



Standards for enhancing  
meaningful engagement  
of youth in evaluation

**Private sector**

2023



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This publication was developed under the framework of the Eval4Action campaign, following a participatory process with contributions from various stakeholders.

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## Foreword

With the world population at 8 billion, harnessing demographic shifts is critical to accelerating the implementation of the Sustainable Development Goals and responding to global crises such as the climate emergency. To achieve an inclusive and sustainable world, it is crucial that we create opportunities and spaces in all spheres, including evaluation, for the increasing youth population. The United Nations Secretary-General's [Our Common Agenda](#) highlights the importance of intergenerational collaboration to address the complex issues we face today.

The Eval4Action campaign – co-led by the UNFPA Evaluation Office, EvalYouth Global Network and the Global Parliamentarians Forum for Evaluation – launched the [Youth in Evaluation initiative](#) at a celebratory event in May 2022. At this event, the Executive Director of UNFPA, Dr Natalia Kanem, released a manifesto on meaningful engagement of youth in evaluation. This occasion brought together various evaluation partners, young and emerging evaluators, other members of the global evaluation community, and youth at large to celebrate and commit to enhanced youth engagement in evaluation.

The Youth in Evaluation manifesto, published in six languages, has been adopted widely, including by governments, international agencies, Voluntary Organizations for Professional Evaluation (VOPEs), academia, youth organizations, the private sector and non-governmental organizations. The governments of Argentina, Costa Rica, Ecuador, India, Kenya, Nigeria and Uganda have endorsed the manifesto. In addition, the ILO Evaluation Office, UNDP Independent Evaluation Office, UNFPA Evaluation Office, World Bank Independent Evaluation Group, Independent Evaluation Department of the Asian Development Bank, Independent Development Evaluation at the African Development Bank, and the Centers for Learning on Evaluations and Results (CLEAR) for Anglophone Africa, Francophone Africa, Latin America and the Caribbean, and South Asia have also adopted the manifesto.

Building on this global momentum, the Eval4Action campaign and its partners initiated the development of standards to enhance meaningful youth engagement in evaluation. Given the unique contexts of stakeholders, specific standards have been developed for six stakeholder groups: academia, governments, international organizations, the private sector, VOPEs and youth organizations. All six standards are available [here](#).

These standards aim to enhance the accountability and promote the effective engagement of youth in evaluation, thereby fulfilling the commitment outlined in the manifesto. These standards provide practical guidance and pathways for organizations of all types to achieve meaningful youth engagement in evaluation. The standards were launched at the [Youth in Evaluation Week](#) (April 2023) and made publicly available.

Regardless of whether an organization has signed the manifesto, we encourage all interested organizations to use the standards to strengthen their capacity to engage youth in all phases of evaluation. If you have questions regarding the use of the standards, please write to us at [contact@eval4action.org](mailto:contact@eval4action.org).

**Marco Segone**, Director, UNFPA Evaluation Office

**Gabriela Rentería Flores**, Chair, EvalYouth Global Network

**Kabir Hashim**, Chair, Global Parliamentarians Forum for Evaluation

# 1. Background

## i. What is the Youth in Evaluation initiative?

The United Nations Secretary-General's [Our Common Agenda](#) emphasizes the urgency of intergenerational solidarity in all areas as a key solution for the complex global challenges facing the world today. In this context, Eval4Action launched the [Youth in Evaluation](#) initiative in May 2022, calling upon the global evaluation community to commit to concrete action towards long-term, sustainable and meaningful engagement of young and emerging evaluators (YEEs), and youth at large, in evaluation by signing and implementing a [manifesto](#).

The manifesto on meaningful engagement of youth in evaluation has so far been adopted by over 600 organizations and individuals (as of March 2023). By adopting the manifesto, the organizations and individuals commit to undertake strategic and concerted efforts to build the capacities of YEEs and to engage youth and YEEs meaningfully in all stages of evaluation.

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[Sign the Youth in Evaluation manifesto!](#)

[Arabic](#) | [English](#) | [French](#) | [Russian](#) | [Spanish](#) | [Swahili](#)

[List of manifesto adoptees](#)

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## ii. In what ways can the standards enhance youth engagement in evaluation?

