

UN-HABITAT Youth and Livelihoods Unit | Urban Economy Branch

UN-Habitat Guide for the Establishment and Accreditation of One Stop Youth Resource Centres

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About the Guide

The purpose of the *One Stop Youth Centre* Establishment and Accreditation guide is to assist local authorities, regional and national government agencies to establish or accredit urban youth resource centres in accord with an international standard set out by UN-Habitat. The process outlined in this guide can be applied to the process of establishing new youth centres, revitalizing unused centres, or improving already operational centres. While focussed on youth centres, the guide also applies to *One Stop Youth Spaces*, public lands that have youth advancement purposes, or *One Stop Youth Places* which are community run youth-friendly locations. The advantage of UN-Habitat One Stop model is that youth centres, spaces and places have been shown to be an effective proven approach to engaging youth.

As well this guide provides a means to develop national or local policy to standardize the quality of urban youth facilities and spaces. The aim of such policies is to promote the full utilization the One Stops, so that as many young men and women as possible benefit from the investment of public funds.

PRINCIPLES AND BENCHMARKS

The guide is divided into two major parts, the first of which outlines most important principles for urban youth centres, as well as infrastructure and service standards that UN-Habitat have deemed essential or highly recommended. These standards can and should be adapted for the development of national or local policy on youth centres. They are also what UN-Habitat programme officers use in the process of accrediting existing youth centres.

The second part of the guide contains specific steps and specifications for the establishment of new One Stop Youth Centres. The process is outlined in general terms, as specific national circumstances must always be taken into consideration. While the guide refers to UN-Habitat's involvement in guiding the establishment of One Stop centers, local and national authorities are encouraged to adapt this guide to suit their own independent initiative.



Introduction to a Youth-as-Assets approach

One Stop Youth Centres are non-commercial public places for young people to participate in the social, economic, and civic life of their city. Usually they are administered by a local authority, which dedicates land and buildings as well as staff, and operates them with significant engagement of young men and women. To augment the capacity of the local authority, senior levels of government, corporations, and civil society service providers are encouraged to participate in the operation of the centres as well.

Establishing or accrediting One Stops supports several major international development priorities. Most notably it aligns with United Nations Sustainable Development Goal 11 with its reference to “by 2030, provid[ing] universal access to safe, inclusive and accessible, green and public spaces, particularly for women and children, older persons and persons with disabilities” and “integrated policies and plans towards [social] inclusion”. Moreover it is aligned with The New Urban Agenda, passed in Quito, Ecuador at the Habitat III conference in October of 2016 which states that:

We will support the provision of well-designed networks of safe, inclusive for all inhabitants, accessible, green, and quality public spaces and streets, free from crime and violence, including sexual harassment and gender-based violence.

One Stops can contribute to these policy priorities through engaging young men and women in skills training and economic development, post-conflict demobilization and peacebuilding, civic education and positive participation in governance.

Since the first One Stop was established in Nairobi Kenya in 2003, UN-Habitat has worked with local and national authorities in Tanzania, Uganda, Rwanda, Nigeria, Ethiopia, Eritrea, Sierra Leone, Afghanistan, Democratic Republic of Congo, Somalia and Palestine to develop urban centres for children and youth. The local and national authorities that request assistance to implement the One Stop model recognize that young people comprise a major proportion of their urban populations. They know that educational opportunities, jobs, self-employment, homes, and basic services must be found for this large and growing population segment. Complicating their efforts is the fact that young people are often the most socially and economically marginalized urban

inhabitants.

The rapid development of these cities means their urban infrastructure is already under pressure. However, leaving young people to the margins risks ever-greater social alienation. That is why investments in young people's livelihoods need to be made when they are at the life stage at which they can absorb and utilize them most productively.

National and local governments are increasingly looking for solutions that might be a bridge between the transitional period of "youth" and socially integrated, economically productive citizens.



The establishment of One Stop Youth Resource Centres in urban areas is one such measure that bridges both policy and programming on youth development.

The One Stop model starts from the "youth as assets" premise, which holds that youth are a source of cultural and economic dynamism. This approach contrasts with the traditional "youth needs" perspective that views them through the lens of costs, problems and dangers. This asset based approach, or Asset Based Community Development,¹ views policies to establish One Stops not as bandage solutions consuming scarce resources, but as investments into human capital assets.

The asset based approach inherent in the One Stop model is itself based on the 'youth-led development' paradigm, which was first coined by Peacechild International at the World Youth Congress in Scotland, 2005.² Peacechild asserted that young people could and should participate actively in their own development and not be made to wait passively for adult experts, civil society institutions or governments 'make opportunities' for them.

1 Mcknight, J., & Kretzman, J. (1996). Mapping community capacity. United States: Institute for Policy, Research Northwestern University.

2 Peacechild International. (2005). Nothing for us, without us: A youth-led development starter kit. United Kingdom: Peacechild International.

The youth-led development paradigm was further defined at UN-Habitat's Global Partnership Initiative partners meeting in Kampala, Uganda, in February 2007.³ At that meeting over 50 youth and youth development experts agreed on the principles of youth led development which have guided UN-Habitat's urban youth strategy ever since:

- 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.

From a perspective that views youth as assets, the establishment of One Stops in urban areas becomes a politically visible public investment in youth leadership for development.

WHAT IS A UN-HABITAT ACCREDITED ONE STOP YOUTH CENTRE?

Simply put, the One Stop is a multi-purpose public space that provides short course trainings, recreation and social activities and leadership development opportunities for youth at mostly low or no cost (some One Stops do charge small fees for specific trainings).

The One Stop is a non-discriminatory public space, open to all young women and men regardless of personal identifications, although some programmes can be targeted to particularly marginalized groups.

The center is located, designed, programmed and managed in a partnership with the local government with significant engagement from the local youth population.

3 <https://unhabitatyab.com/2016/02/15/the-kampala-principles-for-youth-led-development-2/>

Through tools such as youth surveys and in-depth research reports, as well as multi-stakeholder consultations, each One Stop implementing agency identifies a programmatic focus in line with locally and nationally defined development goals.

Wherever possible, this programming is delivered by youth-led organizations, self-help groups, or youth serving organizations. This is

complimented by services that are offered directly by the One Stop staff. In most cases the One Stop will have several professional staff, usually paid by the local authority, which organize and manage its activities in consultation with a youth advisory group. In addition to core staffing, the local authority usually provides the buildings and land, as well as covers operations and maintenance costs. Senior levels government can and do contribute as well.

In many cities, youth and the local authority have together defined the core purposes of the One Stop programme in various ways, such as for example: self-employment and vocational training; health; or culture, recreational and sports activities. But the specific programmes are always locally determined, with the young people having a significant voice in the process.

In this way, the One Stop gives youth the opportunity to practice leadership, in delivering programming, advising the centre management, as well as in some cases, the advising of the local authority itself through a youth advisory council.

The longer term value of the One Stop process is often a reframing of the traditional policy paradigms such that young people are seen as assets that can help meet more general urban policy goals (such as safety, economic development, or vibrant public spaces).



Core Principles

ADEQUATE AND SAFE SPACE

YOUTH-LED PROGRAMMES

GENDER EQUALITY

YOUTH-FRIENDLINESS

DO NO HARM

GENUINE ROLE FOR YOUTH IN CENTRE OPERATIONS

STABLE FUNDING

RECORD KEEPING

WATER & SANITATION

INTERNET ACCESS

INFORMATION SYSTEMS

Infrastructure benchmarks

SECURITY

MULTIPURPOSE SPACES

ELECTRICITY

MEETINGS & RECREATIONAL EQUIPMENT

STAFFING

BASIC KITCHEN

YOUTH FRIENDLY & RESPONSIVE

OUTREACH & ADVERTISING

NON-PROFIT MOTIVATION

REGULAR PUBLIC USE

GENDER & DIVERSITY TARGETED SERVICES

ACTIVITIES ALIGNED WITH NATIONAL PRIORITIES

Service benchmarks

YOUTH-LED ACTIVITIES

Core Principles for UN-Habitat One Stop Youth Centres

The Core principles of a One Stop are seen by UN-Habitat as fundamental standards for public multipurpose urban youth centres. They are applicable to accrediting existing or establishing new youth centres. They are purposefully formulated broadly and it is expected that in their application national and local priorities and circumstances should be taken into account.

THE FOLLOWING ARE CORE PRINCIPLES OF THE UN-HABITAT ONE STOP MODEL:

- 1. A SAFE, ACCESSIBLE, YOUTH FRIENDLY SPACE**
- 2. WELL SIZED & FURNISHED BUILDINGS & LAND**
- 3. POLITICAL COMMITMENT AND STABLE FUNDING**
- 4. YOUTH-LED PROGRAMMING**
- 5. A GENUINE ROLE FOR YOUTH IN CENTRE GOVERNANCE**
- 6. A COMMITMENT TO THE "DO NO HARM" PRINCIPLE**
- 7. A COMMITMENT TO GENDER EQUALITY**

A safe, accessible, youth friendly space

Youth themselves should largely define the safety, accessibility and youth friendliness of the One Stops. They should also have opportunity periodically to review this and make recommendations.

The entire investment in the One Stop has no value if youth do not use it, or cannot use it due to poor accessibility or inadequate security.

Careful attention should be paid to the physical condition and location of the One Stop, as it is a symbol of community commitment to youth development.

The location of the youth centre, its size and the physical layout of the available space will have a considerable effect on users, and on what services it can offer.

UN-Habitat's experience has been that youth perceive sports events, arts and culture events, free internet, and free space for meetings as contributing to youth friendliness, but youth preferences may vary substantially from region to region.



