



DP/FPA/2023/CRP.8

UNFPA MANAGEMENT RESPONSE

to the

Formative evaluation of the UNFPA support to adolescents and youth

(DP/FPA/2023/CRP.2)

Agenda item 13: UNFPA – Evaluation

UNFPA Management Response to *[Formative Evaluation of the UNFPA support adolescent and youth]*

Evaluation Report Issue Date [02/03/2023]	Evaluation report tag <i>[choose 1 from the list below]:</i> 1. Programme Level Evaluation (non CPE or RPE evaluations)	Additional attributes <i>[joint, impact or institutional]</i>	UNFPA Business Units Responsible for implementation <i>[list all]</i>	Heads of Responsible Business Units Final approvers	Responsible Unit Managing/Coordinating Focal Point <i>[name and email address]</i>	Date of submission
	Programme Level Evaluation	Formative	TD, PSD, DHR, HRD, Senior Management, ROs and COs, and EO	Julitta Onabanjo, Director of TD; Charles Katende, Chief of PSD; Josephine Mbithi, Director of DHR; Shoko Arakaki, Director of HRD; Marco Segone, Director of EO; Executive Committee	SHRB/ AY team - Will Zeck, SRHB Chief zeck@unfpa.org Danielle Engel AY team lead engel@unfpa.org	

EVALUATION RECOMMENDATION(S) AND PROPOSED ACTION POINT(S)

[List all recommendations below as they appear in the Evaluation Report]

Recommendation No. 1	<p>Enhance the operationalization of the integrated and multisectoral nature of the strategy by ensuring the efficient roll-out, implementation and use of its operational guidance and by expanding corporate learning, experience sharing and cross-fertilization.</p>	<p>Priority: High <i>[high, medium or low]</i></p>
<p>To operationalize the integrated and multisectoral nature of the Strategy and strengthen internal capacities, UNFPA should invest in the roll-out of its operational guidance. The roll-out should consider strategies beyond the availability of online courses, such as relational strategies to foster in-depth experience sharing and cross-fertilization across regions and countries. This could include closer work between headquarters and regional offices to support country offices, with headquarters backstopping regional offices in contextualizing and disseminating the guidance. Cross-regional experience sharing should also be considered. While the evaluation recognizes UNFPA efforts in developing the operational guidance for the Strategy, it also identifies emerging areas that should be considered for enhancing the existing guidance or for providing additional guidance.</p> <p>Potential actions to be taken:</p>		

- Enhance the visibility and communication of the Strategy by incorporating how it should be rolled out in the various country contexts (e.g., low- or middle-income country status, protracted conflict, humanitarian crisis, among others.), including with examples of how enhanced communication can benefit programming. Promote the United Nations Youth Strategy (Youth2030) and articulate linkages between Youth2030 and the UNFPA Strategy on Adolescents and Youth, so that UNFPA can become a leader for Youth2030;
- Enhance the existing 'My World' module by including a clear proposition for contributing to the long-term transformative goal of 'My World' and providing a clear articulation of the UNFPA understanding of meaningful youth participation for both internal and external audiences;
- Build a knowledge bank of good practices and lessons learned of the integrated, multisectoral approaches across the three dimensions of the Strategy (body, life, world) and demonstrate the conceptual linkages laid out in the Strategy through concrete examples.

Management Response to Recommendation acceptance status

[Accepted/Partially Accepted/Rejected]

Recommendation accepted. The roll-out of the My Body, My Life, My World (MBMLMW) operational guidance modules is already underway, supported by organization-wide e-learning to be rolled out in 2023. We agree with the evaluators that while the MBMLMW strategy has been effective in advancing UNFPA's adolescent and youth programming, it could benefit from increased visibility in the context of the UN Youth Strategy, clear positioning of UNFPA's leadership on youth participation and documentation of good practices to foster cross-regional learning. The main objective of the MBMLMW strategy and its operational guidance is to standardize and ensure quality in UNFPA's work with and for young people, while respecting the different contexts in which our programmes are delivered. Enhancing the visibility and expanding documentation of good practices will help disseminate and socialize the strategy and the evidence-based approach underlying it throughout the organization, making UNFPA's adolescent and youth programming robust, technically excellent, and impactful.

If recommendation is partially accepted or rejected, provide reasons:

If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued

Action point title	Action point text	Due date (MM/DD/YYYY)	Lead implementing unit [specify <u>only one</u> per action point only]	Lead implementing and reporting staff Owner [specify <u>only one</u> per action point only]	Additional units involved in implementation (if any)
1a Enhance the visibility and communication of the MBMLMW Strategy incorporating how the strategy should be rolled out in	UNFPA recognizes the importance of enhancing the visibility and communication of the MBMLMW strategy, particularly in the context of different country settings.		TD - SRHB- AY team	Danielle Engel - AY team lead Engel@unfpa.org	DCS, ICPD30 Secretariat, UN Youth Office

<p>the various country contexts (e.g. middle income, protracted conflict, nexus, development etc.), including with examples of how enhanced communication can benefit programming.</p> <p>Promote UN Youth2030 Strategy, outlining how to articulate linkages between Youth2030 and MBMLMW, for UNFPA to become the leading ambassador agency for Youth2030.</p>	<p>We appreciate the recommendation and commit to taking the following actions:</p> <ul style="list-style-type: none"> ● Develop a systematic and strategic communication strategy that supports MBMLMW within the current framework of the Strategic Plan 2022-2025 and aligned with Youth2030 Strategy, for both internal and external audiences. ● Utilize the ICPD30 global, regional and national processes including the proposed Youth Dialogue to popularize the MBMLMW strategy and operational plan and the alignment with the UN Youth 2030 ● Hold an advocacy/communication planning retreat between UNFPA and the UN Youth Office at senior level to agree on global moments for joint advocacy in the lead up to the SDG review ● Publish a report to demonstrate UNFPA's direct contribution to the five pillars of the Youth2030 Strategy based on the Youth2030 scorecard. This will show how the implementation of MBMLMW is directly advancing the priorities of Youth2030. 	<p>31-12-2024</p> <p>31-12-2024</p> <p>31-08-2023</p> <p>31-12-2023</p>			
<p>1b- Enhance the existing My World module by including a clear proposition for contributing to the “My World’ long-term transformative goal, and a clear articulation of UNFPA’s understanding of meaningful youth participation for both internal and external audiences</p>	<p>UNFPA agrees with the evaluation that the My World module has the potential to significantly enhance the way the Fund engages with young people and advance the three transformative results.</p> <p>In response to the recommendation, UNFPA will take the following actions:</p> <ul style="list-style-type: none"> ● Develop a position paper that provides a clear value proposition on the impact of meaningful youth participation and working with youth led 	<p>31-12-2023</p> <p>3</p>	<p>TD - SRHB- AY team</p>	<p>Danielle Engel - AY team lead Engel@unfpa.org</p>	<p>Humanitarian Response Division DCS – strategic Partnership Branch</p>

	organizations in peace and security, humanitarian, and climate action, and its contribution to accelerating the achievement of the three transformative results.				
1c - Build a knowledge bank of good practices and lessons learned of the holistic, intersectoral approaches across 'My Body', 'My Life', and 'My World' ecosystem. Demonstrate the conceptual linkages laid out in the MBMLMW strategy through concrete examples.	<p>UNFPA agrees that the logical next step in the operational guidance of MBMLMW, which was launched in December 2022, should be to document how UNFPA offices are implementing the operational guidance and how UNFPA's programming is affecting young people at all levels.</p> <p>We will take the following actions:</p> <ul style="list-style-type: none"> ● Continue to support the collection of good practices and lessons learned from the implementation of the Youth2030 and the MBMLMW strategies. ● Systematically document how UNFPA offices are implementing the operational guidance of MBMLMW, including their successes and challenges. ● Develop a comprehensive knowledge bank that captures good practices and lessons learned from across the 'My Body', 'My Life', and 'My World' ecosystem, based on the documented experiences of UNFPA offices. ● Identify and highlight the conceptual linkages laid out in the MBMLMW strategy through concrete examples, showcasing successful implementations. ● Ensure that the knowledge bank is widely available and accessible to stakeholders to facilitate information sharing and replication of good practices. 	<p>3</p> <p>31-12-2023</p> <p>31-12-2024</p> <p>31-12-2023</p> <p>31-12-2024</p> <p>31-12-2024</p>	Policy Strategic Information and Planning Branch	Vivian Wang, Strategic Planning and Knowledge Management Adviser wang@unfpa.org	TD- SRHB- AY team