The Youth in Evaluation initiative has mobilized a wide range of stakeholders, including academia, governments, international organizations, public institutions, the private sector, Voluntary Organizations for Professional Evaluation (VOPEs) and youth organizations, to adopt the manifesto to enhance youth engagement in evaluation. For real change to be achieved, the commitments in the manifesto must be translated into practice. To support stakeholders in identifying and implementing actions most suited to their context, specific standards have been developed for academia, governments, international organizations, the private sector, VOPEs and youth organizations. These standards serve as a tool for self-accountability and for initiating and improving practice for enhancing meaningful engagement of youth in evaluation. While the standards offer a range of actions to advance youth engagement in evaluation, stakeholders are not limited to these actions and can undertake additional measures as well.

This resource includes standards and an assessment guide for the private sector to advance meaningful engagement of youth in evaluation. The standards for academia, governments, international organizations, VOPEs and youth organizations are available [here](#).

### iii. How were the standards developed?

The standards to enhance meaningful youth engagement in evaluation were co-created through intergenerational and participatory dialogues with six stakeholder groups: academia, governments, international organizations, the private sector, VOPEs and youth organizations. For each stakeholder group, a task force was established following self-nominations from across the world. The six task forces co-created the standards for their stakeholder group, following a highly inclusive process, through a series of consultative meetings from September 2022 to March 2023. In addition, the consultations served as an advocacy mechanism and networking platform for each stakeholder group.

### iv. What do the standards contain?

The standards for each stakeholder group cover six dimensions:

Dimension	Definition
<b>1. Leadership and accountability</b>	Leadership in the organization is committed to youth in evaluation.
<b>2. Practice</b>	The organization's evaluation guidelines and tools include youth participation in all evaluation phases, focusing on the diversity of youth.
<b>3. Advocacy and capacity development</b>	National governments and local partners are mobilized to meaningfully engage youth in evaluation.
<b>4. Knowledge management and communication</b>	The value of engaging youth in evaluation through communications and knowledge management is promoted.
<b>5. Human resources</b>	Access of young professionals to the evaluation labour market is facilitated.
<b>6. Financial resources</b>	Necessary resources are allocated to support meaningful engagement of youth in evaluation in the annual budget.

In each of the six dimensions the standards are organized into four categories:

1. **Minimum requirement**
2. **Approaching minimum requirement**
3. **Meeting minimum requirement**
4. **Exceeding minimum requirement**

Section v contains guidance on rating each of the dimensions and overall assessment of the implementation of the standards for the private sector.

## **v. How should the standards be used?**

### **a. Generating internal support to implement the standards**

Strong leadership, accountability and a comprehensive understanding of the standards are critical for the implementation of the standards in an organization. An organization, division or work unit can spearhead the implementation of the standards. In this regard, the following two steps are proposed:

1. **Create organizational buy-in for the standard.** Leadership commitment to youth in evaluation is a prerequisite to implementing the standards. Private sector organizations interested in applying the standards in their operations should organize a meeting with key members and colleagues to raise awareness of the importance of enhancing youth engagement in evaluation and the role of standards in facilitating this. In addition, this is an opportunity to consult the team on how to implement the standards in the private sector organization with active contributions from all units/colleagues.
2. **Appoint a committee or focal point/s for coordination.** The focal point/s or committee should ensure that the private sector organization takes the necessary steps in implementing, monitoring and reporting progress related to the standards. While the focal point/s or committee focus on overall coordination, the implementation of the standards is the responsibility of the entire organization/division/work unit. The focal point/s or committee should also ensure that the implementation of the standards is incorporated into the organizational work plan, with clear roles and responsibilities.



## b. Assessing and monitoring the uptake of the standards

Self-assessment and monitoring are key elements in the implementation of the standards and can help inform a private sector organization's action to enhance youth engagement in evaluation. Self-assessment and monitoring tools can be used to:

- Assess which requirements are already being met or practiced
- Identify gaps in meetings requirements
- Plan for meeting the remaining requirements.

The outcomes of the assessment can be presented to a wider audience in the organization for review and analysis and can be used for planning. The results can be shared in the organization's annual report and can also be used for awareness raising within the organization.

