

# Global Partnership Initiative for Urban Youth Development (GPI)

## Terms of Reference for consultancy to support 2008 Activity Plan Summary of Tasks for Consultants

### 1 Introduction

Subsequent to the launching of the GPI Phase I and completion of the inception phase, whereby activities are fully underway in the four target cities as well as satellite centres in Nairobi, certain actions are required to prepare the ground for the next phase of this work. If the GPI is to be a primary vehicle for achieving the goals of the UN-Habitat Youth Strategy, it must be clearly aligned with the strategic plan for the youth programme of the Partners and Youth Section, and with the Agency's Medium Term Strategic and Institutional Plan.

The inception phase has provided ample evidence that the GPI is a viable model and has the potential to provide UN-HABITAT the basic building blocks for designing and launching an Agency-wide programme for enhancing the engagement of youth in sustainable urban development. The objective of the remaining period of the current funding should therefore be to ensure that activities are undertaken to generate broader awareness of and support for the GPI to provide the basis for mainstreaming youth approaches in UN-HABITAT's programmes for the period 2008-2013.

The UN-HABITAT Governing Council, meeting in Nairobi from 16-20 April 2007, agreed to establish an Opportunities Fund for Urban Youth-led Development (GC 21/7). Such a fund will be an important mechanism for ensuring the sustainability and expansion of the agency's efforts towards youth led development.

The consultant(s) will be engaged to assist the Partners and Youth Section in addressing these challenges in three key areas of concern: operationalizing the Opportunities Fund, strengthening advocacy and marketing/resource mobilization, and building the planning and management capacity of the youth programme and its partners. Details of the tasks under each area are provided in the following sections.

### 2 Operationalizing the Opportunities Fund

#### *a) Inception Strategy and Steering mechanism*

The consultant will establish and lead a steering group to provide guidance to the Partners and Youth Section on strategies for design and implementation of the Fund. The steering group will consist of the consultant, external experts, and a representative of PYS. Specific responsibilities of the steering group will be:

- Prepare a strategy for operationalizing the Opportunities Fund;
- Identify criteria for assessment of potential recipients;
- Provide guidance for the mapping initiative and survey of existing funds; ensure consistency between the initiatives mapping, survey of existing funds and development of operational procedures for the Fund;
- Provide support to PYS in selecting suitable initiatives in time for the award of first round funding during WUF-4.

#### *b) Mapping and targeting of potential recipients of the Fund*

- i. Identification of county-level partners to assist in assessment of local initiatives for consideration of support;

- ii. Identification of existing youth-led initiatives in target regions that would be potential beneficiaries of the fund:
  - Desk study of documented initiatives in prescribed regions, and scan of existing databases. Identify a minimum of 250 potential beneficiaries and collaboration agencies globally.
  - Potential initiatives will be ranked and good candidates for grants will be assessed on the ground.
  - Design an assessment tool to identify a short list of a maximum of 50 potential first round beneficiaries suitable for launch at WUF 4. Assessments will be done mainly by UN-HABITAT staff stationed in the concerned countries, or national consultants/CSOs identified through the above mapping of collaboration agencies.
  - Undertake selected missions to targeted countries/initiatives to ensure quality of the assessment process.
  - Create a shortlist of a maximum of 25 organizations suitable for first round funding.
  
- iii. “Asset Mapping” of youth-led initiatives and services in current GPI cities to provide a basis for ensuring the Fund also builds on current momentum in those locations
  - Develop and deliver a pilot training programme in asset mapping in partnership with the Nairobi, Kampala and Dar Es Salaam One Stop Youth Centres with the purpose of mapping the youth services and other youth friendly assets of each of the cities.
  - A youth friendly guide of each of the cities will be prepared and published.
  - Prepare a situation analysis of youth friendly services for each city to identify gaps in services that can be incorporated into the programme planning by the respective OSYCs.
  - Identify organizations and initiatives eligible for support from the Opportunities Fund; identify and recommend a maximum of three initiatives in each GPI city as potential first round beneficiaries from the Fund, to be included in the shortlist mentioned under b. ii., above.
  
- iv. Development of a database to manage information on the above.