	<ul style="list-style-type: none"> Regularly update and maintain the knowledge bank to reflect ongoing learning and new developments. 	31-12-2-23			
--	--	------------	--	--	--

EVALUATION RECOMMENDATION(S) AND PROPOSED ACTION POINT(S)

[List all recommendations below as they appear in the Evaluation Report]

Recommendation No. 2	Further enhance each of the three dimensions of the Strategy based on the evidence provided in this evaluation.	Priority: High [high, medium or low]
	<p>2a. My Body: Revitalize efforts to support the delivery of youth-responsive SRHR and HIV services that are appropriate, accessible and adequate for young people.</p> <p>Central to achieving the three transformative results is ensuring adolescents and youth have access to and utilize youth-responsive high-quality SRHR services. ‘My Body’ interventions are the cornerstone of the strategy; however, delivering evidence-based high-quality services that are youth-responsive continue to be a challenge. Innovative approaches to reducing barriers to access to care tested during the COVID-19 pandemic demonstrated new adaptive approaches to delivering for youth where they are needed the most. Where services were available, low uptake was observed, largely due to barriers to access, including a lack of confidentiality and anonymity, and prohibitive cost.</p> <p>Potential actions to be taken:</p> <ul style="list-style-type: none"> ● Ensure country offices prioritize the delivery of youth-responsive services in the context of universal health care by assessing the effectiveness (including quality and use) of current strategies, such as stand-alone youth-friendly health services; ● Reach the most vulnerable young people and those furthest left behind through innovative and targeted approaches, including by building on outreach efforts of mobile clinics and pharmacies, hotlines, peer approaches and community-based distribution networks (for condoms, HIV home-tests or other self-care measures); ● Reduce barriers to accessing and use of services that young people want, in ways that are appropriate for them. This may require working with ministries of health to ensure health care policies do not exclude adolescents and youth from accessing SRHR services, including due to financial barriers, and may also require financial investment or leveraging by UNFPA to ensure reproductive health commodity security. 	

2b. My Life'. Continue to support the adaptation of CSE to specific country and regional contexts to remain relevant to adolescent and youth stakeholders, including youths themselves, while maintaining a focus on international standards

UNFPA has been a recognized leader in both in-school and out-of-school CSE. While the curricula have largely followed international standards, a number of new, urgent issues have emerged as critical for young people. There is sufficient evidence that CSE approaches are most effective and relevant when they not only provide CSE but also address the economic needs of young people as well as their social and emotional challenges related to substance abuse, mental health, peace and security, and climate change, among others. Building on best practices of holistic programming, UNFPA should advocate that a broader range of thematic issues are included in the curriculum, including youth economic empowerment, reflecting the intersectional needs of young people. To address weaknesses in the education sector (teacher capacity and ability and motivation to deliver CSE that are aligned with international standards), UNFPA should advocate for quality assurance mechanisms in education systems.

Potential actions to be taken:

- Support the expansion and implementation of in-school and out-of-school CSE, ensuring that the curriculum includes critical issues, such as economic empowerment, mental health, menstrual health, self-care, peace and climate change, using both traditional and innovative digital approaches.
- Build on UNFPA efforts in mental health and psychosocial support as it relates to its comparative advantage in adolescent sexual and reproductive health. This includes piloting initiatives addressing mental health that will complement existing UNFPA interventions, exploring opportunities to partner with other United Nations organizations, and ensuring the human capacity and expertise required to implement these activities are in place;
- Build on UNFPA efforts in economic empowerment as it relates to comparative advantage in adolescent sexual and reproductive health and the demographic dividend. This includes piloting initiatives addressing economic empowerment that will complement existing interventions, including by partnering with other United Nations organizations, and ensuring the human capacity and expertise required to implement these activities are in place.
- Strengthen the global corporate vision and strategy on adolescent girls-centred programming, emphasizing particularly bodily autonomy and adolescent sexual and reproductive health and rights, agency and empowerment, financial and economic empowerment, and connecting them to opportunities and future employability.

2c. 'My World': Ensure a common, uniform understanding of meaningful participation of young people, and enhance synergies among the three dimensions of the Strategy.

The evaluation observed a lack of common understanding at the country office level of what meaningful participation of young people entails. The forthcoming operational guidance on youth leadership and participation will help to address this issue if the focal points on adolescents and youth are supported to utilize the guidance. Towards this end, the guidance should be disseminated across the organization, along with capacity building support. It should include adolescent and youth participation and youth movement building, not just around SRHR, but also more broadly in development, humanitarian and peace efforts, focusing on accelerating achievement of the three transformative results.

Potential actions to be taken:

- Ensure proper dissemination and roll-out of the new operational guidance on meaningful participation as a basis for capacity building among adolescents and youth focal points to create a common understanding across the organization of the UNFPA approach to engaging with young people;
- Develop a bolder framework for meaningful youth participation that articulates the medium-term and long-term ambitions of UNFPA for strengthening its partnership with youth and youth-led and youth-serving organizations and provides a roadmap for the attainment of these goals;
- Strengthen feedback mechanisms between young people and UNFPA, with young people given real-time opportunities to provide input to UNFPA decisions and to receive periodic updates on the work being done to meet their needs;
- Compile and share lessons learned and good practices in supporting meaningful youth participation, to communicate the effectiveness and value of the adolescents and youth agenda both internally and with partners;
- Streamline support for youth participation in voluntary national review and universal periodic review processes at the country level, to ensure alignment and consistent engagement of youth advocacy and accountability movements in channelling youth inputs to both review processes in every country;
- Increase support and capacity building for youth advocacy and youth-led movements, initiatives and campaigns to mobilize on sexual and reproductive health and human rights, gender equality, humanitarian action, climate change, among other issues. This may include facilitating their access to decision-making mechanisms or establishing youth-led accountability mechanisms to measure duty-bearer progress on issues of concern to them;
- Develop a corporate safeguarding policy for young activists and young people who engage with UNFPA.

Management Response to Recommendation acceptance status
[Accepted/Partially Accepted/Rejected]

Recommendation accepted. UNFPA recognizes the importance of evidence-based interventions to achieve impact through youth programming. Our strategy aims to provide a coherent narrative and framework for action at the global, regional, and country levels. We are rolling out an extensive operational guidance comprising 9 modules, which will ensure that our youth programming is following the latest evidence and technical approaches and is elevated inside country programmes and humanitarian operations. Additionally, we will be launching a Youth Empowerment Index to measure progress. These actions will help enhance each of the three dimensions of the Strategy based on the evidence provided in this evaluation.