Private sector organizations are requested to share the outcomes of their self-assessment with the Eval4Action campaign coordinator annually by 31 March each year, by writing to [contact@eval4action.org](mailto:contact@eval4action.org). The information will help Eval4Action to analyze and report on the number of (anonymized) organizations that are approaching, meeting and exceeding the requirements, identify which requirements are most challenging to meet and provide guidance on how to accelerate the implementation of the standards. In addition, Eval4Action can support the sharing of best practices in using and assessing the standards.

## 2. Standards for private sector organizations to meaningfully engage youth in evaluation

### 1. Leadership and accountability

Minimum requirement	Approaching minimum requirement	Meeting minimum requirement	Exceeding minimum requirement
1.1 Organization expresses commitment to youth in evaluation	1.1.1 The organization declares commitment to meaningful engagement of youth in evaluation by signing the Youth in Evaluation manifesto	1.1.2 The organization takes action to deliver on the commitment	1.1.3 The organization reviews the commitment and report on its progress
1.2 Inclusion of youth in evaluation in organization's mandate	1.2.1 The organization includes youth in evaluation in its vision and mission	1.2.2 Youth in evaluation is reflected in the organization's strategic plan	1.2.3 Key performance indicators for youth in evaluation are identified and monitored as part of the organization's strategic plan

### 2. Practice

Minimum requirement	Approaching minimum requirement	Meeting minimum requirement	Exceeding minimum requirement
2.1 Youth involved in evaluations conducted by the organization	2.1.1 Evaluations conducted by the organization include a substantive role for youth, including as evaluation team members, key informants and users	2.1.2 Youth are involved in all phases of the evaluation, including evaluation design, data collection, stakeholder engagement, reporting, and dissemination and use of the evaluation	2.1.3 Youth take responsibility in all phases of the evaluation and participate in joint decision-making with the seniors

2.2 Youth from diverse groups are considered for evaluation opportunities	2.2.1 Evaluation designs consider diversity in youth engagement	2.2.2 Youth from diverse groups participate in evaluations as informants	2.2.3 Youth from diverse groups have the opportunity to be evaluation team members
2.3 Youth included in evaluation proposals submitted by the organization	2.3.1 Business proposals for evaluations from the private sector include engagement of youth, including as evaluation team members, key informants and users	2.3.2 Budgets of business proposals from the private sector include payment for young evaluators	2.3.3 A percentage of evaluations conducted by the private sector include at least one young evaluator

### 3. Advocacy and capacity development

Minimum requirement	Approaching minimum requirement	Meeting minimum requirement	Exceeding minimum requirement
3.1 Multi-stakeholder partnership for advocacy	3.1.1 The organization identifies partners from various sectors, including VOPEs, civil society organizations (CSOs) and youth networks, that can enhance youth engagement in evaluation	3.1.2 The organization together with partners and stakeholders raises awareness of the need for and advocates for young evaluators in public institutions	3.1.3 The organization signs a memorandum of understanding (MOU) with partner/s to enhance youth engagement in evaluation
3.2 Undertaking capacity-building of youth in evaluation	3.2.1 The organization identifies the capacity-building needs of youth in evaluation	3.2.2 The organization designs courses (virtual or onsite) for youth in evaluation	3.2.3 The organization reports increasing youth registration for and participation in evaluation courses
3.3 Undertaking career development in monitoring and evaluation (M&E) for YEEs	3.3.1 The organization collaborates with VOPEs and CSOs in designing M&E career development opportunities for YEEs	3.3.2 The organization provides M&E career development opportunities for YEEs	3.3.3 The organization sets aside a budget each year for M&E career development for YEEs

## 4. Knowledge management and communication

Minimum requirement	Approaching minimum requirement	Meeting minimum requirement	Exceeding minimum requirement
4.1 Offer learning opportunities for youth	4.1.1 Organize and host events on the importance of engaging youth in evaluation	4.1.2 Youth are made aware of events and apply to participate	4.1.3 Youth actively participate in learning events
4.2 Encourage the sharing of experience and evaluation results	4.2.1 Youth are consulted and have the opportunity to review evaluation reports and share findings	4.2.2 Dissemination of evaluation findings is conducted with the involvement of youth	4.2.3 Youth take the lead in sharing evaluation results in stakeholder consultations in various fora
4.3 Support a community of practice platform	4.3.1 The organization sponsors a community of practice platform for youth evaluators to share experiences and learn from best practices	4.3.2 The organization supports the active moderation of the community of practice platform and the active engagement of youth on the platform	4.3.3 Youth actively engage in the community of practice platform and share experiences

