

## Standards for international organizations to meaningfully engage youth in evaluation

Prior to filling this table, read the standards for international organizations for detailed guidance and instructions. The publication is available at [eval4action.org](http://eval4action.org)

### 1 Leadership and accountability

Minimum requirement	Approaching minimum requirement	Meeting minimum requirement	Exceeding minimum requirement	Total points
1.1 Political commitment of the organization	1.1.1 Senior management in evaluation endorses the engagement of youth in the evaluations commissioned by the organization	1.1.2 Commitment clearly expressed in evaluation charter, strategy or policy	1.1.3 The organization operationalizes the commitment	
0	1	2	3	6
Yes, until 2021, UNESCO had an Operational strategy for youth. The Medium-Term Strategy for 2022-29 (41C/4) refers to youth as a priority group for UNESCO. UNESCO's Strategy for youth and adult literacy (2020-25) also supports this.	Yes, all <u>corporate evaluations led by UNESCO's Internal Oversight Service (IOS)' Evaluation Office</u> include a junior evaluator within the Office (aged less than 31), who participates in the evaluation process (design and review of evaluation tools, data collection, quality assessment, etc).	No explicit mention in the 2022 Evaluation policy, but referred to in the Evaluation Manual.	Yes for corporate evaluations, YEEs are involved in the management of corporate evaluations (all young staff within IOS actively contribute and their contribution is recognized in the report (acknowledgemtn section). Less so for decentralized evaluations	
1.2 Institutional commitment of the organization	1.2.1 The organization declares commitment to meaningful engagement of youth in evaluation by signing the Youth in Evaluation manifesto	1.2.2 The organization takes action to deliver on the commitment	1.2.3 The organization reviews the commitment and report on its progress	
0	1	2	3	6
No	Signed the Manifesto in June 2024	Youth consulted in some corporate evaluations.	The annual synthesis of UNESCO Evaluations has a dedicated section on how evaluation reports align with youth and Youth engagement. The UNESCO Evaluation Report Quality Checklist also has a core criteria on Human Rights and inclusion which requires all corporate and evaluation reports to include the dimension including Youth	
<b>Total points for leadership and accountability</b>				<b>12</b>

The UNESCO syntheses are available at: <https://www.unesco.org/en/ios/evaluation/synthetic-reviews-unesco-evaluations?hub=67038>  
The Quality Checklist is available on p.47 of our UNESCO Evaluation Manual: <https://unesdoc.unesco.org/ark:/48223/pf0000383948>

### 2 Practice

Minimum requirement	Approaching minimum requirement	Meeting minimum requirement	Exceeding minimum requirement	Total points
2.1 Youth voices are heard during all phases of the evaluation	2.1.1 The evaluation methodological approach includes considerations of how youth views should be taken into account	2.1.2 Youth voices are heard during all phases of the evaluation, including evaluation design, data collection, stakeholder engagement, reporting, and dissemination and use of the evaluation	2.1.3 Young people are provided space and structures to take responsibility in all phases of the evaluation and participate in codcision-making with seniors	
0	1	2	3	6
In some evaluations yes, but this is not systematically present in all evaluations	Mostly when evaluand pertains to youth (e.g. work on teachers, operational strategy on youth) or when youth bodies exist for the project/programme being evaluated. In 2018-2023, 1 in 4 UNESCO Evaluations (corporate and decentralized) included evaluation questions and recommendations specific to youth's needs	Heard during data collection especially. Less so in other instances, although they sometimes are (youth representative in ERG only in 10% of corporate evaluations in 2018-23). Points of interest for youth are addressed in most UNESCO evaluations (56% of decentralized evaluations and 85% of corporate evaluations have dedicated findings on youth between 2018 and 2023)	In terms of integration <u>external youth</u> (youth as beneficiaries / ERG members), youth can participate in decision-making processes only when foreseen by the programme being evaluated (e.g. a youth organisation is already present among its partners or steering committee or youth-specific evaluation). 28% of IOS corporate evaluations in 2018-2023 consulted youth groups but only 3% of all UNESCO evaluations (corporate and decentralized) had a youth representative on their ERG to present findings and help shape the evaluation. However, <u>internal YEEs</u> (who are working as interns, consultants or entry level evaluators) are engaged in all phases of evaluation and have space to have a voice in the decision making process, as was confirmed by 3 YEEs during the FGDs and 1 YEE and one senior in the survey for the mapping of youth engagement conducted for the UNEG YEE working group.	