The centre should also be in a publically accessible location, within a short walk from a transport hub, with adequate security, size, power, sanitation and amenities. Access for youth with physical disabilities should also be planned.

From a public space perspective, accessibility also means that the premises should be situated such that it is comfortable for a wide range of youth to access irrespective of class, tribe, religion or ethnicity, etc. Ideally the location is already frequented by young people or easily accessible to them by foot or public transport.

YOUTH FRIENDLINESS DEFINED

Being youth-friendly should not be viewed as an abstract concept but as a practical approach that encompasses different components within the sphere of youth work. These components include but are not limited to the following:

- Management structure of the organization that has meaningful youth participation and takes into account youth views and needs
- Friendly but professional interaction between youth workers and centre users
- Buildings and facilities are appealing to young women and men
- Existence of a youth body to periodically input into the management of the centre (e.g. Youth Advisory board)
- Substantial level of participation and influence of young people in shaping centre services
- Centre manager and youth workers have a positive attitude to working with young people, and takes an interest in youth issues

Well sized and furnished buildings and land

If land and funding are significant constraints, it is often preferable to renovate existing buildings and instead of constructing a purpose built centre. Acquiring new land and building may cause delays, and risks slowing the political and institutional momentum for the establishment of the One Stop. Rehabilitating a previously established public space such as a social hall, market, park, office space, or vacant lot, avoids the risk of the project stalling because of the difficulty of raising a large capital fund.

The centre should be sized to serve the likely future number of youth users. Sizing cues could be taken from other similar facilities, such as sports arenas, training facilities, community social halls, halls of worship, or public schools. Given the space constraints of many urban areas, trade-offs will have likely to be made between size and accessibility.

It is essential to be realistic about the ongoing budget required to serve the anticipated number of centre users with at least the minimum standards of health, safety and programming.



In conflict and post-conflict areas, security should be a primary consideration in all decision making. In these contexts, project leaders should engage local authorities and non-state actors to ensure that the designated land or space will not further displace conflict affected populations. Care should be exercised not to cause further tensions during the development of the One Stop (see note on page 47 '*Implementation planning in conflict and post-conflict contexts*').

UN-HABITAT LESSONS FROM THE FIELD

Lack of basic services can impair youth programming

A One Stop evaluation team found that securing basic infrastructure such as electricity, sanitation blocks and internet access was a barrier to youth programming in Dar es Salaam, Tanzania, Kampala, Uganda and Nairobi, Kenya. For example, the ICT training program was a great success in the One Stop Nairobi, even with the power and internet interruptions, up until they had to move to a new site, at which time the programme was interrupted as they reinstalled services.

At the time of the review there was intermittent internet in Dar es Salaam and none in Kampala. Sanitation was present in Dar es Salaam, but only planned in Nairobi and Kampala. This lack of bathrooms has limited the use of the sites. Low levels of operational funding, and infrastructure will most likely continue to be a common challenge to the development of the One Stops.

Political will and stable funding

A pre-requisite to the establishment of a One Stop is the political commitment to support the establishment of the centre and to provide the necessary baseline resources.

UN-Habitat strongly recommends seeking a political commitment to a *One Stop Implementation Plan* and to the necessary resources for the plan, before attempting to establish a physical location.

Political will is essential to the long-term support for the One Stop as well the advancement of urban youth development on the policy agenda. Securing a funding commitment to One Stop is the first test of this political will. To build up to this commitment, UN-Habitat recommends commissioning a State of the Urban Youth Report and holding a follow-up multi-stakeholder dialogue to build momentum and consensus around various urban youth policy measures, including the One Stop.

For examples see: <https://issuu.com/unhabitatyouthunit>

YOUTH CENTRE IMPACT CASE STUDY

MS. NAEMA URIU

Naema Uriu is a graduate of the One Stop Centre training in Entrepreneurship, Village Community Banking and Youth Building Brigades (YBB). The YBB training involved skills training in construction and building for 20 days. These courses enabled her to mobilize other young men and women into a community youth group. The group is made up of 32 young men and women and is currently making savings contributing an average of 8,200 Tanzanian shillings (\$5 USD) per month with the aim of buying plots of land to build houses using the knowledge gained from YBB. So far the group has a total savings of 6,300,000 TZsh (\$4,000 USD). Naema also runs a bakery making bread, fritters and scones and supplies to the local community. With her income she is able to send her 2 sons to school. Among her challenges are stringent requirements from the Tanzania Food and Drugs Association (TFDA), and the high market demand from which she cannot meet.

Nema has had an impact on the community. The entrepreneurship training has enabled her to gain confidence to start her own business initiatives as well as encourage other young people to be self-reliant. For example Naema identified a neighbour's son who was loitering in the streets. She encouraged him to go into water vending business since there is a shortage of water in the neighborhood. Starting with 5 containers (each takes 12 litres) the young man has now 50 containers selling at 500 TZsh each, making more than 100% percent profit on each container. The young man has also employed 3 of his siblings in the business and has diversified and set up a kiosk to sell airtime, mobile phone accessories, and the service of charging mobile phones.

Naema's has had a wider community impact as well, through her work with a local non-governmental organization, the Migo Hood Network. It undertakes youth environment awareness programmes including garbage collection and community clean ups. Naema linked them to the One Stop Center to learn skills in business proposal writing, and they have since won the local tender for garbage collection in the area.

Youth-led programmes

In some contexts, there is already an established network of youth-led civil society organizations able to deliver programmes to their peers. In other contexts, adult led community partners will need to be recruited to provide their existing programmes to the One Stop. In order that One Stop staff is still able to meet core programming needs without external partners, staff recruitment should prioritize youth training skills. The mix of these three modes of service delivery must be determined at a local level. However, UN-Habitat has found that there are several advantages to prioritizing youth and community partner led programming:

- Youth led groups and other partner organizations provide their own personnel, marketing, and development costs, reducing One Stop operations costs.
- Youth-led programming develops leadership skills among young people
- Youth-led programming helps to legitimate the centre amongst youth
- Youth-led programming keeps the activities of the centre fresh and relevant over time as youth leaders turn over frequently

Community-led programming avoids the perception that government resources are being used to compete with existing youth service providers. In this way the One Stop builds support among a community of partners instead of resistance.

Whatever the mix of youth, partner or centre delivered programmes, a youth consultative body (e.g. youth advisory board) should periodically review them and provide input on their continued relevance. Throughout the development of the One Stop programme, it is the function of the One Stop manager to ensure that the expectations of the local authority and wider community are upheld.

Roger Hart is one of the most respected scholars in youth research. He has been broadly concerned with developing theory, research and programs, which foster the greater participation of young people. He states that most organizations can place themselves on one of the 'rungs' of his ladder depending on the level of participation by young people.

YOUTH'S PARTICIPATION LADDER FROM TOKENISM TO CITIZENSHIP

Levels of participation associated with Hart's Ladder

1. **Manipulation** is where adults use youth to support causes and pretend that the causes are inspired by youth.
2. **Decoration** is where young people are used to help or "bolster" a cause in a relatively indirect way, although adults do not pretend that the cause is inspired by youth.
3. **Tokenism** is where young people appear to be given a voice, but in fact have little or no choice about what they do or how they participate.
4. **Assigned but informed** is where youth are assigned a specific role and informed about how and why they are being involved.
5. **Consulted and informed** is when youth give advice on projects or programs designed and run by adults. The youth are informed about how their input will be used and of the outcomes of the decisions made by adults.
6. **Adult-initiated**, shared decisions with youth are when projects or programs are initiated by adults, but the decision-making is shared with the young people.
7. **Youth-initiated and directed**, is when young people initiate and direct a project or programme. Adults are involved only in a supportive role.
8. **Youth-initiated**, shared decisions with adults are when projects or programs are initiated by young people and decision-making is shared among young people and adults. These projects empower young people while at the same time enabling them to access and learn from the life experience and expertise of adults.

A genuine role for youth in centre governance

UN-Habitat recommends that One Stops take a proactive approach to giving the young people a genuine role in the governance of the centre. Centre managers should set up mechanisms such as a youth advisory council to encourage youth to take leadership roles in decisions on programming. However, both adults and youth have roles within a youth-led development process. Adults typically play roles as managers, administrators, facilitators, mentors, or partners in working together with youth. Youth typically take on roles as peer-to-peer trainers, designers of youth-led programming, and advocates for youth issues.

Genuine engagement in the governance of the One Stop would entail that youth have meaningful influence over decisions on key issues such as:

- The operational hours
- One Stop volunteer policy
- Policy for youth organizations wishing to access the One Stop space
- What kinds of public youth events should be held



- What kinds of informational services or campaigns to run
- What partner programming to encourage or discourage
- Measures to keep the One Stop youth friendly, safe, accessible and relevant

One of the common ways UN-Habitat has seen this work is through working with a youth advisory body that provides input and advice to One Stop management. A more substantial process has been the encouragement of Civic Youth Councils to engage youth in wider governance questions of the city as a whole, and give young people a chance to develop their leadership skills.

Mentoring a Civic Youth Council can be a natural fit for the skill set of local authority staff. Periodic reports from this youth council is a good way to keep the work of the One Stop relevant to youth and visible to policy makers and sponsoring departments.

UN-HABITAT LESSONS FROM THE FIELD

Youth Engagement in One Stop Governance

The One Stops in Kampala, Uganda and Dar es Salaam, Tanzania worked very closely with the local youth council and reported high levels of youth engagement in centre governance. Conversely, the One Stop in Nairobi, Kenya didn't work with the municipal youth council and reported less youth engagement. This finding underlines the benefits of working with existing youth advocacy structures, or designing other means to assure that youth participation in the governance of the One Stops.

