



# State of the One Stop Report

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## **Overview**

This evaluation report was contracted by UN HABITAT to give a clear snapshot of the state of the One Stop at the end of 2008. The report is done within the framework of UN-HABITAT Strategy for Youth Engagement and the Medium Term Strategic Implementation Plan. The evaluation was structured to analyze both qualitatively and quantitatively how well the One Stop Centres achieve the following four MTSIP objectives:

- a) Improve livelihoods for marginalised youth in urban slums
- b) Strengthen the capacity of Local Authorities and other institutions to effectively engage youth in policy formulation and programme implementation
- c) Increase understanding of the role of youth in sustainable urbanisation and urban development through strengthened UN-HABITAT and Partner information, communication and learning
- d) Enhance effectiveness in defining problems, identifying solutions and implementing programmes on youth in human settlements through youth participation in UN-HABITAT's organs and fora at the local, national and global levels
- e) Establish the means for scaling up and sustaining youth-focused approaches by ensuring broad-based multi-stakeholder engagement in the youth strategy.

The report utilized three surveys that were undertaken between September and November of 2008: a Programme, Coordinator and Stakeholder survey. These surveys were used in order to attain a comprehensive understanding of the above MTSIP objectives through the perceptions of the different stakeholders of the One Stops. The Programme and Coordinators Surveys were given in paper form and over the internet using SurveyMonkey to the coordinators of the One Stops.. The Stakeholder survey was given on paper in person to 22 youth representing the three Centres. These surveys were supplemented by internal evaluation reports undertaken by UN HABITAT. This array of tools allows the readers of the report the most comprehensive as possible snapshot of the One Stop Centres. The methodology as well suggests the need for a larger and more streamlined evaluation strategy. Recommendations on possible methods will be provided at the end of the report.

There are some mitigating factors that limit the effectiveness of the report. At the time of the survey in the fall of 2008 two of the three One Stops – Dar es Salaam and Kampala – were just getting their infrastructure in place. In the case of Nairobi, they had just left their former site of 5 years and were striving to establish their site in the city compound. Even though there were programs ongoing that were linked to the One Stop, there were challenges due to internal capacity of the One Stops in getting program data such as how many people were trained, when and where. As well, the timing of the survey – if done two months later – would have been better as the One Stops in all three sites were more established. To mitigate this issue some data from the January to March period is referenced.



## **One Stop Centres - Background and History**

The first One Stop Youth Resource Centre was launched as a partnership between the City of Nairobi, international and local NGOs, and UN HABITAT on International Youth Day, August 12, 2003. The focus of the Centre was to first and foremost be a place that “empowers the youthful generation to have ownership of the development process and be agents of transformation in the city.” Operationally, the One Stop focused on improving the livelihoods of youth in Nairobi through the provision of “youth empowering services” such as employment training, counseling, recreation and cultural activities and as a place for youth and other stakeholders to network.

Due to the success of the Nairobi One Stop, in 2006 UN HABITAT, with the support of the Norwegian government, began a plan to scale up the operations of the One Stop Centre in Nairobi, using it as a model for two other cities in East Africa – Kampala, Uganda and Dar es Salaam, Tanzania<sup>1</sup>. To further this agenda, UN HABITAT brought together over 60 youth representatives from the One Stops who came together over 3 days in the Spring of 2007 and developed plans for each of the sites. As well, the workshop developed a series of principles on youth led development– known as the Kampala Principles - under which Centres would be developed.

### **THESE PRINCIPLES ARE:**

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

Following this workshop the new One Stops and their partners began a process to confirm space and construct their Centres and develop their programs.

This report comes 2 years after the Kampala meeting, an important transitional time for the One Stops. For the One Stops all centres (excepting Kigali) have received strong support from their respective governments in the form of staffing, space and program resources. One of the key learnings of this program is the challenge youth faced in securing permanent and useable space. It is a testament to the tenacity of the Centres, their local government and other partners, and UN HABITAT that the space was acquired. All the One Stops have established programs, and have begun to disseminate key livelihood information to the youth. The next steps for the One Stops is to further establish and expand their programs, and to look at ways to assure sustainability. For UN HABITAT this is a time to determine what role the agency will play in regards to the One Stops.

## **FINDINGS**

This report is broken into the three sections: One Stop Stakeholder Survey and the One Stop Infrastructure and the One Stop Programmes survey. The One Stop Infrastructure and Programmes section focuses on the successes and challenges faced in the establishment of the One Stop Centres in each city. The One Stop Stakeholder Survey reflects the perceptions of youth and adult and youth mentors of the Centre on issues such as the effectiveness of the program in meeting key outputs, how well the program engages youth, and the effectiveness of that engagement.

