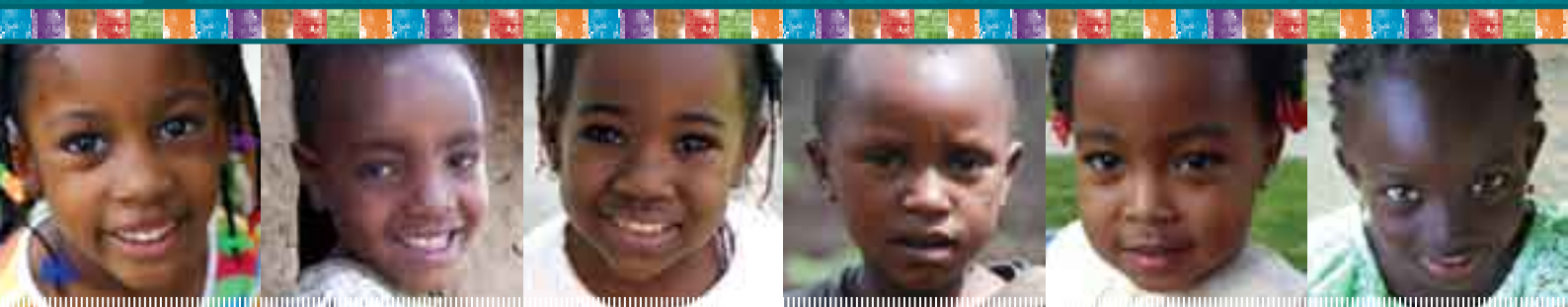


WE ARE THE FUTURE



CAPACITY BUILDING IN CONFLICT CITIES



WORLD BANK INSTITUTE
Promoting knowledge and learning for a better world



A Program Supported by the Bank Netherlands Partnership Program (BNPP)





THE CHALLENGE

It is estimated that across the globe, over 1 billion people live in slums or informal settlements, of which close to 50% are under the age of 25. Cities with the most urgent development needs are those that house the largest segments of young people. For instance, available estimates show that in most African countries, youth and children under the age of 25 constitute over 70% of the population. They are, by demographic necessity alone, the key to success in attaining the Millennium Development Goals, as most of their parents will have exceeded their life expectancy by 2015 and 2020. They constitute the most vulnerable group in terms of poverty, as they are the most affected by consequences of unemployment, lack of education, poor nutrition and violent conflict. Despite the fact that the number of young people today is the largest in history in proportion to the adult population, they are the most in need of empowerment to participate in decisions affecting their livelihoods. The difficulties facing these youth are due principally to problems encountered early in life. Thus services for younger children are also central to a sustainable development agenda for youth. If youth are trained to deliver these essential services during the critical stages of early childhood, they are also empowered to change their own lives.

The **Capacity Building in Conflict Cities** program was developed to buttress current development efforts to help cities in crisis and to focus on one of the neediest and underserved populations: urban communities struggling to help youth and children in the aftermath of conflict and violence. Towards this end, the program aimed to strengthen the capacity of municipal leaders and youth to deliver youth-led activities and educational programs to vulnerable youth and children. The program's design was based upon the recognition that youth are vital - and often unutilized - assets in processes of social development and decision-making. Going one step further, the program recognized the special role that youth can play in improving the present and future conditions of their younger peers with whom they share a critical common language.

BACKGROUND

We Are the Future - One Stop Child and Youth Centers

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

In 2005, the Glocal Forum and UN-HABITAT merged UN-HABITAT's **One Stop Resource Information Center** model for urban youth development with the WAF program, giving birth to a new initiative, entitled **We Are the Future - One Stop Child and Youth Centers**. The primary outcome of the joint program is the development and implementation of youth-led services for orphans and vulnerable children (OVC) and youth living in urban areas in order to promote a healthy start in life and improved living conditions. Youth benefiting from programs at the Centers have become community assets able to extend new services to peers, younger children and their communities at large. The Centers are based on partnerships with municipalities, the private sector, civil society organizations, development agencies and universities, in order to ensure sustainability and scale.

