



Formative evaluation of UNFPA support to adolescents and youth

**Draft Terms of Reference
March 2021**

1. Introduction

The Evaluation Office will conduct an independent formative evaluation of the United Nations Population Fund (UNFPA) support to Adolescents and Youth to inform the implementation of the current UNFPA Youth Strategy 2019.

This evaluation will be managed by the Evaluation Office and commence in Feb/March 2021. It will be presented to the Executive Board during the September 2022 session. A Youth Steering Committee will also accompany the exercise to ensure the engagement of young people as active contributors to this evaluation. To ensure the independence and credibility of the exercise, it will be conducted by an external, multidisciplinary team comprised of evaluation and thematic experts, including young evaluators.

These Terms of Reference (ToR) were prepared by the evaluation manager based on a document review and initial consultations with stakeholders. They will be finalized based on further comments and discussion with the Youth Steering Committee and the Evaluation Reference Group (ERG). The evaluation team shall conduct the evaluation in conformity with the final terms of reference and under overall guidance from the Evaluation Office, Youth Steering Committee, and the ERG.

2. Rationale

This evaluation follows the first ever in-depth thematic evaluation on adolescent and youth at UNFPA conducted in 2014. The exercise is of strategic importance given the centrality of young people to the work and mandates of UNFPA. It comes at a key moment to inform the implementation of the UNFPA Youth Strategy 'My Body, Life, My World' launched in 2019. Learnings from the evaluation will also contribute to the implementation of the forthcoming UNFPA 2022-2025 Strategic Plan.

3. Context

3.2 Global context

Today it is estimated there are 1.8 billion adolescents and youth, making up a quarter of the global population.¹ The majority of the world's young people live in developing countries and disproportionately face challenges in accessing education, health, employment and equal opportunities.² In the context of the COVID-19 pandemic, these challenges are further amplified, having a devastating effect on the lives, health and well-being of young people. These impacts of COVID-19 are even more harshly felt by young people, already living in difficult or disadvantaged circumstances. These include the large-scale interruption of employment, of formal and informal education and learning, and health and social services leading to longer term health, educational impacts as well as safety and protection issues.³ Considering this context and the number of young people across the globe will continue to grow, there is an ever-increasing need to ensure that the rights of every young person are realized, and moreover, every young person is empowered to reach their full potential and has the agency to achieve a better and more sustainable future for all. This requires efforts from the UNFPA, and the larger UN system, to support countries to reimagine and adapt adolescent and youth interventions to the current pandemic.⁴

The United Nations has long recognized the importance of young people, particularly in the development process. In 1995, the General Assembly adopted the **World Programme of Action for Youth** that provides a policy framework and practical guidelines for national action and international support to improve the situation of young people around the world. Since then, several key UN resolutions have been adopted to support the UN youth agenda, recognizing the key role young people play in driving the broader development agenda forward.⁵ Moreover, the Secretary-General appointed the first-ever **Envoy on Youth** in 2013, to help ensure that the voices of young people are embedded in the UN's work on youth issues.⁶ In 2015, the 2030 **Agenda for Sustainable Development** underscored realizing the rights of adolescents and to tapping young people's potential for positive social transformation. In 2017, the **World Health Assembly** launched the accelerated action for the health of adolescents to assist governments in meeting specific adolescent health needs.⁷ To further amplify the role of young people in driving the global efforts to promote a peaceful, just and sustainable world, the **UN Youth Strategy** was launched in 2018.⁸ The Strategy sets five priorities to address the needs, advance the rights, and build the agency of young people in the

¹ UNFPA Youth Strategy 2019: My Body, My Life, My World. <https://www.unfpa.org/sites/default/files/pub-pdf/FinalVersion-Strategy-Web.pdf>

² <https://www.un.org/sustainabledevelopment/blog/2018/09/youth2030-launch/>

³ <https://www.unfpa.org/sites/default/files/resource-pdf/COMPACTCOVID19-05.pdf>

⁴ More information on how UNFPA is adapting its adolescent and youth programming to COVID-19 is under Section 3.4.