**c) Survey of existing funds**

Undertake a survey of other funds to determine their operational procedures, eligibility requirements, oversight and monitoring mechanisms and normative outcomes, in order to learn from other experiences in designing the operational procedures for the Opportunities Fund. These will be comparable funds run by UN-HABITAT and other UN agencies, as well as specifically youth-focused funds run by governments, CSOs or other entities.

**d) Draft Operational Procedures**

Prepare draft operational procedures for the Fund, including:

- selection criteria for projects to benefit from the Fund,
- decision-making structures and composition,
- application, assessment and approval procedures,
- fund management,
- grant reporting, monitoring and evaluation,
- Coordination modalities.

### *e) Stakeholders' Consultation*

Facilitate a stakeholders' consultation in April-May 2008 to finalize the above and establish a permanent Advisory Committee for the Fund. Responsibilities of the consultant will include:

- Support selection of participants
- Prepare draft agenda and design process of the consultation
- Facilitate discussion during the meeting
- Revise documentation as required from recommendations of the meeting.

## **3 Advocacy and marketing for youth led development**

### *a) Advocacy Strategy and Tools*

- i. Prepare advocacy strategy paper and action plan
- ii. Draft advocacy messages for use in proposed materials/media
- iii. Prepare PowerPoint presentation for use by UN-Habitat staff and OSYC partners.
- iv. Prepare a strategy paper and action plan for mobilizing world leaders and other stakeholders (Youth MPs, partner agencies, youth groups, etc.) to inform policy makers at local, national and regional/international levels on the opportunities and strategies for supporting youth led development, and in particular to lend support and resources to achieving the aims of the Opportunities Fund.
- v. Provide leadership in implementation of the strategy, including initiating approaches to leaders, as well as providing guidance and support to the PYS in undertaking other aspects of the promotion strategy.

### *b) Resource mobilization*

- i. Prepare two generic fundraising proposals – for GPI general and for the Opportunities Fund
- ii. Conduct research on potential funding sources, developing the PYS donor database in the process.
- iii. Prepare a resource mobilization tracking system and develop a preliminary target list of donors to approach
- iv. Prepare transmittal letters tailored to all target donors; submit with proposals as appropriate
- v. Follow-up proposal submissions with telephone calls and meetings to ascertain potential interest
- vi. Organize a donor conference in mid 2008 for all potential partners who have indicated some interest in participating in the programme
- vii. Follow-up with the contacts made for the Opportunities Fund, specifically in Europe
- viii. Organize a training session for GPI focal points and other stakeholders to engage them in resource mobilization at country and regional levels
- ix. Provide training in management of resource mobilization functions to PYS staff responsible for this activity, and provide on-going advice as required.

### *c) Strengthen partnerships for the GPI programme 2008-2011*

- i. Research and develop a list of agencies having on-going youth-focused programmes complementary to the GPI objectives and approaches. The list should contain brief descriptions of relevant youth strategies/programmes for each agency. Target partners should include: ILO, UNICEF, UNIDO, UNEP, UN-AIDS, World Bank, UNIFEM, UNDP, UNDCP, UNESCO, Commonwealth Foundation, British Council, Ford Foundation, MS, Practical Action, ActionAid, SNV, AWEPA, GTZ, CIDA, SIDA, DGIS, DFID, the German foundations and volunteer/intern-sending organizations such as VSO and DED.

- ii. Research and develop a list of international and national corporations that have exhibited interest in supporting youth-focused initiatives. The list should contain brief descriptions of relevant youth strategies/programmes for each company. Members of the Global Compact should be targeted specifically.
- iii. Prepare introductory letters to target partners as well as promotional packages for dissemination to the target lists. Follow-up with phone calls and personal visits to ascertain interest, and set up formal meetings with PYS where appropriate.
- iv. Engagement of other UN-HABITAT departments is also critical. An inter-departmental forum should be organized for discussion on this, to involve Safer Cities, Water and Sanitation, TCBB, best practices, gender unit, etc. The consultant will provide guidance to the PYS on opportunities for collaboration with these departments.
- v. Provide training in management of partnership development functions to PYS staff responsible for this activity, and provide on-going advice as required.

