



UNFPA Management Response

Thematic Evaluation of UNFPA support to Adolescents and Youth (2008-2015)
(DP/FPA/2017/CRP.2)

Agenda Item 6: Evaluation

UNFPA management response to the evaluation of UNFPA support to adolescents and youth (2008-2015)

Evaluation report issue year	Evaluation type [joint, impact or institutional]	UNFPA business unit in charge of management response	Region	Management response coordinating units' focal point	Date of submission [DD/MM/YY]
2016	Institutional	Programme Division	All	Programme Division	20/12/2016

Overall response to the evaluation: UNFPA management welcomes the evaluation of the UNFPA support to adolescents and youth, 2008-2015, and its findings and recommendations as an opportunity to further improve UNFPA support to adolescent and youth programmes. As outlined in the response below, since evaluation findings are related to the period 2008-2015, management notes that UNFPA work on adolescents and youth, including adolescent girls' programming, has evolved over this period, and the Fund in fact has already addressed a number of the recommendations. Some challenges cited are not unique to UNFPA but are germane to programming for young people globally. The progress that UNFPA has made, such as support to generating data on adolescent girls and ending child marriage, are to be recognized by evaluation. UNFPA will further address the recommendations of this evaluation in the context of the new strategic plan, 2018-2020, and in the implementation of the UNFPA strategy on adolescents and youth. Within this context, UNFPA will consult with a wide range of stakeholders, such as governments, civil society, including youth-led networks, and implementing partners to sharpen the focus of its institutional interventions that address its cornerstone investments in adolescents and youth.

While the evaluation presents a valuable source of knowledge, the methodology deployed (e.g., sampling frame, timeframe utilized) does not support some of the conclusions drawn in the report. In addition, there are some internal inconsistencies within the report, and better alignment between the findings, conclusions and recommendations is required. For example, in the area of financing and human resources, the evaluation offered several inconsistent findings, suggesting that further attention to these matters is required. In one instance, the observation was made that adolescent and youth staffing within UNFPA is adequate, while another observation stated that staff for adolescent and youth programming frequently lack specialized training and exhibit high turnover. Similar inconsistencies were noted in observations related to financing. Internal contradictions may reflect the retrospective nature of the evaluation, and the evolving landscape of adolescent and youth programming across a large organization. That said, the evaluation makes numerous important and valid observations, including that UNFPA requires a stronger culture of evaluation within its adolescent and youth programming to ensure alignment with evidence-based practices. This is a critically important observation, one that UNFPA has already been addressing in a number of projects, and is a central tenet of the Fund's approach to its next strategic plan, its work on adolescent and youth and in all aspects of its programming. Relevant efforts are already underway to integrate required monitoring and evaluation interventions, and several are noted within this management response.

Planned use of evaluation: The evaluation findings come at a timely juncture as the organization is in the process of developing its new strategic plan, 2018-2021. These findings will be used for even stronger positioning for the adolescent and youth agenda within the new strategic plan, focusing on the needs of those in marginalized and vulnerable situations. The inclusion of specific targets and indicators relating to adolescent and youth in the Sustainable Development Goals (heretofore, the Goals), and the commitment to disaggregate all relevant indicators of the Goals by age, have helped to marshal global attention to the needs of adolescent and youth. The evaluation's conclusions and recommendations will contribute to shaping UNFPA support for the broader adolescent and youth development agenda, as per the findings and recommendations of the International Conference on Population and Development (ICPD) beyond 2014 review and within the framework of Agenda 2030. They will also contribute in particular to the Fund's support of governments and other partners in their efforts to achieve adolescent and youth related targets under the Goals, including: violence against women and girls (5.1), ending such harmful practices as child marriage and female genital mutilation (5.2), which are also associated with girls, and targets

that concern reducing all forms of violence and related deaths (16.1).

At the country level, the evaluation can provide useful feedback to country-level programming for adolescent and youth. The evaluation findings will also reinforce the guidance on and advocacy around optimal strategies for addressing the Fund's core priorities with and for adolescents and youth (e.g., policy engagement, adolescents' sexual reproductive health services, marginalized adolescents with a focus on girls, and youth leadership and participation) in the development of the next strategic plan.

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

Recommendation 1:	Consolidate and build on strong progress in UNFPA adolescent and youth programming	Priority: Very high
	<p>UNFPA should consolidate and build on strong progress to date to ensure a coherent and synergistic approach that incorporates all UNFPA targeted and mainstreamed adolescents and youth programming within an overarching theory of change. Adolescent girl programming should be more fully reflected within the UNFPA Strategic Plan 2018-2021 and strategic frameworks addressing the needs of adolescents and youth.</p> <ol style="list-style-type: none"> 1. Technical Division together with regional offices should conduct an internal portfolio mapping of all adolescents and youth programming (including funding streams) within UNFPA, using the current evaluation as a starting point. Strengths and weaknesses of the current portfolio should be assessed to prioritize and consolidate targeted and mainstreamed adolescents and youth interventions towards a coherent and synergistic whole, grounded in the Sustainable Development Agenda. (This is also relevant for Recommendation 2.) 2. Technical and Programme divisions should create a consolidated, overarching theory of change (TOC) for all adolescents and youth programming (targeted and mainstreamed) for the new Strategic Plan 2018-2021. The point of departure can be the theory of change tested in this evaluation. 3. Technical Division and Regional offices should provide strategic guidance and tools for country offices to adapt the global, overarching adolescents and youth theory of change for use in strategic planning at country level. They should support country offices to create country-specific adolescents and youth theories of change that include all adolescents and youth interventions both mainstreamed and targeted. Country-specific theories of change should be aligned with the global adolescents and youth theory of change, and UNFPA Strategic Plan 2018-2021. The theory of change at country level should be grounded in a clear rationale, supported by a strong narrative, and coherent budget allocation. 4. Technical and Programme divisions should ensure adolescents and youth-specific output and outcome indicators are developed to appropriately capture and measure adolescents and youth support (targeted and mainstreamed) under the next strategic plan. They should develop and include process and quality indicators in the results framework of the Strategic Plan 2018-2021. They should also ensure that the new Strategic Plan 2018-2021 includes indicators to capture contributions at all levels to implementation of human rights-based approaches that are culturally and gender sensitive. 5. Technical and Programme divisions should improve coherence in guidance related to diverse thematic frameworks addressing adolescents and youth (such as the Preventing HIV and Unintended Pregnancies: Strategic Framework 2011-2015; UNFPA Strategic Framework on Gender Mainstreaming and Women's Empowerment (2011), and the 2012 Humanitarian Response Strategy). 	