⁵ UNGA 54/120; UNGA 64/134; UNSC 2250; UNSC 2419

⁶ <https://www.un.org/youthenvoy/youth-un/>

⁷ UNFPA Youth Strategy 2019: My Body, My Life, My World. <https://www.unfpa.org/sites/default/files/pub-pdf/FinalVersion-Strategy-Web.pdf>

⁸ https://www.un.org/youthenvoy/wp-content/uploads/2018/09/18-00080_UN-Youth-Strategy_Web.pdf

context of the implementation of the 2030 Agenda for Sustainable Development as well as other development agendas and frameworks.⁹

3.3 UNFPA strategic focus on adolescents and youth

The bedrock of UNFPA work rests on the goals of the 1994 **International Conference on Population and Development** and its Programme of Action, striving to ensure the sexual and reproductive health and rights for all, in particular for adolescents and youth. To this end, UNFPA places a strategic focus on young people to ensure that these goals are met, while also recognizing that young people to advancing the goals of the ICPD, and more broadly, the wider development frameworks.

The **2008-2011 UNFPA Strategic Plan** mainstreamed adolescents and youth as a key cross-cutting issue across its three focus areas of UNFPA intervention: population and development, reproductive health and rights and gender equality. It supported increasing health, education and livelihood investments in young people and included critical issues of sexual and reproductive health, HIV prevention, gender equality, and promoting the rights of young people to participate at all levels of policy development, implementation and monitoring. It also placed emphasis on utilizing data and analysis to identify those in the most marginalized and vulnerable situations, including adolescent girls.

In 2011, the **Midterm Review of UNFPA Strategic Plan** revitalized the strategic direction for the years 2012-2013, further strengthening the focus of the organization and prioritizing key issues. Under outcome 6 (Improved access to SRH services and sexuality education for young people, including adolescents) UNFPA would strengthen its support for access to essential SRH services for young people, with special emphasis on reaching adolescent girls. UNFPA would also support SRH education for young people, including adolescents, and strengthen efforts to build national capacities to design and implement age-appropriate, SRH education and information policies and curricula. The issue of adolescents and youth was also mainstreamed across the other outcomes, namely focusing on advocating for increasing health, education and livelihood investments for young people, seizing demographic windows of opportunity, addressing the critical issues of SRH services, HIV prevention and gender equality, promoting the rights of young people to participate at all levels of policy development, implementation and monitoring. UNFPA would focus on people in the most marginalized and vulnerable situations, including particularly adolescent girls.

The **2014-2017 UNFPA Strategic Plan** reaffirmed the shift in focus as underscored by the midterm review which places women, adolescents and youth as key beneficiaries of UNFPA support. Those in the most marginalized and vulnerable situations, particularly adolescent girls, were prioritized under the plan with the objective of improving their health and ability to participate in the decision-making process on the issues that affect their lives. Under the new plan, three key factors underpin UNFPA support, namely human rights, gender equity and population dynamics. Support to adolescents and youth is

⁹ Ibid.

addressed specifically under outcome 2 (Increased priority on adolescents, especially on very young adolescent girls, in national development policies and programmes, particularly increased availability of SRH education and information and sexual and reproductive health services). In addition, support to adolescents and youth is addressed across outcomes 1-3-4 of the Strategic Plan and is specified under a further 6 outputs.

The **2018-2021 UNFPA Strategic Plan** continues the strategic direction of the previous plan. Its goal centers on universal access to sexual and reproductive health and reproductive rights, focusing on women, adolescents and youth. It is however the first of the three Strategic Plans designed to deliver on the goals of the 2030 Agenda. In this view, it organizes its work around three transformative and people-centered results in the period leading up to 2030. These include: (a) an end to preventable maternal deaths; (b) an end to the unmet need for family planning; and (c) an end to gender-based violence and all harmful practices, including female genital mutilation and child, early and forced marriage. Given that the 2030 Agenda is committed to investing in youth, the plan further emphasizes the rights of adolescents in development and the need to capitalize on the potential of adolescents and youth to contribute to positive social transformation.

Learning from the implementation of the previous strategic plan, UNFPA included a theory of change to conceptualize how it was to achieve these goals. In this change model, youth is embedded throughout its components, further underscoring that interventions targeting young people, especially adolescent girls, require prioritization and increased funding. Support to adolescents and youth is mainstreamed in all the four outcomes of the plan, and is specifically addressed in Outcome 2 (Every adolescent and youth, in particular adolescent girls, is empowered to have access to sexual and reproductive health and reproductive rights, in all contexts).

3.4 UNFPA support to adolescent and youth

In 2006, UNFPA launched the **Framework for Action on Adolescents and Youth** to contribute holistically to the comprehensive development of adolescents and youth in the areas of sexual and reproductive health, education, livelihoods and citizenship. The Framework was situated within the parameters of the UNFPA Strategic Direction and understood in the context of the ICPD, MDGs, and the UN Reform. The Framework moved UNFPA towards engaging in policy dialogue and connecting policy support with programme development with a particular focus on the socially excluded. It aimed to promote synergies between thematic areas and leverage the resources of national governments and other development partners for adolescents and youth. The Framework positioned UNFPA support in four key areas:

- Policy, Population and Poverty;
- Gender Sensitive, Life-skills based SRH Education;
- SRH Services; and
- Young People's Participation.