If recommendation is partially accepted or rejected, provide reasons:

If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued

Action point title	Action point text	Due date (MM/DD/YYYY)	Lead implementing unit [specify only one per action point only]	Lead implementing and reporting staff Owner [specify only one per action point only]	Additional units involved in implementation (if any)
2a. My Body: Revitalize efforts to support the delivery of youth-responsive SRHR and HIV services that are appropriate,	UNFPA acknowledges the importance of further step-up efforts to deliver youth responsive SRHR information and services that are	31-12-2023			RO

<p>accessible and adequate for young people.</p>	<p>appropriate, accessible, and of quality for young people, in all their diversity.</p> <p>To address this recommendation, we will take the following actions:</p> <ul style="list-style-type: none"> ● Incorporate a focus on reviewing UNFPA's support to youth responsive SRHR services in the mid-term review of the Strategic Plan. ● In the framework of the mid- term review of the Strategic Plan, assess how our programs reach the most vulnerable young people, including those from marginalized communities, and identify which innovative and targeted approaches UNFPA programmes are applying to improve access to youth responsive SRHR services. ● Incorporate as part of the UNFPA Strategy for technical excellence integrated technical assistance and capacity building initiatives for our country offices and implementing partners to ensure that they have the knowledge and skills needed to deliver youth-responsive SRHR policies and services based on the latest evidence. 		<p>PSD</p> <p>PSD</p> <p>TD/AY Team</p>	<p>Tharanga Godallage Results Based Management Adviser godallage@unfpa.org</p> <p>Danielle Engel AY team lead Engel@unfpa.org</p>	
<p>2b. My Life'. Continue to support the adaptation of CSE to specific country and regional contexts to remain relevant to adolescent and youth stakeholders, including youths themselves, while maintaining a focus on international standards</p>	<p>UNFPA appreciates this recommendation, and we are committed to continue our support in CSE programming, both in and out-of-school, especially reaching out to left behind populations - including through adolescent girls-centered programming.. We agree that it is important to adapt CSE to country and regional contexts to ensure that it remains relevant to A&Y stakeholders, and we will take action to implement the following:</p> <ul style="list-style-type: none"> ● Develop a resource mobilization plan to expand the global out-of-school CSE programming to more countries to reach more young people in marginalized communities. 	<p>31-12-2024</p>	<p>TD- SRHB - AY team</p>	<p>Danielle Engel AY team lead</p>	<p>RO, CO, DCS-RMB. Evaluation Office</p>

	<ul style="list-style-type: none"> ● Develop technical briefs and provide technical guidance on utilizing digital tools for SRH information, particularly sexuality education and access to youth-responsive services, to ensure that young people have access to accurate and reliable information. ● Develop a brief on the linkages between CSE, climate change, and humanitarian action to address the emerging challenges and ensure that young people are equipped with the skills and knowledge to navigate in a fast-changing world. ● Develop a technical brief on mental health and psychosocial support by building on existing programming in development, humanitarian and peacebuilding settings with a focus on UNFPA's comparative advantage on sexual and reproductive health and rights. ● Continue evidence-based and research-oriented advocacy on ensuring access to CSE through global, regional and country levels partnerships such as the Global Partnership Forum on CSE. ● Map the scope of UNFPA's work on adolescent girl-centred programming and update global guidelines to ensure these address the right to bodily autonomy, adolescent sexual and reproductive health and rights, agency and empowerment, financial and economic empowerment, and connecting them to opportunities and future employability. 				
<p>2c. 'My World': Ensure a common, uniform understanding of meaningful participation of young people, and enhance synergies among the three dimensions of the Strategy.</p>	<p>UNFPA agrees with this recommendation as we recognize the essential and growing importance of youth participation and partnership in development practice, and we are committed to supporting youth engagement in the UN system as part of our commitment to "Our Common Agenda."</p> <p>To address this recommendation, UNFPA will take the following action points:</p> <ul style="list-style-type: none"> ● Roll-out of MBMLMW operational guidance module "Youth Participation and Leadership": UNFPA will ensure that the module is integrated into our existing 	31-12-2024	TD - SRHB _ AY team	Danielle Engel AY team lead Engel@unfpa.org	RO, IPDB-PSD, DCS-SPB, DHR – Talent and Career Development Branch, UN Youth Office

	<p>training programmes and that it is made available to our partners and stakeholders.</p> <ul style="list-style-type: none"> ● Launch an E-learning programme “Walk the talk”. UNFPA will promote the use of this e-learning tool to enhance understanding of youth participation and leadership among our staff, partners, and stakeholders. ● Support for youth engagement in the UN system: UNFPA will work with our UN partners to create opportunities for young people to engage with the UN system and participate in decision-making processes. <p>UNFPA is committed to ensuring that young people are meaningfully engaged in development practice and that their voices are heard at all levels.</p>				
2d.					

EVALUATION RECOMMENDATION(S) AND PROPOSED ACTION POINT(S)

[List all recommendations below as they appear in the Evaluation Report]

Recommendation No. 3	3. Fully integrate adolescents and youth within the UNFPA humanitarian response and leverage YPS and climate resilience.	Priority: High [high, medium or low]
	<p>To meet the global commitment to adolescent and youth in humanitarian setting and emerging conflict areas and to align its adolescents and youth programming with the Compact for Young People in Humanitarian Action and the Youth, Peace and Security agenda, UNFPA should strengthen its coordination and joint planning across thematic branches and the Humanitarian Response Division. Improving integrated and cross programming will also help to ensure adolescent and youth needs and interests are included in all UNFPA humanitarian response efforts and also reflected in YPS, climate resilience and development/humanitarian/peace programming.</p> <p>Potential actions to be taken:</p> <ul style="list-style-type: none"> ● Increase systematic communication and coordination between Technical Division and the Humanitarian Response Division to strengthen the integration of adolescents and youth lens in all UNFPA humanitarian responses. ● Work with partners to roll-out existing guidance such as the Inter-Agency Standing Committee Youth Guidelines and the Minimum Initial Service Package. This may require building staff capacities on development/humanitarian/peace programming, along with adequate resources to operationalize and contextualize the guidance, for it to be sustained. ● Enhance and expand YPS and climate resilience programming as a core element of more sustainable and long-lasting peace and resilience-building efforts. This may require an assessment of the UNFPA investments needed to make a case for this agenda, support existing programming in these areas and expand the scope of work of adolescents and youth focal points to also include YPS and climate resilience. ● Strengthen assessments and collection of disaggregated data as well as data on the needs of youth to understand their vulnerabilities in emergencies and humanitarian settings. ● Support and strengthen country offices in the preparation of proposals under the Peacebuilding Fund to leverage the leadership and comparative advantage of UNFPA working in youth areas related to peacebuilding. ● Support and strengthen country offices in the preparation of humanitarian and emergency appeals, ensuring the integration of dedicated interventions to address the humanitarian needs of adolescents and youth, helping to consolidate UNFPA leadership on this area of work. 	

Management Response to Recommendation acceptance status [Accepted/Partially Accepted/Rejected]	<p>Recommendation accepted. In the last decade, UNFPA has been a leader in advocating for the needs and rights of young people affected by crises, within its mandate and areas of comparative advantage, through initiatives such as the Compact for Young People in Humanitarian Action and the Global Coalition on Youth Peace and Security. However, we acknowledge that more work needs to be done to ensure that these efforts are effectively implemented in our operations and country programmes at the field level from a corporate wide perspective.</p> <p>Therefore, we are committed to systematizing and integrating a youth perspective in our work along the development, peace, and humanitarian continuum, as guided by the Strategic Plan. We recognize that young people bear a disproportionate burden of the effects of climate change, and they have a critical role to play in addressing this global issue. UNFPA’s current value proposition on climate action incorporates aspects of youth resilience building and is supported by a global Youth and climate action group. We believe that youth perspectives are essential to ensuring effective development, peace, and humanitarian programming. As a result, we will work to engage young people at all levels in the design, implementation, and monitoring of our programmes to ensure that they reflect their needs, aspirations, and perspectives.</p>				
<i>If recommendation is partially accepted or rejected, provide reasons:</i>					
<i>If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued</i>					
Action point title	Action point text	Due date (MM/DD/YYYY)	Lead implementing unit [specify <u>only one</u> per action point only]	Lead implementing and reporting staff Owner [specify <u>only one</u> per action point only]	Additional units involved in implementation (if any)

