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Terminal Evaluation of the 2nd Long- Term Strategy on Engagement and Involvement of Young People in Environmental Issues (Tunza Strategy)



Tunza-supported Rover Scouts in Bahrain, on an ecological expedition in collaboration with British Sub-Aqua Club.

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List of acronyms & abbreviations

Acronym/Abbreviation	Meaning
AMCEN	African Ministerial Conference on Environment
AU	African Union
AYEN	Africa Youth Environment Network
CBD	The Convention on Biological Diversity
COP	Conference of the Parties (to the Convention on Biological Diversity)
COP20	20th annual Conference of the Parties
CSO	Civil Society Organisation
DCPI	Division of Communication and Public Information (a Division of UNEP)
DEPI	Division of Environmental Policy Implementation (at UNEP)
DRR	Disaster Risk Reduction
DTIE	Division of Technology, Industry and Economics (at UNEP)
EETU	Environmental Education and Training Unit (at UNEP)
ESD	Education for Sustainable Development
GC	Governing Council
GEO5	Global Environment Outlook
GMEF	The Global Ministerial Environment Forum
GUPES	Global Universities Partnership on Environment and Sustainability
IANYD	United Nations Inter-Agency Network on Youth Development
ICT	Information and communications technology
ILO	The International Labour Organization
MGCY	Major Group of Children and Youth
LAC	Latin America and the Caribbean
MGS	Major Groups and Stakeholders (branch of UNEP)
MOOC	Massive Open Online Course
MoU	Memorandum of Understanding
MTS	Medium Term Strategy
NA	Not applicable
NGO	Non-Governmental Organization
OIOS	Office of Internal Oversight Services
PIMS	Programme Information Management System
ROA	Regional Office for Africa
ROE	Regional Office for Europe
RONA	Regional Office for North America
SAASTA	South African Agency for Science and Technology Advancement)
SD	Sustainable Development

SDGs	Sustainable Development Goals
SEAYEN	South East Asia Youth Environment Network
SIDS	Small Island Developing States
SPs	Sub-programmes
SWAP	UN's System-Wide Action Plan for youth
ToC	Theory of Change
TunzaNA	The North American Tunza Youth Network
TYAC	Tunza Youth Advisory Council; also used for member of the Council
UAE	United Arab Emirates
UN	United Nations
UNEA	United Nations Environment Assembly
UNEP	United Nations Environment Programme
UNESCO	The United Nations Educational, Scientific and Cultural Organization
UNFPA	The United Nations Population Fund
UNICEF	United Nations International Children's Emergency Fund
UNON	United Nations Office in Nairobi (where UNEP globally is based)
UNV	United Nations Volunteers
WHO	World Health Organisation
YP	Young People

Definitions

Child / Children are persons aged 5-14

Youth are persons aged 15-24

Young people / young person will be used here specifically for referring to both children and youth, i.e. persons 5-24.

Tunza alumni - For the purposes of this report, a Tunza alumnus as any young person who has been actively involved in Tunza activities and received support or other inputs from Tunza globally, regionally or nationally, including but not limited to Junior Board and TYACs.

Table 1: Project Identification Table

UNEP PIMS ID:	Tunza does not have a PIMS ID. Tunza activities are Linked to the Corporate Project, which also does not have a PIMS ID	Expected co-financing from Governments and private sector	14,251,800 USD
Sub-programme:		Finance from Environment fund	3,180,000 USD
UNEP approval date:	February 2009	Total expenditures reported as of [date]:	
Expected Start Date:	2009	Secured co-financing:	
Planned completion date:	February 2015	Date of financial closure:	
Planned programme budget at approval: total budget	17,431,800 USD	Terminal Evaluation (actual date):	2015
Date of last Steering Committee meeting:	2013		
Mid-term review:	2013		

Executive summary

Evaluation overview

1. This evaluation covers the second phase of the Tunza UNEP Strategy, part of the “Tunza Programme”. The second phase was developed in 2008 and ran from 2009 to 2014. The Objective of the Strategy was to increase the participation of young people in environmental issues and the Vision was to Foster a generation of environmentally conscious leaders who will better influence environmental decision-making processes and act responsibly to promote sustainable development. The Strategy included cross cutting thematic priorities: climate change, disasters and conflicts, ecosystem management, environmental governance, harmful substances and hazardous waste, and resource efficiency, sustainable consumption and production. The Strategy was coordinated and implemented by the UNEP Division of Communication and Public Information (DCPI), working with the divisional focal points for implementation of activities related to their substantive areas, regional offices for coordination and implementation of regional components of the strategy and other partners including the private sector. The planned annual budget was around 3 million USD, with 80% from Governments and the private sector.

Evaluation methodology

2. The findings of the evaluation were based on the following data collection methods: a desk review of documents; interviews – face-to-face and via telephone / Skype; field visits within Kenya and to Bahrain; an online survey of Tunza alumni¹ and other stakeholders (178 respondents); UNEP staff contribution to an online spreadsheet with evidence of achievement on outputs (Section k); online discussion / “crowd-sourced evaluation process” on key themes (p. 124).

Summary of the main evaluation findings

3. The individual ratings are summarised here and in more detail in Table 2, below.

A. Strategic relevance:

4. **Satisfactory.** The overall relevance of environmental issues addressed is high, and the programme was in line with policies. There was some adaptation of approach to stakeholders in different regions.

B. Achievement of outputs:

5. **Satisfactory.** Most but not all of the planned outputs were in fact achieved on time and as planned up to about 2013 when most of the corporate funding was withdrawn. There are, however, many scattered examples of outputs in excess of what was planned and probably many other outputs which have still not been adequately documented at least at global level. In most cases, the Strategy does not specify performance indicators but the quality and timeliness of outputs seems to generally have reached implied standards. The level of achievement of outputs dropped off significantly in the latter phase of the Programme.

C. Effectiveness (attainment of project objectives and results):

6. **Moderately Unsatisfactory.** It is very difficult to assess effectiveness because objectives, as opposed to activities, were not very clearly defined. Tunza certainly had a life-changing effect on the careers of dozens of young environmental activists who directly engaged with Tunza, though these activists

¹ For the purposes of this report, we define a Tunza alumnus as any young person who has been actively involved in Tunza activities and received support or other inputs from Tunza globally, regionally or nationally, not only Junior Board and TYACs, while noting that there are several wider circles of young people impacted by Tunza – for example those who have merely received information at school.

might have encountered or sought out other similar experiences even if Tunza had not happened. The programme also led to the sending of messages which were heard by perhaps millions of young people globally, and helped reinforce probably dozens of youth environmental groups and networks in many different countries. However the scale of these achievements is somewhat disappointing in relation to the scale of the inputs.

D. Sustainability, catalytic role and replication:

7. **Moderately Unlikely.** (The overall rating for this parameter is always the lowest of the sub-ratings, because each dimension is regarded as a limiting factor). Commitment, skills and action of some Tunza activists is likely to persist. Tunza did find some interesting, though not ideal ways, to stimulate young people's involvement in environmental activism (e.g. highly attractive rewards for a very few activists – see subsection 40). There are a few examples where other institutions have taken on some funding for Tunza activities, notably host country contributions to Tunza conferences; there are a handful of national and regional Tunza-supported initiatives, including networks, that might perhaps have established governance structures and fundraising abilities which would support their survival beyond the ending of UNEP support.

E. Efficiency:

8. **Moderately Unsatisfactory.** The ratio of core funding spent to outputs delivered is excellent, because a small amount of core funding was able to leverage a much larger amount of corporate sponsorship. Tunza core funding was probably not large enough, particularly in the regions, for a programme which was intended to be global in reach. Staff did make considerable efforts to ensure that planned outputs were provided, but on the other hand money was certainly wasted directly and indirectly due to corruption, a fact which unfortunately mars what might otherwise have been a very positive rating.

F. Factors affecting project performance:

9. **Moderately Satisfactory to Highly Unsatisfactory** (8 ratings). Strategic programme design was quite weak; Tunza's role within UNEP and its relationship to other UNEP activities was often unclear. Tunza was not designed or operated with a results-based approach, had limited M&E and learning processes and was primarily activities-focussed. Tunza was over-reliant on corporate sponsorships, which were poorly managed until 2011, and would have needed more core funding at least in the regions to really function on a global level. The programme suffered when the management stood down in the wake of a corruption investigation and suffered subsequently when the resulting leadership and management gap was not adequately filled.

Main specific recommendations:

10. Recommendation 1: Continue to expand integration of a youth perspective across UNEPs work according to a new Youth Strategy (see Recommendation 3), extending and deepening existing areas of work like Education for Sustainable Development, Climate Change. The Youth Strategy should be discussed with Sub-programme coordinators and considered in the preparation of UNEP planning documents.
11. Recommendation 2. Reconsider whether it is Tunza's role to involve individual young people in environmental decision-making at international and government levels [as opposed to Major Groups and Stakeholders (MGS)]. This question should be explicitly answered in the new Youth Strategy.
12. Recommendation 3: Develop an overall strategy for YPs across UNEP, at least to summarise in one place where YPs are in fact including in existing plans, strategies etc. This task could involve young

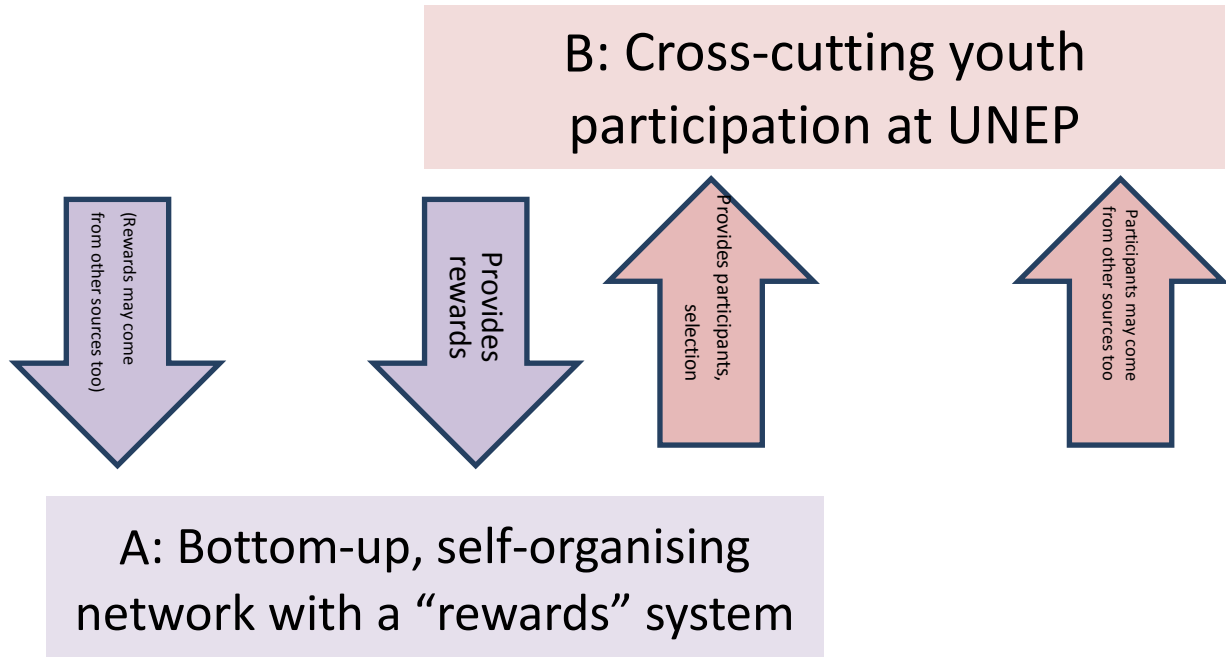
people e.g. as (virtual) interns. Show how any specific programme like Tunza and/or the suggested Platforms A and B (see Section r) fits within this wider strategy. Clarify if there is to be “membership” of Tunza for individuals and/or organisations, and if so what this means. Management of the strategy could remain within the DCPI portfolio assuming DCPI mandate more explicitly embraces interaction / participation / behaviour change. A Youth Strategy should clarify how UNEP Divisions are involved and focus on commitments within the Programme of Work to ensure these are actually implemented.

13. Recommendation 4. Future Tunza-like activities should have a clearer and widely shared theory of change with a less cluttered array of core activities. They should be designed in concert with a Youth Strategy for UNEP. Make clear decision on whether Tunza covers mass communication (e.g. collaborating on TV programming) or not.
14. Recommendation 5. Unify as far as possible all regional and global Tunza social media networks (Websites, Tunza Twitter handles, Tunza Facebook pages, etc.) Create a one-stop online solution for working with youth and their networks at scale, as well as enabling them to self-organise regionally and locally and in their own language (Platform A, below). This would enable staff to easily reach out to large numbers of young people without have to worry about the technical details.
15. Recommendation 6. Improve participation, engagement and impact by increasing a role for citizen scientists. Discuss possibilities in-house with DEWA.
16. Recommendation 7. Definitive and courageous decision on staffing profiles: what is required, what can be filled from existing staff, what is to be re-advertised, taking into account past performance including interim positions at higher grades.
17. Recommendation 8. Use the database of alumni of activities globally – (see above and Platform A) and keep in touch with them. Conduct an annual alumni survey, make sure emails are up to date, check what they took part in, what are they doing, possibly with questions on values, beliefs, actions in a rolling system so each alumnus only has to answer the survey say once every three years.

Overall suggestions for the future:

18. Apart from these and other specific recommendations, see Section s, a more general suggestion is made which combines several of the specific recommendations. A suggestion on a clearer way to delineate the functions of Tunza and the Major Groups and Stakeholders’ work is also made (Subsection 46).
19. The general suggestion has two parts, A (a primarily online platform to facilitate bottom-up, self-organising youth networks with a built-in “rewards” system) and B (cross-cutting youth participation at UNEP).

UNEP could adopt either or both but they are designed to “fit together”. Each represents a general platform and addresses two related and quite general needs felt across UNEP and indeed in other UN agencies to interact with and involve young people. Although they might look simple on paper, neither platform would be easy to implement well – because they each tackle the core challenges of Tunza’s mission: A) providing an effective and scalable platform for grassroots activists which can also integrate appropriate “rewards” for participation, whether these are provided by UNEP, e.g. certificates, access to online training etc., or by others; and B) a platform for successful and meaningful participation of young people within (and potentially beyond) UNEP.