The Framework was also guided by four overarching principles:

- Special attention to vulnerable and excluded;
- Rights-based approach;
- Culturally sensitive approach;
- Gender perspective.

In 2010, UNFPA undertook an **Assessment of Adolescent and Youth Programming** to obtain a snapshot of adolescent and youth programmes (2008-2010) in all regions of intervention particularly emphasizing the regional and country levels. The purpose of the exercise was to inform adolescent and youth programming beginning in 2011, specifically the provision of technical support and strengthening capacities of national and regional institutions. More specifically, the assessment explored the usefulness of the UNFPA's Framework for Action on Adolescents and Youth (2006), in anticipation of its revision in 2011. The Assessment also aimed to contribute to the wider UNFPA mid-term review process.

In 2012, the organization launched a new **UNFPA Strategy on Adolescents and Youth** based on five strategic prongs:

- Enable evidence-based advocacy for comprehensive policy and program development, investment and implementation
- Promote SRH education and information
- Build capacity for sexual and reproductive health service delivery (including HIV prevention, treatment and care)
- Take bold initiatives to reach marginalized and disadvantaged adolescents and youth, especially girls
- Promote youth leadership and participation

The new strategy adopted an integrated approach, that is a comprehensive set of policies and programmes that address the whole person. It advocated for evidence-based policies and programs for adolescents and youth; promoting their access to SRH education and information as well as sexual and reproductive health services, including family planning; and facilitating their leadership and participation.

The strategy is based on four core principles:

- Accountability to key stakeholders, especially young people;
- Delivery through partnerships;
- Respecting diversity, focusing on the most disadvantaged; and
- Tailoring actions to national and local contexts.

It carries forward the work of the previous adolescent and youth framework for action but adds a stronger focus on reaching poor, marginalized, and underserved youth, especially adolescent girls.

In 2019, UNFPA rolled out an updated strategy on adolescent and youth, **My Body, My Life, My World**. The newest strategy not only aligns with UNFPA's efforts to achieve three

transformative results by 2030, but more broadly supports the implementation of Youth 2030, and aligns with the priorities of the United Nations Youth Strategy 2018. Underpinning the strategy are six principles:

- Based on evidence;
- Oriented around the life course;
- Puts adolescents and youth at the center;
- Leaves no one behind;
- Applies a gender and power lens; and
- Applicable to all settings.

The strategy situates the work in three focus areas:

- **My Body:** ensure access to integrated sexual and reproductive health services and information for all adolescents and youth.
 - The focus area intends to support: quality, integrated, and innovative adolescent- and youth-friendly sexual and reproductive health services, including access to condoms and modern contraception health policies and programmes that prioritize the needs of adolescents and youth a health workforce able to deliver high-quality, non-judgmental and confidential services to adolescents and youth health information systems that can provide data on adolescents and youth access to services for young survivors of sexual and gender-based violence.
 - The focus area also acts to prevent: early and/or unintended pregnancies, unsafe abortion and its consequences, maternal mortality and morbidity, including obstetric fistula, unsafe sexual behaviours, new HIV and sexually transmitted infections and female genital mutilation gender-based violence.
- **My Life:** address determinants of health and well-being of adolescents and youth, upholding rights and investing in human capital.
 - The focus area intends to support: access to comprehensive sexuality education for all children, adolescents and youth, in and out of school programmes centred on adolescent girls that build their health, social, economic and cognitive assets, and reach the most marginalized community engagement and empowerment, including boys, men, girls, women and local leaders, the generation of data and evidence so that decision makers and planners can prioritize investments in adolescents and youth across all relevant sectors, including education and decent work programmes and policies dedicated to building the capabilities and human capital of adolescents and youth.
 - The focus area acts to end: gender-based violence, child marriage as a harmful practice, early and/or unintended pregnancies, school dropout stigma based on age, gender, sexual orientation, ability status and more discriminatory power structures and gender and social norms.