In order to build the capacity of the young people and municipalities running the Centers, a grant from the **World Bank Netherlands Partnership Program (BNPP)** was obtained by the Glocal Forum through the World Bank Institute for the **Capacity Building in Conflict Cities (CBCC)** program which joined forces with UN-HABITAT in 2006.



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“The Capacity Building in Conflict Cities Program has made an enormous contribution to a critical element of development – building the capacity of youth to manage their own affairs, work with their peers, and train children in a context of inter-city relations.”

”

Ambassador Uri Savir, President, Glocal Forum



PROGRAM OBJECTIVE

To strengthen the capacity of six pilot cities (Addis Ababa, Asmara, Freetown, Kigali, Kabul, Nablus) to run and maintain youth-led WAF-One Stop Youth and Child Centers through local capacity building training and city-to-city exchanges.

“Young people, lest we forget, constitute the majority of the urban population in rapidly urbanizing countries. Often, they have no jobs and no voice. Any effective response to improve the living conditions of the urban poor and slum dwellers must deal, prima facie, with the challenges facing youth.”

Dr. Anna Tibaijuka, UN Under-Secretary General and Executive Director, UN-HABITAT

WAF-ONE STOP CITIES

1 Asmara, Eritrea

Asmara has a population of 400,000, with 45% under the age of 15. Following the 2000 peace agreement between Eritrea and Ethiopia, an estimated 230,000 youth across the state have been classified as orphans or live on the streets.

2 Addis Ababa, Ethiopia

Addis Ababa has a population of 3.5 million, with 44% under the age of 15. 5% of youth are educated through the secondary school level. The infant mortality rate is 9%.

3 Freetown, Sierra Leone

Freetown has a population 1,070,200. 45% of its population is under 18, and infant mortality lies at over 10%. There are an estimated 350,00 street children statewide.

4 Kabul, Afghanistan

Kabul is the capital and largest city of Afghanistan with a population estimated at 5 to 6 million. According to available data, there are an estimated 1.6 million orphans and street children statewide.

5 Kigali, Rwanda

Kigali, the capital city of Rwanda, has a population of 1 million and is rapidly expanding with a growth rate of 9% per year. Kigali experienced intense ethnic violence between the Hutu and Tutsi peoples in 1994, resulting in a population loss of over 100,000 during this period. Young people are at the forefront of peace building and community regeneration.

6 Nablus, Palestinian Authority

The Nablus governorate has 205,000 inhabitants, of which 50% of the population is under the age of 18 and 17% is under the age of 5. The city's unemployment rates have increased dramatically in recent years to an estimate of 60% in 2004.





ACTIVITIES

The **Capacity Building In Conflict Cities** program has evolved over its four-year duration in response to an ongoing impact evaluation process, leading to the development of two phases of work. The first phase, which centered around north/south city-to-city training (2004-2006) for six pilot cities, was revised for a second phase (2007) which shifted the program focus to local capacity building for youth and municipal staff for three pilot cities (Freetown, Kigali and Addis Ababa) and the facilitation of south/south city-to-city dialogue and knowledge sharing.

Phase 1 → 2004-2006

During the years 2004-2006, the groundwork was laid for the city-to-city capacity building program. The Glocal Forum formed an international advisory panel to guide the implementation of the program, created a group of peer cities, held a round table meeting with WAF and peer city representatives to discuss the partnership, organized assessment trips for peer cities to visit their respective WAF partner cities to identify specific training needs, and implemented a city-to-city exchange for a Nablus delegation to Barcelona.

City-to-City Partnerships

Six partner cities were identified and matched with WAF cities:

- **Addis Ababa – Washington, DC**
- **Asmara – Florence**
- **Freetown - Baltimore**
- **Kabul – Athens/Lyon**
- **Kigali – Rome**
- **Nablus - Barcelona**

International Advisory Panel Videoconference

On November 4, 2004, the Glocal Forum in partnership with the World Bank, hosted the first International Advisory Panel Videoconference of the CBCC program with Mayors, Deputy Mayors, WAF Coordinators and Senior Officials from the Municipalities of the six pilot cities. The objective of the videoconference was to **review the strategy and work program and make recommendations about the scope and direction of the capacity building efforts**. The videoconference provided a valuable forum of exchange among the participants to share their experiences, needs and expectations in establishing the WAF Centers.