## **Section 1:**

### **One Stop Stakeholder Survey**

The One Stop Stakeholder Survey was administered to youth and mentors over a two-month period to 24 youth from the One Stop Centres of Nairobi, Kampala and Dar es Salaam. The purpose of the Stakeholder Survey was to determine the opinions of the youth on how the One Stop was impacting their own and their communities development. There was an attempt to achieve gender equity, though with only 30% of the respondents being women, this was not achieved. The survey had questions designed to answer the above-mentioned sections related to the MTSIP. The One Stop Stakeholder Survey of the report will be structured under these sections.

*Being involved in the One Stop Youth Centre helped me get a chance to be trained as a youth information worker. This has lifted my spirit and I committed myself to working and using all the information I got to see that the Centre moves on.*

— Youth Mentor Respondent  
Kampala



## **1. IMPROVED LIVELIHOODS FOR MARGINALIZED YOUTH**

The key question focus of this section was to determine whether the respondents felt that the livelihoods of marginalized youth in their had improved, and if so, in what areas and by how much.

83% of respondents believed that marginalized youth's lives were improved through their involvement in the One Stop Centres. The areas the respondents identified that were improved were better access to jobs (37.5%), their physical environment (25%) and better access to recreation (21%). The remaining youth believed that the One Stops improved their lives through training in different topics such as HIV AIDS, and the meeting of other youth through involvement in the One Stop.

*Through involving young people in good governance [the One Stop] gives young people access to own the city and the city development at large. It also gives young people an environment to lobby for their issues to be taken as a serious contribution.*

*– Youth Respondent, 23  
Nairobi*

## **2. STRENGTHEN THE CAPACITY OF LOCAL AUTHORITIES TO EFFECTIVELY ENGAGE YOUTH**

This section focused on determining generally whether the respondents felt that youth were engaged in local government, how this manifests itself, and whether there was support within the One Stop in the area of leadership training to support this.

All respondents believed that it was important to have youth involved in local government. In regards to youth involvement in government there was a range amongst the centres. Respondents believed that youth were very involved in local government in Kampala (100%), very involved in Dar (75%), and not so much in Nairobi (25%). These numbers are borne out in that there are established Youth Councils in Kampala and Dar, and no council in Nairobi, though historically the One Stop in Nairobi was established to support the development of a youth council. The Youth Councils in Dar and Kampala were often referenced in the surveys as key to their success. The One Stop centres as well has facilitated the involvement of youth in local government through training over 50% of the respondents in leadership skills.

Though youth involvement was seen as key to the success of the One Stops and the cities they reside in by the respondents, there was as well a strong level of cynicism expressed, with only 37.5% of respondents believing that youth involvement had a positive effect on government. As one respondent states:

“The government does not believe that youth are a progressive group, so [the One Stop] helps.” (Youth Respondent, Kampala)

### **3. INCREASE UNDERSTANDING OF THE ROLE OF YOUTH IN SUSTAINABLE URBANISATION AND URBAN DEVELOPMENT THROUGH STRENGTHENED COMMUNICATION AND LEARNING**

The key focus of this section of the survey was to determine whether the One Stop had increased the understanding of youth on issues of urbanization such as in the areas of health and the economy. As well, this section of the survey sought to determine issues of scalability, and whether the One Stop as a centre had any impact or was an inspiration to other cities.

In regards to health and employment, 73% of respondents had received information from the One Stop both regarding HIV AIDS and training opportunities. This information had come in the form of direct dissemination as well as through training and workshops. Other areas information and training was disseminated was in asset mapping, and computer training.

The respondents split almost 50/50 regarding whether the One Stop was an inspiration to other cities, with 46% believing that the One Stop had inspired other cities, and 42% believing it hadn't.. There were specific inspirational examples given, such as the work on a centre in Arusha and Tanga City in Tanzania. In regards to the One Stop having a direct effect on policy, 60% of the respondents believed the policy impact happened at the local level, with participation of youth being one area affected as well as an increase in resources for youth. The impact of the One Stop on national policy was as well mentioned.