<p>3a. Humanitarian</p>	<p>UNFPA accepts this recommendation and recognizes the importance of improving integrated and cross programming to ensure that A&Y needs and interests are included in UNFPA humanitarian response efforts, and are reflected in YPS, climate resilience, and Nexus programming.</p> <p>In response to the recommendation, UNFPA will take the following actions:</p> <ul style="list-style-type: none"> • Ensure that priorities of A&Y are incorporated into relevant aspects of the Surge guidance and training. • Investigate the demand for and feasibility of an A&Y Surge profile to support country-level emergency response. • Develop a methodology for youth-specific needs assessment. to identify the specific SRH and GBV needs and priorities of A&Y in humanitarian and emerging conflict areas and help UNFPA COs to deliver more effective programming to address these needs. • Appoint a focal point in the Humanitarian Response Division who is able to liaise with thematic branches to ensure that A&Y needs and interests are integrated into UNFPA humanitarian response efforts and engage in relevant inter-agency fora, including the Inter-Agency Working Group on Reproductive Health in Crisis (IAWG) Sub-working group on ASRH. • Develop guidance to support COs in the establishment of Compact local chapters that will bring together stakeholders from across the humanitarian sector to share best practices and coordinate efforts to address the needs of A&Y in humanitarian and emerging conflict areas. The work of these local chapters will complement global efforts of the Inter-Agency Working Group on Reproductive Health in Crisis (IAWG) Sub-working group on ASRH and the SRH-Task Team under the Global Health Cluster. 	<p>31-12-2024</p>	<p>Humanitarian Response Division</p>	<p>Ingo Piegler Head of Interagency Cooperation Unit/ Humanitarian Response Division piegeler@unfpa.org</p>	<p>TD- SRHB - AY team</p>
-----------------------------	--	-------------------	---------------------------------------	---	---------------------------

<p>3b. YPS</p>	<p>UNFPA accepts this recommendation and is committed to developing clear guidance to help our organization better articulate our work and to strengthen the development of new proposals for gender- and youth-responsive peacebuilding programming.</p> <p>To implement these actions, UNFPA will undertake the following steps:</p> <ul style="list-style-type: none"> - Conduct regional trainings to help COs better articulate our work and comparative advantage to advance the implementation of the YPS agenda and strengthen the development of new proposals for gender- and youth-responsive peacebuilding programming. - Identify, train and support YPS focal points embedded within regional and country teams and develop a community of practice to facilitate experience sharing, co-creation of learning, and the identification of good practices. - Collaborate closely with UNDP and UN Women to accelerate country-level efforts to establish national multistakeholder coalitions and the development of national frameworks on YPS, in line with the common indicator of the three entities in their respective Strategic Plans. <p>We are confident that these actions will help UNFPA make significant progress towards contributing to peace through the implementation of the ICPD mandate and advancing the implementation of the YPS agenda.</p>	<p>31-12-2024</p>	<p>TD - SRHB- AY team</p>	<p>Joao Scarpelini YPS Technical specialist scarpelini@unfpa.org</p>	<p>ROs, COs, RMB</p>
--------------------	--	-------------------	---------------------------	--	----------------------

EVALUATION RECOMMENDATION(S) AND PROPOSED ACTION POINT(S)

[List all recommendations below as they appear in the Evaluation Report]

Recommendation No. 4

4. Ensure all adolescent and youth interventions are grounded in human rights-based and gender-transformative approaches to ensure inclusion across all groups of adolescents and youth, and address the root causes of gender inequality and discrimination.

Priority: High
[high, medium or low]

UNFPA country offices are committed to making programmes more accessible to all adolescents and youth by ensuring non-discrimination and often also through subgroup targeting. This is particularly the case for adolescent girls and young women, and notably adolescents and youth with disabilities, among other key populations. While these approaches are effective in including marginalized youth, they often miss those more disenfranchised due to the multiple, underlying factors of exclusion, inequality and discrimination.

Potential actions to be taken:

- Guide country offices in conducting in-depth analysis of the specific exclusion factors that prevail in national contexts and how these affect different groups of adolescents and youth. This analysis should include a reflective and prospective look at which A&Y are being reached across country multisectoral programmes to identify elements of success and lessons learned for replication in future holistic programming;
- Employ learning from such research and studies to develop specific targeting strategies for the inclusion of adolescents and youth that do not have access to the desired programmes.

Management Response to Recommendation acceptance status

[Accepted/Partially Accepted/Rejected]

Recommendation accepted. The MBMLMW Strategy is aligned with UNFPA's Strategic Plan (SP) accelerator on human rights-based (HRBA) and gender-transformative approaches (GTA). The Strategy calls for the rights imperative in adolescents and youth programming and its operational guidance includes a specific module on human rights for youth. It also addresses gender equality through adolescent girls-centered programming for reaching the most marginalized girls with targeted interventions. Similarly, the SP's Output 6 on Adolescents and Youth promotes building the skills, capabilities, human capital and opportunities of adolescents and youth as a pathway for redistributing resources for A&Y. However, the implementation of MBMLMW and the SP would benefit from integrating a clear, synergic and comprehensive narrative on how youth programming is grounded and addressing the HRBA and GTA.

Therefore, we are committed to increasing our capacity to incorporate the human rights-based and gender-transformative approaches in the youth programming of UNFPA deliberately by creating the synergies between the MBMLMW Strategy,

	the Gender Strategy, the LNOB Action Plan and the Strategic Plan. In doing so we can accelerate change towards the three transformative results.				
<i>If recommendation is partially accepted or rejected, provide reasons:</i>					
<i>If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued</i>					
Action point title	Action point text	Due date (MM/DD/YYYY)	Lead implementing unit [specify <u>only one</u> per action point only]	Lead implementing and reporting staff Owner [specify <u>only one</u> per action point only]	Additional units involved in implementation (if any)
4a. Guide country offices in conducting in-depth analysis of the specific exclusion factors that prevail in national contexts and how these affect different groups of adolescents and youth. This analysis should include a reflective and prospective look at which A&Y are being reached across country multisectoral programmes to identify elements of success and lessons learned for replication in future holistic programming;	<p>UNFPA accepts this recommendation and is committed to conducting in-depth analysis of the specific exclusion factors affecting adolescents and youth from an intersectional lens.</p> <p>To implement this action, the following steps will be undertaken:</p> <ul style="list-style-type: none"> ● Roll out of the MBMLMW Operational Guidance, particularly the modules on youth and human rights and policy advocacy for ensuring the principles of equality, participation and accountability in youth programming. ● Expand the use of the Gender-Transformative Accelerator tool created by the UNFPA-UNICEF Global Programme to End Child Marriage for rapid gender assessment and action planning by adapting it to the use with young people, and in youth programming from human rights-based and intersectional lenses to tackle exclusion and discrimination factors affecting them. ● Roll out the UNFPA's leaving no one behind and reaching the furthers behind prioritization tool in youth programming. 	31-12-2024	TD- SRHB- AY team	José Roberto Luna - Adolescent and Youth Specialist, Adolescent Girls and Child Marriage jluna@unfpa.org	RO, CO, GHRB, PD, PSD
4b. Employ learning from such research and studies to develop specific targeting strategies for	UNFPA accepts this recommendation and is committed to employ learning from studies to develop specific targeting strategies for	31-12-2024	TD	José Roberto Luna - Adolescent and Youth Specialist, Adolescent Girls and Child Marriage	RO, CO, GHRB, PSD