Management response to recommendation acceptance status [Accepted/Partially accepted/Rejected]: Accepted

1. The current evaluation conducted a fairly extensive mapping of adolescent and youth programming across the organization, and highlighted ten country case examples. That said, UNFPA could agree that a highly selective but more substantive mapping of the Fund's adolescent and youth programming (under the current strategic plan, 2014-2017) would provide further insights on the scale and scope of current investments in adolescent and youth programming, and the extent to which the Fund's programming is aligned with best practices. This mapping will naturally support the development of the youth outcome area for the next strategic plan, 2018-2021. The Programme Division and the regional offices, with technical backstopping from the Technical Division, will take forward a selective portfolio mapping of adolescents and youth programming, based on substantive criteria and availability of resources (including funding streams) within UNFPA. The Evaluation Office will be further consulted for lessons learned and good practices that have emerged from the extensive portfolio mapping conducted under the present evaluation.
2. This recommendation is accepted and underway. A consolidated, overarching theory of change for the Fund's adolescent and youth programming is expected as part of the new strategic plan, the components of which are currently being developed for a position paper by the Strategic Plan Interdivisional Working Group on Youth and Development.
3. This recommendation is accepted and also in line with the Fund's ongoing work. Led by the Programme Division, UNFPA has recently piloted a guidance note on how to develop country-specific theories of change (for priority strategic plan thematic areas, including adolescents and youth) through selective country offices to further substantiate country programme documents. Such country-specific theories of change are expected to describe the rationale, determinants and expected results for UNFPA-supported programmes of support with national counterparts. The Technical Division has developed (or is currently developing) a suite of tools and resources to support country offices in constructing logic models for adolescent programming (e.g., guidance on prioritizing adolescent health interventions, preventing child marriage and mitigating the impact on married girls, and technical guidance on HIV prevention). This further builds on the existing output theories of change that were developed by the Technical Division for the current strategic plan, 2014-2017 (outcome 2/outputs 6, 7 and 8), which separately describe the chain of results and include select but important resources for the thematic output. Finally, in the next strategic plan, 2018-2021, other relevant outcome areas will take on an 'adolescent lens' to ensure the needs of adolescents are incorporated within the anticipated theories of change, planned outputs and expected activities. For example, the reproductive health and rights outcome area is raising the visibility of adolescent sexual and reproductive health information and services among the strategic focus areas, and the population and data for development outcome area is emphasizing the collection, analysis and use of age-disaggregated data for policy and programming.
4. See the management response above to number 3. UNFPA will also develop specific indicators to capture the process and quality/results of interventions in the results framework of the next strategic plan, 2018-2021. For example, reducing the adolescent birth rate will remain a critical indicator in reaching the UNFPA bull's eye for universal access to reproductive health. an achievement that will require human rights-based approaches across the outcome areas (e.g., adolescent-friendly service delivery, demand generation, girls' education, tracking and monitoring age-disaggregated data to identify those most at risk of early and unintended pregnancy, etc.).
5. The overall recommendation to look at other thematic areas for which a strategic focus on adolescents and youth would provide greater results to the issue (e.g., HIV prevention) is accepted. The Technical Division and the Programme Division will take stock of relevant thematic frameworks to identify areas of programmatic and technical synergies (e.g., revised UNFPA HIV framework), and link to more recent corporate strategies and guidance relevant for adolescent and youth programming (e.g., demographic dividend).

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.

Actions planned	Expected completion date (DD/MM/YY)	Lead implementing unit	Implementation stage (not started/ ongoing/ completed/ cancelled)	Summary of progress made	Evidence of implementation [provide URL link or attachment]
Use the processes and mechanisms of the strategic plan to build on existing efforts to address adolescent and youth issues by documenting a theory of change that will inform a multisectoral response (through sexual and reproductive health education and information and other systems), and develop core indicators to measure progress. The Programme Division and the regional offices, with technical backstopping from the Technical Division, will take forward the portfolio mapping of adolescents and youth programming (including funding streams) within UNFPA, contingent upon selected criteria and available resources.	June 2017	Programme Division, Technical Division, regional offices	Ongoing		
The theory of change guidance for the country office has been issued and is currently being piloted in some country offices.	June 2017	Programme Division, Technical Division and regional offices	Ongoing (piloting)		
Include SMART measures to capture the adolescent and youth results in the strategic plan 2018-2021	June 2017	Programme Division and Technical Division	Ongoing		
Regional office will provide needed guidance on implementing costed theory of change at country level as part of the support to the development of CPDs.	December 2017	Regional offices	Not started		
In countries that have relevant CPD output and/or request support, Regional Office will provide guidance on the implementation of the costed theory of change, following the development of corporate theory of change.	December 2017	Regional offices	Not started		

Recommendation 2:	UNFPA should continue to provide strong leadership on adolescents and youth issues within the framework of Agenda 2030	Priority: Very high
	UNFPA should continue to coordinate and deliver multi-sectoral, holistic support for adolescents and youth issues, ensuring the centrality of the needs of adolescent girls in particular. UNFPA should better reflect the priority and commitment on support to adolescents and youth within the organisation's management structure and should	

anchor its adolescents and youth interventions within the broader rights-based youth agenda. At country level, UNFPA should use its leadership position on adolescents and youth to support national implementation of the Sustainable Development Goals related to adolescents and youth and support countries to monitor and report on progress on adolescents and youth-related goals and targets.