'Do No Harm' principle

One Stop planners should strive to ensure that the development of the One Stop Youth Resource Centre does not expose youth to any harm or if their participation in the centre activities will raise tension in the community. The project or any changes to it should go ahead only if there is a net benefit to the community.

One way to help ensure youth do not face harm or create harm is to ensure that the front-line staff who have received training in youth or social work. This ensures that the workers, who are the first line of intervention, are trained to identify psycho-social issues that pose a risk to the health and well being of the young people using the centre.

In post-conflict cities, it is important that a proper conflict analysis is done to prevent the One Stop from putting youth or the community in "harms way".

If harm does occur, it is important that peacebuilding professionals are asked to support reconciliation efforts and the conflict analysis is updated and lessons learned documented.

The UN has created many tools such as the UN Convention on the Rights of the Child (<http://www.unicef.org/crc/>), child protection (<http://www.unicef.org/protection/>) and Principles and uses for Restorative Justice (<https://www.un.org/ruleoflaw/blog/document-category/restorative-justice-approaches/>) which should help you navigate your way through preventing harm and responding effectively if harm is done.



YOUTH CENTRE IMPACT CASE STUDY

Mr. Joseph Msendekwa

Joseph Msendekwa, a father of two was a part time carpenter and was running a kiosk before he undertook entrepreneurship training at the One Stop. The training enabled him to learn business skills, such as: book keeping, savings, improving client relations, time keeping and adding value to his products and services.

Savings from his kiosk and his construction work, as well as funds borrowed from family, enabled him to purchase two motorbikes to start a transportation business (popularly known as Boda Boda). Joseph makes about 16,000 TZsh (\$10 USD) a day from his transport business and has a savings of about 700.000 TZsh (ca \$500 USD) which he intends to invest in agriculture.

He has also employed one additional person for the Boda Boda business while providing a needed transportation service for his community. Before set up his kiosk and the Boda Boda transport businesses, community members had to walk about three kilometers to the main road to buy mobile phone airtime and other essentials. If those essentials weren't available, they would need to use other transportation into the city centre.

Gender equality principle

UN-Habitat has found that in some contexts it is typical, for various reasons, that young women to participate less in One Stop activities and governance.

It is important to recognize the differential needs and interests of young women and men, and specifically design One Stop programming to accommodate both.

Gender disaggregated data gathering for the Survey of Youth Priorities as well as the Urban Youth Report can provide valuable insights to determine these differential needs. This is why it is important to retain.

UN-HABITAT LESSONS FROM THE FIELD

The importance of staff training for the One Stop

Through a field evaluation UN-Habitat found that One Stop staff in Dar es Salaam Tanzania, Kampala Uganda, and Nairobi Kenya had identified the need to upgrade their own skills. Their training needs ranged from programmatic skills such as leading entrepreneurship programming, engagement of young women, and utilizing the youth-led model. But also administrative skills such as reporting, evaluation and fundraising were needed. This underlines the importance of training not only for youth, but also centre staff who may have been seconded from unrelated departments.

To work towards gender equality in the One Stop, UN-Habitat recommends that:

- The services and programming preferences of young women are directly and distinctly addressed
- The One Stop implementing agency ensures adequate participation of young women in the consultation process of programme selection or design
- The One Stop manager specifically seeks out the participation of young women in the youth advisory body
- Special efforts are made to facilitate the participation of young women in the activities of the One Stop, through targeted programmes or access times.



Infrastructure Benchmarks for UN-Habitat One Stop Youth Centres

Infrastructure benchmarks are qualities of UN-Habitat's One Stop model that are either highly recommended or considered critical to fulfilling its purpose as a youth public space. They are not designed to be an exhaustive list, but a minimum standard of measure and a starting point for planning. In its definition of public space UN-Habitat differentiates between public facilities, public open spaces, and public "places", which are described below. Accordingly the benchmarks are broken into three tiers to suit the type of youth public space.

TIER 1 **ONE STOP YOUTH CENTRE**

Publicly owned and maintained lands and buildings with ongoing public services, paid staff, and programmes and activities offered at no or low cost to youth. Programming can be either run by the local authority staff, partner organizations, or youth led groups. A One Stop Youth Centre can be stand alone, or combined with other facilities open to the public.

TIER 2 **ONE STOP YOUTH SPACE**

Primarily youth oriented public spaces land with mixed uses, but which may not include full time staff or buildings. The space must have some levels of upgrading to suit various youth activities, such as shade structures, fencing, stages, storage, sanitation blocks, goals, hoops, or chairs for meetings. The programming is largely user driven, and may include some non-youth.

TIER 3 **ONE STOP YOUTH PLACE**

Community led public spaces purpose designed to provide low or no cost activities open to all youth. There is a lower infrastructure standard, and some income generation is should be done to assure ongoing services, programming or activities. The programming is entirely youth-led or community led.

ADAPTATION TO NATIONAL CIRCUMSTANCES

The infrastructure benchmarks are simply a minimum starting point, and implementing agencies and local authorities are encouraged to adapt them to their national culture, circumstances and priorities. There may also be existing policies or guidelines on public spaces that should be consulted. During the UN-Habitat accreditation process all these are taken into consideration.

THE FOLLOWING ARE BENCHMARKS FOR THE BASIC INFRASTRUCTURE OF A UN-HABITAT ACCREDITED ONE STOP:

- 1. SUFFICIENT MULTIPURPOSE SPACES & LAND**
- 2. EQUIPMENT & FURNISHINGS**
- 3. SAFETY & SECURITY MEASURES**
- 4. MANAGEMENT & STAFFING**
- 5. WATER & SANITATION**
- 6. BASIC KITCHEN FACILITIES**
- 7. ELECTRICITY**
- 8. INFORMATION SYSTEMS TO CONNECT YOUTH TO ADVANCEMENT OPPORTUNITIES**
- 9. INTERNET ACCESS & ICT EQUIPMENT**
- 10. RECORD KEEPING & REPORTING SYSTEM**

1 Sufficient multipurpose space and land (C- critical R- highly recommended O- optional-n/a)	TIER 1 Youth Centres	TIER 2 Youth Spaces	TIER 3 Youth Places
1.1 Multipurpose space or land for sports and recreation and larger assemblies	R	C	O
1.2 Multipurpose space for training workshops and meetings	C	O	C
1.3 Sizing of spaces and land adequate for existing or anticipated user demand	C	C	R
1.4 Reception, information or referral area	R	O	O
1.5 Administrative offices and secure storage	R	O	O

2 Equipment and furnishings (C- critical R- highly recommended O- optional-n/a)	TIER 1 Youth Centres	TIER 2 Youth Spaces	TIER 3 Youth Places
2.1 Sports and recreational equipment	R	C	O
2.2 Tables, desks workbenches, or similar	C	O	O

2.3 A number of chairs sufficient for largest room or largest training workshop size	C	O	R
2.5 Youth friendly furniture, lighting, and other decor	C	R	C
2.6 Projector or flat-screen, sounds systems, or food service equipment or similar to allows for revenue generation	O	O	C

3 Safety and security measures (C- critical R- highly recommended O- optional-n/a)	TIER 1 Youth Centres	TIER 2 Youth Spaces	TIER 3 Youth Places
3.3 The physical location should be secured with design measures (lighting, perimeter security etc.) and/or personnel	C	C	R
3.4 In post-conflict zones or areas of high insecurity, careful planning reduces potential harm to users of the centre	C	R	O
3.5 Gender and other factors of diversity (ethnicity, disability etc.) taken into account in security planning	C	C	O
3.6 Choice of location takes security concerns into account	C	R	R

4 Management and Staffing	TIER 1 Youth Centres	TIER 2 Youth Spaces	TIER 3 Youth Places
(C- critical R- highly recommended O- optional-n/a)			
4.1 Publicly known young person acts as centre coordinator or contact point and may be a volunteer	R	R	R
4.2 At minimum of one paid full time manager who works from the centre	C	O	O
4.3 Large centres serving major urban centres require at least one additional staff person per major thematic area, as well as further administrative, maintenance and security staff	R	O	O
4.4 Focal person or youth advisory body responsible for involving youth in centre governance.	C	R	O

5 Water and sanitation	TIER 1 Youth Centres	TIER 2 Youth Spaces	TIER 3 Youth Places
(C- critical R- highly recommended O- optional-n/a)			
5.1 Access to water on-site for kitchen and sanitation facilities, centre cleaning, and hand-washing	C	O	O
5.2 Culturally appropriate sanitation facilities adequate to the anticipated number of users	C	R	R

5.3 Drinking water adequate to the number of users	R	O	O
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6 Basic kitchen facilities (C- critical R- highly recommended O- optional-n/a)	TIER 1 Youth Centres	TIER 2 Youth Spaces	TIER 3 Youth Places
6.1 Basic kitchen facilities for preparing culturally appropriate small snacks and beverages such that all day trainings can be held	R	O	O
6.2 Expanded kitchen facilities allow for all day workshops and revenue generation.	O	O	R

7 Electricity (C- critical R- highly recommended O- optional-n/a)	TIER 1 Youth Centres	TIER 2 Youth Spaces	TIER 3 Youth Places
7.1 Power grid connection which is paid for through public authority	C	R	O
7.2 Electricity available on a stand-by or pay per use basis	O	O	R