Round Table Meeting

The outcomes of the videoconference served as the basis for the Round Table Meeting that took place in Rome on February 5-7, 2005 with the participation of WAF Coordinators from the six pilot cities and their peer city counterparts in addition to World Bank and Glocal Forum staff.

The Round Table provided an important opportunity for cities to share experiences and engage in constructive dialogue as a basis for partnership and exchange. The meeting was the first time that all pairs of cities came together to discuss the purpose of the capacity strengthening program, expectations and terms of participation. Participants joined in informational plenary sessions as well as small working groups in order to **gain collective consensus on the program approach, identify city-specific training and technical assistance needs, clarify roles and responsibilities, and develop a work plan and timetable to implement the capacity strengthening initiative**.



▲ Youth working with children in WAF centers, Freetown (left), Kigali (right)

City-to-City Assessment & Training Visits

Between May – June 2005, peer representatives visited the following cities: Asmara, Freetown, Kigali and Nablus; a peer representative from Lyon traveled to Kabul in March 2006. The trips allowed the representatives to conduct their own assessment of the WAF programs, and identify the needs and possible future interventions. In April 2006, the first city-to-city training activity was held in Barcelona with the participation of a delegation from Nablus.

Ongoing Impact Evaluation

The program partners engaged in ongoing impact evaluation from the early stages through meetings with peer and pilot cities, site visits and participation in program activities. This process led to a **comprehensive review of the program and revision of its approach and strategy in order to maximize cost-efficiency and program impact.**

Phase 2 → 2007

The challenges, opportunities and lessons learned which emerged through the ongoing impact evaluation activities conducted during 2004-2006 led to the redesign of the CBCC program for a second phase in 2007. The program would focus **more explicitly on local capacity building, put youth in the forefront of the program, and feature south/south city-to-city dialogue and networking for increased applicability and practical results in three WAF pilot cities (Addis Ababa, Freetown and Kigali).** These cities were selected due to their commitment and achievements in establishing the WAF program. Based on the lessons learned and possible entry points, the Glocal Forum continues to work with the other three cities (Asmara, Kabul and Nablus) as part of the overall WAF-One Stop program in cooperation with UN-HABITAT, which became a partner to the capacity building program in Phase 2, lending to sustainability in the long-term.

Components of Phase 2:

- 1) local capacity building
- 2) web platform
- 3) videoconference dialogue
- 4) stocktaking workshop





COMPONENT 1

Local Capacity Building Training

Local management capacity building training and technical assistance activities were carried out by local service providers in two of the three selected WAF-One Stop cities – Freetown and Kigali (administrative challenges halted the local training activities in Addis Ababa). In early 2007, the Glocal Forum worked with UN-HABITAT to competitively recruit NGOs in Freetown and Kigali that have experience in implementing similar institutional capacity building and youth programs. Training activities took place between May and December 2007.

Objective

To provide hands-on tailor made training, enhance mechanisms for knowledge sharing and learning, and strengthen the capacity of the WAF-One Stop municipal management, youth sector managers and youth trainers to maximize the impact of the Centers. In addition, activities focused on increased outreach to youth in order to expand the program's impact in the community.

Participants

The training program was completed for 25-32 trainees in each city. Participants included WAF management and youth primarily from the existing WAF-One Stop Centers including youth sector leaders, youth trainers and youth representatives to WAF-One Stop Management Committees. In addition, leaders from other major youth associations in the cities were included, magnifying the impact in the community. Approximately half of the participants in each city were female.

Activities

■ Needs Assessment

The NGOs conducted rapid organizational training needs assessments, considering several dimensions of organizational management, including governance, program/financial planning, organizational and financial management, human resource management and fundraising **in order to help identify strengths, weaknesses, gaps and training needs** of the WAF-One Stop management teams and youth trainers in implementing the WAF-One Stop strategy.