## 5. Human resources

Minimum requirement	Approaching minimum requirement	Meeting minimum requirement	Exceeding minimum requirement
5.1 Hire young professionals for evaluation	5.1.1 Job descriptions for recruitment of young professionals are prepared and available	5.1.2 Young professionals recruited for evaluation opportunities	5.1.3 Youth participate in evaluations as evaluation team members

5.2 Offer internship opportunities to youth	5.2.1 The organization introduces an internship programme for youth to work on evaluation tasks	5.2.2 Youth interns supported with learning opportunities and mentored on evaluation	5.2.3 Youth provided with networking opportunities to increase job opportunities in evaluation
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## 6. Financial resources

<b>Minimum requirement</b>	<b>Approaching minimum requirement</b>	<b>Meeting minimum requirement</b>	<b>Exceeding minimum requirement</b>
6.1 Annual budget allocation for recruitment of young evaluators	6.1.1 The organization allocates sufficient budget for youth in evaluation activities	6.1.2 The organization has an annual budget allocation for recruitment of young evaluators	6.1.3 The youth recruited in evaluation teams are sufficiently remunerated
6.2 Annual budget allocation for capacity-building	6.2.1 The organization allocates sufficient budget for capacity-building of youth in evaluation	6.2.2 The organization provides sponsorships for young professionals to attend capacity-building opportunities in evaluation	6.2.3 The organization has an annual budget allocation for capacity-building of youth in evaluation
6.3 Provide financial resources to VOPEs and evaluation networks	6.3.1 The organization collaborates with VOPEs and evaluation networks on joint initiatives	6.3.2 The organization provides financial resources to VOPEs and evaluation networks	6.3.3 The organization allocates a percentage of annual resources to supporting VOPEs and evaluation networks

## 3. Guide for assessing the implementation of the standards

This assessment guide explains how to assess the standards for private sector organizations.

### i. Assessment categories

The standards for private sector organizations cover six dimensions, namely, leadership and accountability, practice, advocacy and capacity development, knowledge management and communication, human resources and financial resources.

In each of these six dimensions the standards are organized into four categories – minimum requirement, approaching minimum requirement, meeting minimum requirement, and exceeding minimum requirement – displaying a spectrum.

The minimum requirement describes what needs to be in place within the private sector organization to advance youth engagement in evaluation. “Approaching” the minimum requirement describes meeting the initial level of the requirement. “Meeting” the minimum requirement describes meeting the requirement to a greater degree than “approaching” the minimum requirement. “Exceeding” the minimum requirement describes meeting the requirement at an advanced level, and is the highest level expected, although private sector organizations are free to achieve levels beyond this.

### ii. Rating the standards

A score for each dimension and category can be assigned, as per the tables ahead. If the private sector organization does not meet the criteria for “approaching”, “meeting” or “exceeding” a minimum requirement, the minimum requirement is considered to be “missing” and the private sector organization scores 0 points on that dimension. If the private sector organization fulfills the criterion for “approaching” the minimum requirement, it scores 1 point. “Meeting” the minimum requirement results in a score of 2 points and “exceeding” the minimum requirement results in a score of 3 points. If a private sector organization fulfills the criteria for both “approaching” and “meeting” the minimum requirement, it scores 3 points (1 + 2 points). If all criteria are met, the private sector organization scores 6 points (1 + 2 + 3 points).

For example, in the leadership and accountability dimension, if the vision and mission of the organization includes youth in evaluation, the organization scores 1 point. If the youth in evaluation is reflected in the organization’s strategic plan, the organization scores 2 points. If the key performance indicators are monitored, the organization scores 3 points. If the organization has 1.2.1, 1.2.2 and 1.2.3 in place, it scores 6 points. The total number of points for each category and dimension should be recorded in the final column of each table.