20. The challenge addressed by Platform A is to design a primarily online platform for a bottom-up, self-organising network with the following features:
- Offering attractive “rewards” for participation
 - Seamless and transparent integration with other social media and other relevant UNEP platforms.
 - Self-organising – e.g. generates its own localised how-to-do-it toolkits, but with seeding from UNEP
 - Can be quickly “filled” with members as invitations are sent out, in stages, to the various email lists gathered by Tunza regionally and globally.
 - The Platform can be used as a unified communication platform, for example for Tunza regionally and globally to keep in touch with activists.
 - Providing a facility for alumni to keep in touch with one another and for UNEP to keep in touch with alumni.
 - Unified but flexible, “mobile first” with appropriate access on low-end devices
21. Participants would be automatically awarded “Rewards” for activities which improve the reach and content of the platform and/or further Tunza aims.
22. The main target group for both A and B is *active* young people and their networks (though of course they interact with non-active peers). The focus initially should be only on youth; possible extension at least of platform A could be considered for children later, though their involvement should be more limited in terms of time and content. Platform A provides a ready-made filter which promotes only those young people and their groups who have advanced via the rewards system – i.e. they have a documented history of valuable activities and support from peers.
23. So platform B is no longer a “place within UNEP for young people” but a bridge from young people and their networks to UNEP in particular and also to other organisations and resources within the UN and outside it. The UN side of the bridge functions as a reward for actual work done within and reported via the Tunza network.

Summary of Evaluation Ratings

A summary narrative in relation to the evaluation rating is given below. In ‘word’ versions of this document the reader can “ctrl-click” the summary text to navigate to the full text in the main report.

Table 2: Summary of Evaluation Ratings

Strategic Relevance: Satisfactory. The overall relevance of environmental issues addressed is high, and the programme was in line with policies. There was some adaptation of approach to stakeholders in different regions. 6

Achievement of outputs: Satisfactory. Most but not all of the planned outputs were in fact achieved on time and as planned up to about 2013 when most corporate funding was withdrawn. There are, however, many scattered examples of outputs in excess of what was planned and probably many other outputs which have not been adequately documented at least at global level. In most cases, the Strategy does not specify performance indicators but the quality and timeliness of outputs seems to generally have reached implied standards. The level of achievement of outputs dropped off significantly in the latter phase of the Programme......10

Effectiveness: Attainment of programme objectives and results OVERALL: Moderately Unsatisfactory......37

Effectiveness: Achievement of direct outcomes: Moderately Unsatisfactory. The Strategy does not specify expected outcomes and impact in any measurable way, nor was there a clear Theory of Change about how outputs were to lead to outcomes and then impact. The Programme certainly had significant interactions with hundreds of young environmental activists and significantly influenced the careers of at least tens of them, possibly helping them become better and more dedicated environmental activists. Tunza also helped nurture a small number of very young environmental “stars” who received a lot of media attention. Tunza also had a positive effect on a diverse array of youth networks in a wide variety of different countries and also regionally, however this effect is probably relatively small considering what might be expected of a programme of this size. It is plausible that the pro-environmental messaging especially via TV in Asia may have had some positive behavioural effect on large numbers of young people, but there is no firm evidence for this......38

Effectiveness: Likelihood of impact: NA/Moderately Unsatisfactory. Dozens of Tunza alumni including some junior “stars” have made important contributions to sustainable development. Overall there is no concrete evidence that they would not have made similar contributions even without Tunza, except for the case of the junior “stars” where the role of Tunza was in some cases quite clear......41

Effectiveness: Achievement of programme goal: NA. The Strategy does not specify a programme goal in any measurable way. There is little evidence of “a global movement”; and of “a generation of leaders” only in the narrowest sense. However it is probably not fair to judge the Tunza programme against statements which were probably never intended to be verifiable......43

Sustainability and replication: Moderately Unlikely. (The overall rating for this parameter is mandated to be the lowest of the sub-ratings). Commitment, skills and action of some Tunza activists is likely to persist; however the number of activists is quite small relative to the size of the programme; there are only a few examples where other institutions have taken on some funding for Tunza activities, notably host country contributions to Tunza conferences; there are a handful of national and regional Tunza and Tunza-related that might perhaps have established governance structures which would support their survival beyond the ending of UNEP support; it is unclear whether concern about environmental issues is actually increasing amongst young people......43

Sustainability and replication: socio-political. Moderately Unlikely. The commitment, skills and action of some Tunza activists is likely to persist; however this number is quite small relative to the size of the programme. The “broad but shallow” influence of the programme on a much broader young audience could possibly persist, especially because they were reached by some good and appropriate messaging at an early age. However it is notoriously difficult to provide concrete evidence for these kinds of effects let alone for their sustainability (and not just in the case of Tunza)......44

Sustainability and replication: financial resources. Moderately Likely. There are a few examples of where other institutions have taken on some funding for Tunza activities, notably host country contributions to

Tunza conferences. In principle there would also be considerable readiness on the part of corporations to sponsor youth environmental activities, indeed this kind of sponsorship is quite desirable for some corporations, especially those who have something to gain from a connection with green issues. The Bayer and Volvo cooperation agreements have now ended and it is not proving easy to find additional sponsors.

44

Sustainability and replication: institutional framework. Moderately Unlikely /NA. Are the national and regional Tunza and Tunza-related networks likely to sustain? While on the one hand the development of such networks has been extremely patchy, there are some which could quite possibly sustain providing a minimum of support was provided in the future. In most cases the unique advantage of these networks is the UN logo. A handful of such networks might perhaps have established governance structures which would support their survival beyond the ending of UNEP support.....46

Sustainability and replication: environmental sustainability. Moderately Likely. The urgency of environmental issues is likely only to increase, and there is a minority of young people who are increasingly concerned about environmental issues as the threat to their future becomes increasingly concrete. It is unclear whether concern about environmental issues is actually increasing amongst young people. 46

Sustainability and replication: catalytic. Moderately likely / Moderately Unlikely. Tunza did have some interesting ways to reward young people for environmental activism. The specific rewards it offered were interesting to young people. However the motivational gradient was too steep, with highly attractive rewards for a very few activists “at the top” and not enough small rewards for a potentially much larger number of grassroots activists in small-scale groups and networks. These very attractive rewards (international conferences) were out of proportion with, and not clearly enough tied to, the contribution of the candidates or their life perspectives. This is especially true for children. Some of these young people have gone on to replicate and multiply Tunza initiatives and principles. Another well-used and effective key incentive to young people and even more importantly to their potential partners was the UN logo, and UN approval and to a somewhat lesser extent the names UNEP and Tunza. This incentive would not sustain well beyond the end of Tunza, although it could be argued Tunza has already opened doors to UNEP and the UN system. Some Tunza programming did include methods to encourage self-organisation, like the rewards system in Eco-Generation.....47

Efficiency: Moderately Unsatisfactory. The ratio of core funding spent to outputs delivered is excellent, because a small amount of core funding was able to leverage a much larger amount of corporate sponsorship. In fact Tunza core funding was probably not large enough, particularly in the regions, for a programme which was intended to be global in reach. Staff did make considerable efforts to ensure that planned outputs were provided, but on the other hand money was certainly wasted directly and indirectly due to corruption, a fact which unfortunately mars what might otherwise have been a good rating.49

Preparation and readiness. Unsatisfactory. The programme was poorly designed in the sense that outcomes and even outputs were not expressed in a measurable way. Even the narrative expression of vision and mission were highly ambiguous as to the definition of the most important target groups. Staff in Nairobi were generally adequately prepared to manage the programme, though in level of staffing and other resources in the regions was sometimes inadequate. Tunza leveraged UN added value very well, i.e. it made some good use of the advantages of being a UN programme.....53

Inclusion of recommendations from mid-term evaluation of 2006. Moderately Satisfactory. Some but not all of the key weaknesses identified in 2006 were still identified in the present evaluation.....55

Programme implementation and management including strategic placement within UNEP. Unsatisfactory. Tunza design and implementation can best be understood from its strategic placement within the communications division, as a sister to ‘sport’; a position which is also well suited to attracting corporate sponsorship. It has provided a large number of high-visibility events in which young people, the environment and in many cases corporate sponsors are placed together, a context which pays more attention to eye-catching presentation than to results. Finally, while there was goodwill towards, and cooperation with, Tunza within UNEP, it was not always clear whether the Tunza label covered all activities with young people or not. The Regional Focal Points play a central role in Tunza activities and

have achieved a lot, but they are generally do not have enough staff resources to really be able to provide much support to whole continents.....56

Stakeholder participation and public awareness. Moderately Satisfactory. Given that Tunza was essentially constructed as a top-down initiative, a considerable degree of freedom was given to youth participants to shape some of the parameters of their activities. However, considerably more could have been done to make the participation more autonomous.....60

Country ownership and driven-ness. NA. The Tunza programme did not have the design or resources to really involve a large number of individual countries.....61

Human Resources, Supervision, guidance and technical backstopping. Unsatisfactory.62

Financial planning and management. Unsatisfactory. The financial resources made available to Tunza – their application, management and routing – were the subject of two highly critical investigations. While there is no reason to suppose that financial management is not now of the highest standards, it is difficult to report anything but a very unsatisfactory score due to the seriousness of the situation until around 2012. The vulnerability in the Tunza strategy of relying almost entirely on corporate sponsorship which was pointed out in the mid-term review was not addressed, so when Bayer pulled out there were few funds left for the latter part of the programme. New guidelines for corporate partnerships were introduced in 2012.62

Results orientation and M&E. NA/Highly Unsatisfactory. Tunza was not managed for measurable results. It was managed for outputs, though definitive targets were not formalised even for outputs. There was no M&E system as such. Given that Tunza was not a programme with a formal design this is not surprising.64

CHAPTER 1. INTRODUCTION: HOW THIS DOCUMENT IS STRUCTURED

24. The subsequent chapters of this report are as follows:

- Chapter 2 presents an outline of the Programme to be evaluated (the second phase of the Tunza UNEP Strategy, which will also be referred to as the “Tunza Programme” or just “the Programme” or “Tunza”) which was developed in 2008 and ran from 2009 – 2014.
- Chapter 3 gives an outline of the evaluation. This Chapter includes stakeholder analysis and attempts to reconstruct a theory of change. The end result of this attempt is the definition of “Tunza heart” (Subsection 7) as an idealised way to describe key changes which Tunza seems to have been trying to encourage in young people.
- The evaluation proper begins in Chapter 3. More details are given on the instruments and methods, and the evaluand² is defined more precisely in Section i.
- The Findings themselves (Chapter 4) are in the largest Chapter, with Sections corresponding to the evaluation criteria of relevance, efficiency etc. Section k, Section l and Section m deal with Achievement of Outputs. These sections are mainly based on staff contributions to an online spreadsheet sections and are quite long, continuing to p. 37, but are presented in their entirety rather than being consigned to an Appendix because they give a strong impression of the impressive and perhaps even bewildering range of activities which Tunza was involved in.
- Finally, Chapter 5 sets out the Conclusions and Recommendations. The first section in this chapter presents a combined set of recommendations (“Platforms A and B”) which represents a complete suggestion for how to proceed. The second section presents a table of conclusions and corresponding recommendations and lessons learned.
- The report is completed by a series of Annexes.

²Evaluand is the technical term for the subject of an evaluation.

CHAPTER 2. THE PROGRAMME

Section a. Context

Subsection 1. Initial context

25. UNEP started its work with young people in 1985 (International Youth Year) and, over the 18 years that followed, developed a number of global and regional initiatives, activities and networks (including conferences, awareness-building activities and participation of children and youth in Governing Council sessions).
26. In 2003, the Governing Council adopted decision 21/22 that requested the development of a long-term strategy on the engagement of young people in UNEP. This should target young people of 24 years and below, which, at that time, constituted 47% or 2.9 billion of the world's population. Of these, it was estimated that the majority (87%) lived in developing countries where access to environmental information was still limited.
27. The main legislative mandate for the development of this strategy included Agenda 21, Chapter 25, Children and Youth in Sustainable Development, General Assembly resolution 50/81, the World Programme of Action for Youth to the Year 2000 and Beyond, and UNEP Governing Council decision 21/22, Engagement and Involvement of Children and Youth in the work of UNEP. The Johannesburg Declaration on Sustainable Development specifically mentions that it responds to the voices of the children of the world and the Plan of Implementation emanating from the World Summit on Sustainable Development requested Governments and the UN to develop the capacity of young people to 'participate, as appropriate, in designing, implementing and reviewing sustainable development policies and strategies at all levels'
28. The second Strategy, like the first, was developed with consultation with young people as well as with UNEP divisions, regional offices and other stakeholders.

Subsection 2. Milestones/key dates in programme design and implementation; and how has the context changed since conception. With information on QAS and Office of Internal Oversight Services (OIOS) reports.

29. Until 2010, there seem to have been no substantial changes.
30. In June 2010, the Quality Assurance Section at UNEP undertook a review of the UNEP-Bayer partnership and concluded that the payment procedures were in contravention of UN Financial regulations and there was no evidence which could attest whether or not the funds were being used for their proper purpose. Following this, the majority of future Bayer donations were transferred to UN accounts.
31. A corresponding OIOS audit report (OIOS, 2010³) was published Dec 2010, which had a number of substantial concerns about partnerships in general and about Tunza in particular, and lamented a lack of guidelines and drew attention to a number of occasions on which UN regulations had been breached. Most worryingly, the auditor found that from funds supplied from the main Tunza donor, Bayer, only 297,000 EUR (from a planned budget of around 1 million EUR annually) could be

³Reports and other documents cited in brackets are also listed in the Bibliography section

definitively accounted for. However this was disputed by UNEP in their responses to the report. The auditors also found “According to the Chief of Outreach Unit, the funds were allocated to cover activities in the regional offices, but two out of six regional offices did not undertake the activities. There were, however, no records from the regional offices to account for the utilization of these funds.” This finding was also disputed by UNEP in their responses to the audit report.

32. In direct connection with this, in July 2010, the OIOS received a report about possible misconduct of the head of the Outreach unit, i.e. also the head of Tunza, implicating the head of DCPI. An investigation was carried out and report was presented to UNEP, (OIOS, no date).
33. In response, UNEP acted to tighten up rules and in October 2011, the UNEP Partnership Policy and Procedures was published which gave clear rules about partnerships, in particular with the private sector. A follow-up OIOS report (2012), gave final overall rating: satisfactory.
34. The head of the Outreach Unit continued in post but subsequently resigned. However it is not clear to the evaluator that the many other concerns in the 2010 OIOS report were followed up on such as the precise fate of the bulk of the Tunza funds, i.e. the Bayer donations.
35. Subsequent to the resignations in 2013 Bayer ceased all funding, though according to a Bayer representative this decision was taken for unrelated reasons.
36. After the resignations and Bayer’s decision, Tunza activities continued, in smaller scale, but with less leadership and sense of direction and with some unclear responsibilities and reporting lines and a rather frustrating HR situation for the remaining staff.
37. Documentation on these investigations was not provided to the evaluator, but an indication was given that there was “something you might like to do a google search on”.

