



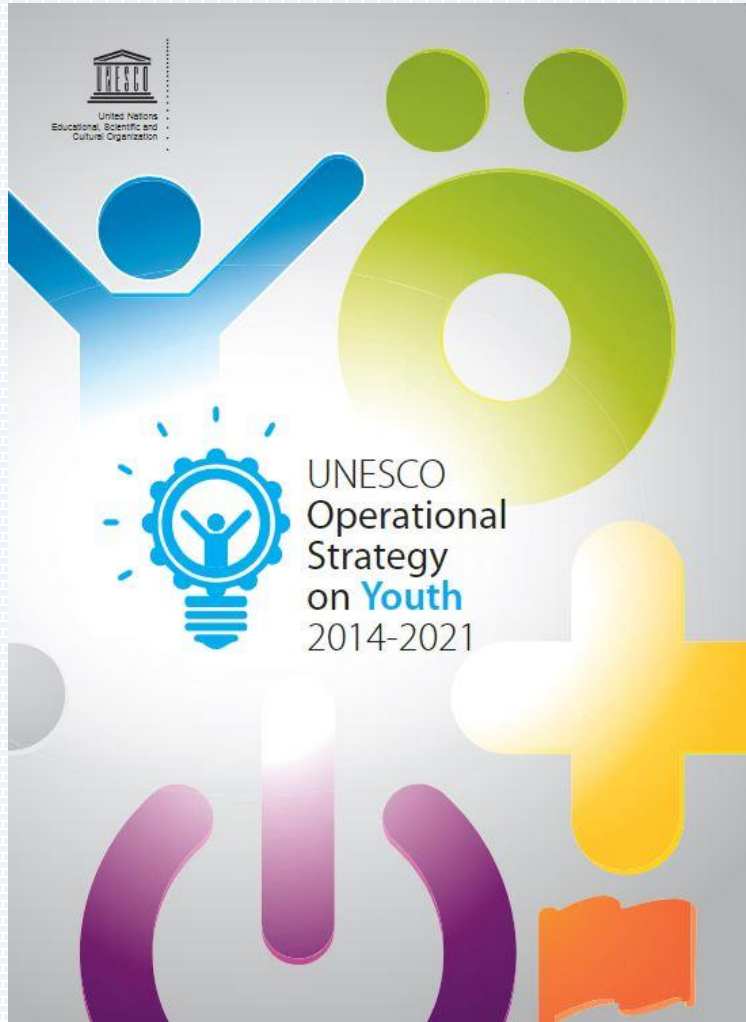
United Nations
Educational, Scientific and
Cultural Organization