### iii. Rating tables for the standards for the private sector

[Download the editable rating table here.](#)

#### 1. Leadership and accountability

Minimum requirement	Approaching minimum requirement	Meeting minimum requirement	Exceeding minimum requirement	Total points
1.1 Organization expresses commitment to youth in evaluation	1.1.1 The organization declares commitment to meaningful engagement of youth in evaluation by signing the Youth in Evaluation manifesto	1.1.2 The organization takes action to deliver on the commitment	1.1.3 The organization reviews the commitment and report on its progress	
0	1	2	3	
1.2 Inclusion of youth in evaluation in organization’s mandate	1.2.1 The organization includes youth in evaluation in its vision and mission	1.2.2 Youth in evaluation is reflected in the organization’s strategic plan	1.2.3 Key performance indicators for youth in evaluation are identified and monitored as part of the organization’s strategic plan	
0	1	2	3	
<b>Total points for leadership and accountability</b>				

## 2. Practice

Minimum requirement	Approaching minimum requirement	Meeting minimum requirement	Exceeding minimum requirement	Total points
2.1 Youth involved in evaluations conducted by the organization	2.1.1 Evaluations conducted by the organization include a substantive role for youth, including as evaluation team members, key informants and users	2.1.2 Youth are involved in all phases of the evaluation, including evaluation design, data collection, stakeholder engagement, reporting, and dissemination and use of the evaluation	2.1.3 Youth take responsibility in all phases of the evaluation and participate in joint decision-making with the seniors	
0	1	2	3	
2.2 Youth from diverse groups are considered for evaluation opportunities	2.2.1 Evaluation designs consider diversity in youth engagement	2.2.2 Youth from diverse groups participate in evaluations as informants	2.2.3 Youth from diverse groups have the opportunity to be evaluation team members	
0	1	2	3	
2.3 Youth included in evaluation proposals submitted by the organization	2.3.1 Business proposals for evaluations from the private sector include engagement of youth, including as evaluation team members, key informants and users	2.3.2 Budgets of business proposals from the private sector include payment for young evaluators	2.3.3 A percentage of evaluations conducted by the private sector include at least one young evaluator	
0	1	2	3	
<b>Total points for practice</b>				



### 3. Advocacy and capacity development

Minimum requirement	Approaching minimum requirement	Meeting minimum requirement	Exceeding minimum requirement	Total points
3.1 Multi-stakeholder partnership for advocacy	3.1.1 The organization identifies partners from various sectors, including VOPEs, civil society organizations (CSOs) and youth networks, that can enhance youth engagement in evaluation	3.1.2 The organization together with partners and stakeholders raises awareness of the need for and advocates for young evaluators in public institutions	3.1.3 The organization signs a memorandum of understanding (MOU) with partner/s to enhance youth engagement in evaluation	
0	1	2	3	
3.2 Undertaking capacity-building of youth in evaluation	3.2.1 The organization identifies the capacity-building needs of youth in evaluation	3.2.2 The organization designs courses (virtual or onsite) for youth in evaluation	3.2.3 The organization reports increasing youth registration for and participation in evaluation courses	
0	1	2	3	
3.3 Undertaking career development in monitoring and evaluation (M&E) for YEEs	3.3.1 The organization collaborates with VOPEs and CSOs in designing M&E career development opportunities for YEEs	3.3.2 The organization provides M&E career development opportunities for YEEs	3.3.3 The organization sets aside a budget each year for M&E career development for YEEs	
0	1	2	3	
<b>Total points for advocacy and capacity development</b>				

#### 4. Knowledge management and communication

Minimum requirement	Approaching minimum requirement	Meeting minimum requirement	Exceeding minimum requirement	Total points
4.1 Offer learning opportunities for youth	4.1.1 Organize and host events on the importance of engaging youth in evaluation	4.1.2 Youth are made aware of events and apply to participate	4.1.3 Youth actively participate in learning events	
0	1	2	3	
4.2 Encourage the sharing of experience and evaluation results	4.2.1 Youth are consulted and have the opportunity to review evaluation reports and share findings	4.2.2 Dissemination of evaluation findings is conducted with the involvement of youth	4.2.3 Youth take the lead in sharing evaluation results in stakeholder consultations in various fora	
0	1	2	3	
4.3 Support a community of practice platform	4.3.1 The organization sponsors a community of practice platform for youth evaluators to share experiences and learn from best practices	4.3.2 The organization supports the active moderation of the community of practice platform and the active engagement of youth on the platform	4.3.3 Youth actively engage in the community of practice platform and share experiences	
0	1	2	3	
<b>Total points for knowledge management and communication</b>				