Section b. Objectives and components

38. As mentioned above, there was never a project document for the 2009-14 Strategy which might have retrospectively defined objectives and how to verify them. Tunza activities appear in just one box of the newer Results Matrix⁴. This means that for practical purposes the Strategy itself must be used as the reference document in lieu of a Project Document.
39. The Objective of the **first 6 year phase** (outlined in the strategy paper of Feb 2003) was the following:

‘To create a global movement in which children and youth worldwide will actively participate in environmental activities. It seeks to inspire and enable the involvement of children and youth in sustainable development.’

Vision: ‘To foster a generation of environmentally conscious citizens who will better influence decision-making processes and act responsibly to create a sustainable world.’

40. The **second phase** of the programme was developed in 2008 in line with the recommendations from the midterm independent evaluation of the first strategy which was conducted in 2006, and input from children and young people’s focal points in the UNEP divisions and regional offices, partner children and young people’s organisation, the Tunza Youth Advisory Council, Junior Board and participants in the 2008 Tunza children’s conference. It was structured and aligned to the six cross-

⁴Under Resource Efficiency

cutting priorities as identified in the UNEP medium term strategy for the period 2010 – 2013. This second phase was approved in 2008, and ran from 2009 – 2014.

41. The Objectives and Vision statement of the second phase were slightly different from the first: -

Objective

'The second Tunza strategy is designed to increase the participation of young people in environmental issues. The strategy seeks to reach out to a sector of the world population that numbers over three billion (classified as persons aged under 25 years) and to promote a global movement through which children and young people worldwide will actively participate in environmental activities and use the power of their numbers to influence politicians, leaders and society to make environmental changes. It seeks to enhance, inspire and enable the involvement of children and young people in sustainable development, particularly in the six cross cutting thematic priorities identified by the medium term strategy for the period 2010-2013 (see above).

Vision

To foster a generation of environmentally conscious leaders who will better influence environmental decision-making processes and act responsibly to promote sustainable development.

42. The most important change since the first Strategy was deeper inclusion of Tunza activities into the various UNEP sub-programmes.

Section c. Implementation arrangements

43. Implementation took place in accordance with the outline set out in the Strategy⁵, as follows:
44. The programme was coordinated and implemented by the UNEP headquarters (in Nairobi) in close collaboration with regional offices. The Division of Communication and Public Information (DCPI) was responsible for overall coordination and implementation, and worked with the divisional and regional focal points on children and youth issues. The substantive divisions, with support and guidance from DCPI handled the implementation of activities related to their substantive areas. Regional offices coordinated and implement regional components of the strategy and would work with relevant divisions to ensure regional representation in global activities.
45. DCPI took the lead in implementing most of the global activities. The DCPI team consisted of a Chief of Outreach Unit, Programme Officer, Programme Assistant, Admin Assistant, United Nation Volunteers (UNV volunteer(s)) and interns⁶. Most of these are existing staff posts as part of the Outreach Unit which covers both Sports and Children and Youth. Other UNEP divisions took the lead in implementing some global activities. For example, the Division of Technology, Industry and Economics (DTIE) took the lead on the implementation of the UNEP/UNESCO YouthXchange Initiative. The Division of Environmental Policy Implementation (DEPI) did the same for the

⁵ And therefore this section is just lightly changed from the text in the ToR

⁶See DCPI organogram and job descriptions 2014

implementation of the environmental education and training component in Higher Education Institutions (HEIs) and capacity building for youth (future policy makers) through various annual youth training programs Regional offices implemented regional and sub-regional networks, conferences, workshops and seminars.

46. In implementing the programme, UNEP engaged its partners on children and young people's activities. This included forging and strengthening links with partners in the United Nations system and with international and regional children and young people's organisations. UNEP also intended to continue and develop partnerships with private sector organisations such as Bayer and Volvo, which had been formed in the first phase.
47. Annual steering committees would be held with attendance of UNEP and key partners; in fact these were Bayer-UNEP steering committees.
48. The Division of DCPI, in which Tunza is housed, has had a very difficult time since the events of 2010, see Subsection 2; there have been three Directors in as many years. It is currently in the process of restructuring. Since the resignation of the previous Head of Outreach, in charge of Tunza, there has been no new appointment but rather a more improvised approach in which one staff member had a lead role as Programme Office ad interim for a considerable time; in 2015 the remaining Tunza staff are reporting to an interim supervisor who covers outreach but also special events. Since the ending of financial support from Bayer, Tunza activities have been reduced to a small proportion of their previous volume.

Section d. Target areas & stakeholder analysis

49. Stakeholder analysis with this kind of programme is challenging. They were not defined explicitly by the programme. The following groups can be discerned. These groups are largely reflected in the overall theory of change diagram in Figure 8.

UNEP

- Tunza Programme manager and Programme team at headquarters
- Tunza Focal Points in regional offices
- UNEP Fund Management Officer
- Staff in UNEP divisions and sub-programmes

Private-sector partners

- Especially Bayer, Volvo, Samsung Engineering and Al Sayer Holdings

Other UN

- Major Groups Children and Youth staff
- UNICEF, WHO, Interagency member of IANYD (United Nations Inter-Agency Network on Youth Development)

Media

- ... who interact with Tunza

Young Global and regional activists (see also Subsection 3 below)

- (Tunza Youth Advisory Council; also used for member of the Council (TYAC) and Junior Board)
- Alumni of Tunza activities whether or not active in networks e.g. Adventure
- Interns (global and regional)

- Young environmental envoys
- Young people included by their governments in national delegations
- Including also Regional activists
- Other active youth in contact with Tunza directly or indirectly

Young people

- Other not very active youth, in contact with Tunza directly or indirectly

Other regional and local actors

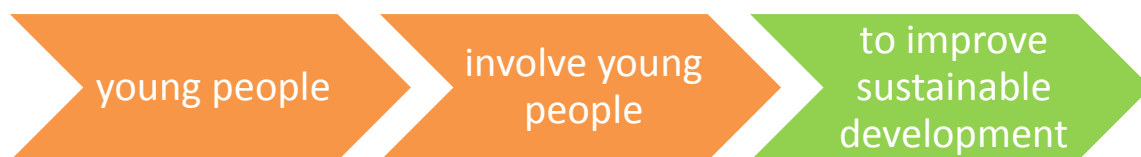
- Youth environmental networks
- Schools and youth groups
- Institutions
- World Organization of the Scout Movement and World Association of Girl Guides and Girl Scouts.

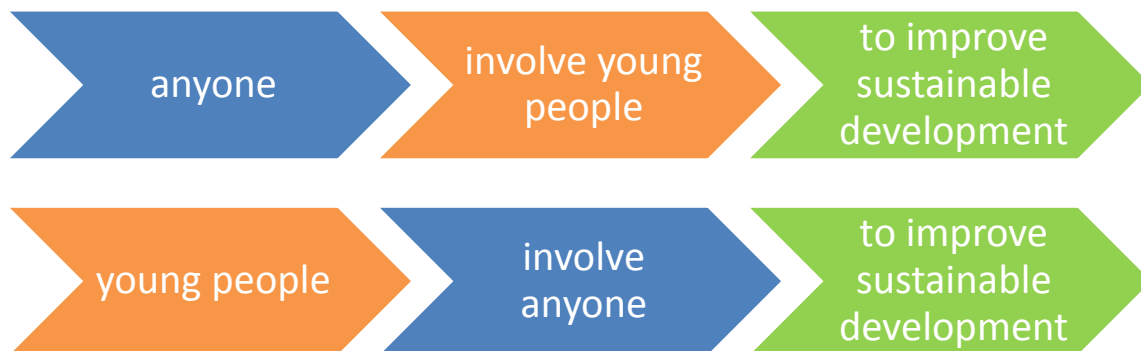
Section e. Reconstructed Theory of Change for the programme

50. This section necessarily overlaps with the Findings section, because the process of reconstructing the Theory of Change (ToC) continued throughout the evaluation: in other words, the ToC is to an extent itself a Finding.

Subsection 3. For young people, by young people, or both?

51. It should be noted that this report will adhere to the convention that **children** are persons aged 5-14 years; **youth** are persons aged 15-24 years.
52. In contrast to Major Groups, Tunza has always seen its target audience as also including individual young people, not just those involved in organisations. But which children, which youth?
53. Right through the Tunza programme we see various distinctions between youth activists and their networks and campaigns, on the one hand, and the every-day environmental behaviour of youth on the other. Presumably the main purpose of the former is to make the latter come about.
54. The vision and outcomes of the Tunza programme are clearly expressed in terms of young people. The means to those ends often, but not always, involve young people. The Strategy does not specify that the means always have to involve young people.
55. The final result of Tunza activities should also presumably be behaviour change towards sustainable development (this is arguably implied but not stated clearly in the Strategy). Mostly Tunza, like UNEP, seems to aim at intermediate goals like, say, “creating a generation of leaders” but these are presumably desired precisely because of their influence, finally, on behaviour, whether by persuasion, the changing of norms or other means.
56. So the motto of Tunza could be any of these three chains of arrows





1. By young people, for young people for sustainable development (e.g. young people design an information campaign directed just at young people)
2. (By anyone) for young people for sustainable development (e.g. adults design an information campaign for young people)
3. By young people (for all) for sustainable development (e.g. young people design an information campaign directed at anyone)

57. All three kinds of pathway can be identified in the implicit Tunza design.

58. One particular problem is that the composition of groups of activists is likely to change unpredictably especially with young people. So if a training course is planned for the members of a network, and members of that network are then supposed to participate in some activity, that does not mean that those participating are those who have been trained, even within the same networks.

59. Perhaps the overall design could be described thus

Tunza activities a) have as their ultimate aim young people adopting pro-environment behaviour, and/or b) involve young people in increasing the adoption of pro-environment behaviour by the population as a whole. There is a particular focus on nurturing the development of young people to be current and future leaders in environmental action, and perhaps to adopt core pro-environment values and dispositions, i.e. to the motivation and ability to act to behave and influence others for the benefit of sustainable development not just in pre-determined tasks but even in new and unpredictable situations.

Subsection 4. Behaviour change

60. DCPI does not itself have a behaviour-change mandate. Historically, it was more concerned with communicating scientific results and advocacy to policy-makers. However the Tunza Strategy means that behaviour change has to move centre-stage.

61. In interviews it was not possible to discern that Tunza had any kind of unified behaviour-change strategy or policy, or that behaviour change thinking featured much in programme design or management. However, it is perhaps possible to reconstruct a theory of (behaviour) change which was implicit in Tunza activities.

62. Any Tunza theory of change must involve intermediate steps in terms of change of behaviour of different stakeholder groups. So an intermediate stakeholder like, say, local councils might try to get families to sort their rubbish. In particular it can do this by increasing their motivation (want to act; for example by convincing them that it is in their own direct interests, or that it is an attractive thing to do etc.) and/or by enabling them to act (can act), for example by providing suitable containers and/or explaining how to do it. Or it can employ an even more indirect method; it can

influence/support groups which try to influence and support their members or others. This could be, say, to support a school campaign to persuade young people to act pro-environmentally, or to provide youth groups or networks with example, a photocopier or travel budget for a meeting.

63. For each type of stakeholder, for example “young people” or “young activists”, we can identify various targeted behaviours, represented by the three left-to-right arrows. We hypothesise that if three conditions are fulfilled then the young people are more likely to actually carry out the behaviour: they have to *want to*, *be able to* and *know how to* carry it out. In each case this may depend on context.

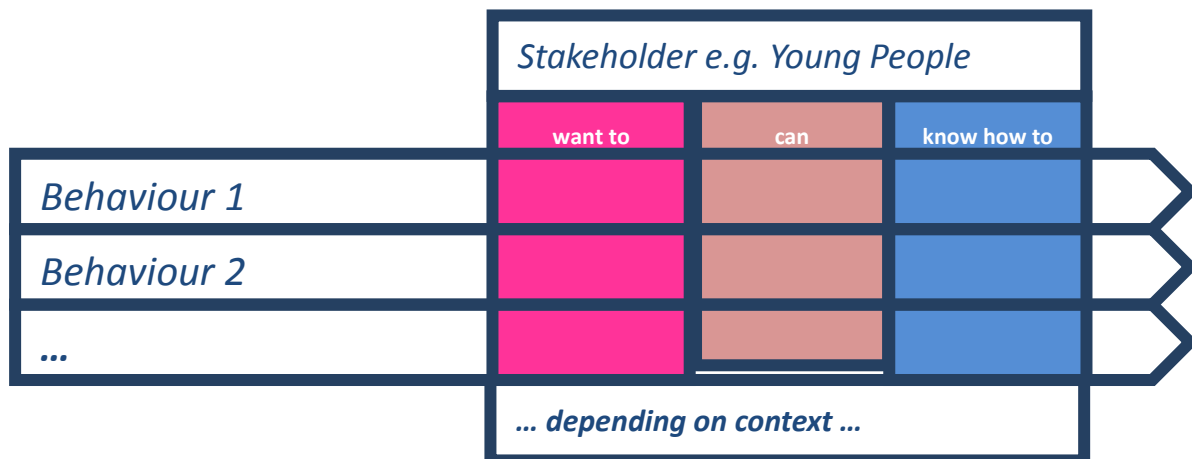


Figure 1: one stakeholder group, several behaviours

64. Motivation (“want to”) could be broken down further into, say, the individual’s belief that
- pro-environmental behaviour is attractive
 - pro-environmental behaviour accords with values
 - pro-environmental behaviour brings individual benefits ...
65. Programmes like Tunza are often better at identifying and addressing resourcing issues (can act) than motivation issues (wants to act). Or both issues are addressed but with respect to different groups of people. Figure 1 helps to clarify that:
- it is important to specify which stakeholder or target groups are involved ...
 - ... and for whom we hope to influence different kinds of behaviour, for each of which various things are necessary such as motivation and resources,
 - The fact that someone is motivated for one desirable behaviour does not mean they are motivated for another. So they might be motivated to travel to a global conference on solar energy but not to write emails to school teachers about, say, saving water in schools. Each of the cells in the diagram above need addressing. Only some young people might ever be motivated to join networks, and their motivation to do that might be substantially different from the motivation of themselves or their peers to sort rubbish or return a reusable container; and the messages or campaigns required might be different.
 - In each case, the context may make a difference. For example being made moderator of a web forum might be a big motivator for youth in one country but less so for youth in another.

To sum up: it can be argued that the final goal of the Tunza mission, in fact of UNEP’s mission, is pro-environmental behaviour change. However, Tunza’s focus on young people cannot be just about changing specific behaviour now but also about nurturing longer-term attitudes, beliefs, dispositions,

capacities, etc. which are *preconditions* for adaptable pro-environmental behaviour in the future: what we have here labelled “Tunza heart”.