#### **4. YOUTH PARTICIPATION IN UN-HABITAT'S ORGANS AND FORA AT THE LOCAL, NATIONAL AND GLOBAL LEVELS IN ORDER TO ENHANCE EFFECTIVENESS IN DEFINING PROBLEMS, IDENTIFYING SOLUTIONS AND IMPLEMENTING PROGRAMMES**

This section sought to determine whether the survey respondents felt that the One Stop had effectively engaged youth both in general, as well as in the larger context of UN HABITAT and other national and international fora.

76% of respondents felt that there had been effective engagement of youth in the One Stop, with 61% feeling this had been done through the Youth Councils, 38% through consultations and 33% through project management. In regards to involvement in UN HABITAT, 81% of respondents knew of examples of youth involvement in events and forums, specifically the World Urban Forum. Less - 55% - knew of youth from the One Stop's involvement in other international events. One example of an international event given was the Commonwealth Youth Ministers meeting and related events held in Kampala.

## **5. ESTABLISH THE MEANS FOR SCALING UP AND SUSTAINING YOUTH-FOCUSED APPROACHES BY ENSURING BROAD-BASED MULTI-STAKEHOLDER ENGAGEMENT IN THE YOUTH STRATEGY.**

This section sought to determine whether the One Stop Centres were broadly engaging other sectors. The respondents identified that local government (86%), international agencies (62%), and the private sector and national governments (38% respectively) were all sectors engaged by the One Stop Centres.



## **CONCLUSIONS**

The purpose of this survey was to give a snapshot from the perspective of key youth and adult users of the Centre, of the progress of the One Stop centre in achieving global benchmarks as related to the mandate of UN HABITAT and the MTSIP. What the survey has demonstrated is that from the perspective of the respondents to this survey the One Stop is clearly a benefit both to themselves and to their communities. Clear benefits such as training and education that lead to a strong perception of improved livelihoods were documented. As well respondents felt that there were other opportunities, such as access to recreational opportunities, and a safe space in which to connect with other young people. Much of this happened within Dar es Salaam and Kampala, even with the physical structure of the One Stop Centre still under constructed.

In regards to youth participation, the respondents unanimously believed that it was the right for youth to be engaged, and this engagement was beneficial. They did not however believe that this was happening, thought they did believe that the One Stop provided a vehicle for it to happen. For example, a stark difference can be seen between the opinions of how the One Stops in Kampala and Dar es Salaam, who worked very closely with the local youth councils, compared to Nairobi, who did not have a youth council. This finding underlines the need to assure that there is a strong focus in the One Stop centres on youth participation in governance.

This survey as well demonstrates that the One Stop is a place that both educates and trains youth with key skills such as ICT and entrepreneurship, and key knowledge such as health related issues such as HIV, but as well facilitates their understanding of the larger context of urban sustainability. Respondents both signaled that they received the training and knowledge, but as well that they knew that the One Stop was unique, and was a model that was inspirational to others, and gave them the ability and standing to effect positive change in policy areas ranging from the local to the international. The One Stop facilitated the involvement of youth through engaging them in local, national and international forums and meetings. This success was clearly seen at WUF IV, where youth from the One Stop were one of the driving forces in what made that event, and the policies and programs such as the Youth Fund, so successful.

## **Section 2:**

### **One Stop Programme Survey and One Stop Coordinators Survey**

The purpose of the One Stop Programme and One Stop Coordinators Surveys was to provide a baseline of what infrastructure, policies and programs were in place in each One Stop Centre. In undertaking these surveys it became clear that there was not a standardized data collection method in the One Stops that would allow there to be ongoing evaluation of the One Stops. To rectify this, two surveys were created and delivered twice – once in November 2008 and once in April 2009 to evaluate the status of the One Stops during those periods, as well as test the survey tools. Data was also drawn from internal reports submitted to UN HABITAT.

The infrastructure and programming standards were drawn from the One Stop Branding manual. The purpose of this manual was to begin to create minimum standards for the One Stops based on the learnings from the pilot phase of the program. The long-term goal would be to possibly create a One Stop certification program. The questions asked are categorized into questions in regards to Infrastructure, Program and Program Support, Communications and External. The following table summarizes the key standards that were achieved or not in each of the One Stops.