## 5. Human resources

Minimum requirement	Approaching minimum requirement	Meeting minimum requirement	Exceeding minimum requirement	Total points
5.1 Hire young professionals for evaluation	5.1.1 Job descriptions for recruitment of young professionals are prepared and available	5.1.2 Young professionals recruited for evaluation opportunities	5.1.3 Youth participate in evaluations as evaluation team members	
0	1	2	3	
5.2 Offer internship opportunities to youth	5.2.1 The organization introduces an internship programme for youth to work on evaluation tasks	5.2.2 Youth interns supported with learning opportunities and mentored on evaluation	5.2.3 Youth provided with networking opportunities to increase job opportunities in evaluation	
0	1	2	3	
<b>Total points for human resources</b>				

## 6. Financial resources

Minimum requirement	Approaching minimum requirement	Meeting minimum requirement	Exceeding minimum requirement	Total points
6.1 Annual budget allocation for recruitment of young evaluators	6.1.1 The organization allocates sufficient budget for youth in evaluation activities	6.1.2 The organization has an annual budget allocation for recruitment of young evaluators	6.1.3 The youth recruited in evaluation teams are sufficiently remunerated	
0	1	2	3	

6.2 Annual budget allocation for capacity-building	6.2.1 The organization allocates sufficient budget for capacity-building of youth in evaluation	6.2.2 The organization provides sponsorships for young professionals to attend capacity-building opportunities in evaluation	6.2.3 The organization has an annual budget allocation for capacity-building of youth in evaluation	
0	1	2	3	
6.3 Provide financial resources to VOPEs and evaluation networks	6.3.1 The organization collaborates with VOPEs and evaluation networks on joint initiatives	6.3.2 The organization provides financial resources to VOPEs and evaluation networks	6.3.3 The organization allocates a percentage of annual resources to supporting VOPEs and evaluation networks	
0	1	2	3	
<b>Total points for financial resources</b>				

#### iv. Overall performance of the private sector organization

Once the rating is determined for each dimension, the summary scores can be added to the below table to analyze the current status of the private sector organization in terms of meaningful engagement of youth in evaluation. This analysis will be helpful for the private sector organization to understand which dimensions are stronger and which need further attention, so that necessary actions can be planned.

#	Dimension	Score
1	Leadership and accountability	
2	Practice	
3	Advocacy and capacity development	
4	Knowledge management and communication	
5	Human resources	
6	Financial resources	
<b>Total</b>		

The **overall performance** of the organization can be determined using the categories below:

- Overall rating 0 to 24 – missing minimum requirement
- Overall rating 25 to 48 – approaching minimum requirement
- Overall rating from 49 to 72 – meeting minimum requirement
- Overall rating from 73 to 96 – exceeding minimum requirement

Once the overall performance has been determined, the organization can make recommendations for future improvement, which can be addressed in the organization’s strategic plan. The analysis and recommendations of the assessment can be included in the private sector organization’s annual report and subsequent progress reports. Eval4Action recommends that the assessment is conducted annually by the organization.

## v. Next steps and improvement plan

The leadership of the private sector organization can use the outcome of the assessment for decision-making. Based on the analysis and recommendations of the assessment, the leaders of the private sector organization can decide on the next steps and prepare an improvement plan that advances youth engagement in evaluation.

Please write to [contact@eval4action.org](mailto:contact@eval4action.org) to provide any feedback on the standards.

## **Annex: Intergenerational task force members**

- i. Ronald Waiswa, Co-founder and Director of Training and Research, Lida Africa, Uganda
- ii. Ogene Ogbodo Jude, Executive Director, Town Crier Initiative Africa
- iii. Amna Habiba, Founder, BloomED Foundation, Pakistan
- iv. Ayaz A. Siddiqui, Co-founder and Chairman, International Research Foundation, India
- v. Aseel Hadi, Board Member, EvalYemen
- vi. Mark Mulobi, Representative, EvalYouth, Kenya
- vii. Cecilia Papariello, Senior Monitoring, Evaluation and Learning Specialist, EnCompass LLC
- viii. Farhan Yusuf, Chief of Party, Frontier Health Markets Engage, Tanzania



be a champion for enhancing meaningful  
engagement of youth in evaluation

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