- **My World:** promote the leadership of adolescents and youth and their fundamental right to participate in sustainable development, humanitarian action and in sustaining peace.
 - The focus area intends to support: the meaningful participation of adolescents and youth in decision making and dialogue youth-led organizations, initiatives and movements, and their engagement in social and political processes, including in humanitarian and peacebuilding contexts youth-led advocacy, mobilization and accountability mechanisms a greater focus on and investment in adolescents and youth in social, economic and environmental policies and programmes, and in peacebuilding and humanitarian action demographic intelligence, including sex- and age-disaggregated data on young people.
 - The focus area acts to stop: exclusion and disenfranchisement gender inequalities discrimination based on age poverty and inequality violence, insecurity and instability.

In many ways, the newest Strategy continues the work of the previous strategy. It puts young people at the center of its work while aligning with the UNFPA Strategic Plan 2018-2021, and moreover, the new United Nations Strategy on Youth. While the Strategy outlines specific approaches under the three focus areas, it only implicitly outlines the expected results related to each of the focus areas, as was the case with the previous strategy.

In 2020, UNFPA launched a package of technical briefs to accompany the new Strategy in view of the COVID-19 pandemic. The technical briefs, **My Body, My Life, My World through a COVID-19 Lens**, serve to provide practical guidance to implement the strategy in the lens of the pandemic and to offer up adaptations applicable to the various and specific contexts in which UNFPA operates in.

4. Purpose, Objectives, and Scope

This exercise is a formative evaluation designed and conducted to inform the initial implementation of the recent strategy and programming related to adolescents and youth at UNFPA.

The purpose of the evaluation is to provide evaluative evidence on lessons learned, the enabling factors, and the challenges of implementing adolescents and youth interventions, with the aim of further enhancing the implementation of UNFPA's Youth Strategy, My Body, My Life My World. The exercise also aims to contribute, more broadly, on advancing the meaningful engagement, participation and advocacy of youth, including in this evaluation process.

The objectives of the evaluation are to:

- Assess the conceptual framework of the UNFPA Youth Strategy, including its linkages to the broader UN Youth Strategy;
- Facilitate learning, capture good practices and generate knowledge from UNFPA experience on what is working and not working in the implementation of its previous strategy as well as initial implementation of the current strategy on youth;
- Provide actionable inputs for the implementation of the present UNFPA Youth Strategy, the implementation of the new UNFPA Strategic Plan 2022-2025, and UNFPA youth programming at large.
- Integrate practical and innovative ways in engaging young people in this exercise as co-creators, contributors, key stakeholders as well as sources of evidence and insight.

5. Evaluation Approach and Methodology

Given that the focus of the exercise is to be forward looking, the evaluation will focus on UNFPA experience since the adoption of the Strategy in 2019, and thus, it will be **formative** in nature. The exercise will also be **utilization-focused** to enhance the usefulness of its findings to its intended users. To this end, the exercise will also capture the lessons learned and good practices as well as key challenges and bottlenecks in the implementation of the previous Strategy.

The evaluation will employ a mixed methods approach, drawing on quantitative and qualitative, and participatory methods for data collection and analysis. In particular, the exercise will utilize **outcome harvesting** or **most significant change** as an approach to help understand what changed, for whom, when and where, and how the previous strategy contributed to the change.¹⁰ The formative evaluation will include case studies at global, regional and country levels. Methods for data collection may include a comprehensive documentary review, interviews with key informants, focus groups, online group consultations, surveys, as well as other methods that leverage of social media to collect data. The evaluation approach and methodology will be further refined during the inception phase of the exercise.

To the extent possible, the evaluation seeks to enhance the participation of young people in the exercise in a meaningful way so that it better captures the values and experience of young people as right holders as well as key sources of evidence and insight.

¹⁰ https://www.betterevaluation.org/en/plan/approach/outcome_harvesting
https://www.betterevaluation.org/en/plan/approach/most_significant_change

Lastly, the exercise will align itself with key guidance documents from the UN Evaluation Group (UNEG), including but not limited to, UNEG Norms and Standards for Evaluation, UNEG Ethical Guidelines and Code of Conduct an Integrating Human Rights and Gender Equality in Evaluations.

The evaluation team will develop the evaluation methodology, complete with data collection tools, an evaluation matrix and workplan, building on the approach outlined above.

5.1 Evaluation Criteria and Areas of Investigation

The evaluation will consider OECD DAC **evaluation criteria** as well as other criteria to frame the evaluation.

Relevance	to the needs of beneficiaries, the programme country government priorities and UNFPA strategies and programmes, and how the Youth Strategy addresses different and changing contexts.
Effectiveness	the extent to which main intended results were achieved
Efficiency	in terms of how funding, personnel, administrative arrangements, time and other inputs have contributed to, or have hindered the achievement of results
Sustainability	the extent to which the benefits from UNFPA support are likely to continue, after it has been completed
Coordination	with international and national partners and other prominent actors in the area of adolescent and youth programming with a view to creating synergies and partnerships

The following are **indicative areas of investigation**, that will be further refined by the evaluation team who will formulate specific evaluation questions that may address one or more of the criteria above.