## SUB-SECTION 2.1: ONE STOP COORDINATORS SURVEY

### One Stop Standards Achieved

	Infrastructure		Program and Program Support				Comm-unications	External
	Space	WC	Staff	Regular Hours	Girls/Young Women	Information	Launch	National Links
<b>Nairobi</b>	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes
<b>Kampala</b>	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes
<b>Dar es Salaam</b>	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes

### Infrastructure

All three One Stops surveyed had secured space by December of 2008. In regards to the functional size of the space – which as determined to be a minimum of 50 square meters – Nairobi has a large municipal building of approximately 100 square meters and Kampala has two containers on a 2.5 acre dedicated site. Kampala as well have purchased, with the assistance of UN HABITAT, a number of large tents from which they are delivering larger programs. Dar es Salaam had not achieved this milestone as of the end of 2008, with only two offices with approximate area of 30 square meters, though other space is used within the Dar es Salaam<sup>1</sup>. Dar es Salaam and Kampala have put in place sanitary facilities, while Nairobi was still in the planning stages.

### Program and Program Support

A requirement of each Centre is to have at least one dedicated core staff and at least 50% of the programs engaging young women. As of March 2009 all Centres have achieved these milestones. Nairobi, being the longest standing Centre, has a dedicated staff team paid for by the City of Nairobi of no less than three people. Dar es Salaam and Kampala have staffing

provided through the United Nation Volunteer program, and supplemented by volunteers, and in the case of Dar es Salaam, interns support provided by the International Centre for Sustainable Cities.<sup>ii</sup>

All Centres had at least 33% of its programs targeting young women, with All of the Centres address identified national development initiatives, specifically in the areas of employment and entrepreneurship, arts and culture, sports, health and ICT. All Centres programs were open to the public.

### **Communications**

One area in which the One Stops, as of the end of 2008 had not all reached was in the area of communications, specifically in the official launching of the sites. The most obvious reason for this is due to the fact that that the two sites that didn't have launches were not fully operational. It is noted that all the One Stops have had since early 2008 websites, updatable by the coordinators of the One Stops themselves. Launches are currently being planned for the Dar es Salaam and Kampala sites.

## **SUB-SECTION 2.2: ONE STOP PROGRAMME SURVEY**

The One Stop Programme Survey was given in paper format to the coordinators of the three One Stops to determine what programs they had and the number of participants in the program. This Survey met with many challenges such as consistent evaluation methodology and reporting, and capacity within the staff to undertake evaluations. These concerns are dealt with in more detail in the recommendations section.

The following are the statistics for each of the One Stops in terms of reported programs and projects as of December 2008. Under each is a narrative update on the One Stops as of March 2009. This was done so as to assure the most updated reflection of the activities of the One Stops.

## Nairobi One Stop

Name of Program	Program Dates	Description	# of participants
Youth to Youth Talk Show	Jan. 29 – 30 2008	This was a forum that was meant to address the post-election violence and why the youth were the main perpetrators	100
Youth to Youth Talk Show	Feb. 16 - 17 2008	Solutions were to be discussed by the young people concerning the post-election violence	60
Entrepreneurship Symposium	June 1, 2008	This program is meant to equip youth with entrepreneurship skills. It was organized in partnership with EYA	30
Youth International Day	Aug. 12 2008	Celebration of the International Youth Day (Uhuru park)	1500
Youth Led and Youth Serving Partners of One Stop	Ongoing	VCT numbers – (Hope Worldwide) Youth Volunteer Group Daystar training ICT training (DOT) Girl2Girl Youth Against Gender Violence	Approx: 2500

The One Stop Centre established itself in a new building, moving from its former space near the railway station in early 2008. This caused disruption in programming and reporting due to lack of basic services (sanitation) and workable office space (electricity, computers, furniture). None-the-less programs continued, and partners such as Hope Worldwide and Environmental Youth Alliance (EYA) continued to work with staff and youth volunteers of the One Stop. As of March 2009 there was a consolidation of space and programming (see Appendix 1). A strong focus on the One Stop is to expand its focus to engaging girls and young women.

## Dar es Salaam One Stop

Name of Program	Duration of Program	Brief (1 sentence) description	# of participants
Capacity Building Training	September 2007	Capacity building program was aimed to train youth groups on how to access loans from financial institutions and how to establish Savings and Credit Societies (SACCOS)	55
Booking and Report Writing Training	October to November 2007	Training youth on Project Management, Bookkeeping and Report writing.	50
Youth Group Visits and Capacity Building	October 2007 to January 2008	Undertaking visits to youth groups who could become involved in One Stop	5
Youth Asset Mapping & Guide	February to March 2008	Asset mapping training	30

The Dar es Salaam One Stop was able to secure permanent space through the City of Dar es Salaam towards the end of 2009, allowing it to expand its already successful programs. The Dar One Stop is currently undertaking a major Youth Building Brigade project which aims to train youth in construction with the purpose of building affordable housing, and helping to establish the infrastructure of 3 One Stop Centres.