<p>the inclusion of adolescents and youth that do not have access to the desired programmes.</p>	<p>the inclusion of adolescents and youth that do not have access to programmes.</p> <p>To implement this action, the following steps will be undertaken:</p> <ul style="list-style-type: none"> ● Provide guidance on how to apply the LNOB principle in youth programming by tapping into UNFPA's LNOB Action Plan, the technical note on LNOB of the UNFPA-UNICEF Global Programme to End Child Marriage and the International Technical Guidance on Out-of-School CSE. ● Utilize the evidence and learnings from studies to support targeted interventions for adolescent and youth experiencing intersectional forms of exclusion and discrimination e.g. BRAC's study on empowerment programmes for adolescent girls; the global report of the IMAGES survey on male attitudes and masculinities; Equimundo' and UNFPA's evidence review on boys and child marriage, among others 			<p>jluna@unfpa.org</p>	
--	---	--	--	------------------------	--

<p>EVALUATION RECOMMENDATION(S) AND PROPOSED ACTION POINT(S) [List all recommendations below as they appear in the Evaluation Report]</p>		
<p>Recommendation No. 5</p>	<p>5. Identify the UNFPA corporate priorities and approaches for leadership, coordination and partnership within programming on adolescents and youth.</p> <p>In order to maximize efforts and resources dedicated to advancing the work on adolescents and youth, there needs to be clarity on how UNFPA intends to lead, coordinate and partner with others to deliver on the holistic nature of the UNFPA Strategy on Adolescents and Youth. UNFPA leadership should be assumed in its core areas of work and clarified in other areas. At the same time, UNFPA should invest in its capacity to coordinate with United Nations organizations and other partners in joint work and programmes on adolescents and youth as these offer strategic and catalytic programming and funding platforms.</p> <p>Potential actions to be taken:</p> <ul style="list-style-type: none"> ● Prioritize areas for leadership. UNFPA should conduct a mapping of its leadership and participation in different coordination mechanisms at country, regional and global levels. From this, UNFPA should determine the optimal engagement level for different aspects of programmes on adolescents and youth, 	<p>Priority: High [high, medium or low]</p>

	<p>along with associated resourcing plans. Special attention should be paid to the UNFPA role in leading the implementation of Youth2030 within the United Nations country teams.</p> <ul style="list-style-type: none"> ● Leverage UNFPA capacity to broaden its partnership portfolio with youth-led and youth-serving organizations. At the global and regional levels, UNFPA should consider opportunities to join the youth-serving movements (such as the so-called 'Big 6' youth organizations, among others) to benefit from more agile funding structures and broaden outreach as well as engage directly and provide support for local youth-led organizations that may not be eligible for funding from UNFPA due to the current risk-mitigating administrative and financial policies; ● Further explore joint programming opportunities as a catalyst for funding. Joint and regional integrated youth programming across the pillars of Youth2030 offer an opportunity for new partnerships, innovation and leveraging across diverse country contexts and programme areas.
--	---

Management Response to Recommendation acceptance status [Accepted/Partially Accepted/Rejected]	<p>Recommendation accepted. Our corporate priorities and approaches for leadership, coordination, and partnership within programming for adolescents and youth has gone from strength to strength over the past two strategic plans. With the implementation of our Adolescent and Youth Strategy My body, My Life, My World, UNFPA has become a leader in youth programming in the UN system, resulting in frequent calls for us to lead interagency networks and initiatives. As a recognized leader in this field, it is crucial that we strategically map out where we should lead and match the necessary resources to fulfill these commitments.</p>
--	---

If recommendation is partially accepted or rejected, provide reasons:	
---	--

If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued

Action point title	Action point text	Due date (MM/DD/YY YY)	Lead implementing unit [specify only one per action point only]	Lead implementing and reporting staff Owner [specify only one per action point only]	Additional units involved in implementation (if any)
5a. Prioritize areas for leadership. UNFPA should conduct a mapping of its leadership and participation in different coordination mechanisms at country, regional and global levels. From this, UNFPA should determine the optimal engagement level for different aspects of programmes	<p>UNFPA recognizes the importance of reviewing our leadership in different coordination mechanisms at country, regional, and global levels for its strategic and impact value . As such, we will take the following actions:</p> <ul style="list-style-type: none"> ● Conduct a mapping of our leadership and participation in different coordination mechanisms at country, regional, and global levels to determine the optimal engagement level for different aspects 	30-06-2024	TD- SRHB- AY Team	Danielle Engel , AY team lead engel@unfpa.org	PSD UN Reform team

<p>on adolescents and youth, along with associated resourcing plans. Special attention should be paid to the UNFPA role in leading the implementation of Youth2030 within the United Nations country teams.</p>	<p>of programs on adolescents and youth, along with associated resourcing plans.</p> <ul style="list-style-type: none"> ● Map out youth organizations with whom UNFPA is working to identify potential opportunities for collaboration and partnership. ● Map out the partnerships UNFPA is leading or supporting at the global and regional levels to enhance our engagement with key stakeholders in the youth development sector. ● Map resource levels going to AY programming (finance) to ensure that we have the necessary resources to support our programs effectively. ● Revitalize the UNFPA youth engagement reference group to ensure that we have a robust platform for engaging with young people and integrating their perspectives into our programming. ● Actively participate in the Interagency network on youth development and the Youth2030 steering committee to stay abreast of developments in the sector and contribute to the global agenda on youth development. 				
<p>5b. Leverage UNFPA capacity to broaden its partnership portfolio with youth-led and youth-serving organizations. At the global and regional levels, UNFPA should consider opportunities to join the youth-serving movements (such as the so-called 'Big 6' youth organizations, among others) to benefit from more agile funding structures and broaden outreach</p>	<p>UNFPA fully accepts this recommendation and acknowledges the importance of collaborating with youth-led and youth-serving organizations to enhance our outreach and engagement with young people. We also recognize that current restrictions may prevent local youth-led organizations from accessing funding from UNFPA directly.</p> <p>To implement this recommendation, UNFPA will</p> <ul style="list-style-type: none"> ● Expand and formalize partnerships with youth-led and youth-serving organizations that have a large 	<p>31-12-2024</p>	<p>TD- SRHB- AY team</p>	<p>Danielle Engel , AY team lead Engel@unfpa.org</p>	<p>Strategic Partnership Branch; Finance branch</p>

<p>as well as engage directly and provide support for local youth-led organisations that may not be eligible for funding from UNFPA due to the current risk-mitigating administrative and financial policies;</p>	<p>global reach and a footprint in our program countries. We will specifically engage with the Big 6 youth organizations, including WOSM, WAGGS, IFRC, YWCA, YMCA, DoEA, through the development of a Memorandum of Understanding (MOU) and engagement with the Global Youth mobilization. This will enable us to work closely with these organizations to identify opportunities to jointly fundraise and deliver programs that benefit young people.</p> <ul style="list-style-type: none"> ● Explore opportunities to engage directly with these organizations and provide them with support through joint programming initiatives with our partner organizations. 				
<p>5.c. Further explore joint programming opportunities as a catalyst for funding. Joint and regional integrated youth programming across the pillars of Youth2030 offer an opportunity for new partnerships, innovation and leveraging across diverse country contexts and programme areas.</p>	<p>UNFPA fully accepts the recommendation and is eager to expand its funding base by engaging in joint and regional integrated youth programming across the pillars of Youth2030.</p> <p>In response to the recommendation, we have identified the following joint programmes and in-depth collaborations to explore with our UN partners:</p> <ul style="list-style-type: none"> ● With UNICEF: We will explore an ASRH and ending adolescent Pregnancy joint programme. ● With UNFPA, UNICEF, UNAIDS, UNDP: We will collaborate on the adolescents and young key populations global initiative. ● With UNDP: We will expand the Global Programme on YPS, building on the successful pilot in Colombia. 	<p>31-12-2024</p>	<p>TD- SRHB- AY team</p>	<p>Danielle Engel , AY team lead engel@unfpa.org</p>	<p>RMB, PSD – UN Reform Team</p>