1. Technical Division should lead work to develop a position-paper analysing and outlining UNFPA comparative advantage in supporting the implementation of the Sustainable Development Goals related to adolescents and youth.
2. Technical Division should update the adolescents and youth strategy to ensure alignment with the new Strategic Plan 2018-2021 and Agenda 2030.
3. Technical and Programme divisions should work to consolidate adolescents and youth programming within the Strategic Plan 2018-2021, and strengthen oversight within UNFPA by establishing an inter-divisional working group on adolescents and youth with a dedicated senior manager overseeing coordination of support.
4. Regional offices should support country offices to position adolescents and youth programming squarely within a broader development framework (reflecting the context of the Sustainable Development Goals). Needs assessments, policy briefs, and multi-sectoral dialogues and forums are critical processes toward that end. UNFPA should use this positioning to support governments to monitor progress on the implementation of the Sustainable Development Goals related to adolescents and youth.

Management response to recommendation acceptance status [Accepted/Partially accepted/Rejected]: Partially accepted

1. This recommendation is accepted and implemented. In 2015, the Technical Division prepared and presented the corporate value proposition that outlines the Fund's comparative advantage on adolescent and youth issues in the context of the Sustainable Development Goals. The draft final document is currently under review.
2. This recommendation is partially accepted. The current adolescent and youth strategy clearly articulates key priority areas for adolescents and youth (e.g., adolescent sexual and reproductive health), which are core to the UNFPA mandate and Agenda 2030 and which will not change in the Sustainable Development Goals era. This means that UNFPA will focus on doing its core business, accelerating its operational efforts to deliver what is expected of the Fund. That said, UNFPA recognizes the need to take into account the emerging issues and needs related to adolescents and youth, including their role as agents for change and linkages to other sectors (e.g., education, employment) as the Fund develops its next strategic plan, 2018-2021, and looks toward 2030. Providing further operational guidance to country offices can concretely advance the Fund's programming on these priorities, allow it to adapt to the changing environment, and bring greater value to the organization, rather than updating an existing corporate strategy. In some cases, resources and operational technical guidance already exist for the thematic adolescent and youth priorities being used by country offices.
3. This recommendation is partially accepted. Currently, UNFPA has established an interdivisional working group on youth and empowerment with specific terms of reference to develop the youth-related components within the strategic plan, 2018-2021. However, in terms of an interdivisional body designed to strengthen oversight of adolescent and youth programming, the Fund had previously set up an interdivisional adolescent and youth cluster, which however had limited impact owing to the existence of other oversight platforms that were already operational and through which accountability could be better tracked and monitored (e.g., regional level for quality assurance of country programmes). It is therefore unlikely that creating another oversight and coordination mechanism, such as an interdivisional working group, will strengthen oversight and results.
4. This recommendation is accepted. The Division for Governance and Multilateral Affairs issued integrated guidance (co-generated with the technical and programme divisions) for country offices to operationalize the 2030 Agenda, including thematic areas such as adolescents and youth. The Technical Division led Sustainable Development Goals capacity development workshops in all six regions in 2016, an exercise which paid close attention to adolescent and youth indicators (see below, under recommendation 4) and which offered a deeper look at how

adolescent and youth needs are addressed within Agenda 2030 and regional development frameworks. In addition, regional offices have supported approximately 30 country offices in conducting national studies on the status of the demographic dividend in 2015 and 2016, many of which included reviews of the status of adolescent and youth development needs (in sexual and reproductive health, for example) and in several countries within a context of determining overall priorities for national development plans, (e.g. for Uganda and Zambia). Recent meetings of West and Central Africa and East and Central Africa country offices in December 2017 and Arab States country offices in November 2017 on the demographic dividend also included multi-country reviews of the adolescents and youth needs. The latest work and priorities moving forward focus on building capacity for analysis of adolescent and youth programming needs at the subnational level (again, see under recommendation 4). Based on the variety of knowledge management work undertaken in 2015-2016, headquarters and regional and country offices are increasingly harmonized, and well-positioned to integrate adolescent and youth programming within broader development frameworks, including the development of United Nations development assistance frameworks (UNDAFs) and country programme documents (CPDs), depending on the country's specific context.

If recommendation is partially accepted or rejected, provide reasons:

See above under overall response.

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

Actions planned	Expected completion date (DD/MM/YY)	Lead implementing unit	Implementation stage (not started/ ongoing/ completed/ cancelled)	Summary of progress made	Evidence of implementation [provide URL link or attachment]
Finalize the proposition/guidance on the Fund's comparative advantage on adolescent and youth issues in the context of the Sustainable Development Goals.	2016	Technical Division	Ongoing	Draft is completed and under review	
Further develop country-level operational guidance for adolescent and youth programmes at national and subnational levels, with deeper integration in national development plans, and adapted to priorities and changing population and development needs.	2015-2021	Programme Division and Technical Division, with regional offices and country offices	Ongoing	National Demographic Dividend studies in more than 30 countries, SDG reviews, growing work on adolescent and youth programming at the subnational level.	
The inter-agency working group (IDWG), led by the Technical Division, was established in October 2016 as part of the new strategic plan preparation, the work of which informs the plan's	Final thematic report to be	Programme Division and	Ongoing	The IDWG on adolescents and youth	