Outcomes of previous strategy

The extent to which the previous Youth Strategy advanced the realization of rights of adolescents and youth in its programme countries, with a view to improving coordination, fostering partnerships, leveraging more international and national sources of funding, and providing effective strategic direction, technical assistance and capacity building through country-driven interventions. The extent to which the previous Strategy promoted innovative approaches, scaling up of good practices, as well as collection and utilization of data for organizational learning and informed decision making to be taken up into the next Strategy and future programming.

Conceptualization of the present Strategy

The extent to which the conceptual framework of the Strategy (principles, objectives, the implicit theory of change and the implicit results framework) is clearly articulated; is gender responsive, human-rights based; aligned with UNFPA SP; integrated/mainstreamed into other thematic areas; consider/carry over components of the previous strategy that worked well and address challenges of previous strategy.

Implementation of the present Strategy

The extent to which the Strategy translated to the regional and country levels reflects human rights, gender responsive and culturally sensitive approaches; prioritizes the most marginalized and vulnerable young people, particularly young adolescent girls in its interventions; align with national priorities relating to adolescents and youth.

Institutional capacity of UNFPA to implement the present Strategy

The extent to which UNFPA has the capacity to undertake interventions to achieve the goals of the Strategy, with regards to human and financial resources; and processes, mechanisms and systems for M&E, reporting, knowledge management.

Linkages to broader efforts

The extent to which the Strategy aligns with the broader development efforts in adolescent and youth, including the UN Youth Strategy, WPAY, and SDGs; and promotes synergies/coordination/collaboration with sister UN agencies and/or other development partners, in particular youth groups and networks.

COVID-19

The extent to which the implementation of the Strategy has been adapted to respond to the emerging and evolving needs and challenges at national and sub-national level due to the COVID-19 pandemic.

5.2 Data collection and analysis tools

The evaluation team will design the evaluation methods and tools that will allow the evaluation team to answer the questions and to come up with an overall assessment backed by clear evidence. The methodological design will include: an analytical framework; a strategy for collecting and analyzing data; a series of specifically designed tools; and a detailed work plan.

Tools for data collection will include:

- **Document review** will include the examination of internal and external documentation.
 - Internal documentation will cover all available documents related to adolescent and youth programming at UNFPA i.e., planning documents, progress/ annual reports/ assessments at all levels of the organization.
 - External documentation will include adolescent and youth programming assessments elsewhere, practices at other organizations, practitioners'

manuals and guides, as well as state-of-the-art academic literature on adolescent and youth programming and approaches.

- Existing datasets may include Global Programming System (GPS) database, the Strategic Information System (SIS), Evaluation Database, management response tracking system and data on portfolio review analysis.
- **Key informant interviews** will be a key tool for primary data collection. The interviews will be conducted either remotely or face-to face if feasible. The results of interviews will be registered in interview logbooks.
 - Unstructured interviews will be used in the case studies to collect narrative descriptions of impact (storytelling).
 - Semi-structured interviews will follow differentiated protocols by type of stakeholder.
- **Youth focus groups** are structured group interviews with 6 to 12 people. Will be used to collect data as well as to discuss emerging hypothesis and validate emerging findings during the data collection process. The interviews will be conducted either remotely or face-to face if feasible.
- **Online survey** will target UNFPA staff working in the thematic area of adolescents and youth
- **Country and regional case studies** will be conducted to gain deeper insight to the implementation of the ongoing UNFPA Youth Strategy at the regional and country level. The country/regional case studies serve to provide an provide an in-depth understanding of UNFPA support to adolescent and youth at these levels. The country case studies may be remote or in-country.
- **Additional participatory methods leveraging social media as means of data collection (e.g., youth e-roundtable)**

6. Evaluation Process

The evaluation will include **five** main phases, each with distinct milestones and deliverables.

6.1 Preparatory phase

The EO evaluation manager will lead the preparatory work. This phase includes:

- Creation of the Youth Steering Committee
- Preparation of Terms of Reference in coordination with the relevant business unit and the Youth Steering Committee
- Selection of external consultants.
- Collection of relevant documentation and creation of document repository in google drive.
- Preparation of preliminary stakeholder map by evaluation manager.
- Creation of the Evaluation Reference Group.