■ Training Design

Based on the consolidated assessment findings, the NGOs designed intensive training curricula in close cooperation with the WAF-One Stop management teams and youth leaders, ensuring that the collective ideas and knowledge of the youth were fed into the training program to continue strengthening and sustaining the overall WAF-One Stop program.

■ Intensive Training

Four to six week intensive tailor-made training activities were implemented in the cities, building skills and knowledge in the following key areas of institutional capacity building:

- Project Cycle Management
- Leadership, Team Building & Governance
- Human Resource Management
- Advocacy
- Financial Planning & Management
- Organizational Management
- Good Governance
- Resource Development
- Entrepreneurship
- Monitoring & Evaluation

■ Methodology

The training employed various methodologies, mixing lectures with group sessions, presentations, role playing, debate, practical work in the field, and daily evaluations.



Photo taken by UN-HABITAT

■ Follow-Up Coaching & Mentoring

The intensive training was followed by coaching and mentoring activities over a period of three to four months in areas identified by the trainees as requiring further attention. In addition, this phase involved 'training-of-trainers' activities in order to ensure expansion of human capacity and resources, as well as widened program impact.

■ Proposal Development

In each city, participants worked in teams to develop innovative youth-led projects for implementation in the WAF-One Stop Centers based on the learning impact of the training. This process facilitated the practical application of the skills gained during the training period. A selection committee was established by the program partners to identify the best projects which were awarded seed funding for implementation as a concrete outcome of the program in both Freetown and Kigali.

■ Outcomes

Training reports as well as participant feedback indicated that the training was very useful in both cases, particularly in developing life skills for the youth involved, going beyond the range of topics within WAF-One Stop Center management, to cover wider elements of capacity building which is expected to impact broader youth-child frameworks in the participating cities.



Abdul Rahman Jalloh

Abdul Rahman Jalloh, 21 years of age, is a peace and conflict studies student and human rights and youth activist in Freetown. As the youth representative on the Freetown WAF-One Stop Management Committee, he has been active as a decision-maker and organizer of municipal programs for youth and children for the past few years. The capacity building training provided him with critical skills which are enabling him to overcome key obstacles he faces as an activist, leader and link between youth and local government.

“The capacity building training was a blessing from above. It came at the time I needed it the most. As a youth leader and activist, I have been trying to find ways and means to help solve key challenges faced by the municipality and youth, as I am the indispensable link between the two. The training provided me with skills enabling me to effectively address these challenges. The training also broadened my knowledge regarding how to lead and advocate as a youth and human rights activist.”

Abdul Rahman Jalloh
Youth Representative to WAF-One Stop Management Committee, Freetown



CITY-TO-CITY LEARNING

◀ Youth-to-child ICT activities, WAF Center, Addis Ababa



COMPONENT 2

Web Platform

The Glocal Forum established a **web-based exchange network for reference and referral** for the pilot and follow-on generations of cities and youth working in WAF-One Stop Centers (www.cbcc-bnpp.org) which serves the following functions:

- information platform for members of the pilot cities and their communities;
- common discussion and on-line help facility to help cities to communicate with each other and draw on each other's experiences;
- tool for sustaining the city-to-city learning and sharing process and widening the scale of city participation for new networks of cities and youth worldwide.



COMPONENT 3

Videoconference Dialogue

Having gained experience and knowledge through the local capacity building activities, youth training participants engaged in a joint videoconference dialogue hosted by the World Bank Institute. The videoconference brought together three World Bank "youth-to-youth" (Y2Y) panelists from Kabul, Guatemala and Nairobi, and members of the WAF-One Stop youth and management teams from Addis Ababa, Kigali and Freetown. The videoconference dialogue entailed presentations, Q&A's, assessment of the lessons learned, knowledge exchange and guidance regarding replication of innovative and best practices.

Outcomes included:

- **new ideas and perspectives to WAF-One Stop youth for planning and implementing projects in their cities and to Y2Y youth in their programs;**
- **establishment of youth-to-youth knowledge sharing network to be continued through follow-up e-discussions.**



COMPONENT 4

Stocktaking Workshop

25 youth, municipal officers and local program coordinators from Addis Ababa, Kigali and Freetown engaged in a three-day Stocktaking Workshop from November 18-22, 2007 at the United Nations Headquarters in Nairobi, Kenya. They were joined by representatives from Glocal Forum, WBI and UN-HABITAT as well as delegations of Kenyan and Canadian youth running urban youth-led programs.