Internal Oversight Service Evaluation Office Item 206 EX/11

Mid-term review of the UNESCO Operational Strategy on
Youth (OSY), 2014-2021



A strategic framework for UNESCO's work on YouthH



YOUTH
WORKING WITH AND FOR YOUNG PEOPLE
2030



UNESCO

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Date

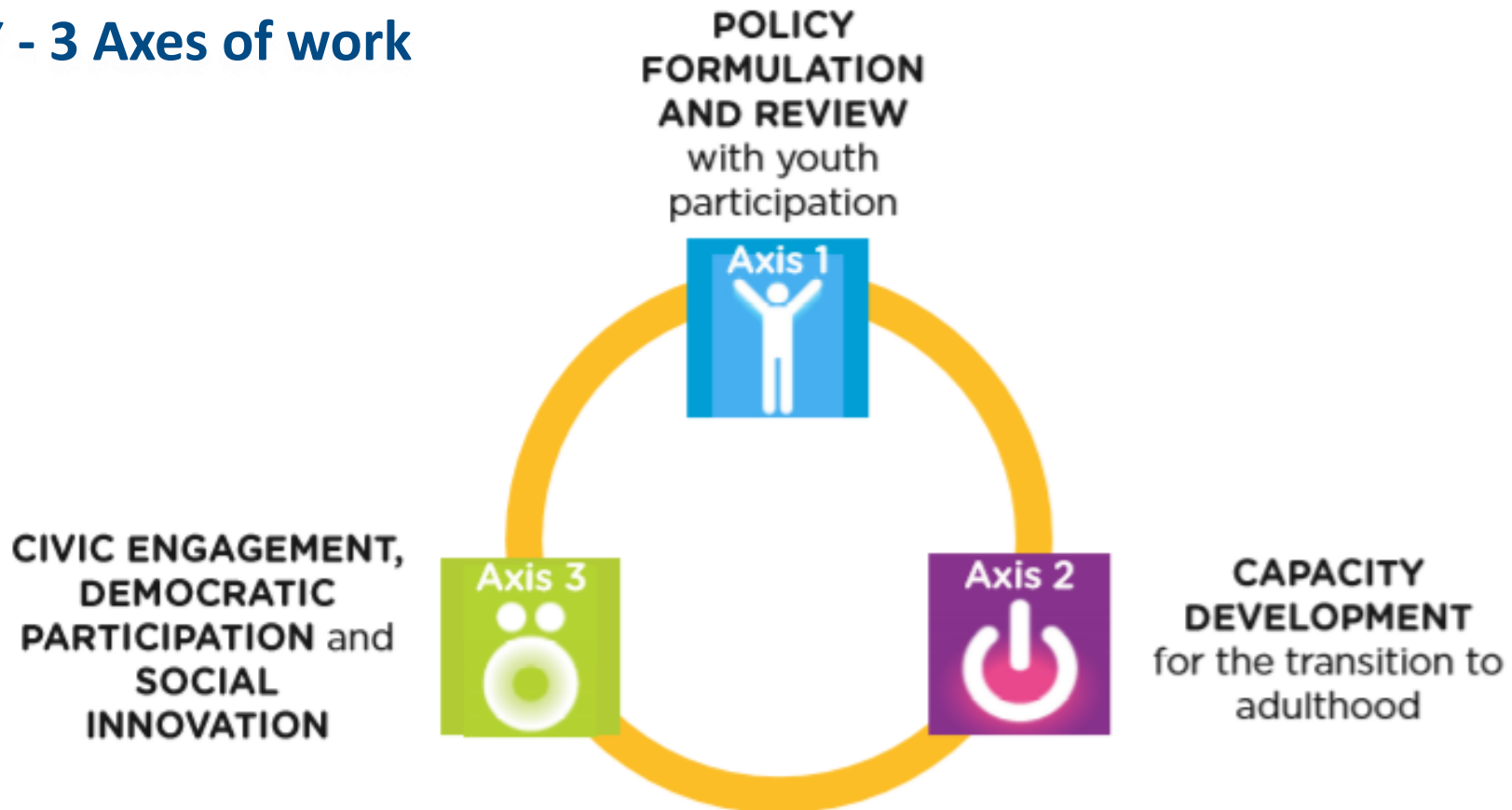


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The UNESCO Operational Strategy on Youth (OSY), 2014-21

A strategic framework for UNESCO's work on Youth

OSY - 3 Axes of work



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Mid-term Review of the OSY

Objectives

- To identify ways to **enhance its operationalisation** for the period until 2021
- For UNESCO to better **understand the relevance** of the OSY as a strategic and programmatic framework
- To provide **insights into the effectiveness** of UNESCO's Youth work



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Mid-term Review of the OSY

Review Approach and Methodology

Strengths of the Review



multiple lines of inquiry

Theory of Change for the OSY

strong participatory component

gender and culturally-sensitive approach

collection of good practices from all Sectors

diverse team of senior evaluation consultants and Youth policy experts

Methodological limitations



- limited availability of outcome and impact level data
- still ongoing process of operationalisation of the Strategy



Key findings of the Review

Achievements



⇒ **Relevance**

Continuity of good practices evolved over a long period of implementation and a 'natural fit' to UNESCO's mandate.



⇒ **Operationalisation**

A relevant yet flexible strategic direction and increasingly a reference point for UNESCO's programmatic work on Youth (programming tool, fundraising)



⇒ **Effectiveness**

Many innovative and effective practices demonstrate the valuable potential of multidisciplinary work (2030 Agenda 'leaving no-one behind')



Key findings of the Review

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A 'UNESCO model of engagement with and contribution to the Youth sphere' has been drawn from good practices