6.2 Inception Phase

The evaluation team will conduct the design of the evaluation in consultation with the EO evaluation manager and the Youth Steering Committee. This phase includes:

- Desk review of relevant documentation and preliminary meetings with key stakeholders.
- Development of a stakeholder map.
- Delivery of draft **inception report** detailing the proposed design of the evaluation and methodological approach, including the development of evaluation questions, a data collection and analysis strategy, a detailed workplan of timeframes for deliverables, and the data collection tools.
- Workshop with stakeholders and presentation of draft inception report to the Evaluation Reference Group.
- Integration of feedback from the EO, YSC and ERG into the final inception report.

6.3 Data Collection Phase

Guided by the methodological note and finalized work plan, the evaluation team will continue their documentary review as well as interviews, group discussions, and other methods to collect data. The evaluation team will also carry out the **in-depth country case studies** during this phase. Based on the prevalence of COVID-19 at the time of the scheduled field visit and whether or not international travels are possible without any restrictions (i.e., no quarantine imposed on the day of arrival in the country), the case studies may be conducted as follows:

- **In-country:** A member of the core evaluation team will undertake a field visit to conduct interviews and site visits and be supported by a national expert.
- **Remote:** A member of the core evaluation team will work remotely in close coordination with a national expert who will conduct interviews and perform site visits in-country.

At the end of each case study, the evaluation team will provide the UNFPA country office as well as other key stakeholders a debriefing presentation on the preliminary findings.

6.4 Reporting Phase

This phase will open with a findings **analysis workshop** to bring together the evaluation team, the evaluation manager and the Youth Steering Committee to discuss the results of the data collection. The purpose of this analysis workshop is to discuss and validate preliminary findings, and generate substantive and meaningful comparison between the different case studies.

The evaluation team will then proceed with the drafting of the findings of the report. The **first draft of the evaluation report** (no conclusions and recommendations yet) will be submitted to the evaluation manager for comments. If the quality of the draft report is satisfactory (form and substance), it will be circulated to the youth steering committee and the reference group members for review and comments. In the event that the quality

is unsatisfactory, the evaluators will be required to produce a new version of the draft report.

Prior to the submission the second draft final evaluation report, a **recommendations workshop** will be organized with the evaluation team, evaluation manager, Youth Steering Committee and key UNFPA stakeholders to discuss elements of the recommendations.

The evaluation team will then finalize the second draft of the evaluation report which will be shared with the evaluation reference group. Based on the inputs and comments from the meeting, the evaluation team should make appropriate amendments and prepare the final draft of the evaluation report. To ensure all comments from the reference group meeting have been fully addressed, the evaluation team will prepare an **audit trail** of their responses to the comments.

The **final report** should reflect a rigorous, methodical and thoughtful approach, whereby conclusions and recommendations build upon findings. The final report will follow the structure discussed and approved by the evaluation manager and youth steering committee.

The report is considered final once it is formally approved by the Evaluation Office.

6.5 Dissemination Phase

The evaluation report and other evaluation products (brief, video as appropriate) along with the management response, will be published on the UNFPA evaluation webpage.

In collaboration with the EO communications team, the final report and related evaluation products will be shared through different modalities and platforms.

7. Management and governance of the evaluation

To ensure its independence, the UNFPA Evaluation Office (EO) will oversee the management of the exercise.

The **UNFPA EO** is expected to:

- Draft and finalize the Terms of Reference;
- Select other external consultant team to undertake the evaluation;
- Convene Evaluation Reference Group meetings;
- Provide quality assurance throughout the exercise, including the approval of all deliverables;
- Ensure communication, dissemination and facilitation of use of the evaluation report and related deliverables.

The exercise will also be accompanied by a Youth Steering Committee (YSC) that will be composed of 4 young people with experience in evaluation. The YSC will be gender balanced and will reflect a geographic diversity to ensure that there is a mix of voices and perspectives. The **Youth Steering Committee** will work together with the EO throughout the entire exercise to:

- Provide overall guidance to the entire exercise, including having a voice in decision-making;
- Contribute to the conceptualization of the evaluation, including the ToR;
- Provide comments and substantive feedback on the evaluation process and products from the perspective of young people;
- Play a key role in learning and knowledge sharing of the results of the exercise, contributing to the dissemination of evaluation report and related deliverables.

The evaluation will also be followed closely by an Evaluation Reference Group consisting of stakeholders, selected purposively, from within UNFPA, as well as external to it, in particular youth groups, civil society actors and other relevant organizations working in the thematic areas of youth.