## Kampala One Stop

Name of Program	Duration of Program		Brief (1 sentence) description	# of participants
	Start Date	Finish		
Empowerment through Entrepreneurship	August 2007	2010	The initiation of a Youth Entrepreneurship program is meant to train and equip youth in entrepreneurship skills as a way of addressing unemployment and reduce poverty.	
	2008		A workshop was held to disseminate information on survey outcome on youth entrepreneurship needs.	38
Research	2008		Stakeholders planning workshop was conducted to identify youth needs and services for the One Stop Youth Centre.	132
	2008		A baseline survey was carried out to identify youth entrepreneurship needs by UNIDO under Entrepreneurship Development Programme.	104
Governance	2008		A workshop was held to prepare youths for entrepreneurship training and identify their roles, putting issues leaders and forging a way forward. The theme was “Youth meeting challenges today”.	152

The focus of the One Stop Kampala centre has been the securing of the “youth land” adjacent to the University, the design of the One Stop site and the researching of the needs of Kampala youth. An extensive research program was undertaken engaging youth across Kampala. Since this research has been completed, the site has been secured, containers have been brought in to house the One Stop, and tents have been purchased to facilitate reproductive health and entrepreneurship training supported by UNFPA.

## **CONCLUSION ONE STOP PROGRAMME SURVEY**

It is clear that the One Stop Centres have had many challenges yet the staff, city and youth have persevered and overcome these challenges and as of March 2009 all three sites have operational One Stops, with programs being run from them.

The key challenges faced by the Centres have been:

### **1. Securing of Site**

Clearly the securing of permanent space for the One Stop Centres has been the biggest barrier to their successful operation. The most common challenge has been a political one – securing a commitment from the respected City Councils, and then assuring those commitments are followed through on.

With the securing of sites for the three One Stops, the development and refinement of programs can be undertaken.

### **2. Securing of Basic Infrastructure**

The securing of basic infrastructure in all sites such as electricity, sanitation blocks and internet access has and continues to be a barrier to the success of the One Stops. 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 their new site, at which time they had to start from square one. The lack of bathrooms as well limited the use of the sites.

All the One Stops have at minimum intermittent electricity. There is internet present in the Nairobi One Stop, with intermittent internet in Dar es Salaam and none in Kampala. Sanitation is present in Dar es Salaam, and planned in Nairobi and Kampala. Due to the endemic weak infrastructure of their host cities, and the challenges of funding, infrastructure will most likely continue to be a challenge to the development of the One Stops.

### **3. Training of Staff and key volunteers**

The staff of each One Stop are dedicated to young people, yet, they are often faced with the need to upgrade their own skills so as to better be able to assist in the effective running of the One Stops. This training ranges from program specific training – ie. how to run an entrepreneurship program, engage young women and run programs in utilizing the “youth led” model. through to administrative issues such as evaluation and fundraising.

There has been a concerted effort in training the staff and core volunteers of the One Stops, with a training undertaken on website development and upkeep and how to run an youth resource centre. New trainings in the fall will focus on participatory planning, evaluation and entrepreneurship. Though there never can be enough training, the ongoing focus of the Cities and UN HABITAT in this area is beneficial.

### **4. Governance**

There have been challenges in developing an effective governance model for the One Stops, as they are mandated to engage youth, and based within their respective cities. As well, all have currently (Dar and Kampala) or historically (Nairobi) had the involvement of the cities youth councils, which has meant that their has been some level of politicization of the One Stops, bringing about both positive and negative outcomes.

The governance model for the One Stops is still developing, yet seems to currently be done in an effective manner.

### **Section 3: Conclusions and Recommendations**

The findings of this report are two fold. First, it has been found that One Stop Centres of Nairobi, Dar es Salaam and Kampala clearly have a role to play in the positive development of youth. The respondents to this report outlined how, within the framework of the MTSIP, youth believe that their livelihoods will be improved; their understanding of issues relating to sustainable urbanization has increased; and their prospects to becoming more involved at the local, national and international level enhanced. The One Stop, in their view, is a model centre that can and is being replicated across East Africa.

