Mid-term review of the UNESCO Operational Strategy on Youth (OSY), 2014-2021
A strategic framework for UNESCO’s work on YoutH
The UNESCO Operational Strategy on Youth (OSY), 2014-21

A strategic framework for UNESCO’s work on Youth

OSY - 3 Axes of work

1. CIVIC ENGAGEMENT, DEMOCRATIC PARTICIPATION and SOCIAL INNOVATION
2. POLICY FORMULATION AND REVIEW with youth participation
3. CAPACITY DEVELOPMENT for the transition to adulthood
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
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

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
- Aligned with the **AU’s 2063 Agenda**
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**.
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.
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
Thank you for your attention