Subsection 5. Goals

66. Disconnected goals are acceptable: even relatively disconnected activities aimed at relatively disconnected goals (which is probably the case with Tunza) are quite acceptable if those disconnected results are efficiently achieved. There is no compelling reason why a good programme has to have a single, monolithic goal.
67. So below, some *fragments* of Tunza’s theory of change are illustrated in the next diagrams.
- For each causal link, there will always be additional factors (drivers and risks) which are not shown. There will always be other factors such as legislation (not shown) which would also directly contribute to the desired outcome behaviour and/or moderate the effect of Tunza’s intervention.
 - The diagrams so far do not distinguish much between different specific topics, and/or between specific topics and general pro-environment behaviour.
 - In these diagrams, the symbols =**W,C,K** show which of the factors *Want to*, *Can* and *Know how to* (a simplified version of the columns in the figure above) are likely to be most significantly influenced by the preceding factor.

Subsection 6. Initial set of causal chains

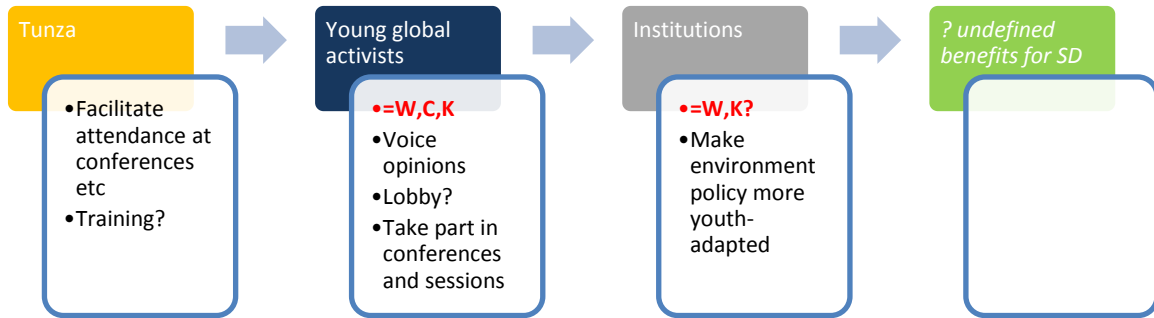


Figure 2: conferences



Figure 3: Tunza magazine

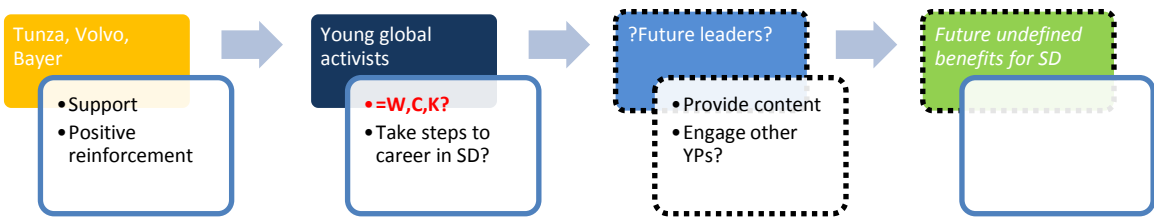


Figure 4: influencing future careers of young global activists?

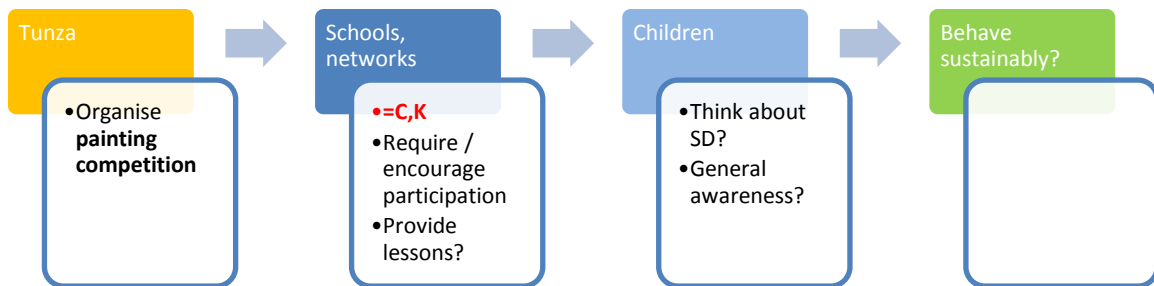


Figure 5: painting competition

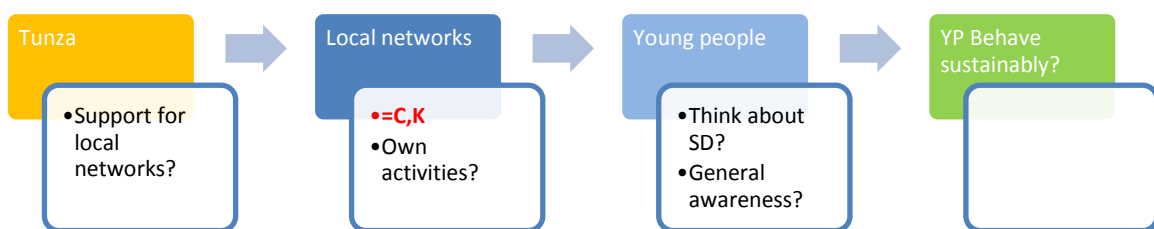


Figure 6: local and national networks

68. There are certainly some other causal chains implied in Tunza activities, but these seem to be the main ones.
69. In summary, although it is possible to discern some potential causal pathways in interview and programme documentation, they seem quite disparate and the longer-term path towards sustainable development is often not convincing.
70. In the figure on the next page, an incomplete attempt is made to put some of these together.

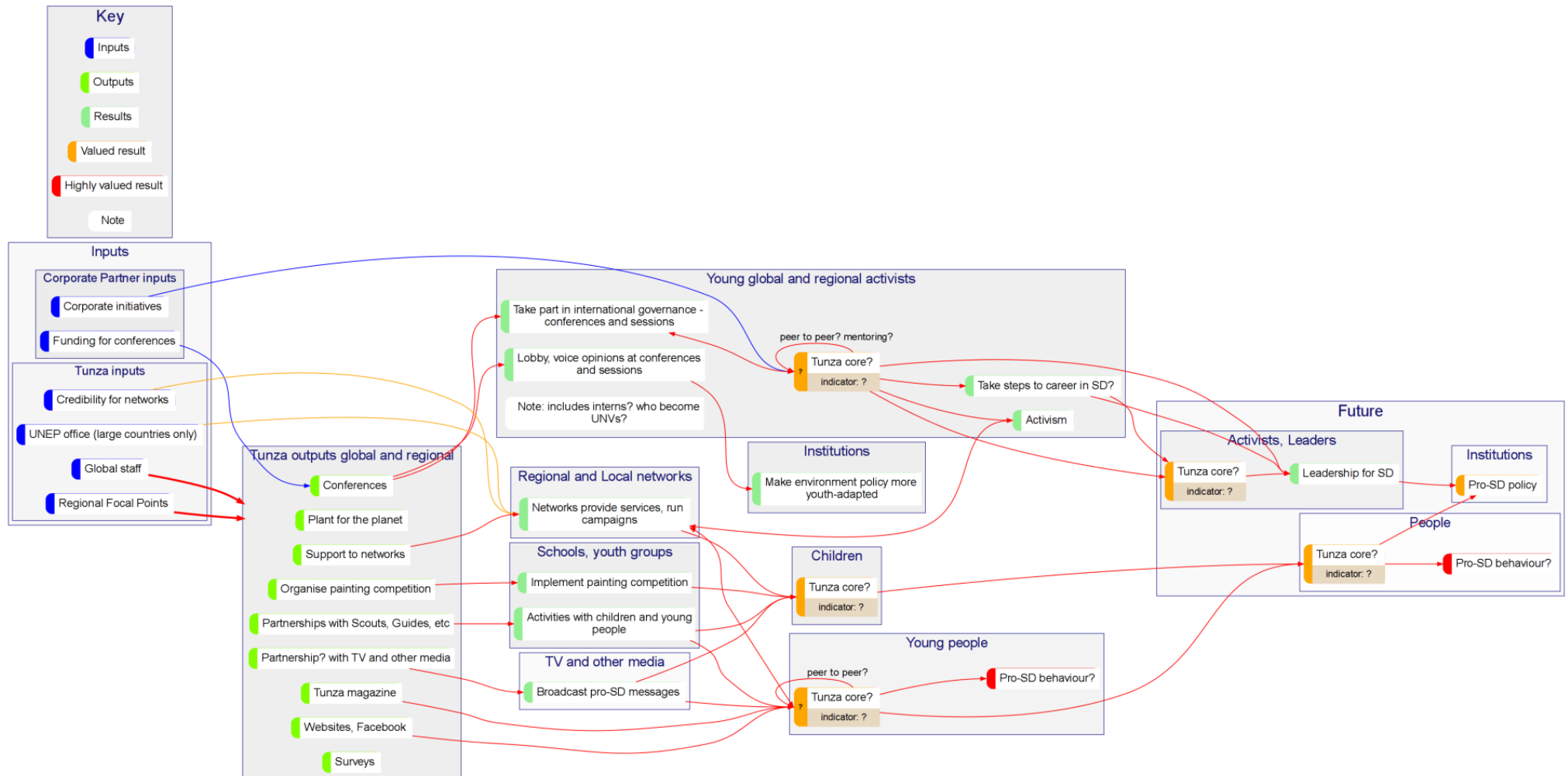


Figure 7: Sketch for a combined theory of change

Subsection 7. “Tunza heart”

71. Perhaps more important for Tunza than any of these specific causal chains is a more general aim of nurturing within stakeholder groups what we could call a “Tunza heart”.

Definition of “Tunza heart”

We can say a **person or network has a “Tunza heart”** to the extent to which they possess a set of *sustainable and adaptive pro-Sustainable Development dispositions*. These dispositions (motivations, capacities and know-how) can also be seen as values, mission and vision, a sense of vocation, etc. These dispositions increase the likelihood they will not only behave in a pro-SD way **now**, but will also **adapt** to new and even unforeseeable conditions, conceive of the best actions to react, and then actually carry out those actions to maximise and promote sustainable development. These dispositions are **self-sustaining** and integrated with other core values and dispositions. This action can relate to local and personal behaviour like, say, recycling waste, but more importantly can use relevant capacities and opportunities to **influence others** and leverage their resources to multiply benefits for sustainable development.

More succinctly: a person or network with a “Tunza heart” has the motivation, knowledge and resources to identify and creatively respond to predictable and unpredictable changing challenges to SD, including finding ways to get others to do the same, and the motivation to actually do it, as well as the deeper values and strength of belief which can sustain this “heart” in the future.

72. As this goal includes deeper change than just, say, learning a skill, it must of course proceed in dialogue with and often led by the activist. It would neither be effective nor ethical to just try to transmit messages and values from the top down.



Figure 8: Tunza heart

73. This is certainly a laudable aim and would simplify our ideas about what Tunza is supposed to do. Specific causal chains could be developed for
- Global young activists
 - Local young activists and their networks
 - Any young people influenced by Tunza

... and perhaps, indirectly, to others too, for example families, schools and perhaps institutions.

Conceptually the difference between “activists” and “general youth” is that we just want “general youth” to have the “Tunza heart” (will and knowledge and motivation and values) *to live sustainably*; whereas with activists we want them to have a Tunza heart which will also lead them *to influence others to live sustainably*.

74. So what Tunza usually calls “awareness-raising” and also “capacity-building” could be understood as different contributions to building different aspects of a Tunza heart. The point is that the awareness-raising and capacity-building are not ends in themselves but have the ultimate goal of living, as individuals and groups, in a way consistent with the environment.
75. This might also be the best way to understand the role of mentorship – to go beyond merely supporting specific activities to actually putting specific young people in the focus of Tunza’s work and nurturing their development individually. Former global-level activists could play this role with up-and-coming young people.

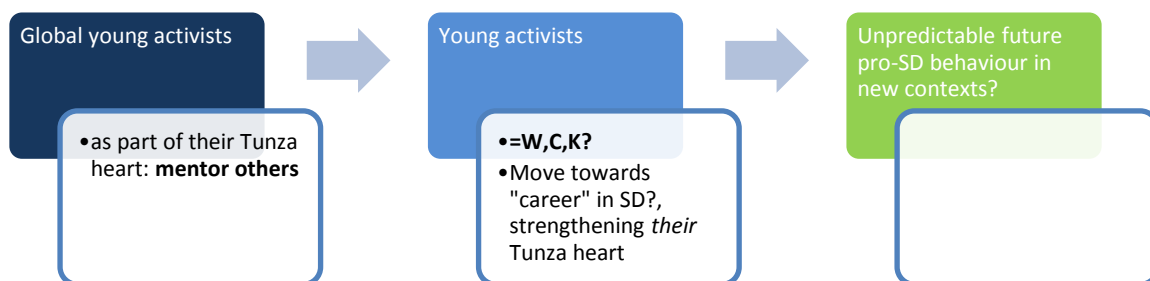


Figure 9: role of mentorship and peer support

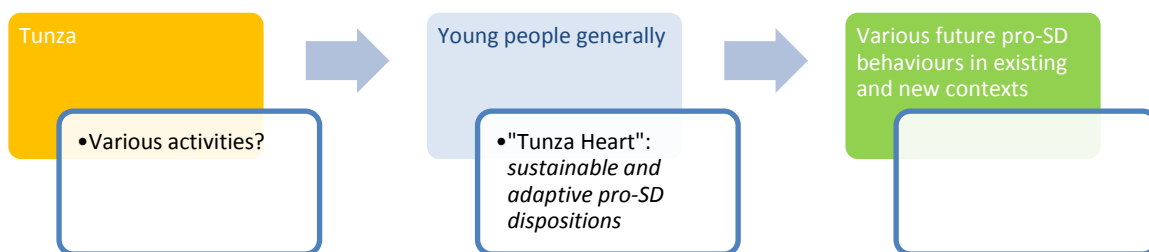
76. One could conceive of the whole Tunza programme as being more about trying to nurture these kinds of dispositions (“Tunza heart”) rather than to follow any of the more specific and detailed causal chains illustrated above; those chains can even be understood ideally as consequences of the fact that young people have a strengthened “Tunza heart” and spontaneously and independently design and carry out the downstream interventions, i.e. those which are beyond Tunza’s direct influence, like influencing local networks.
77. Any attempt to build a unified ToC taking account these causal chains in addition to the initial set shown above would have difficulties reconciling these core dispositions, which are very general, with the more specific behaviours in the initial set.
78. Of course there are challenges using these kinds of high-level aims to outline a programme:
 - It is important to have a clear and workable idea of *how* they are to be achieved – it is not enough to have just a vague assumption that varied exposure to various activities and messages will regularly succeed in improving core dispositions as described here, without much evidence of what works.
 - Monitoring and measuring causal chains which go through “improved dispositions” is very difficult, because intermediate and outcome variables are unpredictable and because the dispositions themselves are hard to measure. Still, the fact that they are hard to measure does not mean they do not exist and might not be effective.