Examples of youth-specific evaluations:  
**2018 Bangkok evaluation:** <https://unesdoc.unesco.org/ark:/48223/pf0000374041> and  
**2021 Mid-term review of the UNESCO Operational Strategy on Youth:** <https://unesdoc.unesco.org/ark:/48223/pf0000367368?posInSet=2&queryId=974b6c12-b67c-4fbf-a915-d53934a5c546>

2.2 Integration of YEEs in all phases of evaluation	2.2.1 The evaluation terms of reference (ToR) outline how YEEs will be included in the evaluation	2.2.2 YEEs participate in all phases of the evaluation, including evaluation design, data collection, stakeholder engagement, reporting, and dissemination and use of the evaluation	2.2.3 YEEs as coevaluators participate in decision-making and co-lead all phases of the evaluation together with seniors		
	0	0	2	3	5
Yes; Mostly the YEEs are part of the team taking on the evaluation	No (nothing made explicit in the list of qualifications, no explicit reference to youth or YEEs' involvement)	Yes, at IOS's level. Involvement of junior evaluators within IOS at all stages of the evaluation. Not done for decentralized evaluations though.	Yes, active participation of YEEs within IOS in validation workshop, discussions, review of draft evaluation report. YEEs in IOS participate in all stages of the evaluation process and provide feedback that is integrated/ considered in finalizing the evaluation. They Even led the evaluation in certain instances (e.g. SACC Evaluation)		
2.3 Guidance on involving youth from diverse groups in evaluation	2.3.1 Guidance developed on how youth from diverse groups can be engaged in all phases of evaluation	2.3.2 Guidance made available organizationwide	2.3.3 Guidance utilized for evaluations across the organization		
	0	0.5	1	0	1.5
No	Not by UNESCO IOS itself; but developed by SHS Youth Section (Youth as Researchers project)	Not by IOS. SHS's products are published on UNESCO's websites	No		
2.4 Training on thematic areas of the evaluation for youth and YEEs	2.4.1 Organization earmarks resources for the training of youth and YEEs on thematic areas of the evaluation	2.4.2 Training delivered to youth and YEEs on thematic areas of the evaluation	2.4.3 Youth and YEEs who have received the training are offered opportunities to meaningfully participate in the evaluation process		
	0	0	2	3	5
No	No	Occasionally, when training delivered to all IOS/EVS staff members	YEEs in IOS participate in all stages of the evaluation process (cf. points above)		
<b>Total points for practice</b>					<b>17.5</b>

Half scores here as these are SHS products not IOS'.  
**Examples of SHS products:**  
 Researchers Workbook <https://agsci.psu.edu/unesco/our-programs/youth-as-researchers/youth-as-researchers-workbook>  
 Youth as Researchers Training Manual <https://agsci.psu.edu/unesco/our-programs/youth-as-researchers/youth-as-researchers-manual>

### 3 Advocacy and capacity development

Minimum requirement	Approaching minimum requirement	Meeting minimum requirement	Exceeding minimum requirement	Total points	
3.1 Partnership building for youth in evaluation	3.1.1 Raise the awareness of local partners of the importance of engaging youth in evaluation	3.1.2 Development of partnership agreements with local partners to advance the engagement of youth in evaluation	3.1.3 Joint initiatives by VOPEs and international organizations to build leadership capacity of YEEs		
0	0	0	0	0	
No	No	No	No		
3.2 Support organizations that build capacity of YEEs	3.2.1 Develop partnerships with organizations that offer capacity-building for YEEs	3.2.2 Build capacity of organizations that offer to develop capacities of YEEs	3.2.3 Provide funding to organizations that offer to develop capacities of YEEs		
0	1	0	0	1	
Yes, UNV.	Yes, in 2024, UNESCO will engage in a partnership with UNV to recruit YEEs in 5 UNESCO regional offices (contacted through the UNEG YEE Working group)	No	No		
3.3 Develop materials on youth in evaluation	3.3.1 Produce capacity-building material on advancing youth engagement in evaluation	3.3.2 Capacity-building materials on advancing youth engagement in evaluation are made available in the public domain	3.3.3 Capacity-building materials on advancing youth engagement in evaluation are translated into international and local languages		
	0	0.5	1	0	1.5
No	Not by UNESCO IOS itself; but developed by SHS Youth Section (Youth as Researchers project) - see details above under point 2.3.1.	Not by IOS. SHS's products are published on UNESCO's websites - see details under point 2.3.2	No		