development. The IDWG includes robust representation from headquarters, regional offices and country offices. Building on experiences already taken, in the context of the next strategic plan, UNFPA will strengthen the existing oversight mechanisms and practices within adolescent and youth programming in order to better measure the effectiveness of interventions.	completed by 17 January 2017 (underway 2016-2017)	Technical Division		has been meeting regularly since October 2016, consolidating the adolescents and youth programming goals and theories of change, and will finalize proposed outputs and indicators by June 2017.	
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Recommendation 3:	UNFPA should review resource allocation for adolescents and youth, maximise efficiency, and ensure that staff implementing adolescents and youth interventions have the necessary skill set	Priority: High
	<p>UNFPA should ensure that budget allocations for support to adolescents and youth interventions reflect UNFPA strategic priorities. UNFPA should review the allocation of existing funding for adolescents and youth programming to accelerate efforts to attract new funds, and ensure the transition to appropriate modes of engagement in accordance with the UNFPA business model. UNFPA should also ensure that recruitment, training, and guidance for staff addresses the needs of adolescents and youth across all UNFPA programmatic areas.</p> <ol style="list-style-type: none"> 1. Technical and Programme divisions should conduct a study to review UNFPA investment in adolescents and youth, as presented in the financial analysis in this evaluation, and review overall financial allocations for adolescents and youth-specific interventions (targeted and mainstreamed) to be commensurate with the strategic priority given to adolescents and youth. This should include consideration of thematic trust funds and joint programming modalities. 2. Regional offices should support country offices to analyse their overall funding allocation for adolescents and youth-specific interventions (targeted and mainstreamed) to examine whether it is commensurate with the priority given in-country to adolescents and youth programmes. 3. Technical Division together with Regional offices should ensure that training on adolescents and youth sexual and reproductive health includes efforts to build capacity in the area of policy and advocacy, to increase the capacity of all thematic staff working on adolescents and youth. This would equip programming staff with the necessary skills to ensure that the needs of adolescents and youth are met across all programmatic areas and modalities. 4. Technical Division, Resource Mobilisation Branch, and Regional offices should identify new partnerships and funding opportunities for adolescents and youth interventions to support countries to meet their Sustainable Development Goals targets. 	

Management response to recommendation acceptance status [Accepted/Partially Accepted/Rejected]: **Partially accepted**

1. This recommendation is partially accepted. The principle behind this recommendation is important, namely, to understand the level and use of resources for adolescent and youth programming (and those targeted within other thematic streams of work). UNFPA further recognizes that the evaluation itself has undertaken an overall financial analysis across all levels of

the organization. In this context, UNFPA will consider how relevant business units can undertake such an exercise as per the availability of resources, including the Technical Division, which manages thematic funds and joint programmes on specific adolescent issues such as child marriage, as well as on maternal health and family planning, that may have adolescent-specific activities.

2. This recommendation is accepted and is being implemented to various extent in the regions as well as through the mandatory review of the quality of content and resource allocation of all new country programmes (Programme Review Committee). Regional offices take part in this review and guide country offices on how to determine funding allocation for all programme components, including adolescent and youth-specific interventions (targeted and mainstreamed) against identified country-specific priorities. Implementation of this recommendation should include using existing platforms to develop greater coherence and clarity on adolescent and youth funding opportunities as well as effectiveness and efficiency of funding/resource allocation for adolescent and youth interventions.
3. This recommendation is well noted and work is underway in a large number of countries as part of capacity strengthening for the Goals. This can only be partially accepted, since the Fund's elaboration of further work in this area is contingent available resources and depends on a variety of efforts underway to secure needed resources, including through South-South cooperation. Building a critical mass of competent staff on adolescent and youth issues should be a priority to ensure that UNFPA can successfully deliver on its programmes. Discussions are underway on how the next strategic plan would have a component on internal capacity building for the Fund's priority areas, as well as the institutional architecture and United Nations partnerships required to deliver the same.
4. This recommendation is fully accepted, as it is part of the core business of these specific units to work together for new funding opportunities. UNFPA believes that current levels of funding for adolescent and youth programming remain insufficient across its thematic priorities – for priorities under the dedicated youth outcome as well as the relevant adolescent topics under the Fund's other mandate areas (e.g., sexual and reproductive health, population and data for development, etc.).

If recommendation is partially accepted or rejected, provide reasons:

See above explanation.

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.

Actions planned	Expected completion date (DD/MM/YY)	Lead implementing unit	Implementation stage (not started/ ongoing/ completed/ cancelled)	Summary of progress made	Evidence of implementation <i>[provide URL link or attachment]</i>
UNFPA will review how relevant business units can undertake financial analysis to review UNFPA investment in adolescents and youth, contingent to availability of resources.	2017	Programme Division and Technical Division	Not started		

Analyse the adequacy of funding/allocation for adolescents and youth-specific interventions against identified country specific priorities.	2017	Programme Division (PRC) with regional offices	Ongoing		
Ensure that the issues of staff competence in adolescent and youth issues are addressed through internal capacity building components within the next strategic plan, and that the needed resources to further strengthen capacity within UNFPA and relevant national government units are addressed through innovative, cost-effective strategies.	2017-2021	Programme Division and Technical Division	Ongoing		

Recommendation 4:	UNFPA should improve efforts to target the most vulnerable and marginalised among adolescents and youth by strengthened analysis and use of data.	Priority: High
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UNFPA should continue to strengthen the use of data for adolescents and youth programme design and to identifying the most vulnerable and marginalised. UNFPA should clearly define, based upon sound evidence, the dimensions/elements that constitute vulnerability and marginalisation among adolescents and youth.

1. Technical Division should develop structured guidance and, together with regional offices, provide technical support to country offices to ensure systematic use of needs assessments, as well as other national and international data, for adolescents and youth programming. Technical Division and regional offices should facilitate workshops with producers and end-users of data during programme planning processes to ensure that data collection is completed with the needs of users at the forefront. Surveys such as the Survey on Egyptian Youth or the Kyrgyzstan Youth Book are good examples of UNFPA-supported collection of youth data.
2. Technical Division should develop clear operational definitions of marginalised and vulnerable groups. It should set out in which context priority groups such as adolescent girls and young key populations should be targeted: alongside or in addition to other marginalised and vulnerable groups of young people.
3. Regional offices should support country offices to institutionalise the systematic review of national adolescents and youth data (e.g. programme, epidemiological, behavioural, livelihoods, etc.) with partners, to ensure that interventions are evidence-based and target the most marginalised and vulnerable. They should also support country offices to strengthen work with national statistical organisations in order to define adolescents and youth data needs based on specific country strategies. Technical assistance should include a focus on use and dissemination to ensure data is used to inform programmes and policy advocacy, including within UNFPA.
4. In the context of the new Strategic Plan 2018-2021, Technical and Programme divisions should establish indicators that measure the use of needs-assessments to target the most vulnerable and marginalised adolescents and youth within adolescents and youth programmes.