CHAPTER 3. THE EVALUATION

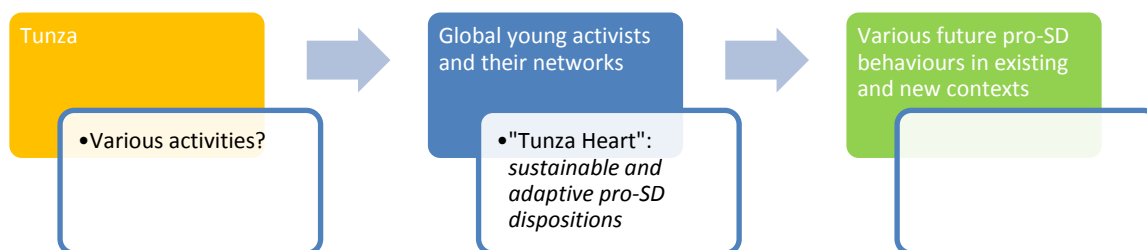
79. A Terminal Evaluation for Tunza is mentioned in the Strategy and was requested by Tunza staff at completion of phase 2 of the Tunza program. Tunza activities came under a “costed workplan⁷” and there was no project document specifically for Tunza.
80. According to UNEP Evaluation Manual guidelines, a Terminal Evaluation is undertaken to assess programme performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the programme including their sustainability. The evaluation has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP and key programme partners. Therefore, the evaluation will identify lessons of operational relevance for future programming with youth and children at UNEP, including for any future phase of the Strategy.

Section f. Conclusions on Theory of Change

81. As discussed in Section e, the Tunza Theory of Change was not very explicit. On p. 17 some possible fragments of a ToC are listed and Figure 7 shows an attempt to join up various fragments into a single picture.
82. The various fragments and various iterations of the overall picture were used as a framework for data gathering during the evaluation. However the impression that emerged is that the most realistic focus is just on the following generic causal chains:



⁷The vast majority of the work of DCPI prior to the 2010 Programme of work was done in a 'costed workplan' modality .i.e. the Division put together a list of things it would do and an associated budget line (i.e. no Project Document for activities unless donor funded as a project).From 2010 onwards there was a move to put all subprogramme activities into projects. So there is nothing unusual in the fact that Tunza was not formally conceived as a project, although henceforth it is a requirement.



83. It is these two chains which will be used as the basis for the discussion of Effectiveness in Section n.
84. In the discussion we will also try to gloss over the difficult question of how much the middle box in the second diagram is about increase in *numbers of activists* with some pro-SD dispositions or about very focussed training and nurturing of a few key people, or about increasing "Tunza heart" in *existing* activists.

Section g. Overall Approach and Methods

85. This evaluation has been conducted by an independent consultant under the overall responsibility and management of the UNEP Evaluation Office in consultation with the Tunza Programme Manager and the Sub-programme Coordinators and Regional Focal Points.
86. A participatory approach was used. Key stakeholders were kept informed and consulted throughout the evaluation process.

Subsection 8. Instruments

87. 5. The findings of the evaluation are based on the following.
- A desk review of documents
 - Interviews – face-to-face and via telephone / Skype (including Junior Board and TYACs and other stakeholders)
 - Field visits within Kenya and to Bahrain (Regional office)⁸.
 - Online survey of Tunza alumni (including Junior Board and TYACs as well as others who have been actively engaged with Tunza and other stakeholders – 178 respondents. For more details, analysis and limitations of the survey see p. 93.
 - Collaborative documentation of successes – UNEP staff contributed to an online spreadsheet with evidence of contributions to outputs mentioned in the Strategy. This forms the basis of the findings in Section k.
 - Online discussion / "crowd-sourced evaluation process" – a private online forum to discuss some key themes emerging from the evaluation process. Invitations were sent to over a variety of key stakeholders in waves – UNEP staff, former TYACs and Junior Board, corporate partners. See p. 124.

⁸ For financial reasons it was not possible to visit more Regional Offices.

Section h. Evaluation framework

Subsection 9. Evaluation questions

88. Alongside the general evaluation questions, which form the subheadings of the Findings section, there are some additional questions specific to Tunza, as listed in the ToR.
89. About 25 interviews were carried out in Nairobi and Bahrain at the start of the evaluation using this preliminary set of evaluation questions which both helped to refine the questions but also provide preliminary answers to them.
90. The discussion points in the “crowdsourced evaluation” were basically somewhat provocative formulations of the evaluation questions, combined where appropriate.
91. The online survey was designed primarily to answer questions about the influence of Tunza activities on alumni.
92. Additional interviews were subsequently carried out by telephone or email to meet information gaps not covered by the above methods.
93. The answers to these questions are synthesized in the Findings section, paying special attention to how the key informants themselves answered (reformulations of) the evaluation questions in the “crowd-sourcing” process.

Subsection 10. Evaluation Learning, Communication and outreach

94. The aims and method of the evaluation have been explained approximately to most of the key stakeholders at UNEP globally.
95. Interest was raised in the planned “crowd-sourced evaluation” approach, in particular by holding a “brown-bag” discussion at the UNEP Headquarters in Nairobi on the methods to be used, and participation in this was intended to improve buy-in for those who took part.
96. The online survey of Tunza youth also aimed to improve ownership a little in those who participated.
97. A workshop was held presenting preliminary findings and focussing on key recommendations was held at UNEP Headquarters in July 2015 and was attended by key stakeholders

Section i. Evaluability and Evaluand

98. In one wider sense, Tunza is sometimes used, especially beyond UNEP, as the name for some or all of the young-people-focussed activities within DCPI of the Outreach Unit⁹.
99. However this evaluation will focus on the document to which staff refer for concrete objectives, the Second Tunza Strategy paper. This does list over fifty activities although they are specified quite vaguely, without concrete targets, which makes it difficult to assess progress against them, a design issue which is reflected in the rating for project design. Still, the list of activities is useful and served as the basis for the Activities headings in the Findings section.
100. Higher-level objectives or goals, or means to attain them, are not clearly spelled out in the strategy which only establishes the broadest of aims and objectives

⁹ Outreach Unit also covers activities focussed on sport

101. There is no ID for Tunza in the UNEP Programme Information Management System (PIMS¹⁰) and there is no project document which might have retrospectively defined objectives and how to verify them. Tunza activities appear in just one box of the newer Results Matrix. From 2010 onwards there was a move to put all sub-programme activities into projects, but this did not happen for Tunza.
102. Further, the financial resources set aside specifically for this strategy are unclear so it is difficult to use expenditure information as the basis for defining the evaluand: expected results are also not defined there, and there is some considerable lack of clarity about planned and actual inputs including donations and also staff assignments as well as about which inputs, especially donations, are assigned to which activities.
103. Finally, the dividing line between sport-focussed and youth-focussed activities and responsibilities was very permeable. Job titles do not mention Tunza explicitly. The way in which individual staff members have been assigned (in terms of formal responsibilities and in terms of actual workload) has been unclear.
104. So Tunza was, in one sense, more of an informal grouping of activities than a defined project or programme. This is despite the fact that, paradoxically, it has been one of the most visible parts of UNEP's work, particularly in terms of youth engagement.

Subsection 11. Conclusion and limitations of evaluation approach

105. The above challenges mean that it is very difficult to evaluate planned activities against planned results against planned inputs.
106. The Programme largely presents itself as a collection of about 50 relatively separate activities: higher-level aims can be discerned but not with any certainty. It also questionable how much the answers to any given question in the Review template can be aggregated across activities, to answer overall questions on efficiency, effectiveness etc.
107. The situation is not however quite as gloomy as it might seem, either for Tunza or for the possibility of evaluating it. Tunza was born in an era before results-based management (RBM) was standard in UNEP; it would be a mistake to ignore Tunza or its achievements just because those achievements were not the result of an explicit theory of change. Most organisations have cross-cutting or thematic areas of work which are not clearly delineated; it is neither possible nor desirable to see everything in terms of a project plan. Yet Tunza did seem like a lot more than just a strand or a theme and was often caught in the limelight – or the spotlight – looking very much like a high-profile programme.
108. It is important to learn from Tunza's successes and failures even if the programme itself was not very clearly delineated, for the sake of what we can learn in general about children-and-youth-focussed activities within UNEP. There is after all no question that UNEP has to involve young people, the only question is how. And as "involvement of young people" at UNEP has been to a large extent equated with Tunza, a great deal can be learned from the Tunza story about what works and what doesn't with young people. This is learning which will be essential in ensuring that UNEP increases its effectiveness in involving and communicating with young people.
109. Further limitations of individual evaluation methods are outlined in their respective Annexes.

¹⁰ Tunza is however mentioned in the narrative of three other projects

CHAPTER 4. EVALUATION FINDINGS

110. This chapter is organized according to the evaluation criteria presented in II.4 of the TORs and provides factual evidence relevant to the questions asked and analysis and interpretations of such evidence. Ratings are provided at the start of the assessment of each evaluation criterion.

Section j. Strategic relevance:

Strategic Relevance: Satisfactory. The overall relevance of environmental issues addressed is high, and the programme was in line with policies. There was some adaptation of approach to stakeholders in different regions.

111. Note: the question of the adequacy of the project design to achieving its own objectives, which could also be understood as part of the question of relevance, is addressed under Effectiveness in Section n.

Subsection 12. Global, regional and national environmental issues and needs

112. Above all, as many respondents argued, the future of the planet depends on whether future generations will live sustainably. It is imperative that the UN system is involved in helping to shape the way the planet's future citizens will live. There were virtually no dissenting voices about Tunza's headline vision or with the specific environmental areas of work, though some respondents said that climate change was not given enough priority.

113. The Strategy claims "There is, nevertheless, a growing interest in the environment and UNEP among young people, particularly those in schools and community and young people's organizations", and Tunza itself makes similar claims. It is difficult to find data on whether young people's support for the environment is really growing, but an analysis carried out for this evaluation (see Annex VIII) from existing World Value Survey data (representative samples of at least 1000 in each country) would suggest that actually the opposite is the case; overall interest in environmental protection is falling at least when compared with support for economic growth, and support in the younger generation is no stronger. This however does not negate the underlying message and would make it even more important to promote environmental issues in amongst the young and to address how the environment is related to their apparently competing worries about employment and economic prosperity.

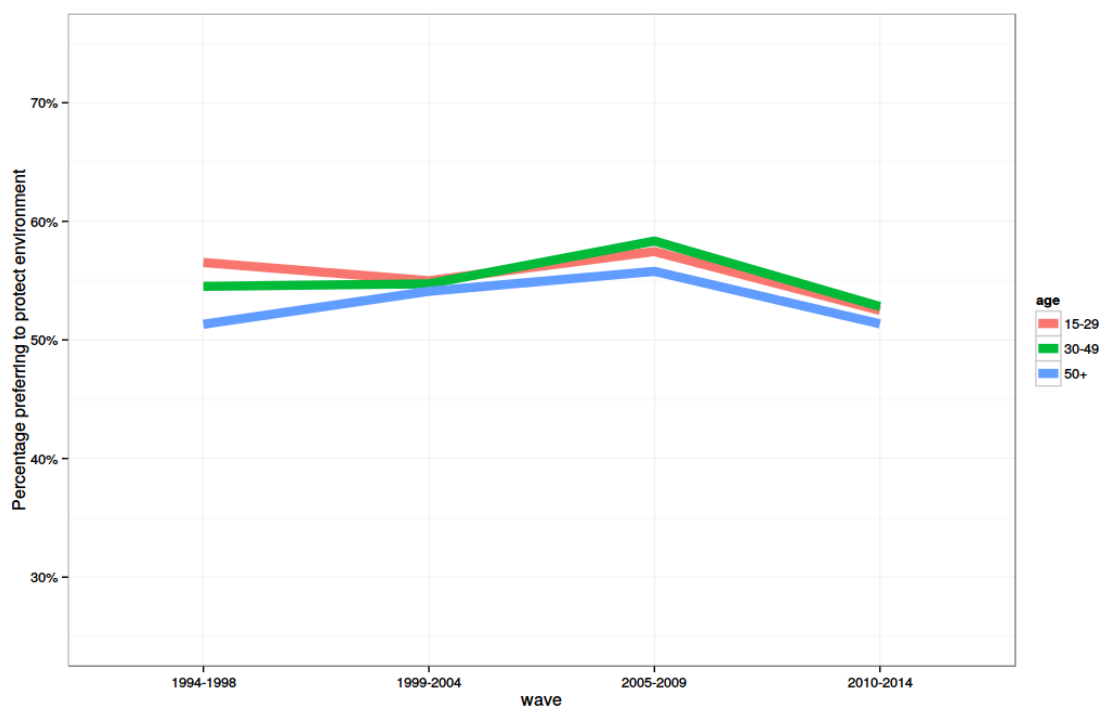


Figure 10: % of world populations preferring environment over growth (see Annex VIII). Representative samples of at least 1000 in each country. Number of countries: 1994-98: 52; 1999-2004: 39; 2005-9: 57; 2010-14: 59.

114. Many young respondents would have liked to have seen the Tunza programme make stronger links with their interest in employment in general and green jobs in particular.
115. There was also a lot of interest in Education for Sustainable Development (ESD) in the post-2015 agenda, and many suggested this is an area Tunza is well suited to contributing to.

Subsection 13. Relevance in regards UNEP’s mandate and alignment with UNEP’s policies and strategies at the time of programme approval

116. The main legislative mandate for the development of the first strategy included “Agenda 21, Chapter 25, Children and Youth in Sustainable Development, General Assembly resolution 50/81, the World Programme of Action for Youth to the Year 2000 and Beyond, and UNEP Governing Council decision 21/22, Engagement and Involvement of Children and Youth in the work of UNEP. The Johannesburg Declaration on Sustainable Development specifically mentions that it responds to the voices of the children of the world and the Plan of Implementation emanating from the World Summit on Sustainable Development requested Governments and the UN to develop the capacity of young people to participate, as appropriate, in designing, implementing and reviewing sustainable development policies and strategies at all levels”¹¹
117. UNEP’s Medium Term Strategy (MTS) is a document that guides UNEP’s programme planning over a four-year period. It identifies UNEP’s thematic priorities, known as Sub-programmes (SPs), and sets out the desired outcomes of the SPs, also known as Expected Accomplishments.

¹¹ Taken from the Strategy Document

118. Young people are mentioned only twice in the relevant MTS (2010-13)¹², and both times in the context of outreach. Neither “youth”, “young people” nor “children” are mentioned at all in the newer MTS (2014-17). Of these three phrases, even the Programme of Work 2014-6 only mentions “Outreach and education tools and campaigns developed to raise awareness of citizens, particularly of young people, of the benefits of more sustainable purchasing and shift towards more sustainable lifestyles”, with DCPI responsible. There is a newer checklist for projects which mentions children and youth but only in the context of possible negative impacts (though it does mention involving relevant stakeholders in general).
119. Resolution 68/130 (UN General Assembly, 2014) on Policies and programmes involving youth specifically highlights the aspect of the Tunza strategy (see Subsection 3) related to youth influencing youth, in particular within the UN: Ways to promote effective, structured and sustainable youth participation in designing, implementing and assessing United Nations youth policies, programmes and initiatives (Resolution 68/130)
120. Many respondents said that it was difficult to judge Tunza alignment with UNEP strategy because the Tunza strategy itself was unclear:

Why is youth and sport part of the same mandate? More because they are high-visibility in terms of a communications mandate rather than because they belong together programmatically. This doesn't make sense. (Youth activist).