Half points as these are SHS products, not IOS'.

3.4 Support local partners for capacitybuilding of youth in evaluation	3.4.1 Support local partners to take the initiative in capacitybuilding of YEEs	3.4.2 Local partners provide YEEs access to learning platforms and additional monitoring and evaluation (M&E) training	3.4.3 Promote election of YEEs into relevant VOPE or M&E association management structure	0	0
No	No	No	No	0	0
<b>Total points for advocacy and capacity development</b>					<b>2.5</b>

#### 4 Knowledge management and communication

Minimum requirement	Approaching minimum requirement	Meeting minimum requirement	Exceeding minimum requirement	Total points	
4.1 Host and advocate for knowledge sharing events for YEEs	4.1.1 International organization advocates for more knowledge sharing events for youth in evaluation	4.1.2 International organization actively participates in knowledge sharing events and sessions dedicated to YEEs	4.1.3 International organization hosts knowledge sharing and advocacy events for YEEs	0	3
No	Yes, through engagement and participation of 2 IOS staff members in the UNEG YEE working group (including one who is co-convenor of that group in 2024). The UNESCO Head of Evaluation is also the UNEG Chair managing this working group	Yes, sometimes (e.g. European Evaluation Society, Paris-based evaluation network)	No	0	3
4.2 Support learning platforms for knowledge sharing	4.2.1 Support exposure of YEEs to various M&E activities and platforms for learning	4.2.2 Develop platforms for YEEs to engage with audiences in evaluation through webinars and conferences	4.2.3 Provide opportunities for YEEs to contribute to the body of knowledge of evaluation theory and/or practice	0	6
Yes, the Evaluation knowledge hub	Yes, Evaluation webinars, Evaluation Knowledge Hub available to all entities within UNESCO, including young staff. Within IOS, specific engagement with M&E tools and mechanisms (e.g. a YEE's involvement in the creation of a KPI dashboard for the UNESCO Evaluation Office)	Yes, evaluation webinars. Junior evaluation consultants in IOS deliver some of the webinars.	Younger staff in IOS also participate in developing key evaluation materials for the Office (e.g. UNESCO Evaluation Manual, KPI dashboard, UNEG methods compendium).	3	6
4.3 Support networking and presentation of experience	4.3.1 Support the visibility of YEEs through documentation of YEE experiences, journeys and achievements	4.3.2 Provide YEEs opportunities to copresent at evaluation fora on evaluations in which they had an active role	4.3.3 Provide YEEs access to evaluation networks and conferences to engage, network and learn from other YEEs and professionals	0	6
Yes, to some extent. Within IOS itself, but also through the evaluation webinars. Also participate in UNEG working groups to share and learn from other's experiences (e.g. presentation to UNEG Methods Working group on case studies in UNESCO)	No documentation of the YEE experiences themselves. But YEEs' names included in reports and their contribution is acknowledged formally, which gives them visibility.	Yes, participate in validation workshops. Can present/answer questions regarding the evaluation report, provide input to questions on decentralized evaluations too.	Yes, opportunity to participate in UNEG YEE working group for all junior consultants in IOS (4 enrolled in 2023, 2 enrolled in 2024). Once, participation in EES. Participation in the Paris-based evaluation network too.	3	6
<b>Total points for knowledge management and communication</b>					<b>15</b>