The second finding of this report is that the One Stops, though facing many challenges in regards to implementation, have for the most part reached and exceeded the basic standards for being a One Stop Centre as outlined by UN HABITAT. The One Stops have all met the requirements in the area of program and program support and external engagement. The two areas that still need improvement are communications and infrastructure, with the Kampala One Stop needing still needing a sanitation block, and, in regards to communications, Kampala and Dar es Salaam need the official launch of the site. Now that the One Stops are fully operational these two areas will most likely be fulfilled in 2009.

In regards to recommendations, there are 4 areas that should be enhanced:

#### **TRAINING**

##### **1. capacity building with staff and core volunteers**

There is a clear need to continue to increase the capacity of the staff and core volunteers building on the training already undertaken. The areas which are most needed are:

###### **a. Evaluation and evaluation systems**

It has become clear through the development of this report that there is a strong need for both evaluation skills and systems. This would enhance the capacity of the One Stops to both provide effective reporting to funders such as the City and UN HABITAT. As well, because of both the youth led focus of the One Stops, and in order to assure that the evaluation addressed the developmental

needs of the One Stops, it would be important to assure that the evaluation was participatory, engaging not only one or two staff, but a broad range of One Stop users.

In regards to reporting, it would be ideal if the evaluation could be done in a way to utilize computer technologies so as to assure the centralization and dissemination of the data. Using web based technologies that allow direct input on the web, as well as linking this to key reporting technologies such as GIS, would enhance both the transparency and real time nature of the evaluation.

**b. Governance**

Continued training in governance skills, and support of models of governance which engage all partners – youth, cities, and funding agencies - effectively is needed. As well, programmatic aspects of governance such as engagement and training of youth in planning would better enable the youth to become involved in local governance, possibly then addressing the strong cynicism reflected in this report towards youth engagement in governance.

**c. Training in Focus areas**

The continued training in One Stop focus areas is encouraged, with a focus on both engaging local partners who provide effective and context specific training. Examples of this is the current UNFPA training being undertaken in Kampala, or the entrepreneurship training provided by the International Centre for Sustainable Cities in Dar es Salaam. Larger trainings that are developed centrally and delivered either separately at each One Stop, or in group trainings centered in Nairobi. Examples of trainings are the information services training given by European Youth Information and Counseling Agency (ERYICA), and the entrepreneurship training given by the Environmental Youth Alliance (EYA). Combined with the trainings can be manuals which will allow the trainings to be scaled up. Another proposal that has merit is the setting up of a training Centre in Nairobi

## **2. Infrastructure**

### **a. Internet**

There is a urgent need to figure out how to assure consistent internet within the One Stops as there seems to be strong demand for these trainings, and they support other key aspects of the One Stop such as administration, communications, and evaluation/reporting. Computers seem less of a problem as they have been donated consistently to two (Nairobi and Dar es Salaam) of the three One Stops.

### **b. Sanitation Blocks**

Toilets are a necessity for a well functioning One Stop.

## **3. Programs**

### **1. Girls and Young Women focused training**

It is clear from the report that the One Stops have focused on engaging young women and girls, especially in the case of the One Stop Nairobi. Yet, the importance of this improvements can be made

## **4. Research and Evaluation**

It is important to undertake ongoing research and evaluation of the One Stop sites so as to inform policy and practice in regards to youth development. Initial research on the One Stop has been undertaken by Claire Wilkinson in her report *Space for Change*, which explores the importance of urban youth space, using the One Stop Nairobi as a case study. A soon to be published research report, the *One Stop Youth Resource Centres: Local Governments Response to Improving Youth Livelihoods*, as well looks at how the One Stop model can be scaled up. Further research into how the One Stops support urban youth is needed so as to inform policy and practice, and the dissemination.

In regards to evaluation, as mentioned previously in this report, there needs to be both training of evaluation techniques, and engagement of youth in the evaluation. There as well needs to be clear baselines set so that data can be compared between evaluation periods. These baselines can only be established through the increase in capacity of the staff of the One Stops, and the improvement of data collection and reporting systems.

## **Conclusion**

In conclusion, this report gives a clear snapshot of the successes of challenges of the One Stop Centres. This evaluation demonstrates the importance of the One Stops in engaging youth improve their livelihoods. Through the addressing of the recommendations many of the challenges identified can be overcome, improving the effectiveness and efficiency of the One Stops, and as well allowing them to be used as models that be scaled up and implemented in other cities globally.

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<sup>i</sup> A fourth proposed site in Kigali, Rwanda is not currently operational and is not included in this report.

<sup>ii</sup> It must be noted that because of the lack of internal evaluation and reporting procedures, it is difficult to verify these numbers.