	<ul style="list-style-type: none"> ● With UNDP and UN Women: We will support the development of National YPS Frameworks (common indicator). ● With UNICEF and CSO partners under the framework of the Financing YPS WG of the Global Coalition on YPS: We will explore new avenues to appropriately fund youth-led peacebuilding, including through donor-targeted advocacy, strategic engagement with IFIs and the private sector. ● With UNICEF: Continue to implement, assess and potentially expand the scope of the UNFPA-UNICEF Global Programme to End Child Marriage throughout its phase III. ● With UNDP we will formalize our engagement in the YouthConnekt initiative, with UNICEF in their Global Generation U Initiative and with UNAIDS on EducationPlus 				
--	--	--	--	--	--

EVALUATION RECOMMENDATION(S) AND PROPOSED ACTION POINT(S)

[List all recommendations below as they appear in the Evaluation Report]

Recommendation No. 6	6. Leverage population data analytics in the adolescents and youth area to enhance policy advocacy capabilities, including through strong investment cases.	Priority: Medium [high, medium or low]
	<p>In order to enhance policy advocacy and accountability, UNFPA should advance in leveraging population data and a bolder measurement framework 1. In order to enhance policy advocacy and accountability, UNFPA should advance leveraging population data and a bolder measurement framework covering output, outcome and impact levels, tracking resource investments in adolescents and youth, and capturing lessons learned to inform future programming.</p> <p>Potential actions to be taken:</p>	

- Strengthen data analytics around adolescents and youth, including through evidence on the impact of adolescents and youth programming and its contribution to the three transformative results and causal linkages, to enhance UNFPA capability in evidence-based policy advocacy and financing, including through strong investment cases;
- Develop a menu of indicators across a matrix of output/outcome indicators and across individual, community and societal-level intervention strategies, including for youth engagement;
- Support national capacities to gather disaggregated data by age and sex, particularly on measures directly impacting the three transformative results. UNFPA should consider investing in partnerships with universities and with other United Nations entities to develop new impact-level indicators that reflect youth voices and their participation;
- Invest in cross-fertilizing knowledge around innovative data methodologies on adolescents and youth that provide comprehensive evidence on the situation of adolescents and youth to support policy efforts.

Management Response to Recommendation acceptance status

[Accepted/Partially Accepted/Rejected]

Recommendation accepted. Our corporate Adolescent and Youth Strategy My body, My Life, My World (MBMLMW) integrates demographic intelligence as one of its imperatives, and in the same direction under Output 6 on Adolescents and Youth in the Strategic Plan 2022-25 includes an indicator on strengthening evidence on youth aspirations for marriage, fertility, and gender roles.

This recommendation will support the acceleration of use of population data production and analysis, including through the implementation of MBMLMW Operational Guidance and its accompanying Youth Empowerment Index which measures the main dimensions of the Strategy.

If recommendation is partially accepted or rejected, provide reasons:

If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued

Action point title	Action point text	Due date (MM/DD/YYYY)	Lead implementing unit [specify only one per action point only]	Lead implementing and reporting staff Owner [specify only one per action point only]	Additional units involved in implementation (if any)
Strengthen data analytics around adolescents and youth, including through evidence on the impact of adolescents and youth programming and its contribution to the three transformative results and	UNFPA accepts this recommendation and is committed to strengthen the population data production and analysis to understand the contribution of youth programming to the three transformative results and to inform policy advocacy and investment cases.	31-07-2024	TD-PDB	Priscilla Idele, PDB Branch Chief	RO, CO, PSD, SRHB

<p>causal linkages, to enhance UNFPA capability in evidence-based policy advocacy and financing, including through strong investment cases</p>	<p>To implement this action, the following steps will be undertaken:</p> <ul style="list-style-type: none"> ● Review existing methodologies for investment cases on adolescents and youth across the organization e.g. MILENA in the Latin America and the Caribbean region, among others. ● Propose a standardized and corporate-wide methodology for investment cases for adolescents and youth ● Strengthen the capacities of population and development focal points for utilizing population data on adolescents and youth for programming, policy advocacy and investment cases 				
<p>Develop a menu of indicators across a matrix of output/outcome indicators and across individual, community and societal-level intervention strategies, including for youth engagement;</p>	<p>UNFPA accepts this recommendation and is committed to roll out the Youth Empowerment Index which includes a menu of indicators across the socioecological model, including youth engagement and participation.</p> <p>To implement this action, the following steps will be undertaken:</p> <ul style="list-style-type: none"> ● Roll out the Youth Empowerment Index along with the MBMLMW Operational Guidance at the regional and country levels ● Map existing youth indices across the organization e.g. Youth Empowerment Index, Youth and Girls Indices in the Arab States Region ● Propose a harmonized corporate-wide framework for measuring adolescents and youth programming at the output and outcome level through standard metrics/indices. ● Develop an online dashboard featuring the adolescent and youth indicators in the measurement framework within the UNFPA Population Data Portal. 	<p>30-06-2024</p>	<p>TD – Population and Development Branch</p>	<p>Priscila Idele – PDB Chief</p>	<p>RO, CO, PSD, SRHB</p>

<p>Support national capacities to gather disaggregated data by age and sex, particularly on measures directly impacting the three transformative results. UNFPA should consider investing in partnerships with universities and with other United Nations entities to develop new impact-level indicators that reflect youth voices and their participation;</p>	<p>UNFPA accepts this recommendation and is committed to collaborating with other stakeholders to develop new impact level indicators that reflect youth voices and participation</p> <ul style="list-style-type: none"> ● Using the PDP, TD will display the comprehensive set of youth disaggregated indicators at national and subnational levels. ● Support NSOs/CSOs to provide disaggregated for SDGs, at local level. ● Collaborate with sister UN agencies to develop new impact level indicators that reflect youth voices and their participation 	31-12-2023	TD-PDB	Priscilla Idele – PDB Chief	RO, CO
<p>Invest in cross-fertilizing knowledge around innovative data methodologies on adolescents and youth that provide comprehensive evidence on the situation of adolescents and youth to support policy efforts.</p>	<p>UNFPA accepts this recommendation and is committed to investing in innovative data methodologies to understand the situation of youths and their future aspirations</p> <ul style="list-style-type: none"> ● Generate comparative multi-country knowledge on the aspirations and ideals of young married and unmarried working adults for balancing marriage, fertility, and professional life. The study design will be aimed between 6 to 10 countries across all 6 UNFPA regions, where qualitative data will be gathered through in-depth interviews and focus group discussions will take place with young adults (tentatively proposed as 25 to 34 years old). Countries with a total fertility rate (TFR) below 1.7 will be eligible to participate in this study. 	31-12-2025	TD - PDB	Priscilla Idele – PDB Chief	RO, CO, IPs
<p>Strengthen data analytics around adolescents and youth, including through evidence on the impact of adolescents and youth programming and its contribution to the three transformative results and</p>	<p>UNFPA accepts this recommendation and is committed to ensure evidence-based adolescent and youth programming and interventions and track programming impact.</p> <p>To implement this action, the following steps will be undertaken:</p>	31-12-2025	TD-PDB	Priscilla Idele – PDB Chief	TS/AYTeam, RO, CO

<p>causal linkages, to enhance UNFPA capability in evidence-based policy advocacy and financing, including through strong investment cases;</p>	<ul style="list-style-type: none"> ● Use the Population Data Portal (PDP) to map, plan and communicate for adolescent and youth outcomes. PDP now hosts all UNFPA key population, adolescent and youth, SRH, and gender indicators. ● Targeting interventions: Using sub-national and disaggregated adolescent and youth data in the PDP for programming planning and design. The PDP has sub-national data for an array of indicators. This enables COs and government to locate the most vulnerable, and reach first, “those furthest behind”, and being a key tool for operationalizing the LNOB accelerator of the current SP across country programmes. ● Monitor and improve programming: Explore the utility of using the PDP to track signature interventions in the Adolescent and Youth area. The utility of the PDP is now being piloted for monitoring programmes, where programme output-level data is georeferenced, and combined with population data - to better see the local population impact of interventions, and what is working best. 				