8 Information systems to connect youth to advancement opportunities (C- critical R- highly recommended O- optional-n/a)	TIER 1 Youth Centres	TIER 2 Youth Spaces	TIER 3 Youth Places
8.1 Information notice board, brochure rack, or information desk to communicate youth advancement opportunities	C	R	R
8.2 Online or electronic means for youth to access information on youth advancement opportunities	R	O	O
8.3 Outreach activities to communicate youth advancement opportunities to youth outside the centre's catchment area	R	O	R

9 Internet access and ICT equipment (C- critical R- highly recommended O- optional-n/a)	TIER 1 Youth Centres	TIER 2 Youth Spaces	TIER 3 Youth Places
9.1 Computers allow managers to refer youth to services provided by government officials, agencies, or other non-government agents.	R	O	O
9.2 Internet access for centre staff to maintain connection to youth advancement opportunities	R	O	O

9.3 Internet hotspot for youth	O	O	O
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10 Record keeping and reporting system (C- critical R- highly recommended O- optional-n/a)	TIER 1 Youth Centres	TIER 2 Youth Spaces	TIER 3 Youth Places
10.1 Record keeping systems should be in place to gather gender disaggregated user and activities statistics	C	R	R
10.2 Annual report of activities and users	C	R	R



Service Benchmarks for UN-Habitat One Stop Youth Centres

Service benchmarks are qualities of UN-Habitat's One Stop model that are either highly recommended or considered critical to fulfilling its purpose as a youth public space. They are not designed to be an exhaustive list, but a minimum standard of measure and a starting point for planning. In its definition of public space UN-Habitat differentiates between public facilities, public open spaces, and public "places", which are described below. Accordingly the benchmarks are broken into three tiers to suit the type of youth public space.

TIER 1 **ONE STOP YOUTH CENTRE**

Publicly owned and maintained lands and buildings with ongoing public services, paid staff, and programmes and activities offered at no or low cost to youth. Programming can be either run by the local authority staff, partner organizations, or youth led groups. A One Stop Youth Centre can be stand alone, or combined with other facilities open to the public.

TIER 2 **ONE STOP YOUTH SPACE**

Primarily youth oriented public spaces land with mixed uses, but which may not include full time staff or buildings. The space must have some levels of upgrading to suit various youth activities, such as shade structures, fencing, stages, storage, sanitation blocks, goals, hoops, or chairs for meetings. The programming is largely user driven, and may include some non-youth.

TIER 3 **ONE STOP YOUTH PLACE**

Community led public spaces purpose designed to provide low or no cost activities open to all youth. There is a lower infrastructure standard, and some income generation is should be done to assure ongoing services, programming or activities. The programming is entirely youth-led or community led.

ADAPTATION TO NATIONAL CIRCUMSTANCES

The Service benchmarks are simply a minimum starting point, and implementing agencies and local authorities are encouraged to adapt them to their national culture, circumstances and priorities. There may also be existing policies or guidelines on public spaces that should be consulted. During the UN-Habitat accreditation process all these are taken into consideration.

THE FOLLOWING ARE BENCHMARKS FOR THE BASIC SERVICES OF A UN-HABITAT ACCREDITED ONE STOP:

- 1. YOUTH FRIENDLY & RESPONSIVE**
- 2. NON-PROFIT MOTIVATION**
- 3. REGULAR PUBLIC USE**
- 4. YOUTH-LED ACTIVITIES**
- 5. GENDER & DIVERSITY TARGETED SERVICES**
- 6. ACTIVITIES ALIGNED WITH NATL PRIORITIES**
- 7. OUTREACH & ADVERTISING**

1 Youth friendly and responsive (C- critical R- highly recommended O- optional-n/a)	TIER 1 Youth Centres	TIER 2 Youth Spaces	TIER 3 Youth Places
1.1 Training on, or information about, what constitutes youth friendliness is provided to staff and volunteers	C	R	R
1.2 Regular hours of operation at times when youth generally have time to participate in activities	C	R	R
1.3 Extended opening hours on certain days to serve working youth and students	R	O	O
1.4 Regular formal or informal channels of communication with users to ensure centre remains youth friendly	C	R	R

2 Non-profit motivation (C- critical R- highly recommended O- optional-n/a)	TIER 1 Youth Centres	TIER 2 Youth Spaces	TIER 3 Youth Places
2.1 Most programmes and activities are free or provided at very low rates in line with the target youth population's ability to pay	C	C	C

2.2 Revenue generation such as space rentals, café's movie nights, or other events, should be undertaken only as a subvention of the main non-profit activities and programmes of the centre	C	C	C
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3 Regular public use (C- critical R- highly recommended O- optional-n/a)	TIER 1 Youth Centres	TIER 2 Youth Spaces	TIER 3 Youth Places
3.1 Minimum weekly activities: the One Stop coordinator should ensure that there at least is one event, training, or workshop happening at the centre each week.	C	R	R
3.2 Minimum quarterly public event: At least four times a year there should be a public event to promote the use of the centre, and establishes a routine of events happening at the One Stop. The can be sports, arts or topics of interest from the youth themselves.	C	R	O
3.3 A minimum of one third of activities should be open to all youth (nationally defined age range). The remainder could be targeted to groups that might be more marginalized, or have a more difficult time accessing services such as young women, persons with disabilities, or vulnerable youth.	C	R	R

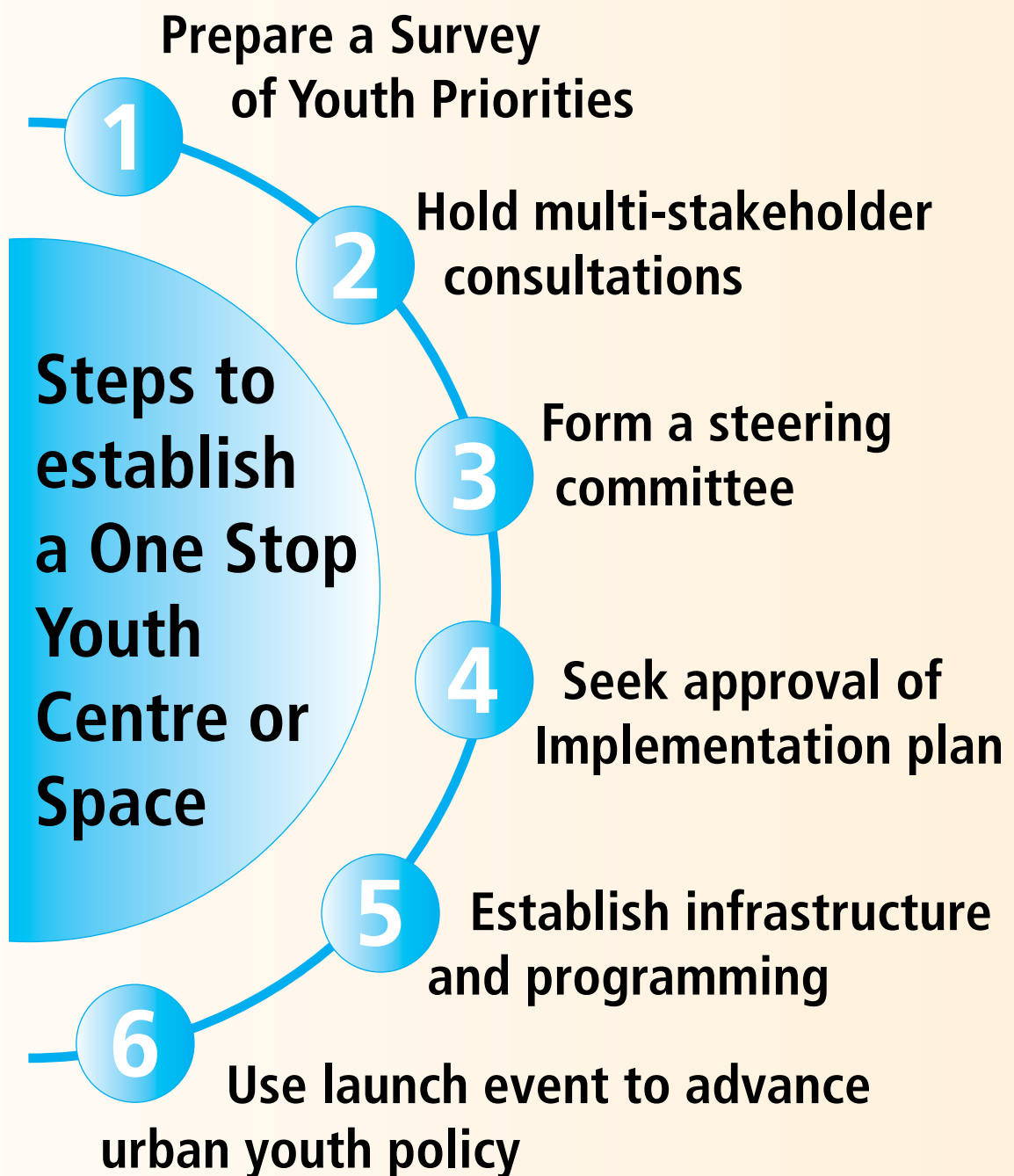
4 Youth-led activities (C- critical R- highly recommended O- optional-n/a)	TIER 1 Youth Centres	TIER 2 Youth Spaces	TIER 3 Youth Places
4.1 Youth-led organizations are able and encouraged to utilize the space to offer activities to other youth, plan their own activities or provide services to the community	C	C	C
4.2 Youth are facilitated to better understand what youth issues the local, sub-national and national governments have influence over	R	O	O
4.3 Opportunities for interested youth, and youth-led organizations discuss advancing youth issues with the local government authority	R	O	O