The **Evaluation Reference Group** is expected to follow the exercise at key points to:

- Contribute to the conceptualization of the exercise;
- Provide comments and substantive feedback from the perspective of a technical expert on the key deliverables (including the methodology, draft and final report);
- Facilitate access to sources of information, documents and informants;
- Participate in ERG meetings with the consultant team as required;
- Play a key role in learning and knowledge sharing of the results of the exercise, contributing to the dissemination of evaluation report and related deliverables.

The **Evaluation Team** will be led by a team leader who will be expected to:

- Lead and conduct a high quality evaluation in all its phases;
- Deliver and assure the quality of all deliverables;
- Enhance the technical capacity of the young evaluators members of the team; and
- Document the experience of engaging young evaluators in a meaningful manner.

8. Evaluation Team

The evaluation will be carried out by a highly qualified, multi-disciplinary team with extensive knowledge and experience in evaluation of international development programming on adolescents and youth related to the mandates of UNFPA, including young evaluators.

The team must also demonstrate a clear understanding of the UN system/ways of working and ensure that the evaluation is conducted in line with the UNEG Norms and Standards for Evaluation in the UN System and abides by UNEG Ethical Guidelines and Code of Conduct as well as any other relevant ethical codes UNEG Guidelines. UNEG guidance on Integrating Human Rights and Gender Equality in Evaluation should also be reflected throughout the evaluation.¹¹

The **evaluation team** is expected to be composed of four members (1 senior evaluator, who will act as the team leader, and 3 young evaluators). As per UNEG code of conduct,

¹¹ See: <http://www.unevaluation.org/document/guidance-documents>

the evaluation team members will not have been involved in the design, implementation or monitoring of UNFPA programming related to adolescents and youth during the period under review, nor will they have other conflict of interest or bias on the subject.¹²

The team leader (senior evaluator/thematic expert: 15 + years)

The team leader must be a senior evaluator and should possess the following:

- Extensive experience in leading complex thematic evaluations and specifically evaluations for international organizations or development agencies.
- Extensive knowledge of adolescent and youth programming in the mandate areas of UNFPA; including the following areas:
 - Issues surrounding adolescent and youth sexual and reproductive health and rights, such as teenage pregnancy and child marriage.
 - Integrated sexual and reproductive health services and education for adolescents and youth;
 - Youth participation in sustainable development, humanitarian action and sustaining peace.
- Considerable experience in conducting evaluations of similar size and complexity.
- In-depth knowledge of and long-standing experience in developing and implementing evaluation methodologies and methods best able to comprehensively assess complex shifts in power and social, political and economic change.
- Demonstrable experience of ensuring an inclusive, gender and human rights based approach to evaluation.
- Strong ability to interact with a wide range of stakeholders, particularly on issues that are quite sensitive (will vary from context to context).
- Understanding of ethical issues and approaches to informed consent with regards to collecting information from young people as well as on sensitive topics that relate to UNFPA adolescent and youth programming (e.g. child marriage, teenage pregnancy).
- Knowledge of the UN system, including reform processes, and UN programming at the country level, will be considered an asset.
- Excellent analytical, communication and writing/drafting skills in English. Working knowledge of French will be an asset.

Evaluation expert (10 + years)

- Extensive experience in conducting or contributing to complex thematic evaluations and specifically evaluations for international organizations or development agencies.
- Considerable experience in conducting evaluations of similar size and complexity.

¹² <http://www.unevaluation.org/document/detail/100>

- Demonstrable experience of ensuring an inclusive, gender and human rights based approach to evaluation.
- In-depth knowledge of evaluation methodology and mix-method approaches.
- Strong ability to interact with a wide range of stakeholders, particularly on issues that are quite sensitive (will vary from context to context).
- Understanding of ethical issues and approaches to informed consent with regards to collecting information from young people as well as on sensitive topics that relate to UNFPA adolescent and youth programming (e.g., child marriage, teenage pregnancy).
- Knowledge of the UN system, including reform processes, and UN programming at the country level, will be considered an asset.
- Excellent analytical, communication and writing/drafting skills in English. Working knowledge of French will be an asset.

Young evaluator

- Experience in contributing to complex thematic evaluations and specifically evaluations for international organizations or development agencies.
- Demonstrable experience of ensuring an inclusive, gender and human rights-based approach to evaluation.
- Knowledge of evaluation methodology and mix-method approaches.
- Strong ability to interact with a wide range of stakeholders, particularly on issues that are quite sensitive (will vary from context to context).
- Understanding of ethical issues and approaches to informed consent with regards to collecting information from young people as well as on sensitive topics that relate to UNFPA adolescent and youth programming (e.g., child marriage, teenage pregnancy).
- Knowledge of the UN system, including reform processes, and UN programming at the country level, will be considered an asset.
- Excellent analytical, communication and writing/drafting skills in English. Working knowledge of French will be an asset.