EVALUATION RECOMMENDATION(S) AND PROPOSED ACTION POINT(S)

[List all recommendations below as they appear in the Evaluation Report]

<p>Recommendation No. 7</p>	<p>7. Review the UNFPA corporate structure and the adolescents and youth staff capacities to ensure adequate capability to implement the UNFPA strategy on adolescents and youth.</p>	<p>Priority: High [high, medium or low]</p>
	<p>UNFPA is recognized for its leadership on adolescents and youth within the United Nations system, and globally in the SRHR space. UNFPA has taken up multiple leadership roles, demonstrating the coherence of UNFPA programming on adolescents and youth, including by successfully confirming UNFPA leadership on adolescents and youth issues in a variety of inter-agency and multi-stakeholder fora. However, the internal positioning of the adolescent and youth team poses a challenge to effectively and efficiently implementing the Strategy and realize its promise for advancing the larger UNFPA agenda of the three transformative results – all of which require attention and investment in adolescent and youth-focused programming. The adolescents and youth team coordinates the UNFPA global community of practice on adolescents and youth – bringing together the regional youth advisors around issues often outside of the SRHR realm – but does not extend</p>	

to the other branches, which equally require a youth focus to achieve their goals. UNFPA leadership on adolescent sexual and reproductive health (and the full implementation of the Strategy) is further challenged by gaps related to staff capacity that can hinder its ability to effectively lead the adolescents and youth agenda in a particular thematic area, if not across thematic areas.

Potential actions to be taken:

- Institutionalize the adolescents and youth team. Consider creating an adolescents and youth branch within the Technical Division to support integrated programming that better reflects the three dimensions of the Strategy and enhances the capacity to influence programming across all thematic areas;
- Reinforce the adolescents and youth team capacities at headquarters. Review the terms of reference of staff supporting adolescents and youth to ensure cross-thematic programming can be coordinated by the team, especially related to SRHR, data on adolescents and youth, humanitarian action and YPS. Consider enhancing data and analytics within the adolescents and youth team to enhance investment cases informing evidence-based policy advocacy for financing policies on adolescents and youth and to provide support to monitoring and evaluation activities;
- Review adolescent and youth staff profiles at the country office level. Conduct a thorough review of current adolescents and youth staff and focal points profiles at the country office level and define the staff skill-sets required (in comparison to what is currently available). Strategically fill staffing gaps and create new positions as resources become available to complement the capacity of the existing team;
- Streamline the adolescents and youth focal points in regional and country offices in terms of their mandate and professional levels to support an integrated programming and embed adolescents and youth into existing structures to enhance their capacity to influence adolescents and youth programming across all thematic areas;
- Reinforce the capacities of adolescents and youth staff working in humanitarian response and youth, peace and security. Nominate a dedicated adolescents and youth focal point in the Humanitarian Response Division who can closely coordinate with the adolescents and youth team and support the integration of adolescents and youth programme interventions in the emergency response work. Support the capacity building of regional and country offices on providing emergency response for adolescents and youth and working on youth, peace and security. Conduct a review of the adolescents and youth surge profile and skill-sets required to fill those positions and develop the skills needed.

Management Response to Recommendation acceptance status

[Accepted/Partially Accepted/Rejected]

Recommendation accepted: UNFPA acknowledges the need to review its corporate structure on adolescents and youth. We note the effectiveness of a dedicated Adolescent and Youth team within the SRHB in driving UNFPA's programming for adolescents and youth. This team plays a crucial role in UNFPA's engagement on a wide range of topics related to the multi-sectoral facets of the AY agenda, with ASRHR and youth participation and leadership at its core. We recognize the need to strengthen and expand this team's capacity to work across branches and support different divisions, including the humanitarian division and PSD on adolescents and youth. The team is also our key interface with other agencies on youth issues, overseeing our contribution to system-wide efforts under the UN Youth Strategy, Youth 2030, and our engagement in multiple global processes related to youth including Youth Peace and Security. In recognition of our investment and commitment to adolescents and young people, and to align our technical leadership on adolescents and youth with the rest of the system, we will upgrade UNFPA's capacity on youth programming as recommended by the evaluation.

If recommendation is partially accepted or rejected, provide reasons:					
If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued					
Action point title	Action point text	Due date (MM/DD/YYYY)	Lead implementing unit [specify <u>only one</u> per action point only]	Lead implementing and reporting staff Owner [specify <u>only one</u> per action point only]	Additional units involved in implementation (if any)
7a. Institutionalize the adolescents and youth team. Consider creating an adolescents and youth branch within the Technical Division to support integrated programming that better reflects the three dimensions of the Strategy and enhances the capacity to influence programming across all thematic areas.	<p>UNFPA fully endorses the recommendation to institutionalize the Adolescent and Youth team, recognizing the vital importance of having high-level technical expertise within the organization to promote integrated programming that reflects the three dimensions of the Strategy and enhances the capacity to influence programming across all thematic areas.</p> <p>In view of stepping up our capacity, UNFPA is taking the following steps to gradually establish an Adolescent and Youth branch within the Technical Division.</p> <ul style="list-style-type: none"> As part of the mid-term review of the strategic plan, we will revise the terms of reference of the Adolescent and Youth team and recalibrate positions, with particular attention to the position of team lead. Additionally, we will reinstate a senior advisor for Adolescent and Youth at the P5 level, who will lead the team. Looking towards the future, we will develop a plan for establishing a full-fledged Adolescent and Youth branch during the next strategic plan period. Beyond the global level and as part of the UNFPA Strategy for technical excellence we will map the overall UNFPA human resource capacity (global, 	31-12-2024	TD - Directorate	Julitta Dr. Onabanjo , TD Director, Will Zeck SRHB Chief	DHR , OED

	<p>regional, country) in this area of work and ensure a more fully established UNFPA Adolescent and Youth Reference Group</p> <p>Through these actions, we aim to strengthen UNFPA's programmatic excellence and position the Fund as a thought leader on youth programming in the evolving UN system, where there is a growing focus on young people.</p>				
<p>7b. Reinforce the adolescents and youth team capacities at headquarters. Review the terms of reference of staff supporting adolescents and youth to ensure cross-thematic programming can be coordinated by the team, especially related to SRHR, data on adolescents and youth, humanitarian action and YPS. Consider enhancing data and analytics within the adolescents and youth team to enhance investment cases informing evidence-based policy advocacy for financing policies on adolescents and youth and to provide support to monitoring and evaluation activities</p>	<p>We agree with the recommendation to reinforce the capacities of the Adolescent and Youth team at headquarters. As part of our commitment to continuous improvement, we will implement the following action points:</p> <ul style="list-style-type: none"> ● Review the terms of reference of the Adolescent and Youth team members as part of the mid-term review of the strategic plan to ensure cross-thematic programming and coordination. ● Explore the possibility of establishing a position on data within the Adolescent and Youth team to enhance investment cases and evidence-based policy advocacy for financing policies on adolescents and youth. ● Consider establishing a core position on adolescent and gender to increase the team's focus on gender-specific programming. ● Increase the team's focus on monitoring and evaluation to ensure effective implementation and impact of programming. 	31-12-202	TD SRHB	Will Zeck , Chief SRHB	

EVALUATION RECOMMENDATION(S) AND PROPOSED ACTION POINT(S)

[List all recommendations below as they appear in the Evaluation Report]

Recommendation No. 8	<p>8. Within the framework of the recently launched 'People Strategy', develop a specific human resources workplan for the meaningful participation of young professionals in UNFPA, focused on enhancing recruitment and strengthening the career development of young professionals as well as</p>	<p>Priority: Medium [high, medium or low]</p>
-----------------------------	---	--

creating an enabling environment for intergenerational leadership, learning and contribution.