No-one understands why there is not a clearer overall strategy paper for youth in UNEP (UNEP staff member).

Subsection 14. Gender

121. Tunza has not had a major focus on gender, although there is awareness that climate change and other environmental problems are likely to affect women and girls the most and some materials reflect this. Results from the online survey (for more details, analysis and limitations of the survey see p. 93) suggest that there are very substantial gender differences in the way the *Tunza audience* behaves at least in this setting: There is a very strong gender effect. Those with very sceptical opinions, and those with very low positive opinions, were all male. Almost all those expressing very positive opinions were female. This suggests that Tunza participants have quite different, gender-specific styles of expressing themselves which need to be taken into account.

¹² Awareness-raising, outreach and communications: 57. UNEP will inspire and promote environmental action and innovation in the six cross-cutting thematic priority areas. This will be achieved through awareness-raising, outreach and communications, including education and training, all of which will be integral to delivering on the six cross-cutting thematic priorities. The activities will include the development and implementation of UNEP communication and outreach strategies and programmes, in particular the agenda for the annual World Environment Day celebrations, and in a broader sense the Special Events and Awards programme strategy, building on initiatives such as those involving children, youth and sports, and the Billion Tree Campaign. (...) 59. As required, special outreach products and programmes related to the cross-cutting thematic priorities will be developed to support and supplement substantive activities undertaken by UNEP divisions and regional offices. Civil society, including children and youth, and the private sector will be reached through tailor-made outreach products and campaigns that will be developed with UNEP divisions and regional offices. Civil society will also be engaged to assist with UNEP outreach efforts.

Subsection 15. Relevance for key stakeholders;South-South; inclusion of indigenous peoples' needs.

Countries and regions

122. There are strong indications that the UN as a set of brands means relatively much more in most countries of the global south than it does in the north.

You don't get it, in my country, the UN logo is really cool and means a lot. (Youth activist).

123. On the other hand, UNEP as an agency is too small to have technical expertise in every country.

124. Regions were sometimes able to spend time developing region-specific activities:

... when we did the regional conferences, like the one in South Africa in Nov 2011, we made sure that the message of sustainability and sustainable lifestyles was adapted to the African audience, ensuring that youth understand that many Africans already live sustainable lifestyles perhaps not out of will but out of the conditions they are in.

125. The UN may have a different role in countries such as many of those in the Middle East where there is not such a strong tradition of voluntarism and youth autonomy. So the Theory of Change may have to be adapted in these countries too, and there is some evidence that this is the case.

There is a very different situation in the different regions. We don't even have youth clubs, not really (UNEP staff member).

126. Respondents had both positive and negative feelings about the need for national-level Tunza chapters. But progress on establishing them is slow. Resources have to come from the private sector.

There isn't a clear idea of what Tunza is supposed to be beyond the funded activities, how we are supposed to take the ball and run with it. (Youth activist).

When we did stuff on our own, we never knew if it was supposed to be a Tunza activity or not. (Youth activist).

127. Some young activists did not really like what they saw as being used as “cannon-fodder” for campaigns designed from above.

The campaigns are like silencing us, telling us what to do. We don't need so many campaigns from above. (Youth activist).

128. As a relatively small agency, UNEP struggles to spread its attention across all the member states; and this is particularly true for Tunza. While it has had ambitions to at least maintain relationships with individual young people and their groups in all countries, in practice these relationships are largely limited to those countries where there is a regional head office.

129. Example: In Bahrain, there are very few Chief Security Officer (CSOs) working on the environment. Tunza support for a branch of Rover Scouts in their work on marine ecological research and campaigning means a lot in such a CSO landscape. Again, the UN blue flag makes a difference for

them in negotiations with national authorities. Respondents from this organisation were aware of the situation in other regions and pointed out that in the Middle East:

- There are fewer CSOs and more bureaucracy involved in setting one up.
- There is less autonomy for CSOs
- There are fewer youth groups of any kind
- There is less awareness of the environment
- It is harder to challenge business and government

130. Another good example is the proposed strategy for Tunza North America¹³, which takes into account the low profile of Tunza on the continent but also notes the interest of North American young people in volunteering and extra-curricular activities.

Children

131. Many respondents, while praising the overall vision of including children (i.e. people younger than 14) in Tunza activities, were sceptical about the success of these activities. The problem of proportionality (see 0, a very few young people suddenly travelling the globe) is even stronger with young children; several respondents said that particularly amongst the children it seemed that they had been thrust into the limelight by their parents rather than of their own volition. Yet apart from the painting competition and the mere consumption of materials, respondents said there were fewer suitable and meaningful opportunities for children.
132. On the other hand many respondents, especially young people themselves, said that early involvement is very important. Interestingly though, respondents in the online survey thought that the effect of attending a global conference was more lasting on persons *over* 14 than *under* 14.

Section k. Achievement of outputs

Achievement of outputs: Satisfactory. Most but not all of the planned outputs were in fact achieved on time and as planned up to about 2013 when most corporate funding was withdrawn. There are, however, many scattered examples of outputs in excess of what was planned and probably many other outputs which have not been adequately documented at least at global level. In most cases, the Strategy does not specify performance indicators but the quality and timeliness of outputs seems to generally have reached implied standards. The level of achievement of outputs dropped off significantly in the latter phase of the Programme.

133. These sections is based on the results of the collaborative documentation of successes, see Section k.

These sections are quite long, continuing to p. 37, but are presented in their entirety rather than being consigned to an Appendix because they give a strong impression of the impressive and perhaps even bewildering range of activities which Tunza was involved in. The reader is invited to skim through these pages and read some parts more closely as required.

Subsection 16. Consolidating and expanding the Tunza network

Maintenance and some consolidation of mailing lists

134. Activity from Strategy Document: 1. *The new Tunza strategy will consolidate all existing children and young people's networks within UNEP and will seek to expand further the networks to include as many children and young people's organizations, schools and partners as possible. UNEP currently has several networks managed by regions and programmes in divisions dealing with young people. These networks will be consolidated to maximize outreach to young people.*
135. Defined direct target groups: Children's e-list- C-gen@unep.org, Youth list - Youthnet@unep.org. Youth advisors- Youthret@unep.org. Junior board - junior_board@unep.org
136. Achievements since 2009 global: Tunza electronic lists continue to be managed by a UNON-managed list serve database "Majordomo" / <https://listserver.unon.org/cgi-bin/majordomo?module=modify>. In November 2012 Tunza staff were requested by the UNEP Information and communications technology (ICT) team to develop a new e-list database which would enable Tunza to consolidate all E-lists as it would have one single registration port. This was not finalized. The regions still manage their regional lists separately. The [postal] mailing list however is consolidated and managed by the publishing unit in DCPI.
137. The Tunza mailing list includes around 30,000 organisations, from very small to very large and including the World Organization of the Scout Movement and World Association of Girl Guides and Girl Scouts.
138. Achievements since 2009 Latin America Caribbean: Established a new youth and children database for the region (using google drive) in 2014.
139. Achievements since 2009 North America: Established a youth database consisting of children and college students on MailChimp in September 2013.
140. Achievements since 2009 Europe: Conducted a mapping to include additional youth groups to the network.
141. Achievements since 2009 Asia Pacific: Established youth database since 2011.
142. It seems like there was reluctance to merge and use the email databases because of understandable concerns over privacy or fears that the list could be used to send spam or just unwanted messages – concerns which could however have been addressed.

Successful linking with other partners amongst UN agencies; less outside.

143. Activity from Strategy Document: In addition, UNEP will also link its networks to those of key relevant partner organizations such as *The United Nations Educational, Scientific and Cultural Organization (UNESCO)*, the United Nations Human Settlements Programme (UN-Habitat), the United Nations Children's Fund (UNICEF), the World Association of Girl Guides and Girl Scouts and the World Organization of the Scout Movement.
144. Defined direct target groups: Youth 15-24 years
145. Ensuring that all youth information and activities shared through the UN Interagency portal. UNEP is member and is registered in the UN Youth SWAP member list- <http://unyouthswap.org/bla/network-members>. UNEP is also listed in the UN youth programmes-<http://www.un.org/youthenvoy/youth-un/un-programmes-youth/page/2/>
146. Achievements since 2009 Asia Pacific :UNEP is part of the UN Interagency group on Youth in Asia Pacific. UNEP has undertaken a number of joint activities with UN agencies. In 2013-2014, UNEP and UNESCO organized a joint activity to promote sustainable activities in schools in commemoration of the end of the UN Decade of Education for Sustainable Development. In addition, UNEP has

partnered with UNESCAP and UN Habitat on youth activities in the region, mostly by identifying Tunza youth to participate in meetings they organize. A number of Tunza youth have been active in helping the two organizations for organize and outreach to young people.

147. Achievements since 2009 West Asia: Youth Regional Forum on Innovation and Sustainable Lifestyles

148. Achievements since 2009 West Asia: Youth Campaign on environment protection

149. Achievements since 2009 Latin America Caribbean: Tunza LAC youth have collaborated with many consultations and events related to the post2015 agenda and the Sustainable Development Goals (SDGs). Tunza Latin America and the Caribbean (LAC) also worked together with The Earth Chapter at a youth consultation for UNESCO Education for Sustainable Development Conference, November 2014, Japan.

150. Achievements since 2009 Europe: extensive partnership and exchange of information and knowledge with the WHO Europe youth network

Maintenance of and some increase in sub-regional networks

151. Achievements since 2009 Asia Pacific: Established 5 Tunza subregional youth networks - **Central Asia, Pacific, Northeast Asia, Southeast Asia and South Asia**. Each of the 5 Tunza Asia Pacific networks are still active, have their own secretariats with a facilitator and staff. The Central Asia Youth Environment Network is now under the UNEP Regional Office for Europe (ROE). Most of the Asia Pacific Tunza YENs undertake other activities for youth for the network with funds they raise. Each network has national focal points in countries in their sub-region, which are youth organizations in the country. Membership now stands at 2605 youths and youth organizations in the region. National YENs were established in two countries – Philippines and Thailand. The Philippines YEN is housed in the Ministry of Environment in the Philippines, while the Thailand YEN has mixed result. Initially supported and housed in the Ministry of Environment, this support has waned because of political changes. Currently it is run by a Tunza SEAYEN member.

152. Achievements since 2009 Africa: Organized Tunza networks in the Region are still active at National Level, among the most active are Liberia, Gambia, Ethiopia, Kenya, Togo, Tanzania and Nigeria

153. Achievements since 2009 Latin America Caribbean: Tunza LAC has worked empowering the youth and the special days, the UN thematic years and others UNEP global events. One important process in the region is the consolidation of the regional network and the development of national networks, with the support of ministries of environment. Tunza is working and advising the creation of Mexican and Brazilian networks. - World Water Day (march 22), World Earth Day (April 22), World Biodiversity day (May 25), World Environment Day,(June 5), World Youth Day (August 12). 2011 - Year of Forests, 2012 - Rio+20, 2013 - Water Cooperation, 2014 - Small Island Developing States (SIDS), 2015 - Soils COP, the Convention on Biological Diversity (CBD), UNEA.

154. Achievements since 2009 North America: The North American Tunza Youth Network, (TunzaNA), was founded in 2008 by UNEP's Regional Office for North America (RONA), under the Kick the Carbon Habit campaign. It was incorporated into the broader Tunza Network in 2009. TunzaNA initially comprised of 20 youth representatives between the ages of 18-24 years from the U.S. and Canada. The purpose of TunzaNA is to promote youth engagement with UNEP and to facilitate youth input in local, national and international environmental fora. To further strengthen the TunzaNA network in 2013, UNEP RONA has taken a slightly different approach than in previous years. In addition to continuing with the existing Tunza youth programme elements such as the International Children's Painting Competition, RONA has included the following steps: Creation of a Youth Fellowship; Development of TunzaNA website (www.unep.org/tunza/NA) (currently under the final stages of development); Utilization of social media tools; and Partnership building to enhance the promotion of TunzaNA activities.

155. Although there has been an effort since 2013, with some successes to launch country chapters of Tunza, there are no direct resources to run Tunza country offices. At the moment there are offices in Kenya and Brazil only. The office in Kenya is in fact a local youth environmental organisation which is taking a lead role in establishing a Tunza for Kenya, with some support from UNEP. This Nairobi-based organisation struggles to be nationally relevant, with about 10 (local) young people per week coming to volunteer. The vast majority of countries have only a minimal UNEP presence.
156. Bayer funds, presumably from the “Regional conferences” budget line, were also used to support regional projects and activities, e.g. 25 000 USD for TunzaNA in 2013.

Subsection 17. Organizing the Tunza conferences and workshop: 5 Global youth conferences- 4 Tunza global International children and youth conferences; 15 conferences in Asia Pacific, nearly 30 regional conferences in total. Many inputs into regional governance processes.