5 Gender & diversity targeted services (C- critical R- highly recommended O- optional-n/a)	TIER 1 Youth Centres	TIER 2 Youth Spaces	TIER 3 Youth Places
5.1 Programmes are developed with and for young women, disabled youth and other groups of youth who are consistently marginalized	C	R	R
5.2 Activities are generally open to all young people regardless of their economic situation, origin, gender, religion, or social status.	C	R	R
5.3 Gender, age and social diversity is considered when hiring staff or selecting volunteers	R	R	R

6 Activities aligned with national priorities (C- critical R- highly recommended O- optional-n/a)	TIER 1 Youth Centres	TIER 2 Youth Spaces	TIER 3 Youth Places
6.1 Clear linkages of programming to national youth development policies and international development objectives such as Sustainable Development Goals	C	C	C
6.2 The following programming is recommended: Governance; Employment and Entrepreneurship; Arts and Culture; Sports; Information and Communication Technology; Nutrition; HIV/AIDS; Health; Environment; Peacebuilding; and Shelter and Basic Urban Services, or locally identified themes of interest.	R	R	R

7 Outreach & advertising (C- critical R- highly recommended O- optional-n/a)	TIER 1 Youth Centres	TIER 2 Youth Spaces	TIER 3 Youth Places
7.1 Online presence lists opening times, and upcoming events and activities	R	O	O
7.2 Ongoing public advertisement of services, events and programmes, or similar outreach.	C	O	R
7.3 Online, in-person or printed information provision on other youth public spaces, youth advancement opportunities, local agencies and officials responsible for youth.	R	O	R

Establishing a One Stop



One Stop Youth Centres or Spaces establishment process

OVERVIEW OF STEPS IN PLANNING AND IMPLEMENTATION

- 1. Prepare a Survey of Youth Priorities**
 - Involve young people in setting the questions
 - Optional: Commission a State of the Urban Youth Report.
- 2. Hold multi-stakeholder consultations**
 - Smaller scale dialogue sessions to mobilize a wide range of stakeholders
 - Multi-stakeholder Forum to establish a steering committee and develop a plan for youth involvement in One Stop management and governance
 - Follow-up dialogues to present One Stop implementation plan
- 3. Form a steering committee to draft a One Stop implementation plan**
 - Draft the One Stop plan using UN-Habitat Core Principles and Benchmarks for One Stop Youth Resource Centres
- 4. Seek approval for One Stop Plan**
 - Seek at approval for start-up costs plus a reasonable period of operational expenses
 - Initiate alternative planning should funding be unavailable
- 5. Establish One Stop infrastructure and programming**
 - Recruit and train core staff such as centre manager
 - Elect or select youth advisory board
 - Mobilize programming partners to plan and advertise their One Stop services or activities
 - Renovate and/or construct One Stop Youth Resource Centres / Spaces
- 6. Use launch event to advance urban youth policy**
 - Do a One Stop launches with traditional and social media
 - Use the launch as an occasion to seek collaborators on other urban youth initiatives
 - Work with those partners to further institutionalize youth issues into urban policymaking

1 Prepare a Survey of Youth Priorities

The investment in One Stops are politically visible and highly symbolic. That is why UN-Habitat recommends that young people be surveyed on their development priorities, in the process of establishing the One Stop. The Survey of Youth Priorities should ask a representative sample of youth to define their urban development priorities over a wide range of issues such as employment, education and training; youth and public space; disability and health; gender issues; security and safety; as well as civic participation and governance. It also should specifically ask them to define what types of programmes they would like to see in the One Stop, and what ideas they might have for how they could be implemented.

Because in some contexts, for various reasons, young women participate less in One Stop programming, it is important that the survey results be gender disaggregated, and that the questions are carefully screened for gender bias. It is also important to reach out marginalized groups such as disabled youth.

The Survey of Youth Priorities is used to guide the process of establishing programming for One Stop centres. However, it is likely that the One Stops will not be able to address all the priorities and ideas put forward by the young people. One productive way to extend the Survey of Youth Priorities is to commission a follow-up State of the Urban Youth Report for a city, region or country. Terms of reference for this report could be based on the Survey of Youth Priorities, as well as other academic research. See the following links for examples UN-Habitat's The State of Urban Youth reports:

- <http://unhabitat.org/china-state-of-urban-youth-report-2014-2015/>
- <https://issuu.com/unhabitatyouthunit/stacks/65b69696722d4211b677998e4ffb87c7>

In this way, the political momentum surrounding the establishment of One Stops can be harnessed to discover and advance other ideas that support young people to engage in urban development.

WHAT IS AN URBAN YOUTH REPORT?

UN-Habitat recommends that if possible, an Urban Youth Report be commissioned as part of the One Stop process. The Urban Youth Report provides a wider situational analysis in order to better understand the lives of young

people and the urban policy factors that are affecting them, both positively and negatively. The objective of the report would be to identify priority areas for action by the local authority to improve youth livelihoods, while contributing to the social and economic development of the city.

UN-Habitat's Youth-led development framework implies an asset-based perspective that views the costs of youth programmes as social investments. Thus the goal of the Urban Youth Report is to identify particularly productive opportunities to invest resources in young people, and to give a sense of what those investments might yield. More traditional needs-based perspectives define the benefits of urban youth interventions terms of the avoided social and economic losses that young people cause through crime, idleness, illiteracy, ill health, or unemployment. **A 'youth as assets' perspective focuses policy attention on how youth can, for example, promote creative and vibrant urban spaces, provide a skilled labour pool, extend urban basic services into hard to serve areas, create hubs for social and technology innovation, develop computer assisted governance tools, increase security of dangerous neighborhoods, add density to support urban transport infrastructure, or start businesses, earn higher incomes and pay taxes.** Thus the Urban Youth Report should identify measures to build bridges for young people to engage in the social, economic and civic life of the city.

In sum, the purpose of the Urban Youth Report is to:

1. build an economic and social policy rationale for One Stops;
2. identify the programming gaps that One Stops could fill; and
3. discover and advance the other productive avenues for urban youth development.

It is important to note that any analysis using the concept of "youth" is complicated by the problem of definition. In some cases it will be important to include slightly higher and lower ages in the definition if the national age of youth doesn't suit the purpose of local analysis.

A gender aware approach should be used throughout the Urban Youth Report, to address the specific and differential investment opportunities and needs of young women and men. These could be school completion rates, employment levels, or the percentage of youth who are the primary caregivers of children, and the effect on their socio-economic status. Similarly a conflict/post-conflict analysis should be used, where relevant, throughout the process.

2 Hold multi-stakeholder consultations

Once there is political and institutional momentum towards the establishment of the One Stop, UN-Habitat recommends convening multi-stakeholder forum to gather input into planning their establishment. To ensure that a wide range of youth voices are represented, a summary report of the Survey of Youth Priorities should be made available at the forum. The first multi-stakeholder forum should be held over several days, ideally under the auspices of the public authority who will be operating the One Stops. As the planning process unfolds, more multi-stakeholder dialogues may be useful to consolidate consensus on particularly important issues.

The forum should be led by the local government (and UN-Habitat if requested), and assemble relevant government authorities, youth serving agencies, the private sector, civil society, relevant multilateral agencies, scholarly researchers, and a diverse youth representation (example, gender, age, sexual orientation, ethnicity, criminal justice involvement, etc). Careful consideration should also be given to inviting potential sponsoring organizations such as corporations, foundations, multilateral organizations and other levels of government, at as early a planning stage as possible to maximize their 'buy-in'. Consideration should also be given to ensuring that the voices of young women are adequately represented, either through specific consultation sessions for young women, or by ensuring the participation of young women in the consultations.

TYPES OF ORGANIZATIONS TO INVITE TO THE MULTI-STAKEHOLDER FORUM

- Local authorities (department representatives responsible for social affairs, planning, and finance)
- National government (ministerial representatives responsible for youth, women, economic development, urban development)
- Sub-national government (if relevant)
- Major youth serving organizations
- Youth led groups or community based organizations
- Vocational and other training or informal education organizations.

- Small business development organizations
- Larger corporate businesses
- Youth advocacy groups
- Youth council representatives (if any)
- Student leaders
- Security forces or police representatives
- Sports, arts and culture, faith, women's, and disabled groups
- National and multilateral development agencies
- Academic researchers interested in urban social and economic issues

WHAT IS THE WORK OF THE MULTI-STAKEHOLDER FORUM?

The purpose of the multi-stakeholder forum is to:

- Provide a forum for input into which programming the One Stop should undertake;
- Establish an ongoing mechanism to engage young people in guiding the programming of the centre. This could be a selection process for youth representative to management, an online system of gathering youth input, or simply annual meetings between youth and One Stop staff;
- Identify available assets, resources, and sponsors;
- Outline a revenue generation plan for the centre, (such as food and beverage, specialized ongoing training, training course fees, space rental for events, equipment rentals, movies) including policies that limit the impact of such activities on accessible free and low-cost programming;
- Articulate the other potentially productive investments in urban youth development arising from the forum discussions, the Survey of Youth Priorities or an Urban Youth Report (if available);
- Develop partnerships between different sectors to act as an ongoing support for the centre;
- Create a committee that oversees the functions of the center, working more or less as the board of directors.

The multi-stakeholder consultation process is critical to the success of the One Stops, as it builds agreement, trust, and cooperative relationships. It also gives the implementing authority time to solve any issues or unexpected challenges, and informs the choice of the One Stop's core programming areas. The consultation can also build financial and in-kind support. At the heart of this process should be the youth themselves. They must feel a genuine sense of inclusion, ownership and responsibility.