Management response to recommendation acceptance status [Accepted/Partially Accepted/Rejected]: **Partially accepted**

1. UNFPA agrees with this recommendation and its overarching rationale and principle, namely, to institutionalize a stronger evidence-based approach to adolescent and youth programming. UNFPA also adheres to the principles of universality, human rights and leaving-no-one-behind, particularly for adolescents and youth in vulnerable situations who have not benefited from existing UNFPA programmes. UNFPA efforts are underway to provide technical support to country offices in conducting needs assessments that directly look at adolescents' unique

circumstances. Technical guidance developed by UNFPA with the World Health Organization (WHO) (under the umbrella of the Every Woman Every Child initiative) will be issued in 2017 on how to conduct needs assessments and prioritize adolescent health issues, including sexual and reproductive health, and how to identify those subgroups most likely missed by programmes (e.g., due to being out of school, living in certain geographic locales, belonging to poor households, being married, living apart from families or having migrated, etc.). Moreover, UNFPA undertook Sustainable Development Goal workshops in each of the six UNFPA regional offices in the second and third quarter of 2016, in which nearly all UNFPA country offices and national statistical offices were assembled to review the latest data on levels and trends of key SDG indicators, including indicators relevant to the core work of UNFPA on adolescents and youth, for example, adolescent birth rate, child marriage, female genital mutilation, gender-based violence, demand satisfied by modern methods, MMR, and new HIV infections. In all cases, UNFPA shared the latest data available on levels and trends by country and at the subnational level where data allowed. These reviews underlined the gaps and shortfalls in available adolescent and youth data in particular countries, but also differences between countries in the status of adolescent and youth issues at the beginning of the Goals' era. The regional capacity development trainings on the Goals represent a recent example of how UNFPA is supporting producers and end-users of data with a view toward the 2030 Agenda. In recent engagements with regional and country offices, it is clear that there is increasing demand for subnational data (including small area estimations) on adolescent and youth issues, and the Technical Division is reviewing options for building such capacity through South-South programmes and more dedicated training-of-trainers, possibly with other United Nations partners, such as the United Nations Children's Fund (UNICEF). Moreover, the Technical Division will leverage the OpenData Database and UNFPA adolescent and youth data dashboard to bring greater evidence-based granularity to the programmatic responses for adolescent and youth in marginalized and vulnerable locations and situations.

2. This recommendation is partially accepted. As part of the United National system, UNFPA supports data collection and disaggregation that goes beyond gender discrimination and age to include all grounds of discrimination prohibited under international law. Therefore, a clear operational definition of such groups is not required. Moreover, flexibility is key to recognize that each country has its own contexts where certain domains for marginalization might prevail (e.g., ethnicity in some places, geographic concentrations of girls at risk of child marriage in others). To help identify adolescents and youth who are at risk of marginalization and poor development outcomes, UNFPA will draw on the recommendations of international human rights mechanisms and link them to drive stronger human rights-based programming (e.g., data protection and confidentiality). Moreover, in the next strategic plan, UNFPA will accelerate its efforts to strengthen national capacity to generate, analyse, and use disaggregated population data on gender, age, health, education, migration and other key domains to help counterparts to locate and define the needs of those furthest behind to inform and shape policies and programmes, as well as to track inequalities for the SDGs.
3. This recommendation is accepted and these efforts have already been strengthened by the SDG Regional Workshops described above, by national demographic dividend studies, by the recent UNFPA publication on Monitoring Demographic Dividend indicators through key SDGs (all of which are key adolescent and youth targets under Goals 3, 4, 5 and 8) and through projects such as the subnational mapping by the East and Southern Africa Regional Office of key adolescent and youth needs and relevant institutions (e.g., youth-friendly clinics) across eight countries of southern Africa. These programmes will be taken forward with the regional offices, under programme and technical guidance by the technical and programme divisions. In keeping with other core recommendations of this evaluation, the Technical Division and the regional offices are actively reviewing the means by which these data-dissemination efforts are evaluated to assess added value and refine as needed for greater impact. The implementation of this recommendation will be informed by interventions that are reported under number 1, for example, on institutionalizing a stronger evidence-based approach.
4. This recommendation is accepted and ongoing (see note under number 3 above). In addition, country programmes are expected to plan for thematic evaluations (including the use of needs assessments) at the beginning of the programme, on which the Programme Review Committee can then provide input for quality assurance and relevance. Various needs assessment tools are made available to country offices, which can be tracked if necessary within the metadata for the next strategic plan.

If recommendation is partially accepted or rejected, provide reasons:	See explanation under number 2				
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					
Actions planned	Expected completion date [DD/MM/YYYY]	Lead implementing unit	Implementation stage (not started/ ongoing/ completed/ cancelled)	Summary of progress made	Evidence of implementation <i>[provide URL link or attachment]</i>
Further strengthen capacity for needs assessments for adolescent health issues at the national level, including rolling out capacity development for subnational analysis, small area estimation and the ongoing use of adolescent and youth SDG indicators within UNFPA country offices.	2016-2021	Technical Division	Ongoing		
The new Strategic Plan 2018-2021, will include some indicators that measure the assistance provided to the most vulnerable and marginalised adolescents and youth within adolescents and youth programmes.	2017	Programme Division	Ongoing		
Regional Offices will continue collaboration with statistical offices to promote better data on adolescent and youth for policy.	2016-2021	Regional offices	Ongoing		
Recommendation 5:	UNFPA should consistently use a human rights-based approach in adolescents and youth programming		Priority: High		
	<p>It is essential to fully operationalise UNFPA core commitments to respect, protect and fulfil the human rights of adolescents and youth, including gender equality. Transformative programming – programming that addresses and tackles the underlying structural and systemic factors, including social and cultural barriers – is needed and requires, inter alia, a long-term strategic vision, concerted leadership, robust funding, and accountability measures (at all levels). UNFPA should utilise multiple strategic approaches to improve the status of young people, including by continuing to use the demographic dividend in specific contexts to make the investment case for adolescents and youth.</p> <p>1. To advance a rights-based and gender-transformative agenda for adolescents and youth, strong leadership is needed, requiring UNFPA representatives to provide both practical and political support. UNFPA should continue to provide strong support at regional and country levels through enhanced partnerships with other United Nations organisations in order to provide effective leadership in countries working on adolescents and youth issues.</p>				