Participants came together to **share best practices and lessons learned, cross-fertilize ideas, and develop strategies to sustain the capacity building initiative.** In addition, selected youth projects from each city were presented for seed funding by the CBCC program and possible further support from donor agencies/program partners in order to sustain and strengthen the WAF-One Stop program. Training sessions and on-site visits to local youth centers/organizations were conducted, and a meeting was held with UN-HABITAT Executive Director, Anna Tibaijuka for all program participants in which she stressed the importance of engaging young people in development work.





On the final day, sessions were dedicated to income-generation training and brainstorming sessions towards the development of a WAF-One Stop brand and program model with stakeholders and experts from the field. This was accompanied by concrete program planning by each of the three cities for the coming years, with a view towards increased program self-sustainability. **As a result, the Stocktaking Workshop laid the ground for the next phase of the WAF-One Stop program, which will benefit from the participation of a cadre of trained youth and WAF-One Stop management that benefited from the Capacity Building in Conflict Cities program.**

Key Outcomes

- **Articulation of lessons learned** to strengthen the institutional capacity of the WAF-One Stop centers.
- **Identification of common challenges** and place-specific issues.
- **Enhanced understanding of ways to address challenges** and lay plans for next steps.
- **Identification of key opportunities** for future action.
- **Stronger ability to work together** with others across disciplines, with the community and with other cities.
- **Enhancement of City-to-City Network** to sustain the program.
- **Development of key self-sustainability mechanisms** to enhance overall WAF-One Stop program in cities.
- **Increased linkages** among cities, with partner organizations and with other donor agencies.
- **Finalization of innovative projects** that were granted seed funding by the BNPP-CBCC program (matched by UN-HABITAT) for implementation following the workshop.
- **Development of concrete strategies for the way forward** for each of the WAF-One Stop city programs with input from partners and peers.
- **Building of a WAF-One Stop brand and program model** agreed upon by program partners and participants from all cities.



Ahmed Kagabo

Ahmed Kagabo, 23 years old, is a youth trainer and leader in the sports sector of the WAF-One Stop Center in Kigali. Following participation in the capacity building training, including a module on entrepreneurship, he headed the establishment of a youth-led Shiatsu Natural Healing cooperative. This initiative has already begun showing success both for the youth which are gaining employment and valuable experience, as well as the community which is benefiting from their services.

“This training helped us - 15 WAF-One Stop youth trainers - to start a cooperative which will help the population in terms of natural healing. So far about 42 clients are already registered with us.”

Ahmed Kagabo, WAF Trainer and Head of the Natural Healing Cooperative, Kigali



“Befo yu gi mi fish, larn mi how fo fish”

Abdul Rahman Jalloh quoted this proverb when presenting the results of the capacity building program in Freetown at the Stocktaking Workshop, citing that “the program taught us how to fish.”

“I gained a great deal from this training; I studied important topics which will help me in the future such as project management and organizational management. I now know how I can manage my organization and how to start a new organization.”

Martin Ruvugabigwi

President, NIBYIZA (Kigali Youth) Group

Youth Representative to WAF-One Stop Management Committee, Kigali

“This training helped me strengthen the work I am doing in my youth organization, especially in the area of human resource development. In the future, I think my organization will benefit from more effective leadership as a result of the training.”

Didacienne Nyungura

NIBYIZA Group, Kigali

“This training has added value to our city’s youth and children. On behalf of the City of Kigali, I would like to thank the efforts and means that BNPP and our partners Glocal Forum, UN-HABITAT and World Bank Institute invested to make these activities successful.”

David Nyanshayija

Director of Good Governance and Social Affairs, City of Kigali



Mariatu Sedik Kamara

Mariatu Sedik Kamara, 21 years of age, is an advocate for youth and children in Freetown, utilizing her acting and presenting skills to amplify key messages regarding critical issues facing Sierra Leone. She serves as a WAF-One Stop Arts Trainer where she imparts arts programs to hundreds of young children across Freetown. Together with her peers, she is working on a training-of-trainers program to pass on the lessons learned from the capacity building training activities to other youth in the program.