PUTTING YOUTH AT THE CENTRE OF THE STAKEHOLDER PROCESS

It is critical to put youth at the centre of the consultation process. One way to do this is to involve youth organizations, youth leaders and university students in the social sciences in deciding on which questions to include in the Survey of Youth Priorities.

Youth can also be meaningfully involved in the stakeholder consultation process through other youth friendly activities. One such activity is youth community mapping (See UN-Habitat's UN Habitat Mapping Community Guide: A Youth Community Mapping Toolkit for East Africa). This form of map making is a participatory process that involves youth researching and envisioning urban spaces from their own perspective, with the assistance of local authority staff to ensure policy relevance.

Through past programmes, UN-Habitat has noted the extraordinary talent young people have for deploying mobile information technology to create data rich maps. Such maps may be useful to gather perspective on which social or economic issues are most important to youth. Allowing young people generate their own knowledge, gives them the tools to credibly present their ideas to their community leaders.

YOUTH PARTICIPATION AS CIVIC ENGAGEMENT

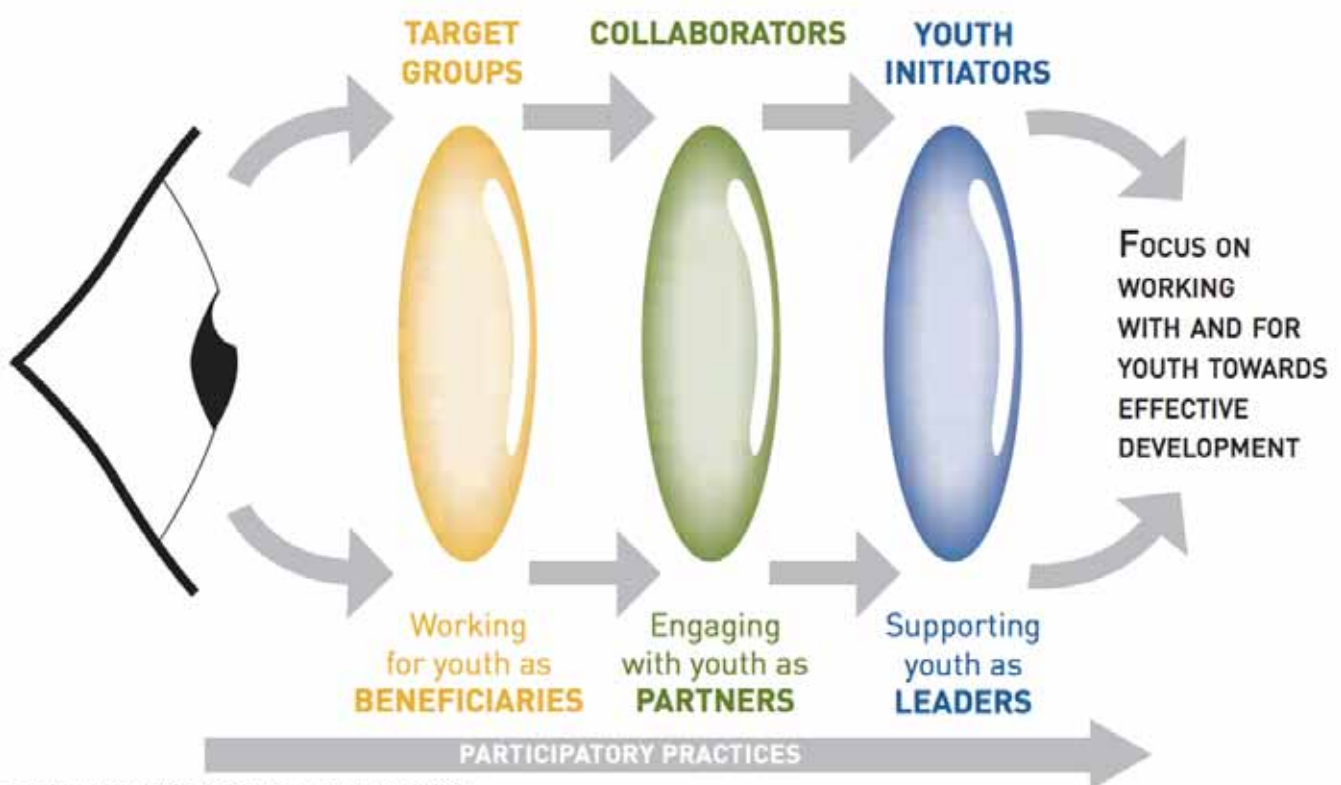
Youth participation, also called youth involvement, has been used by government agencies, researchers, educators, and youth organizations to define and examine the active engagement of young people in different aspects of society.

Meaningful youth participation involves recognizing and nurturing the strengths, interests, and abilities of young people through the provision of opportunities for young people to exercise influence over decisions that affect them at individual and community levels.

However, active socially engaged citizenship cannot be expected to happen overnight. It must be learned 'by doing' and through everyday experiences. Opportunities to participate, shared decision making, and consulting other people's opinions are individual skills that help build civil society and young people's commitment to their communities.

THE THREE-LENS APPROACH TO YOUTH PARTICIPATION

The three-lens approach was adapted by the UK Department of Foreign Affairs and International Development from the World Bank's 2007 Development report. This approach argues that participatory youth development processes should not only view youth as target beneficiaries, but also engage with them as partners, and ultimately be willing to enable youth as leaders (see graphic). The three-lens approach is an asset-based strategy to youth participation in development which appreciates and mobilizes individual or group talents and strengths, rather than focusing only on deficits (needs), problems or threats.



Adapted from: World Bank Development report 2007

3 Steering committee to draft a One Stop implementation plan

The initial multi-stakeholder forum should designate a steering committee to take responsibility for developing an implementation plan for the One Stop. At this point, leadership by the local authority, and specifically the department who will be running the centre, is essential. However, it is also important to remember to include youth on the steering committee, as well as to take other stakeholder input into consideration.

Thus it is important to synthesize all of the information gathered during the multi-stakeholder process, and any other research processes such as the Survey of Youth Priorities and youth community mapping.

To manage the competing expectations within in the steering committee, it could be useful to proceed on a dual tracks—identifying what specifically can be done through the One Stop, separately from urban youth development opportunities that are best pursued through other policy avenues.

Examples of youth priorities that can and cannot be advanced by the One Stop

- Youth Community Mapping exercises might show that lack of public space for recreation is the most important urban youth issue, but also that significant opportunities exist in making underutilized city owned space available to young micro-entrepreneurs
- Survey of Youth Priorities might discover a highly effective youth led programme that could be built upon in the One Stop, but also certain priorities such as education that are outside the purview of the local authority.

UN-Habitat recommends holding a follow up meeting to present the consolidated One Stop Implementation Plan. During this dialogue it is recommend that working groups be formed to discuss top priorities, ideas, and opportunities that could not be incorporated into the One Stop Implementation Plan.

The implementing authority should also seek to align One Stop Implementation Plan with UN-Habitat's Kampala Principles of Youth-led Development, the Core Principles of One Stop Youth Centres, as well as UN-Habitat's Benchmarks for One Stops Youth Centres which are outlined this manual.

YOUTH DECLARATIONS AND YOUTH POLICIES

A youth declaration or policy outlining why the city/region/state is working with and for young people is a good way to capitalize on the momentum generated by the One Stop process. Depending on the local political context, it may be useful to seek to formalize this declaration as a resolution or directive, so that in future it may be referred to when justifying work on urban youth development.

IMPLEMENTATION PLANNING IN CONFLICT AND POST-CONFLICT CONTEXTS

In December 2015 the UN Security Council passed Resolution 2250 on Youth, Peace and Security, recognizing the positive role that young men and women can play in building peace in conflict and post conflict situations.¹ This was a landmark in the recognition of youth not only as risk factors in a conflict, but also as potential assets for peace. In the context of this resolution, the One Stop can also be seen as a tool for peacebuilding.

However, if the One Stop is to be located in conflict and post-conflict contexts, the implementation plan needs to be tailored to this context. This involves identifying 'safe/secure' locations, working with non-state actors (when governance structures are weak, non-state partners often may have more capacity), and conducting a local 'conflict analysis'.

Please refer to *Do No Harm* analysis tools such as:

- http://www.donoharm.info/downloads/level000/Seven_Steps_English.pdf
- <http://www.principletopractice.org/docs/FromPrincipletoPracticeBook.pdf>

As well, see the recently released *SCR 2250: A Youth Toolkit*
<http://unoy.org/2250-toolkit/>.

In UN-Habitat's experience, securing land is time a consuming process, and is an even more complex issue in a post-conflict context.

Please see examples of conflict analysis tool as:
www.un.org/en/events/environmentconflictday/pdf/GN_Land_Consultation.pdf

1 UN Security Council Resolution 2250 <http://www.un.org/press/en/2015/sc12149.doc.htm>

Conflict analysis will enable the One Stop implementing authority to understand causes of conflict, conflict drivers and the bridges that need to be built to reduce this conflict. In a peacebuilding context, this analysis will also be useful in building a solid the case for funders more swayed by a security or peacebuilding rationale, than a social services rationale.

In cases of ongoing low-level conflict, it is wise to start ‘small’ and build on successes as the security situation improves. Modular development techniques, such as the use of steel shipping containers, should be considered before permanent structures are developed.

In all cases, proposed projects must align with UN-Habitat’s Do No Harm principle, meaning that the One Stop Youth Resource Centre should not be a source of conflict. Project planners should be ready for disruptions: the line between conflict and post-conflict can be blurry, and one needs to understand the conflict cycles and plan for them.