#### 5 Human resources

Minimum requirement	Approaching minimum requirement	Meeting minimum requirement	Exceeding minimum requirement	Total points	
5.1 Inclusion of YEEs in evaluation teams	5.1.1 Development of inclusive ToRs for positions that are a good fit for YEEs	5.1.2 Disseminate ToRs across YEEs networks	5.1.3 Inclusion of at least one YEE in each evaluation team	0	4
Yes, in IOS	No explicit mention of YEE or youth in TORs. On the contrary we often require 7 yrs of experience at a minimum at IOS. Increasingly suggest junior consultants in decentralized evaluations.	IOS disseminates calls widely on VOPEs and evaluations societies. No specific YEE network identified yet; but the mapping for UNEG identified that our calls reach the YEE networks (shared indirectly through IPDET and other VOPEs for example).	Yes, corporate evaluations commissioned by IOS include an evaluation specialist and a young person. The YEE is formally reflected in the acknowledgements section of the evaluation report.	3	4

Half points for 5.1.1 and 5.1.2 because not fully met but some good practices encourages or youth reached indirectly.

5.2 Career development training for YEEs	5.2.1 Support for learning and development of YEEs on technical skills	5.2.2 Offer career development sessions for YEEs including pathways of growth	5.2.3 Offer on-the-job mentoring for YEEs	
0	1	0	3	4
Yes	Training opportunity for all IOS staff (e.g. Power BI, data visualization, performance audit). But training funds prioritized for staff vs consultants.	Limited opportunities in-house, especially due to resource constraints	Yes, junior consultant systematically paired with a more experienced evaluator within IOS. YEEs carry out tasks with the support of a supervisor	
5.3 Inclusion of YEEs in the evaluation structure of the organization	5.3.1 Introduce an internship and junior/young professional programme	5.3.2 Organization facilitates absorption of YEEs in entry-level evaluation posts based on quota of the organization	5.3.3 YEEs participating in the evaluation function for a specified minimum period	
0	1	0	3	4
Yes, YEEs regularly hired as consultants. 1 is hired as a staff member. Both staff and consultants are reflected as contact points for IOS in the Evaluation Knowledge Hub	Recruitment cycle for junior evaluation consultants in 2021 (3 junior consultants recruited with 1-2 yrs of professional experience and no formal requirement for previous experience in evaluation). Internship calls for IOS introduced in 2022. 5 New regional officers will be recruited through the UNV-UNEG partnership in the Fall of 2024.	No, no junior fixed-term posts in evaluation. Only consultancies.	YEEs are involved in all the stages of the evaluation cycle, which oftentimes takes more than 6 months. Although, not done formally, but juniors often stay at least one year within IOS.	
<b>Total points for human resources</b>				<b>12</b>

## 6 Financial resources

Minimum requirement	Approaching minimum requirement	Meeting minimum requirement	Exceeding minimum requirement	Total points
6.1 Allocation of financial resources for youth in evaluation	6.1.1 Dedicate funds to enhance youth in evaluation	6.1.2 Provide financial support to partner organizations that are supporting youth in evaluation	6.1.3 Participate in pooling of financial resources with other organizations for YEE programme(s)	
0	0	0	0	0
No	No	No	No	
6.2 Financial resources for hiring YEEs for evaluations	6.2.1 Incorporate resources for hiring YEEs for evaluations into organization budget	6.2.2 Include the engagement of YEEs as a criterion in deciding procurement processes for commissioning evaluations	6.2.3 Commissioned evaluations include a paid YEE	
0	1	0	3	4
No dedicated resources for hiring junior consultants, but always hired for corporate evaluations (IOS personnel)	Done indirectly through the 3% mechanism (The UNESCO Evaluation Policy requires all projects to set aside 3% of their operational budget for evaluation). Part of it used to hire junior consultants in IOS/EVS.	No	Yes, often within IOS, a YEE is part of the evaluation team. But not decentralized evaluations	
<b>Total points for financial resources</b>				<b>4</b>

**Total rating** **63**

### Overall performance of the international organization based on the total rating

Overall rating 0 to 27 – missing minimum requirement

Overall rating 28 to 54 – approaching minimum requirement

Overall rating from 55 to 81 – meeting minimum requirement

Overall rating from 82 to 108 – exceeding minimum requirement