2. Technical Division should develop practical guidance on how UNFPA should enhance advocacy efforts for the rights of adolescents and youth through programming that is rights-based and gender-transformative, prioritising the most marginalised and vulnerable. The guidance should particularly focus on implementing human rights and gender-based approaches in challenging contexts. Technical Division together with regional offices should support country representatives and other staff to utilise such guidance.

3. Technical Division and Regional offices should support country offices to expand their analysis of the universal periodic review (UPR) to include specific adolescent and youth issues. Country offices should work with governments and civil society to support countries to report and respond to sexual and reproductive health and rights recommendations of the universal periodic review to inform the development of national strategies.

4. To advocate for investment in youth at all levels, Regional offices should support country offices integrate the demographic dividend, where appropriate, together with a human rights-based approach to adolescents and youth programming.

Management response to recommendation acceptance status [Accepted/Partially accepted/Rejected]: **Accepted**

1. This recommendation is accepted and is ongoing as core business to the relevant units. Please see the pertinent responses to recommendation number 4 on targeting the most marginalized and vulnerable among adolescents and youth.
2. This recommendation is accepted. The Technical Division has started the process of developing guidance for youth leaders to engage in and advocate for their rights in the universal periodic review process; this guidance will be completed in the next two years. In addition, the Technical Division is in the process of finalizing policy guidance on advancing policy dialogue in the universal periodic review for UNFPA country offices.
3. This recommendation is accepted and ongoing with the Fund’s usual business operations. The Technical Division has developed bulletins for each country under the second cycle of the universal periodic review. These bulletins identify all issues pertaining to sexual and reproductive health and reproductive rights, including those relevant to adolescents and youth, with recommendations to UNFPA country offices on how they can follow up with their national counterparts.
4. This recommendation is accepted and is already ongoing in country offices, where relevant. Regional offices will continue supporting country offices to integrate the demographic dividend, where appropriate, together with a human rights-based approach to adolescents and youth programming.

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

Actions planned	Expected completion date (DD/MM/YY)	Lead implementing unit	Implementation stage (not started/ ongoing/ completed/)	Summary of progress made	Evidence of implementation [provide URL link or attachment]
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			cancelled)		
Finalize the guidance for youth leaders and a policy guidance on advancing policy dialogue in the universal periodic review	2018	Technical Division	Ongoing		
Disseminate guidance for universal periodic review shadow report writing through regional networks to civil society organizations, and support country offices to form part of United Nations report to the universal periodic review process.	Continuous	Regional offices	To begin in 2017		
Regional Offices to deploy the United Nations Development Group (UNDG) issue based coalitions on Youth to provide leadership on selected youth issues in the respective regions.	2017	Regional offices	Ongoing		
Regional offices will continue supporting country offices integrate the demographic dividend, where appropriate, together with a human rights-based approach to adolescents and youth programming.	2017	Regional offices	Ongoing		

Recommendation 6:	UNFPA should improve the quality and sustainability of sexual and reproductive health services, and education and information for adolescents and youth by ensuring systematic linkages across UNFPA-supported interventions with young people in these areas.	Priority: High
	<p>To maximise efficiency and effectiveness, UNFPA support for sexual and reproductive health education and information for adolescents and youth and integrated sexual and reproductive health services should prioritise quality and sustainability and, wherever possible, avoid vertical, stand-alone programmes. To do this, UNFPA should strengthen connections and linkages across interventions, encouraging local ownership and multi-sectoral approaches.</p> <ol style="list-style-type: none"> 1. Regional offices should support country offices to conduct a review of the quality of adolescents and youth programming for sexual and reproductive health education and information and services to ensure that efforts align with international standards and evidence on what does and does not work (as has already begun in East and Southern Africa). Further, they should use the development of country level adolescents and youth theories of change to review the alignment of adolescents and youth programming to international evidence, national needs-assessments and other locally generated evidence. This should include assessment of the quality and sustainability of both sexual and reproductive health services and education and information for adolescents and youth. 2. Programme Division should provide technical backstopping for country level adolescents and youth staff to implement robust monitoring of and reporting on their programmes. 3. In the context of the Strategic Plan 2018-2021, Programme and Technical divisions should consider the inclusion of indicators to capture cross-referral between adolescent and youth interventions under different programmatic areas, so that interventions can contribute jointly to common indicators. An indicator on 	

sexual and reproductive health service quality is lacking and this should be considered for inclusion in the next strategic plan. Programme and technical divisions should consider developing other quality assurance mechanisms and indicators to capture the quality of both interventions and the processes used to implement them (Recommendation 1). Use of scorecards to capture programme effectiveness could provide greater accountability for programme outcomes.

Management response to recommendation acceptance status [Accepted/Partially accepted/Rejected]: **Partially accepted**

1. This recommendation is partially accepted. While the quality of adolescent sexual and reproductive health education and information has been evaluated under this exercise, it was expected that the findings would inform management about successful and less effective practices. Yet, this area will need further assessment, and management will consider conducting reviews to assess whether these interventions are of good quality and evidence-based. The programme and technical divisions will be working with the Evaluation Office to ensure this aspect is covered in future evaluations.
2. This recommendation is accepted and is ongoing. The Programme Division has established a system for results planning, monitoring and reporting, and provided both technical and system support to all reporting units. Within the same system, the support will be provided for adolescent and youth-specific programme interventions. The Programme Division will continue with capacity-building initiatives to strengthen country-level staff capacity.
3. This recommendation is accepted and ongoing, and relates to the above sub-recommendation 4.4 on ensuring programme synergies on adolescents and youth across outcome areas in the next strategic plan.