UN-HABITAT LESSONS FROM THE FIELD

Employment and Entrepreneurship training at the One Stop in Arua, Uganda

The One Stop implementation plan in Arua specified that upon its establishment, the Arua municipality was to take over running the centre. However, in spite of the municipal council providing the space, as well as integrating some centre activities into the municipal work plan, the budget attached to the One Stop is still inadequate compared to the enormous challenges faced by young people. Despite this, the centre was able to train 1170 youth in employment skills, 49.6% of which succeeded in finding employment or becoming self-employed. Those that were successful in self-employment had received training in financial management from One Stop, which helped in accessing existing grants. However, improving the livelihoods of the remaining half was difficult—even after they had acquired additional skills. This is because the youth could not access start-up capital from commercial banks due to lack of collateral. It is evident that provision of land and space by the municipality does not guarantee positive outcomes for all youth participants, and that other partners need to be involved.

4 Seek approval for the One Stop implementation plan

The implementation plan should include an estimate of the annual operations budget as well as one time capital start-up costs. The One Stop Plan should present an overview of the proposed land, buildings, equipment, utilities and basic services, staffing, office supplies, maintenance, onsite revenue generation and programming costs for the operation of the One Stops. The implementation plan should propose potential spaces or buildings for the One Stops, identifying likely programming delivery partners, and determining staffing needs and running costs in a short and coherent plan. The implementation plan should be drafted in accord with local financial possibilities, as the sustainability of the centre lies in the hands of local or national government.

At a minimum, UN-Habitat recommends that the implementing authority seek a minimum resource commitment for the initial start-up phase PLUS an operational period of least 2 years. For conflict and post conflict situations, funding commitments in excess of 3 years is recommended, due to likely periodic set-backs in the security situation.

This is because it is important to create confidence in the consistency of the youth services. Service interruptions are highly detrimental to the objective of developing the perception of One Stop centres as attractive and desirable spaces to socialize and access resources.

WHAT IF THE BUDGET IS NOT APPROVED?

If the plan is not approved, the implementing organization should strategize about other funding options such as enhancing its on-site revenue generation options or seeking funding from a higher level of government. If there doesn't seem to be a chance of government funding, public-private partnerships with local businesses should be explored as another option.

This would also be an opportunity to explore the most popular ideas for youth development that emerged through the One Stop multistakeholder consultation process. The Survey of Youth Priorities, Community maps or State of the Urban Youth Report should be revisited to evaluate whether there were other urban youth advancement priorities, opportunities, and ideas. Those ideas that are low cost, high visibility, and create easy wins, may be easier to mobilize resources for.

5 Establish One Stop infrastructure and programming

Once the One Stop implementation plan has been approved it is crucial to set the terms of reference for the One Stop manager. In UN-Habitat's experience, the municipal council typically assigns existing city staff to the facility. The pitfall to avoid is the over politicization of the recruitment process. The centre manager should be familiar with social work and have a positive interest in youth. He or she should have basic administrative and management skills, and enough "people skills" to win the confidence of sponsors, community partners and young people. If at all possible the manager should have a say in the recruitment of his or her staff (if any are planned). The recruitment of management and staff should aim at gender balance.

As soon as the management and staff are in place, it is important to decide on ongoing mechanisms of youth consultation and engagement. This could take the form of an appointed interim youth advisory board, which after a limited term and is replaced by a board that is selected by youth One Stop users. However, there are many acceptable ways of doing this. Again the process should keep gender parity and other diversity goals in mind when designing the consultation mechanism.

It may also be a good idea to retain the steering committee for an initial period, if the youth organizations, sponsors, and other contributing partners show enthusiasm for continuing support. For example a semi-annual review of progress could serve to help renew resourcing commitments to the One Stop.

At this stage of the implementation two activities must be progress in parallel: the renovation and construction of the physical infrastructure of the One Stops, and the establishment of the programming.

The adequacy of the physical infrastructure plays an important role in the perceived youth friendliness of the One Stop. Factors such as water, sanitation, electricity and other basic utilities are a baseline requirement. However, the layout of the working rooms, reception areas, lounges, sports and recreation spaces and information technology facilities will determine how much it will be used by young people and programming partner organizations.



The programming partners should be able to outline their plans, and begin their recruitment of participants. UN-Habitat expects that there will be youth-led activities in the programme plan, run by youth with various degrees of experience. Mentoring by the centre manager and staff should be offered any young person that may need advice or guidance. It is also key that any One Stop staff-led programs are planned out and any participant recruitment or advertising using social media is undertaken well in advance.

UN-HABITAT LESSONS FROM THE FIELD

Monitoring job market trends and opportunities

The One Stop centre in Kigali Rwanda identified the need to build a robust monitoring and evaluation mechanism for all its activities to ensure that the quality of training provided is at least at par with other private and public sector institutions. They also wanted to ensure that the training and skills building efforts translate into employment and increased income. To do this the Kigali One Stop centre planned to establish a mechanism to monitor job market trends and opportunities, in partnership with the national government.

6 Use launch event to advance urban youth policy

A formal launch of the One Stops should be planned. It is important that the One Stop be up and running, before the formal launch, so that the media and potential patrons can see the centre in action. Be sure to choose a date that is advantageous for the patrons of the One Stop. Invite media representatives, project partners, and various dignitaries and leaders who might support further youth advancement initiatives.

As part of the festivities, it would be a good idea for the youth themselves to present what they are getting from the One Stop, as well as any ideas that came out of the Survey of Youth Priorities, State of the Urban Youth Report, or Youth Community Mapping.

Use this launch event and the political momentum to advance other urban youth development investments, as well as opportunities to institutionalize to youth policy advocacy.

This may take the form of:

- Integrating One Stops into existing networks of community organizations
- Identifying other existing urban public spaces that could be renovated to suit specific uses by young people
- Creating process by which community run 'youth friendly places' can be accredited by the local authority as One Stops, even if it cannot contribute funding
- Reviewing public space policies which impact youth micro-entrepreneurship
- Investigate partnerships with young people to provide basic urban services such as water and sanitation, housing, security or transportation
- Institutionalizing an ongoing policy dialogue on urban youth development through the establishment of a youth policy, youth advocate or civic youth council
- Promoting the formalization of youth self-help, and other youth led groups through assistance with formal registration, training and savings schemes

EXAMPLE ACHIEVEMENTS FROM KIGALI ONE STOP YOUTH CENTRE

- The Centre provides a safe space for youth to engage and undertake productive activities (e.g. 1000 youth in Kigali utilizes the One Stop space on a daily basis)
- The Centre has influenced changes national youth policy in Kenya and Rwanda, where the model was utilized in the development of the city level and national youth development policies.
- The Centre does outreach and sensitization programmes on drug and substance abuse to schools in informal settlements
- The Centre provides vocational and skills training for youth in various trades including ICT, mobile phone repairs, construction with appropriate technologies, plumbing, electrical, and water management
- The Centre promotes life skills including leadership, volunteerism, community service, cultural enrichment and professional driving skills



CASE STUDY

One Stop Youth Centre

Kigali,
Rwanda

Kimisagara One Stop Youth Centre in Kigali, Rwanda

Kimisagara One Stop Youth Centre is a project of the Rwandan Ministry of Youth and Information and Communications Technology, in partnership with UN-Habitat. It utilizes an integrated approach to youth development by providing youth with safe spaces in urban settings where they can meet and access services. The Center offers not only skills training to increase employment opportunities for young people but also cultural and sport activities, health services and other opportunities, including usage of recreation spaces available at the center. The Kimisagara One Stop Center is regarded as a successful model and about 1000 youth in Kigali utilize the space on a daily basis.

Programmes and Activities

A. TECHNICAL TRAINING

A-1. INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT) EDUCATION

- Access and participation to ICT training
- Development of human resources and management skills with training in programmes such as PowerPoint, Word, and Excel.
- An average of 65 young people use the ICT facilities daily



A-2. SEWING TRAINING

- Courses to train youth in sewing skills
- Youth learn to use technology (sewing machines)
- Expanded opportunities for employment



A-3. KIGALI EMPLOYMENT SERVICE CENTER (KESC)

- Saves employers time and money during recruitment process
- Employees can access the job database and receive assistance with CV writing and interview preparation



B. EDUCATIONAL AND CULTURAL PROGRAMMES

- Traditional and Modern dance, Film production and movie screenings, Karate, Kung Fu and Boxing training are all offered.
- There is space for a variety of recreational activities
- 95 young people use the recreation facilities daily



C. HEALTH CARE

C-1. VCT (VOLUNTARY COUNSELING AND TESTING)

- The One Stop provides information and services related to HIV/AIDS, family planning, and unwanted pregnancies
- Counseling services and testing are provided by a nurse from Kigali city council



C-2. SEXUAL HEALTH EDUCATION

- Youth receive education in the use of condoms, how to prevent HIV/AIDS and reproductive health
- 65 young people attend these groups daily



D. SPORT CLUBS ACTIVITIES

- A system of volunteer coaches
- Youth are able to use the sport spaces free of charge
- Sports events are held regularly (eg. football matches of disabled players, or the International Handball Competition)
- Youth are introduced to diverse and vibrant sports club activities



D-1. FOOTBALL

- 21 clubs use the football space regularly



D-2. BASKETBALL / HANDBALL/ VOLLEYBALL

- Infrastructure in place for other ball and court sports



D-3. INLINE SKATING

- In line skating events are held



BRANDING GUIDELINES

OPTIONAL UN-HABITAT ONE STOP VISUAL BRANDING GUIDELINES (FOR ONE STOP CENTRES ONLY)

Official title of centre: “One Stop Youth Resources Centre”

Function of the centre: Multipurpose youth centre accessible on a non-discriminatory basis for training, youth events, information, and other programming mainly at low or no cost.

