objective	Targets	Action	Lead	Timeline	Status
Launch – Event	<ul style="list-style-type: none"> Launch event with media, partners, youth representatives in attendance 	Secure venue – ideally, the Centre itself if open <ul style="list-style-type: none"> Retain food & beverage service provider Send invitations and follow up Confirm attendee list Confirm Media presence Confirm event agenda: 	(Name)	(Specific Due Dates)	(Not started; In progress with estimated date of completion; OR Completed)
Operation of Centre Year 1	<ul style="list-style-type: none"> Serving at least 5000 youth in first year of operation 	<ul style="list-style-type: none"> Ongoing public events at Centre Outreach to potential new sponsors, partners and programming support organizations, year-round Recruitment of Youth Volunteer Team for outreach to community Publicized launches of each area of programming and/or course as it is offered 	(Name)	(Specific Due Dates)	(Not started; In progress with estimated date of completion; OR Completed)
Ongoing	<ul style="list-style-type: none"> Increase annual number of youth served year over year to reach at least 5% of city youth population by 3rd year of operation Ongoing successful resource mobilization Sustainable operation Active relationships with donors for special project funding 	<ul style="list-style-type: none"> Ongoing promotion in media, at least annually Ongoing public events at Centre Outreach to potential new sponsors, partners and programming support organizations, year-round 	(Name)	(Specific Due Dates)	(Not started; In progress with estimated date of completion; OR Completed)
Annual Plans	<ul style="list-style-type: none"> Creation and monthly updating of Annual Plans for EACH chosen Thematic Area of the Centre (e.g. Entrepreneurship, Health, etc.) 	<ul style="list-style-type: none"> Each plan is separate and uses this template or similar, with specific due dates and persons responsible for each activity Each plan is updated minimum monthly and a final complete copy is kept at year end as the next year's activity plan is rolled out 	(Name)	(Specific Due Dates)	(Not started; In progress with estimated date of completion; OR Completed)

Volunteers:	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN
Prior Year Volunteer A	Train V. 1 2wks												
Prior Year Volunteer B	Train V. 2 2wks												
Prior Year Volunteer C	Train V. 3 2wks												
Current year Volunteer 1	In Training 2wks			Train V. 4 2wks									
Volunteer 2	In Training 2wks			Train V. 5 2wks									
Volunteer 3	In Training 2wks			Train V. 6 2wks									
Volunteer 4				In Training 2wks			Train V. 7 2wks						
Volunteer 5				In Training 2wks			Train V. 8 2wks						
Volunteer 6				In Training 2wks			Train V. 9 2wks						
Volunteer 7							In Training 2wks			Train V. 10 2wks			
Volunteer 8							In Training 2wks			Train V. 11 2wks			
Volunteer 9							In Training 2wks			Train V. 12 2wks			
Volunteer 10										In Training 2wks			Train V. 13 2wks
Volunteer 11										In Training 2wks			Train V. 14 2wks
Volunteer 12										In Training 2wks			Train V. 15 2wks
Volunteer 13													Etc
Volunteer 14													Etc
Volunteer 15													Etc

URBAN YOUTH CENTRE TRAINING MANUALS

HS/060/11E



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