“Participation in the capacity building training has equipped me with the project development and advocacy skills that will allow me to be more effective in my efforts to advance youth and child development in my city.”

Mariatu Sedik Kamara, Youth Representative to WAF-One Stop Management Committee, Freetown



RESULTS

The program has significantly increased the capacity of participating municipalities in empowering youth to assist disadvantaged children in conflict cities.

1. Enhanced Skills

- **Strengthened institutional capacity of six municipalities and youth** in conflict cities to design, develop, run and maintain youth and child programs. In particular, enhanced capacity of WAF-One Stop Centers to carry out effective programs and increase overall impact.
- **Strengthened institutional capacity of additional youth organizations** in participating cities, reaching larger audiences beyond WAF-One Stop.

2. New Networks

- **North/South:** Development of city-to-city network of municipalities, civil society, private sector and youth in peer and conflict cities which has led to knowledge sharing, in-kind contributions, technical assistance, capacity building and resource mobilization.
- **South/South:** Development of city-to-city network of youth and municipal practitioners from WAF-One Stop cities in order to exchange experiences and support each other in implementing urban strategies for youth and children in similar contexts.
- **Intra-City Networks:** Forging of new links with local stakeholders and international agencies, leading to the expansion of WAF-One Stop Center outreach, inclusion of new constituencies, integration of self-sustaining mechanisms and scaling up of overall program.

3. Increased Impact

- **Increase in WAF-One Stop youth-to-children activities, benefiting hundreds of underprivileged children** from orphanages, war-affected households, street children centers and kindergartens in participating cities.
- Planning and implementation of **new strategies to support effective services** for disadvantaged youth and children by participating municipalities.

4. Project Development

- Development of several youth-led innovative projects for implementation in the framework of WAF-One Stop Centers by youth participants.
- Seed funding granted and leveraged for innovative projects to be implemented as a direct follow-up to the program:
 - **KIGALI**
Mutesi Web Portal: creation of a youth web portal to disseminate essential information and raise awareness about the WAF Center's activities and sexual education/HIV-AIDS.
 - **FREETOWN**
Entrepreneurship Project: facilitation of sustainable livelihoods for 60 unemployed youths within the WAF-One Stop framework through the training and mobilization of youth in income-generating activities.





IMPACT

“The evidence on the impact of the local training in Freetown and Kigali indicates that this has been quite positive, in that it, first and foremost, has developed a pool of more skilled youth cadres for the WAF Centers concerned, but also has strengthened other youth organizations in the cities, thus having a multiplier effect in reaching out to a larger audience than was anticipated.”

“The combined work of WAF and the BNPP support have clearly established in these two cities that the original WAF concept of disadvantaged youth working with small children from disadvantaged neighborhoods on a range of educational/developmental areas in post-conflict cities in Africa has operational validity. This is a major principal conclusion, which is not only supported by the continuing operational work of the two WAF Centers (in which over a hundred children are being served by youth trainers daily), but also by the fact that the number of operational sectors is growing (e.g., in Freetown the health sector has recently begun operations) and is attracting additional external funding.”

“...it is clear that the combined developmental relevance of the WAF program and its BNPP support have been established. Several hundreds of small children affected by conflict have been endowed with life skills in the WAF Centers by similarly affected youths trained with BNPP support.”

Final Report of WBI Monitoring & Evaluation Consultant
BNPP-CBCC Program
Emiel Weglin, December 2007



SUSTAINABILITY

The following elements of sustainability have been put into place to ensure the continuation of the program’s impact:

- **Strategic Partnerships:** partnerships established with municipalities, NGOs and UN-HABITAT will ensure sustainability and impact in the long-term.
- **ICT Networking Tools:** the interactive web-platform will facilitate continued and widened city-to-city interaction, capacity building and dissemination of knowledge.
- **Projects:** innovative youth projects will be implemented at the end of the grant period as concrete outcomes and practical applications of the BNPP-CBCC process that will be supported by program partners.



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