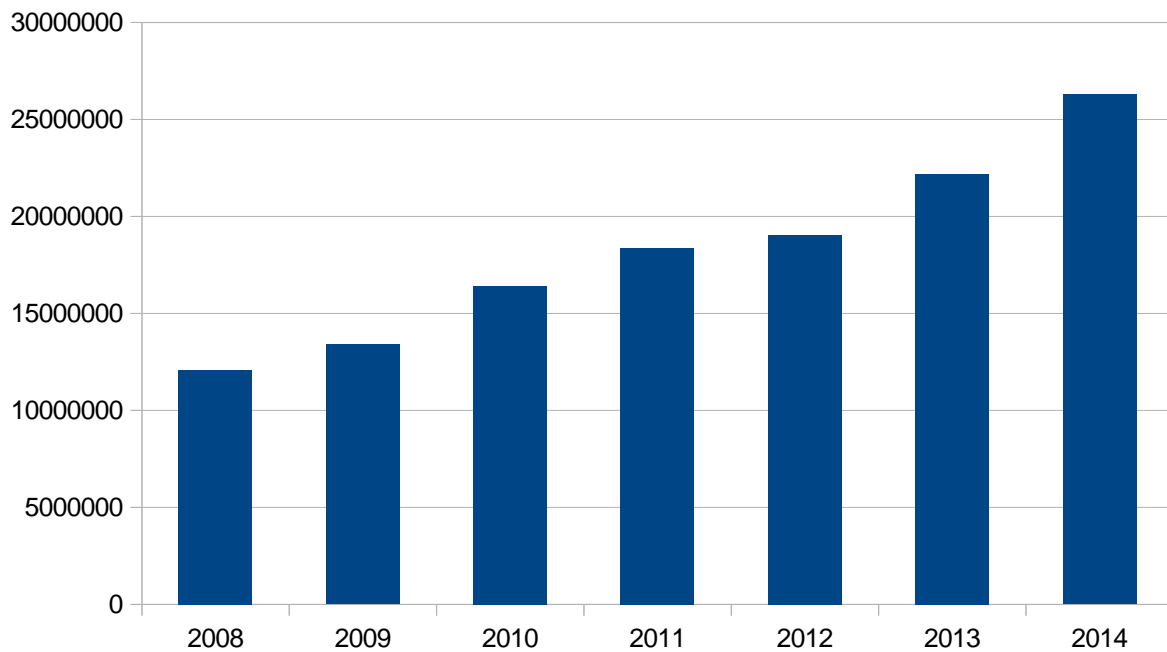
157. Activity from Strategy Document: *Synergies with the Tongji International Students Summit on Environment and Sustainability will be explored, as an annual event contributing to Tunza*¹⁴
158. Defined direct target groups: Young people between 15-24 years
159. Achievements since 2009 global: 5 Global youth conferences- 4 Tunza International children and youth conferences, Daejeon Korea - 2009, Nagoya Japan 2010, Bandung Indonesia 2011, Nairobi Kenya 2013. International Children's Painting award ceremonies - held alongside Tunza conference in Daejeon Korea, 2010 Nagoya Japan, 2011 Bandung Indonesia, 2012 Rio de Janeiro, Brazil, 2013 New York, USA, alongside Champions of the Earth, 2014 UNEA- Nairobi, Kenya UNEP HQ.
160. Achievements since 2009 Asia Pacific: 15 conferences. Tunza Asia Pacific young people from different sub-regions were able to plan and implement youth actions and plans during the year. These conferences also significantly increased the membership of TUNZA in each sub-region. Membership now stands at 2605 youth organizations in the region. Through these conferences, platforms for sharing youth activities were developed and youth engagements have increased substantially due to the active social media presence of TUNZA in the region. Environmental activities and projects undertaken by youth in their schools, communities and homes have also increased. Effective Asia-Pacific youth statements were produced during these conferences and communicated in important events like Rio+20.
161. Achievements since 2009 Africa: UNEP Regional Office for Africa (ROA) has held 2 regional youth conferences and 1 regional children's conference. This has led to increased awareness on the Tunza Africa Youth Environment Network (AYEN). The network is currently linked with other youth environmental networks within the region giving it access to over 5,000 young environmentalists. AYEN conferences are usually held to coincide with major environmental meetings and/ or celebrations, such as the African Ministerial Conference on Environment (AMCEN) and World Environment Day, to further publicize the network. During this time, Tunza AYEN contributed to the discussions of the African Union Summit held in 2011 through a paper entitled; "Youth Involvement in Sustainable Development". Also, through the Tunza strategy, youth involvement is impacting the work of AMCEN through the regional policy level and ministerial meetings. UNEP has been able to engage with over 80 African universities through the Mainstreaming Environment and Sustainability in African Universities (MESA) Partnership Programme to mainstream sustainability concerns into teaching, research, community engagement and management of universities in Africa.

¹⁴ Strangely, the most expensive and visible part of Tunza, the conferences, are not explicitly mentioned in the Strategy though they are certainly implied.

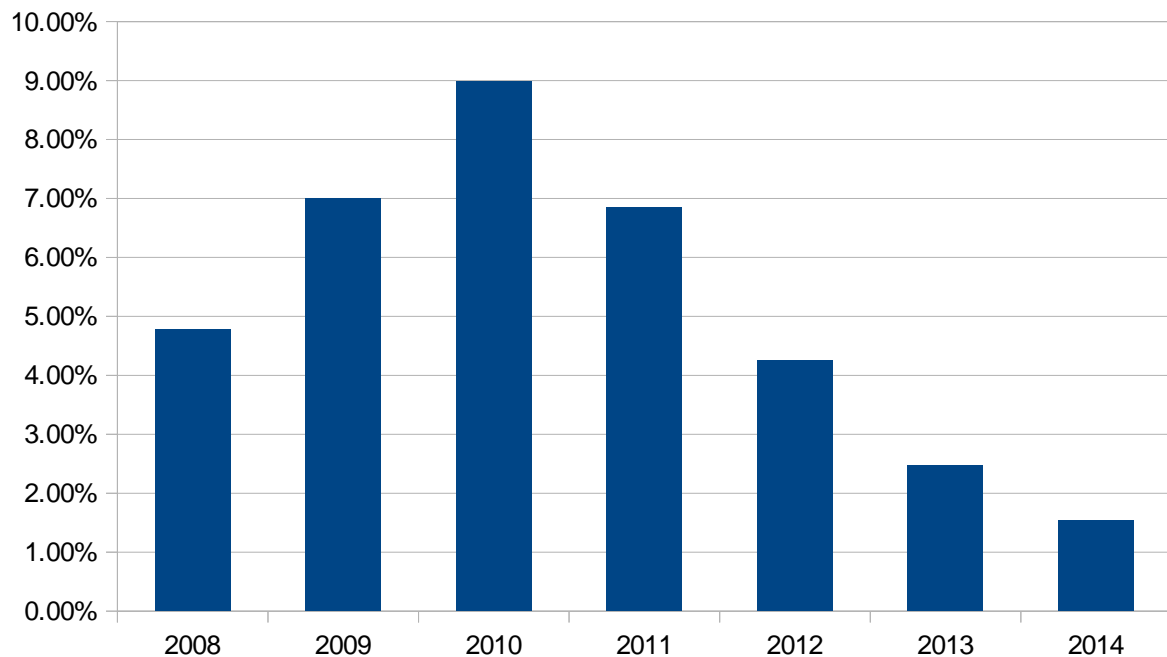
162. Achievements since 2009 West Asia: Tree planting campaign
163. Achievements since 2009 Latin America Caribbean: Tunza regional meetings: 2011 Panama, 2012- Rio+20, 2013 - Panama, 2014- Colombia. TunzaLAC youth was present at events and forums in the region: World Urban Forum 2014, 20th annual Conference of the Parties (COP20), CBD, University initiatives (Brazil, Mexico, and Colombia), webinars and consultations (water 2013, Tunza youth strategy 2013 - 2014, education for sustainable development 2014).
164. Achievements since 2009 North America: Organized the second ever Tunza North America (TunzaNA) Youth Network Conference at the University of California at Berkeley from July 23-25 2010. The three-day event included 11 youth from the United States and six from Canada. The aim of the conference included introducing youth to UNEP, networking opportunities, capacity building for representatives through seminars in Leadership skills; Environmental Education and Outreach; Campaign and Grassroots movements. Setting goals for 2010-11. Establishing a logistical framework for communication and upkeep of the network Creating working groups within the network responsible for: Updating and improving outreach materials; Updating the TunzaNA website and blogging; Recruitment and selection of the following year's representatives; Outreach and partnerships with other youth networks and Growth and improvement of network. Conference held again in 2011.
165. Achievements since 2009 Europe: Annual Tunza conference held since 2009 including engagement of and support to Tunza Advisors in major environment and SD meetings.

Subsection 18. Revamping the Tunza website and developing inspirational videos and other multimedia tools: many new products but substantial drop in site visits as a percentage of UNEP sites.

166. Activity from Strategy Document: 3. *UNEP will revamp the Tunza website to provide more environmental information and inspirational ideas for young people to tackle environmental issues in their daily lives. It will provide possibilities for chat sessions, e-learning and e-forums around the six cross-cutting thematic priorities and on specific UNEP campaigns. It will use the website to promote user-generated content, interactive online activities and environmental games. UNEP will also engage young people in environmental issues through blogging and online social networking and will use the website to promote best environmental practices by young people, particularly through inspirational videos.*
167. The target groups were not explicitly defined but seem to include both activists and other young people.



Unique visits per year to Tunza webpages at UNEP.org¹⁵



Unique visits per year to Tunza webpages at UNEP.org as % of total visits to UNEP.org

168. Achievements since 2009 global:

169. Total numbers of unique visitors increased steadily but of course internet use was also increasing strongly during that time. Expressed as a percentage of visits to UNEP.org as a whole, the figures drop from 9% in 2009 to 1.5% in 2014.

¹⁵ (<http://unep.org/statistics/index.asp?ct=selected>)

170. The Tunza website was roundly criticized as being old-fashioned and ‘not fit for purpose’, but nevertheless it had much better exposure than the rest of the Tunza web presence.

The web presence is very poor. All we really want is to see what other young people are doing in other countries. Look at Scout.org, to see how to incorporate community-generated content

171. This drop in interest seems to have been mirrored, across the other Tunza-related web properties – for example the Bayer Youth Envoy Facebook page¹⁶ has seen not even a dozen posts since 2010, but had quite a lot of posts before that. The Tunza magazine page has very regular posts but there are very few posts in 2015 with more than 10 likes or shares.

172. There are some videos on Vimeo, including some which were professionally produced but do not seem to have been viewed very much – the most popular video was viewed less than 200 times and received 1 “like”.

Numbers in thousands	UNEP	UNEP - Tunza	TUNZA: UNEP’s magazine for youth	Tunza eco-generation
Facebook likes	166	11	6	8
Twitter followers	406	-	5	2
Tweets	10	-	16	3

173. The Bayer Young Environmental Envoy Facebook page (see Subsection 29) seems to suffer from a similar problem to the other Tunza-related websites: not even a dozen posts since 2010, but quite a lot of posts before that.

174. Achievements since 2009 Africa: Video production on the AYEN Conference Kigali, Rwanda 2010. 2011 Video Production on Tunza AYEN Generation Earth Summit/ PRE- COP 17 Meeting.

175. Achievements since 2009 Latin America Caribbean: TunzaLAC regional official website is updated often. Youth use the TunzaLac Facebook to mobilize and promote info exchange and launch regional campaigns. TunzaLac has also produced several short promotional videos.

176. Achievements since 2009 North America: Created a Tunza North America (TunzaNA) website that was not fully launched, but exemplifies a robust platform which clearly profiles members. Has been recommended as a possible approach for a new centralized website.

177. Achievements since 2009 Europe: video on youth and green economy.

178. Achievements since 2009 Asia Pacific: The Asia Pacific Tunza website was revamped in 2012 in consultation with youth in the region. Each of the subregional network have their own Facebook page which is managed by network facilitators and youth volunteers. For example, the SAYEN Facebook page has 10,000 members and is growing. Through partnership with Nickleodeon TV, a number of educational (and edutainment, as Nickleodeon staff call them) videos were produced targeting children and sustainable lifestyles.

179. See also Section m.

¹⁶ <https://www.facebook.com/BayerYoungEnvironmentalEnvoy>

Subsection 19. Publishing environment materials: tunza.mobi website with disappointing statistics; 10K hard copies per year; some other publications; Quality is praised; adaptation of existing materials

180. Activity from Strategy Document: 4. UNEP will continue to publish its quarterly magazine for young people – Tunza – and its children’s storybooks. It will also promote the dissemination of its publication on sustainable consumption for young people and will develop other substantive publications, particularly related to the six priority areas for children and young people. The new Tunza programme will continue to increase the language versions of electronic and physical information materials freely available for young people and schools and will improve the distribution of these materials.
181. Activity from Strategy Document: An issue of the Tunza magazine and a children’s storybook will focus on sustainable consumption issues and what young people can do to promote sustainable lifestyles in their schools and communities.
182. Defined direct target groups: all
183. In addition, Global Environment Outlook (GEO5) was adapted by three youth editors for a “youth edition”.
184. Achievements since 2009 global: The magazine print run¹⁷ per year English 6,000 Copies, French 2,500, Spanish 1,500 copies: 24 pages per issue: The magazine is available in 7 languages; additional languages include, Chinese, Japanese, Mongolian, Russian, and Arabic. (Tunzamobi, <http://tunza.mobi/>)
185. Cost efficiency is questionable, see Subsection 43.
186. The quality of content and presentation is judged by most respondents, even those generally critical of Tunza, to be good in comparison with similar publications. While expert respondents were sometimes very critical of the idea of having a print magazine at all in 2015, many respondents in the regions were happy to see something concrete of high quality with a clear association with UN and UNEP.
187. However, there was very little *participation* of young people in this young people’s publication, in spite of some efforts to increase participation in later years; a situation which can be judged as inadequate for a UN organisation.

I love the magazine. It is a kind of a flagship. But it is true there wasn't enough youth input. (Tunza activist)

188. The tunza.mobi website claims “Combined readership of the English, French, Russian, Spanish and Japanese editions (web and print) is >1million. This places Tunza second as an environmental magazine to the National Geographic.¹⁸” This claim seems to be a real exaggeration – National Geographic has 90 million pageviews/month¹⁹ and a global Alexa rank of around 1000, i.e. just within

¹⁷http://www.ourplanet.com/tunza/tunza_back_issues_frame.html

¹⁸<http://tunza.mobi/articles/barts-blog/>

¹⁹<http://brandedcontent.adage.com/360/details.php?brand=23>

the top thousand websites in the world; Tunza.mobi has an Alexa rank of over 4 million²⁰ which is really quite poor for a site with aspirations to reach global youth.

189. The magazine has a Facebook page in an attempt to reach a wider audience. The page is updated nearly every day (mostly with general interest environment stories not directly connected to the Magazine) but the posts rarely get more than 2-3 likes or shares.
190. Achievements since 2009 Africa: 2009 - Youth Report - Youth Involvement in Sustainable Development; 2015 Youth Publication launched 15 session of AMCEN –Accelerating Youth Towards Africa’s Greener Future. At the same event, AMCEN endorsed the African Environmental Education and Training Action Plan (AEETAP) 2015 – 2024, which would promote children and youth capacity development through formal education (early childhood and basic education) within the context of environmental education; youth development and career guidance; and life-long learning opportunities for youth among others.
191. Achievements since 2009 West Asia: Seal the Deal Campaign with youth
192. Achievements since 2009 Europe: ROE played the role of special contributor to the Tunza magazine and provided valuable guidance and support to the write up of the magazine. ROE is the initiator of the first UNEP youth magazine called TEEN PLANET and renamed TUNZA
193. Achievements since 2009 Asia Pacific: The Tunza magazine is published in Mongolian, Chinese and Japanese through partners.

Subsection 20. Building partnerships (within UN): several new and maintained partnerships including Greening Universities; SWAP; IANYD. Some of these initiatives may have had outcome-level effects.