#### **4 Building Planning and Management Capacity of GPI**

##### ***a) Capacity building of the One Stop Youth Centres***

- i. Conduct a situation assessment: Conduct a situation assessment with each of the steering committees, where they exist and with the stakeholders managing the implementation of the program where the committees do not exist. This assessment will focus on identifying the challenges and bottlenecks in the system that are impeding progress, with a view to determining strategies to overcome identified challenges, thereby strengthening existing structures with appropriate interventions that respond to the unique requirements of each city. The analysis will especially focus on the institutional and management structures established and proposed to enable effective implementation of the plans, based on lessons learned.
- ii. Develop a tripartite MoU with all cities: Learning from the experiences in Nairobi, Kigali and Kampala, it is felt that having a tripartite agreement involving UNHABITAT, the local authority and Ministry in charge of youth affairs, would provide the policy framework within which to implement the OSYC activity. However any agreement made will have to be guided by and attached to a plan of action that details the responsibilities of each party involved.
- iii. Transform city plans into action plans: Following the proposed situation analysis the consultants will facilitate a strategic planning process aimed at transforming the proposed city plans into action plans demonstrating a defined time frame and clear responsibilities for all concerned parties. The planning will also involve key donors at the city level to facilitate resource mobilisation. A plan will also be developed for implementation at the regional level, taking into consideration all the key activities identified through the process.

##### ***b) Capacity building of Satellite Centres***

- i. Facilitate a strategic planning process with the three Nairobi satellite centres (and possibly a fourth in Kibera) to develop a plan for networking and joint advocacy as well as building linkages to the broader GPI programme;
- ii. Assist the network to develop a proposal to obtain financial support for implementation of the above plan.
- iii. Consult with UNDP/GoK and Kenya Young Parliamentarians Assoc. on opportunities for linking planned "Youth Empowerment Centres" with GPI; prepare a concept paper with recommendations for UN-Habitat on how to link these initiatives.

- iv. Organise and facilitate a meeting between the GPI city OSYCs and the satellite centres to enable comprehensive consolidation of the satellite centres within the GPI process.

**c) Strategic planning for the GPI programme 2008-2011**

- i. Review and align youth strategy components with MTSIP
- ii. Prepare draft LFA with outcomes, outcome indicators, and key result areas
- iii. Conduct strategic planning meeting
- iv. Plan for remainder of current funding: A draft plan for activities and outputs on the GPI to June 2008 has been prepared as part of the final report on the inception phase. This plan will be reviewed during the strategic planning meeting, and revised as required.
- v. Finalize Strategic Plan document: The draft strategy paper will be revised to incorporate the agreed outcomes, outputs and indicators as discussed during the strategic planning meeting.
- vi. Build capacity of staff and partners for implementation of the strategy: Facilitate three specific workshops to this end:
  - *Orientation of UNVs* – This will be a one-day workshop immediately preceding the Strategic Planning meeting.
  - *Training PYS staff on strategic planning* – this will be a one-day workshop to present the building blocks of a strategic planning process, review the youth programme strategic plan to ensure comprehension of its contents, and develop an understanding of how to use these tools in their work.
  - *Regional planning meeting of GPI focal points, UNVs and PYS staff* – the consultant will design and facilitate this meeting to build consensus on the strategic plan among all key actors in the programme. The meeting will review the capacity-building action plans of each city participant, and the plans for implementing the strategy and regional and global level. The principal outcome of the meeting will be a GPI workplan for the coming two years.

**d) Develop a monitoring mechanism**

- i. Finalize the Youth Programme LFA with agreed indicators of achievement and assumptions and risks – the LFA will be prepared during the strategic planning process. There will be a need, however, to refine the outcome/output indicators to ensure they are consistent with the more general monitoring instruments used by UN-Habitat, and also to clarify the assumptions and risks entailed in the strategic plan LFA.
- ii. Prepare a performance monitoring framework (PMF) – the finalized LFA will provide the basis for designing the M&E tools. The main instrument to be prepared by the consultant will be a performance monitoring framework, which will detail how each indicator in the LFA will be measured, by whom, and the schedule of reporting. It will also provide guidance on how to take account of risks and assumptions.
- iii. Design the process for collecting baseline data – the PMF will identify specific data types required for on-going monitoring. The consultant will prepare a plan for gathering baseline data consistent with these categories.
- iv. Prepare a plan for building capacity of staff and OSYCs in M&E processes – all key participants in implementing the GPI need to be engaged in M&E; a plan will be

prepared by the consultant for a training programme to orient staff and OSYCs to the monitoring tools, and to agree on their specific roles in implementing the M&E system.