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

Actions planned	Expected completion date (DD/MM/YY)	Lead implementing unit	Implementation stage (not started/ ongoing/ completed/ cancelled)	Summary of progress made	Evidence of implementation <i>[provide URL link or attachment]</i>
Programme, Technical divisions and Regional Offices will work with the Evaluation Office to ensure that quality of adolescents and youth programming for sexual and reproductive health education and information and services is adequately covered in future evaluations.	2017	Technical Division, Programme Division and regional offices	Not started		

Programme Division, within the established system for results planning, monitoring and reporting, will continue with capacity building initiatives for strengthening country level staff capacity.	2017	Programme Division, Technical Division, regional offices	Not started		
With the technical backstopping of Regional Offices and Technical Division, Country offices will support a review of the national curriculum for sexual and reproductive health education and information against international standards.	2017	Eastern Europe and Central Asia Regional Office	Ongoing		

Recommendation 7:	UNFPA should strengthen meaningful engagement of adolescents and youth at all levels of programming (national, regional and global).	Priority: High
	<p>UNFPA should build on recent good practice and promote systematic, transparent, constituency-based youth representation, participation and leadership in UNFPA adolescents and youth strategic dialogues, planning, implementation, monitoring and evaluation, as appropriate. Adolescent and youth programming for leadership and participation should emphasise interventions that help to institutionalise (e.g. through participatory platforms and accountability mechanisms) youth participation and voice in key processes. UNFPA should further clarify the current focus of its support for leadership and participation within the new Strategic Plan 2018-2021 and within the context of the Sustainable Development Agenda.</p> <ol style="list-style-type: none"> 1. Through a consultative process with country and regional offices, Technical and Programme divisions should lead work to develop and implement an institution-wide, transparent procedure for the selection of constituency based youth representatives to participate in UNFPA-supported advocacy platforms, events and conferences. UNFPA should ensure that representatives report back to their constituencies as a requirement for participation in regional and global events and processes. 2. Technical and Programme divisions, with the support of the Executive Director, should establish a permanent Youth Advisory Board, with revolving participation, to participate in and advise on all adolescents and youth strategic discussions, portfolio reviews, and technical review committee meetings at UNFPA. Similar structures should be established at regional and country level. 3. Technical Division and Regional offices should continue to sponsor pre-conference training and capacity building (and support country offices to do so) in order to strengthen leadership, including of marginalised and vulnerable young people. The recent creation of the Youth Innovators Fellowship Programme is a welcome and an important step in this direction. 	

4. Technical and Programme divisions, in consultation with Regional and country offices, should use the opportunity of development of the Strategic Plan 2018-2021 to review and refine the aims of UNFPA support for adolescents and youth, and leadership- and participation-related support specifically. This should reflect upon how UNFPA support for adolescents and youth leadership and participation can be integrated and aligned with the efforts under Agenda 2030.

Management response to recommendation acceptance status [Accepted/Partially accepted/Rejected]: **Partially accepted**

1. This recommendation is accepted. UNFPA can institute the suggested process for global and regional events. However, the UNFPA strategic focus is on national-level policymaking processes, such as the national development planning processes, national peacebuilding efforts and the humanitarian response. The Technical Division has issued minimum standards on consulting with young people to engage meaningfully in these processes, which can be expanded and supplemented with further tools for adaptation and implementation by country offices.
2. This recommendation is rejected. UNFPA has previously had a global UNFPA Advisory Panel, and young people advised that they wanted deeper engagement with UNFPA than simply providing advice. Therefore, UNFPA has developed an independent Youth Leadership Working Group, composed of representatives of youth-led and youth-serving organizations. This group is managed by the Division for Governance and Multilateral Affairs and mainstreamed through the UNFPA approach to partnerships with civil society. This body already provides advice on strategic, political and technical discussions on adolescents and youth, and goes further by advocating partnership with UNFPA and implementing global initiatives. Establishing a separate youth advisory board would be a step backwards in terms of youth participation. Instead, UNFPA can commit to strengthening and further elevating this existing Youth Leadership Working Group.
3. This recommendation is accepted. UNFPA has developed a ground-breaking, youth leadership curriculum and programme that was delivered for the Youth Innovators Fellows Programme. This programme can be expanded for capacity building and to strengthen leadership for marginalized and vulnerable youth. UNFPA recognizes that reaching adolescents and youth in vulnerable situations is quite challenging and will require dedicated resources and targeted efforts and mechanisms tailored to their situations.
4. This recommendation is accepted and part of the ongoing process of developing the new strategic plan, 2018-2021.

If recommendation is partially accepted or rejected, provide reasons:

See explanation under number 2.

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

Actions planned	Expected completion date (DD/MM/YY)	Lead implementing unit	Implementation stage (not started/ ongoing/ completed/ cancelled)	Summary of progress made	Evidence of implementation [provide URL link or attachment]

Support operationalisation of minimum standards on consulting with young people to engage with development of tools for adaptation and implementation by country offices.	TBD	Technical Division	Ongoing		
Expand youth leadership curriculum and programme to include interventions to provide capacity building and to strengthen leadership for marginalized and vulnerable youth.	TBD	Technical Division	Ongoing		