Façade colour scheme: Refer to façade visual branding example page 64. The left most triangle should be coloured in UN-Habitat blue, which is close to 100% cyan. The recommend colours for the other triangles are yellow and light green, however, these can be adjusted for national aesthetic sensibilities. It is important that the colours project a vibrant and dynamic image, without being too childish and unserious.

Title word mark: The specifications for word mark (similar to a logo) for the One Stop Youth Resources Centres are as follows:

The specific name of the centre to be first. This could be the name of the neighbourhood or town in which the centre is located.

The font should be Frutiger Roman or Bold, and it should be in Title Case, that is with the first letters of each word capitalized, and the rest in lower case

Next the word “ONE STOP” should be capitalized. The font should be Frutiger Bold.

Next the word “Youth Resources Centre” in Title Case, that is with the first letters of each word capitalized, and the rest in lower case.

The font size of the “ONE STOP” element should be enlarged such that is the same width “Youth Resources Centre” element and the “Name of the Centre” element.

Spacing between the lines should be at 80% of single space

Name of specific centre
ONE STOP
Youth Resources Centre

Accreditation mark:

The accreditation mark can be use on centre stationary, websites, T-Shirts, indoor signage and building façades.

The specifications for accreditation mark are as follows:

First the UN-Habitat logo should either be UN blue (100% Cyan), or white on a UN blue background. The words accredited by can be in a 50% tint of UN blue.

Then the word “ACCREDITED” should be in Frutiger bold, and all capitalized. The word should be enlarged to match the width of the UN-Habitat logo, but the font should never be larger than the logo.

**UN  HABITAT
ACCREDITED**

BRANDING OF ONE STOP CENTRES

Façade branding: The outdoor public facing façade of each UN-Habitat Accredited One Stop centre can be branded as per the Optional One Stop Visual Branding Guideline shown the building façade illustration on page 64.

The left blue triangle of the entrance door of the façade of each building should include the following:

- The One Stop word mark design (as specified above)
- The accreditation mark (as specified above)
- The operating hours and contact information or website
- Logos of local authority, sponsors or operating agency.

To the right of the door, the green colour field should contain a youth friendly charter, or similar youth friendly principles.

If the façade is high enough the colours can be extended up, and a yellow triangle added to balance the blue triangle on the left of the door. (See design template) The One Stop word mark should be repeated there, given sufficient space.

An information and events notice board should be affixed to the left or right of the door, but not within the colour bands.

The look of the entrance door is up to each centre.

One Stop Youth Centre visual branding of Building Facade

COLOURS:
Light blue colour bands on the right must be matched to this template

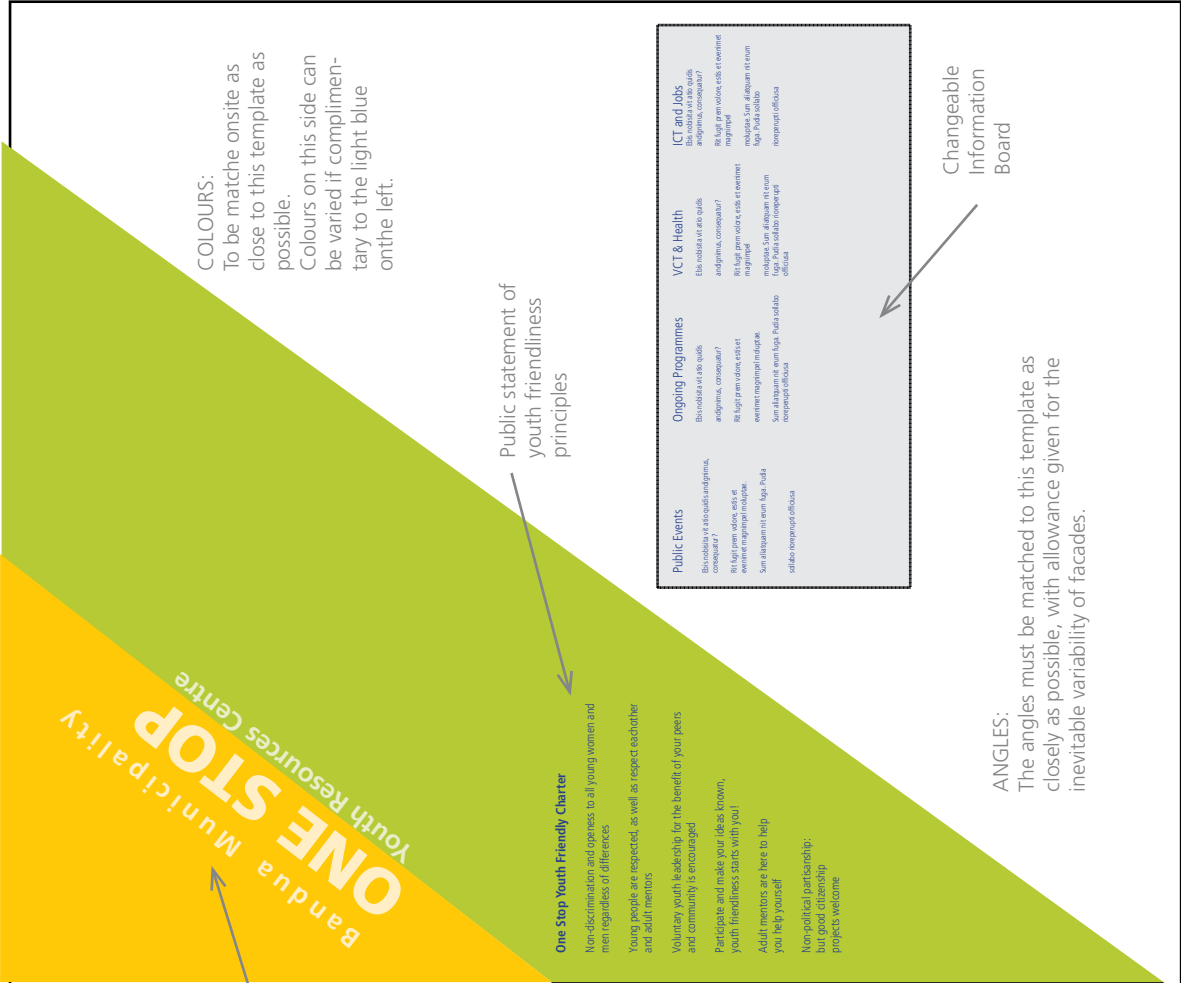
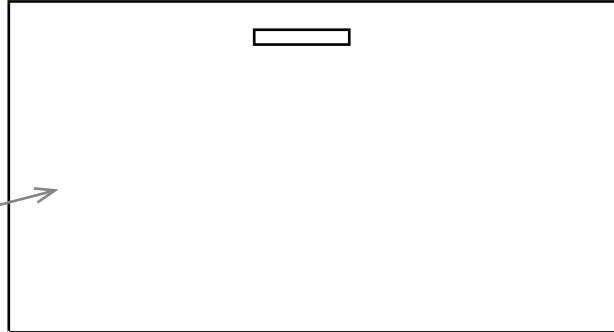
One Stop mandatory Word Mark colour and position

Name of Centre and One Stop word mark can be repeated if the facade is high enough, for low buildings it isn't necessary

Door design left to individuals centres

Customized name of area or municipality, mandatory colour and position

Hours of operation & website



COLOURS:
To be matched onsite as close to this template as possible.
Colours on this side can be varied if complimentary to the light blue on the left.

Public statement of youth friendliness principles

Changeable Information Board

ANGLES:
The angles must be matched to this template as closely as possible, with allowance given for the inevitable variability of facades.

Public Events Bibendum ut aute quisque consequat? Rt liget ipsum velor, nisi ce ewerit magnam per inidipok. Sunt aliquam in eum. Igitur, Puda salabo, tempore officina	Ongoing Programmes Bibendum ut aute quisque andipokim, consequat? Rt liget ipsum velor, nisi ce ewerit magnam per inidipok. Sunt aliquam in eum. Igitur, Puda salabo, tempore officina	VCT & Health Bibendum ut aute quisque andipokim, consequat? Rt liget ipsum velor, nisi ce ewerit magnam per inidipok. Sunt aliquam in eum. Igitur, Puda salabo, tempore officina	VCT and Jobs Bibendum ut aute quisque andipokim, consequat? Rt liget ipsum velor, nisi ce ewerit magnam per inidipok. Sunt aliquam in eum. Igitur, Puda salabo, tempore officina
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Building Paintwork: The exterior wall should be unpainted or painted a neutral colour that doesn't clash or interfere with the visual branding.

Interior signage Mock ups for interior signage for reception areas, meeting areas, rooms, etc. should conform with the colour scheme, font and general feel of the façade scheme.

Website: Each centre should have a website or free wordpress blog page that is designed in the same colour scheme as the façade template. The website or blog banner should include the One Stop word mark and accreditation mark, along with the logos of the sponsors.

The web blog could be built on an online editor platform such as www.wordpress.com or www.wix.com, which is easy to use and update, and provides both mobile and desktop designs simultaneously.

Printed materials: A stand alone print ready .pdf or .eps file of the One Stop word mark and accreditation mark word should be available to be laser printed on stationary or other printed signage.

T-Shirts: The following is a mock up for a T shirts design.