The 'My World' component of the Strategy places a strong emphasis on the meaningful participation of young people, including in decision-making, which applies both externally and internally to the organization. In order to "walk the talk," UNFPA needs to deliver on creating opportunities and space for young professionals to participate in and lead development processes. While UNFPA has created opportunities for young professionals to contribute to institutional processes and the implementation of programmes, there are opportunities to further institutionalize participation and foster intergenerational leadership, learning and collaboration.

Potential actions to be taken:

- Collect and analyse data (proportion, age, gender disaggregation) regularly on the workforce at UNFPA (staff and non-staff) as well as the types of functions and contractual modalities of young professionals. Identify any gaps and challenges in the acquisition, retention and management of young talent. Prepare annual reports to inform strategic decisions on meaningful involvement of young people at UNFPA;
- Informed by the above analysis, undertake actions for an increased inclusion of young professionals within UNFPA staffing. This may include reviewing contractual arrangements and career paths, prioritizing young professionals for particular posts and strengthening career development paths for them to grow within the organization;
- Leveraging existing mechanisms (i.e., the 'Tangerines' network), enhance an enabling environment for young staff to meaningfully participate, contribute, learn, lead and be involved in decision-making, including through mechanisms that allow for intergenerational leadership as well as for creating opportunities for capable young staff to lead on specific projects or initiatives;
- Leverage the already existing young professionals' network (i.e., the 'Tangerines') at UNFPA and enhance opportunities for their consultation and participation in decision-making processes. Also, explore other opportunities for leadership and contribution in more strategic discussions.

Management Response to Recommendation acceptance status

[Accepted/Partially Accepted/Rejected]

Recommendation accepted: UNFPA acknowledges the need to use a data-based approach to source and recruit young professionals, and have career development options and an enabling environment for those who are already contributing to UNFPA's mandate. Most of the recommended actions are feasible and DHR is already working on the data collection which will serve as basis of on-going exploration of career growth and development initiatives for young people.

If recommendation is partially accepted or rejected, provide reasons:

If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued

Action point title	Action point text	Due date (MM/DD/YYYY)	Lead implementing unit [specify only one per action point only]	Lead implementing and reporting staff Owner [specify only one per action point only]	Additional units involved in implementation (if any)
8a. Data Collection and Analysis	<p>We agree with this recommendation we will implement the following action points:</p> <ul style="list-style-type: none"> - Collect and analyze data (proportion, age, gender disaggregation) regularly on the workforce at UNFPA (staff and non-staff) as well as the types of functions and contractual modalities of young professionals. - Identify any gaps and challenges in the acquisition, retention and management of young talent 	31/10/23	DHR	Jorge Del Pino delpino@unfpa.org	
8b. Annual Reporting	<p>We agree with this recommendation and we will implement the following action point:</p> <ul style="list-style-type: none"> - Prepare annual reports to the Executive Committee members to inform strategic decisions on meaningful involvement of young people at UNFPA 	31/12/23	DHR	Lushana Akhtar lakhtar@unfpa.org	

EVALUATION RECOMMENDATION(S) AND PROPOSED ACTION POINT(S)

[List all recommendations below as they appear in the Evaluation Report]

Recommendation No. 9	9. Increasingly engage young people in UNFPA evaluations and continue to advocate with partners for the meaningful engagement of young people in evaluation.	Priority: Medium [high, medium or low]
	<p>UNFPA is committed to co-leading a global movement advocating for the meaningful youth engagement in evaluation. This includes evaluations led by UNFPA. Based on lessons learned and youth reflections of their engagement in this present evaluation on adolescents and youth, the following recommendation has been formulated.</p> <p>Potential actions to be taken:</p>	

	<ul style="list-style-type: none"> ● Continue to co-lead, together with EvalYouth, the ‘Youth in evaluation’ initiative. This includes facilitating the co-creation (by Eval4Action partners) of standards for meaningful engagement of youth in evaluation, involving different typologies of stakeholders; and co-facilitating initiatives to enhance the enabling environment, institutional and individual capacities for the meaningful engagement of youth in evaluation; ● Develop clear guidelines for establishing youth steering committees (YSCs) for future UNFPA evaluations, as appropriate. Specifically, this means: <ul style="list-style-type: none"> ○ <i>For recruitment:</i> Dissemination of the vacancy announcement more widely through a clear social media strategy; clarity on whether recruitment is for young leaders or young evaluators; and improved diversity of youth profiles through a higher representation of developing countries; ○ <i>For ongoing support:</i> Preparatory capacity building processes on the evaluation thematic area for selected YSC members; use of communication channels that are convenient to youth; and embracing a long-term strategy for YSCs and their members, including by linking former and new members, supporting the professional growth of YSC members by connecting them with country offices and supporting the dissemination of their experience. ● Develop clear guidelines for engaging young evaluators. This may include clarifying the roles and ways of working and communication, including feedback sessions for young evaluators and young beneficiaries in programme countries on the outcomes of the evaluation.
--	---

<p>Management Response to Recommendation acceptance status</p> <p>[Accepted/Partially Accepted/Rejected]</p>	<p>Recommendation accepted. UNFPA recognizes the importance, and is fully committed to, the meaningful engagement of youth in evaluation. As per its Evaluation Policy, UNFPA strives to conduct evaluations ensuring national ownership and leadership. Evaluations are undertaken with a view to strengthen national evaluation capacities and to increase the participation of national counterparts, including young people, through inclusive and participatory approaches. In this context, evaluations should engage young people throughout the evaluation process, while enhancing evaluation capacities of young evaluators. Within this evaluation, the meaningful engagement of young people was an objective in itself. Young people were engaged as advisors, decision makers and contributors as well as key sources of evidence and insight. This recommendation will support the systematic engagement of young people in evaluation, as well as the implementation of inclusive intergenerational partnerships to strengthen national evaluation capacity.</p>
---	---

<i>If recommendation is partially accepted or rejected, provide reasons:</i>	
--	--

<i>If recommendation is accepted or partially accepted, list, below, action(s) that will logically lead to its implementation, ideally within a year of the date recommendation was issued</i>	
--	--

Action point title	Action point text	Due date (MM/DD/YYYY)	Lead implementing unit [specify only one per action point only]	Lead implementing and reporting staff Owner [specify only one per action point only]	Additional units involved in implementation (if any)
9a. Develop and launch standards to enhance the meaningful engagement of youth in evaluation for six stakeholder groups	<p>Six tailored standards will be developed for international development agencies, Voluntary Organization for Professional Evaluation (VOPEs), governments, youth organizations, academia, and the private sectors.</p> <p>The standards will be co-created through intergenerational dialogues in the six stakeholder groups. The standards will support the implementation of the commitments in the Youth in Evaluation manifesto by improving accountability and practice on engaging youth in evaluation.</p> <p>Technical notes will be developed for each of the standards to support the implementation. Eval4Action campaign will undertake advocacy to support the uptake of the standards by various stakeholders</p>	12/31/2023	EO	Neha Karkara	EvalYouth
9b. Undertake advocacy with Evaluation Offices in UN agencies to advance youth in evaluation	EO will initiate a UNEG group on young professionals in evaluation and will convene it. Through the group, EO will advocate for the uptake of the standards and advancement of youth in UN evaluations	12/31/2023	EO	Neha Karkara and Faith Chilupula	
9c. Develop lessons learned paper and video from this formative evaluation	Given the unique and innovative experience of youth engagement in this evaluation, a lesson learned paper and video will be developed to highlight intergenerational perspectives and lessons learned in this participatory evaluation process	12/31/2023	EO	Karen Cadondon and Neha Karkara	
9d. Develop EO guidelines for engaging young evaluators and establishing YSC	EO will develop practical and useful guidelines on how to engage young evaluators in evaluations and establishing a YSC, building on the experience from this exercise.	12/31/2023	EO	Karen Cadondon and Faith Chilupula	