Recommendation 8:	UNFPA should strengthen research, monitoring, reporting and evaluation to generate evidence for organisational learning and programming and for accountability on adolescents and youth support.	Priority: High
	<p>UNFPA should continue to strengthen monitoring and reporting systems and allocate sufficient human and financial resources to generate evidence on adolescents and youth interventions. This should be accomplished through the testing of the adolescents and youth theory of change, use of appropriate adolescents and youth indicators, accurate tagging of adolescents and youth interventions, systematic results-based monitoring, accurate reporting and capturing good practices and successful implementation models. It should also include increased use of research and evaluative exercises on adolescents and youth for evidence based programming to inform scale up and replication of good practice. South-South cooperation should be a key strategy for dialogue and exchange of knowledge and good practices on support to adolescents and youth.</p> <ol style="list-style-type: none"> 1. Programme Division and Regional offices should support staff implementing adolescent and youth interventions to work together with monitoring and evaluation staff to ensure adequate staff time and budget are allocated at all levels for the monitoring, reporting and evaluation of adolescents and youth interventions. 2. Programme and Technical divisions should work to improve tagging of adolescents and youth interventions under the Global Programming System (GPS) to more easily and accurately capture UNFPA investment in adolescents and youth and reporting under the Strategic Information System (SIS). This will require requesting staff work with operational work plans (detailed activities and sub-activities, targets, timelines), developing appropriate tools (e.g. the monitoring tool already developed by the sexual and reproductive health branch) and training staff in their use. 3. Country offices should be supported by Regional offices to conduct implementation research, commission adolescents and youth specific evaluation studies and generate evidence to inform programming. Existing partnerships such as the WHO/UNFPA/UNICEF/UNDP Special Programme on Research in Human Reproduction (HRP) could be further capitalised on and new partnerships with international research centres of excellence should be forged for this purpose. These partnerships could help design and conduct implementation research studies to build the evidence base on best practice in programming for adolescents and youth sexual and reproductive health. 4. Regional offices should support and build country office capacity to develop evaluation plans and routinely conduct evaluations of targeted and mainstreamed adolescents and youth support, as per guidance under the evaluation policy. 5. Programme Division, with the support of Regional offices, should further encourage country offices to consistently use existing mechanisms for the sharing of lessons 	

learned, such as the best practice competition related to adolescents and youth and the MyUNFPA Fusion Platform to draw attention to effective approaches. This could be made actionable through management-level indicators in the next strategic plan. Web-based support to adolescents and youth staff should complement, not replace, in-person interaction between programme officers undertaking similar work. UNFPA should consider re-instating regional or sub-regional thematic meetings to review recent global and country-level evidence of what works for adolescents and youth programming and to share experiences, successful models and lessons learned among country offices.

6. Regional Offices, in coordination with the South-South Cooperation unit at headquarters, should support country offices to utilise South-South cooperation in order to share knowledge and good practices for improved programming and implementation.

Management response to recommendation acceptance status [Accepted/Partially accepted/Rejected]: Accepted

1. UNFPA has established systems for monitoring of programmes and has a policy that guides evaluations. Through these systems and policies, the programme staff working on adolescents and the M&E will be supported, within the available resources, to strengthen monitoring and evaluation of adolescent and youth programmes, including the planning of results, quarterly monitoring of milestones, annual reporting, and end of programme evaluations. The systems, myResults, which supports results planning, monitoring and reporting will be accompanied with capacity and quality assurance to ensure that the results of all programmes, including adolescent and youth programmes, are well planned, monitored and reported on to inform decision-making and improvement of the programmes.
2. In the current Strategic Plan (2014-2017), UNFPA introduced a dedicated A&Y outcome with a further breakdown of three A&Y dedicated outputs that is used for activity tagging in GPS. In case the tagging, although it is at a granular activity level will need to be revisited under the new Strategic Plan, a number of different options will be considered, such as introducing more specific interventions under the respective SP Output; or an additional cross-cutting A&Y tag. This will be addressed under the SP development process.
3. This recommendation is accepted. Under its new strategic plan, building on its leadership on youth issues among United Nations country teams, UNFPA will adopt a multisectoral approach, which will include working with partners to support all interventions necessary to implement effective adolescent and youth programmes. These partnerships will include those working on implementation research to generate evidence to improve programmes.
4. This recommendation is accepted. Regional offices, under the guidance of the evaluation policy, will support, as needed, country offices to plan for and conduct evaluations of country programmes, which, among others, include adolescent and youth interventions. It should be pointed out that UNFPA does not, as a default, operate stand-alone adolescent and youth programmes; rather, these are integrated in country programmes, which might include other areas such as sexual and reproductive health, population, data and gender.
5. UNFPA prioritise in the new strategic plan the importance of knowledge management, and will consider an indicator to measure the organizational progress in generating and use of knowledge.
6. The South-South Cooperation Project in collaboration with DHR will launch an online training, available to all staff, particularly aimed to create and strengthen in house country and regional offices skills to identify, engage and operationalize SSC as an integrated part of their business model for Youth Programme delivery. In addition South South Cooperation project will develop and put in place a SSTC tool to facilitate matchmaking between solutions and needs of countries to address adolescent and youth. This will support the function of ROS to provide adequate and effective support to COs, in scaling up SSC. In collaboration with ROs, a participatory mechanism of internal and external stakeholders' network, including SSTC focal points, will be established in order to boost connection of successful experiences and COs needs.

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					
Actions planned	Expected completion date (DD/MM/YY)	Lead implementing unit	Implementation stage (not started/ ongoing/ completed/ cancelled)	Summary of progress made	Evidence of implementation <i>[provide URL link or attachment]</i>
Adopt a multisectoral approach to partnerships under the new strategic plan, 2018-2021, including partnerships working on implementation research, and use implementation research to generate evidence to improve programmes.	2017	Programme Division, Technical Division and regional offices			
Regional offices will support as needed country offices to plan for and conduct evaluations of country programmes, which among others, include adolescents and youth interventions. It should be pointed out that UNFPA does not, as a default, operate stand-alone adolescents and youth programmes, rather these are integrated in country programmes, which might include other areas such as sexual and reproductive health, population, data, and gender.)	2017	Regional offices, Technical Division, Programme Division, and Evaluation Office			
<ul style="list-style-type: none"> - Launch an online training for COs on how to identify, engage and operationalize SSC as an integrated part of their business model for Youth Programme delivery. - Develop an SSTC tool to facilitate matchmaking between solutions and needs of countries to address adolescent and youth. - Establish a participatory mechanism of internal and external stakeholders' network, including SSTC focal points to enable capturing and exchange of successful experiences 	TBD	Global Director, South-South Cooperation Project			