9. Indicative timeframe and budget

This exercise will be launched in the first quarter of 2021 and is expected to conclude in second quarter of 2022.

The following is an indicative timeframe:

Phase	Task	Date
Preparatory	Prepare of Terms of Reference	March 2021
	Create Document Repository	March
	Establish YSC and ERG	March
	Select and recruit consultants	April
Inception	Conduct Desk Review	May
	Pilot field mission	May
	Refine data collection tools based on pilot and finalize inception report	June
Data Collection	Conduct key informant interview	July-November
	Conduct (in-country or remote) country case studies	August-November
	Finalization of the survey	October
	Launch of the survey	October-November
	Data analysis workshop	December
Reporting	Presentation of preliminary findings to ERG	January 2022
	Submission of the first draft Evaluation Report – introduction and findings (word))	January
	Review and address comments from evaluation managers and reference groups members	January
	Evaluation team and evaluation managers conclusions and recommendation workshop	February
	Submission of second draft Final Evaluation Report (word) and PowerPoint presentation of the evaluation results Submission of Audit Trail (responses to comments)	March
	Presentation of the draft final report to ERG	March
	Review and address comments from evaluation managers and reference groups members	March
	Submission of the final Evaluation Report (word)	April
Dissemination	Professional copy editing, design and printing of the evaluation report provided by the company	May
	Development of Evaluation Brief (word/pdf version in en, fr, sp)	May
	Professional copy editing, design and printing of brief in en, fr, sp	May
	Video	May
	Stakeholder workshop	TBD

Deliverables

- Methodological note and work plan
- Evaluation draft and final report (English)
- PowerPoint presentation of the evaluation results (English)
- Evaluation briefs (English, French and Spanish)

10. Quality assurance

Since the evaluation team is expected to be hired through a company, the latter will conduct quality control of all outputs prior to submission to the evaluation managers. They will be expected to dedicate specific resources to quality assurance efforts, and must consider all time, resources, and costs related to this function in their technical and financial bid. The bidder must set out the quality assurance mechanisms which will be applied throughout the evaluation process as part of the technical offer.

The evaluation recommends that the evaluation quality assessment checklist (see below) is used as an element of the proposed quality assurance system for the draft and final versions of the thematic evaluation report. The main purpose of this checklist is to ensure that the evaluation report complies with evaluation professional standards.

Evaluation quality assessment checklist:

1. Structure and Clarity of the Report To ensure report is user-friendly, comprehensive, logically structured and drafted in accordance with international standards.
2. Executive Summary To provide an overview of the evaluation, written as a stand-alone section including key elements of the evaluation, such as objectives, methodology and conclusions and recommendations.
3. Design and Methodology To provide a clear explanation of the methods and tools used including the rationale for the methodological choice justified. To ensure constraints and limitations are made explicit (including limitations applying to interpretations and extrapolations; robustness of data sources, etc.)
4. Reliability of Data To ensure sources of data are clearly stated for both primary and secondary data. To provide explanation on the credibility of primary (e.g. interviews and focus groups) and secondary (e.g. reports) data established and limitations made explicit.
5. Findings and Analysis To ensure sound analysis and credible evidence-based findings. To ensure interpretations are based on carefully described assumptions; contextual factors are identified; cause and effect links between an intervention and its end results (including unintended results) are explained.
6. Validity of conclusions To ensure conclusions are based on credible findings and convey evaluators' unbiased judgment of the intervention. Ensure conclusions are prioritised and clustered and include: summary; origin (which evaluation question(s) the conclusion is based on); detailed conclusion.

7. Usefulness and clarity of recommendations

To ensure recommendations flow logically from conclusions; are targeted, realistic and operationally-feasible; and are presented in priority order. Recommendations include: Summary; Priority level (very high/high/medium); Target (administrative unit(s) to which the recommendation is addressed); Origin (which conclusion(s) the recommendation is based on); Operational implications.

Levels of quality assurance:

- The first level of quality assurance of all evaluation deliverables will be conducted by the **evaluation team leader** prior to submitting the deliverables to the review of the evaluation managers.
- The second level of quality assurance of the evaluation deliverables will be conducted by the **evaluation managers**.



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