Gender Equality and
gender mainstreaming



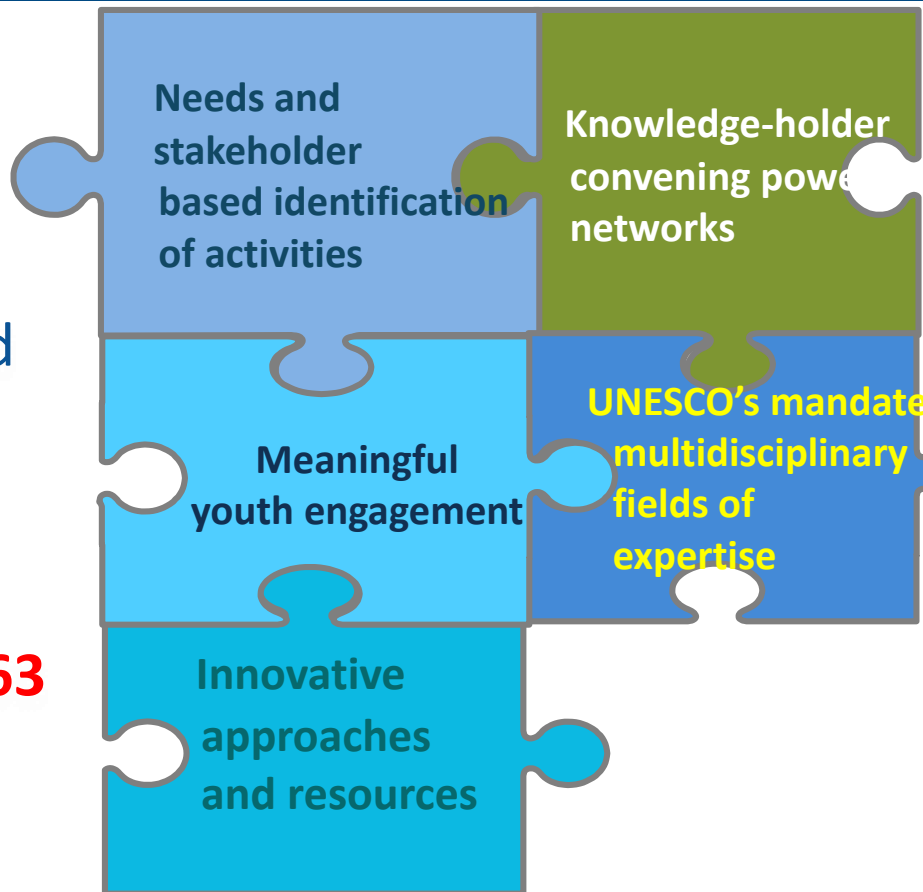
Disadvantaged Youth and
traditionally underserved
groups

Agenda 2063



THE AFRICA WE WANT

Aligned with the **AU's 2063
Agenda**



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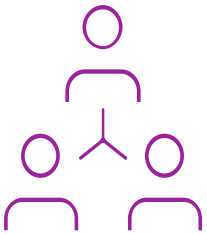
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Key findings of the Review

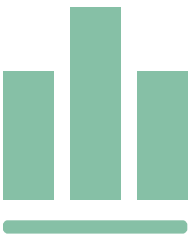
Challenges for fully operationalising the OSY

Use and salience of the OSY



- Youth **not always seen as a key priority across UNESCO** as a whole
- **level of salience** of the OSY across UNESCO and its **use as a tool** to promote UNESCO's approach to Youth is **mixed**

Measuring results

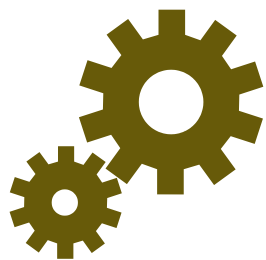


- **results framework underdeveloped**, and systems tools and processes do not facilitate measuring results at aggregate level (by axis, by country, region, by sector), in consequence
- Awareness of **aggregate level outcomes and impacts** of UNESCO's actions in the field of Youth is **limited**



Key findings of the Review

Challenges for fully operationalising the OSY



Aspects of operationalisation

- role of **Youth Focal Points** not fully harnessed
- dissemination of information and **sharing of practices** within and across sectors and are so far **limited**

Implementation of UNESCO's Youth work at the national level

- translating **Youth mainstreaming into practice** in certain contexts
- operationalising the OSY within regional and national contexts requires **strong cultural sensitivity**
- **strategic approach to partnerships** is lacking, in particular at the country level





Conclusions

Overall Conclusions

A cultural shift needs to take place in the Organization, from a sector-based to a thematic- and stakeholder-based focus on Youth

Youth to be recognized as a relevant priority for all Major Programmes

Youth provides an **opportunity to demonstrate** UNESCO's ability to work in a truly **multidisciplinary fashion**

UNESCO does not **focus explicitly on its areas of comparative strengths in the field of Youth**



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The way forward

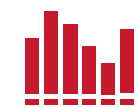
Recommendations resulting from the Review



Further consolidate and continue the operationalisation of the OSY as a multidisciplinary and intersectoral approach across UNESCO and in consideration of results-based management practices



Adapt systems to **better capture and link the achievements** of UNESCO's Youth work from Programme sectors to the OSY



Enhance **efforts in raising awareness** among internal and external stakeholders of the aims and content of the OSY



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The way forward

Recommendations resulting from the Review



Strengthen knowledge management and **communication** of the achievements of the Youth-focused activities



Strengthen/clarify the **mandate for Youth Focal Points**



Clarify concepts and priorities that can help enhance **cultural sensitivity**



Engage in **strategic cooperation** with other actors with the aim to support coherence and sustainability



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UNITED NATIONS
INTERNATIONAL YOUTH DAY
2018
SAFE SPACES FOR YOUTH

من مركز الشباب
من مركز الشباب
قرية الشباب

ilatech
Y-PEER
UNFPF
OXFAM
SHAREK
مجلس الامم المتحدة
المتحدة للمرأة
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Thank you for your attention