194. Activity from Strategy Document: 5. *The new strategy will seek to reinforce the UNEP partnership with other United Nations funds and programmes. In the spirit of the “Delivering as one” approach, UNEP is already working closely with UNESCO, UN-Habitat, and UNICEF on various children and young people’s issues. UNEP will forge and strengthen links with other United Nations entities ... UNEP will forge and strengthen links ... and with international, regional and national young people’s organizations to promote environmental awareness and actions by young people.*
195. Defined direct target groups: other UN agencies
196. Achievements since 2009 global: UNEP is part of the IANYD. Interagency network and UNEP continues to support and provide input to commitment areas; Education and Political Inclusion. UNEP’s contribution to SWAP Measure 9.1 on Education: Initiatives implemented to enhance national education policies, programmes and curricula in formal and non-formal education with the aim of improving the quality and relevance of the content, technologies, and teaching and learning processes; in 2013, UNEP developed the Greening Universities Toolkits: Transforming universities into green and sustainable campuses. UNEP continues to encourage student groups to participate in greening their respective universities through Global Universities Partnerships (GUPES) and Tunza networks. UNEP is also promoting national and regional green university networks²¹ that will

²⁰<http://www.alexa.com/siteinfo/tunza.mobi>. For comparison, the evaluator’s personal blog which is rarely updated has a rank of 10.8 million. There seem to be almost no websites which link to tunza.mobi (<https://www.google.com/search?q=link:tunza.mobi>).

²¹ Green Campus networks: <http://www.unep.org/training/programmes/GreenUniversityNetworks.asp>

encourage the promotion of green jobs and green innovative practices, as contributions to the achievement of green economies.

197. UNEP's contribution to SWAP Measure on Political Inclusion 8.1: Young people and young people-led organizations effectively participate in United Nations governance and decision-making processes. UNEP continues to involve young people in the Governing Council/Global Ministerial Environment Forum. This will ensure that Governments can benefit from inputs from children and young people on the environmental issues discussed at the Council/Forum²².
198. Achievements since 2009 Africa: BAYER, Generation Earth, South Africa have worked closely with UNEP in coordinating the UNEP/Bayer Young Envoy Programme. The African Regional Children's Conference took place from 7 to 10 August 2009 in Durban, South Africa in collaboration with SPAR, Eskom, Nestlé (South Africa), Shell (South Africa), Hewlett Packard (South Africa), the British Council, South African Agency for Science and Technology Advancement (SAASTA), Sustainability United (An Environmental Network for Children, Women and Non-Government Organization (NGOs)), Regency Foundation Networkx and other educational stakeholders.
199. Achievements since 2009 West Asia: "Greening the schools" project.
200. Achievements since 2009 Latin America Caribbean: Possible partnerships with EarthChapter and with "Universidad para la Cooperación Internacional de Costa Rica" for capacity building. Tunza members participated as bloggers and community managers in CONEXIÓN COP covering the COP20
201. Achievements since 2009 North America: An Memorandum of Understanding (MoU) for a partnership between UNEP RONA and The Roosevelt Institute (RI) was in progress in 2013. The goal of the partnership is to increase capacity to promote TunzaNA activities on a large scale.
202. Achievements since 2009 Europe: Strong partnership with WHO
203. Achievements since 2009 Asia Pacific: A conference was organized with the Centre for Environment Education and the Earth Charter in 2010. In addition, there were a number of partnerships for youth activities – Goethe Institute and GIZ for Student youth documentary competition 2011-2012; Samsung Eco-generation partnership; with UNESCO, UN Habitat and UNESCAP.

Subsection 21. Partnerships with schools and environmental education networks: maintained connections with Scout movement and some student unions and networks. Contributed to some outcome-level environmental activities

204. Activity from Strategy Document: UNEP will also strengthen its partnership with schools and environmental education networks, including the eco-schools network through the Foundation for Environment as well as the Global Universities Partnership on Environment and Sustainability. In addition, linkages with students unions and clubs, such as the World Student Community on Sustainable Development, the National Union of Students (UK) and the Sustainable Schools Programme *United Arab Emirates* (UAE) to be explored.
205. Defined direct target groups: Schools, colleges and education networks
206. Achievements since 2009 global: Through partnership with Scout Movement and Girl Guides, we have access to schools and Education networks in 146 countries globally. In support of UNEP's Seal

²²<http://unyouthswap.org/>; <http://www.un.org/youthenvoy/youth-un/un-programmes-youth/page/2/>

the deal campaign - to mark World Environment Day in June 2009, WOSM coordinated tree planting exercise in 10 countries and planted 147,461 trees.

207. Achievements since 2009 Latin America Caribbean: Synergies with UNEP's Environmental Training Network of Latin America and the Caribbean

Achievements since 2009 Europe: ROE has completed a mapping exercise to develop a UNEP Europe Global Universities Partnership on Environment and Sustainability network and has reached out to over 300 universities, as well as active engagement in the UNECE education for sustainable development work.

208. Achievements since 2009 Asia Pacific: Partnership with Centre for Environment Education (CEE) for the Paryavaran Mitra (Friend of the Environment) programme, an initiative of the CEE, the Ministry of Environment and Forests and Acelor Mittal, India, to encourage, guide, build capacity of school children to become 'Paryavaran Mitra'. Since it began, 101,000 schools have enrolled in the programme, with 13,000 teachers, and 1.6 million students oriented directly or indirectly through 700 Master Trainers and more than 160 NGO partners across the country. More than 3000 schools have carried out action projects in the five Parayaran Mitra Themes, Water and Sanitation, Biodiverstiy and Greening, Culture and Heritage, Energy, and Waste; Organized the Handprint Challenge with CEE – A Sustainability Challenge for colleges in Asia-Pacific). The initiative was disseminated widely in colleges in Asia Pacific region and was undertaken with the UNEP-UNESCO UNertia campaign. More than 300 colleges participated and 20 teams were selected of which 5 were shortlisted.

209. The cooperation with the Scout and Guide movement seems to have tailed off recently. While there are many mentions of Tunza and UNEP on scout.org there have been very few since 2010²³

Subsection 22. Promoting environmental education: some contributions,with mainstream applications within UN and outside

210. Activity from Strategy Document: 6. *UNEP will continue to promote environmental education within formal and non-formal education systems by developing educational materials. It will support activities aimed at enabling teachers, lecturers, communities and relevant civil society organizations to facilitate better learning about conservation of natural resources and sustainable consumption and production.*

211. UNEP has developed sourcebook and training guides that have mainstream sustainable development concerns into policy making and academia. These include the Greening University Toolkit; Forests in a Changing Environment Sourcebook; and the Disasters and Ecosystems: Resilience in a Changing Climate Massive Open Online Course (MOOC).

212. Defined direct target groups: Teachers (Training of Trainers), civil society, Higher education systems, Policy makers

213. Achievements since 2009 global: UNEP has developed and implemented various education and training programs, in collaboration with partners. The over 10 annual programs target policy makers, students and emerging leaders; and academia.

²³Search site:scout.org and oldsite.scout.org tunzafor dates between 1.1.2009 and today gives only 2 hits except for posts by one person who has 244 likes and 331 comments.

214. Achievements since 2009 Asia Pacific: UNEP has developed a number of educational and training programme with partners targeting youth, schools and colleges in the region.
215. Achievements since 2009 Africa: UNEP has championed the development and endorsement of the Africa Environmental Education and Training Action Plan will contribute to the achievement of the African regional flagship, the Action Plan of the New Partnership for Africa's Development, Africa Union Agenda 2063 and the Post 2015 SGD – Goal 4 (Education).
216. Achievements since 2009 West Asia: UNEP has promoted capacity development in for policy makers and students on emerging environmental challenges.
217. Achievements since 2009 Latin America Caribbean: UNEP has promoted capacity development in for policy makers and students on emerging environmental challenges.
218. Achievements since 2009 North America: UNEP has promoted capacity development in for policy makers and students on emerging environmental challenges.
219. Achievements since 2009 Europe: UNEP has promoted capacity development in for policy makers and students on emerging environmental challenges.

Subsection 23. Instituting a mentorship programme: little evidence

220. Activity from Strategy Document: 7. UNEP will create a mentorship programme in which former Tunza youth advisors and Junior Board members will stay connected and serve as useful contacts to promote UNEP activities and to enlist young people in their communities and countries in environmental activities. The mentorship programme will create a mechanism for former advisors and Junior Board members to share their knowledge and experiences with current members of the Advisory Council and Junior Board and with participants in the Tunza conferences and workshops.
221. Also: Activity from Strategy Document: Periodically, UNEP will host online discussion forums for mentors to exchange ideas on various environmental issues.
222. Defined direct target groups: mentors; mentees
223. There is no evidence that this happened to any extent, though some regions did encourage alumni to stay in touch and mentor younger members.

Subsection 24. Using the media to promote environmental awareness: some substantial link-ups in Asia Pacific reaching millions

224. Activity from Strategy Document: 8. *Through this strategy, UNEP will seek to develop partnerships with the media to maximize the outreach potential of the Tunza programme. UNEP will develop environmental stories and other forms of communication tools for use by the media to promote environmental awareness. UNEP is already in intensive discussions with Nickelodeon to become a Tunza media partner and will seek to engage others in spreading environmental information to young people.*
225. Achievements since 2009 Africa: Tunza Africa Youth Environment Network (AYEN) has raised visibility of environmental conservation in Africa through environmental awareness campaigns using media and art targeting children and youth. In 2010 AYEN - built the capacity of the African youth in matters of environmental conservation focusing on issues related to Climate Change and the importance of bio-diversity. AYEN undertook the following: Provided African youth with a forum for exchange of ideas and experience thus enhancing inter- country cooperation; Review and improvement on the AYEN action which was set out at the last Tunza International Youth Conference in Daejon, Korea thus ensuring continuity; Further consolidation of the Africa Youth Environment Network (AYEN); 2011- Creation of a generation of green, sustainable decision makers and consumers that will lead

Africa accordingly in all aspects of the environmental industry; Green networking was created on a 'youth to youth' basis, for youth from around Africa

226. Between 2010 and 2012, UNEP organized the Young Environmental Journalists Award targeting young journalists in Africa between the ages of 18 and 35 years. Over 200 young journalists submitted entries for the award.
227. Radio journalist Patricia Okoed-Bukumunhe won the inaugural award for her report 'Climate Change and Uganda' while Ugochi Anyaka, a radio journalist from Nigeria, won the Award in 2012. The winners took part in a 3 week study tour of the US.
228. Achievements since 2009 Asia Pacific: The Big Green Help TV ran for 3 years from 2008-2011. It reaches nearly 500 million households in Asia Pacific. The programme involved producing PSAs (funded and produced by NickTV) and quizzes and contests. Nick TV also brought Nick TV characters - Dora and Spongebob, to the Tunza International Meeting in S. Korea at their own cost. Nick TV shifted focus from 2012 to other pillars of CSR.

Subsection 25. Community radio: little evidence

229. Activity from Strategy Document: Community radios will also become a target for Tunza messages, especially as a means of reaching young people in rural communities.
230. There is no evidence that this happened to any extent.

Section I. Achievement of outputs within sub programmes

Subsection 26. Climate change

1. Promoting a United Nations-wide campaign "UNite to combat climate change": global conference in 2009; seal the deal. Successfully completed.

231. Activity from Strategy Document: 9. *In the lead-up to the fifteenth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, to be held in Copenhagen in December 2009, UNEP will mobilize young people and children's organizations worldwide to participate in a United Nations-wide campaign on climate change – "UNite to combat climate change". UNEP will work with partner United Nations entities, such as the Framework Convention Secretariat and UNICEF, and international youth organizations, such as the World Organization of the Scout Movement and the World Association of Girl Guides and Girl Scouts, to mobilize children and young people to take action and make their voices heard on climate change issues.*
232. Defined direct target groups: young people and organisations
233. Achievements since 2009 global: As part of the Seal the Deal Campaign, UNEP organized its Tunza International Children and Youth Conference in Daejeon, Korea from 17 to 23 August. The Conference was the culmination of three months of online discussions by over 10,000 young people on climate change issues. The Conference brought together 700 children and youth representing schools and organizations from 111 countries to agree on a statement on climate change and to share information on their efforts to address climate change. A Global Town Hall was organized in which Conference participants were joined by hundreds of young people from 15 cities via web casting to discuss and the finalisation of their statement. As part of the Global Climate Week young people inner's Tunza network participated in peaceful walks and other Climate week activities in 17 countries to share the statement and their views on climate change with governments as well as to promote awareness on climate issues. The activities took place from 21 to 25 September 2009. Some of the countries include Pakistan, Nepal, the Philippines, Republic of Korea, India, the Gambia, Zambia, Kenya, Nigeria, Uganda (with the involvement of the honourable Minister of the

Environment), South Africa, Mozambique, Bahrain, Lebanon, Panama, the US and Canada. UNEP continues to receive more updates from the Tunza Network members.

234. Achievements since 2009 Latin America Caribbean: Tunza members participated as bloggers and community managers in CONEXIÓN COP covering the COP20 in Peru.

2. Using the Tunza conferences and workshops to promote actions to tackle climate change; conference with UNICEF before 15th COP. Successfully completed.

235. Activity from Strategy Document: 10. *UNEP will use its sub-regional, regional and international conferences and workshops in 2009 to promote awareness and action on climate change among young people. ... The conferences and workshops will provide young people with opportunities to share information on climate change issues and discuss with experts what young people can do to combat the threat posed by climate change. In particular, the Tunza sub-regional, regional and global conferences in 2009 will be used to mobilize young people to provide their views to Governments on climate change.*

236. Defined direct target groups: active children and young people at different levels

Activity from Strategy Document: Participants will also have the opportunities to send their elected representatives to the UNEP/UNICEF side event at the fifteenth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change.

237. Defined direct target groups: active children and young people at different levels

238. Activity from Strategy Document: UNEP will also partner with UNICEF to organize an international conference for young people prior to the fifteenth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change in 2009.

239. Defined direct target groups: active young people at different levels

240. Achievements since 2009 global: The Conference brought together 1,000 participants comprising 750 children (10 to 14 years) and their chaperones and 250 youth (15 to 24 years). The theme of the conference was Climate Change - Our Challenge which included two high profile events (A Global Town Hall and a Global Debate). The Conference resulted in a petition to world leaders and an action plan for promoting individual and regional actions on climate change. The Global Town Hall meeting engaged 1,000 participants of the Conference and virtual participants from over 20 cities around the world connected via webcasting. The Town Hall adopted a petition on climate change for governments and discussed a rollout plan on the delivery of the petition in capitals around the world. It was organized with the support of the US-based Global Voices. UniteforClimate which is an interactive social networking platform developed by UNICEF in collaboration with UNEP provided a platform for young people to learn, interact and share their thoughts about climate change and the action needed to combat global warming. The launch of the platform took place on 20 August 2009 during the Global Town Hall. Young people were encouraged to: Interact with scientists and decision-makers in an attempt to build their capacity and knowledge; Share experiences and support each other in their environmental activities; Inspire their peers, community and political leaders to adopt a more aggressive approach to combat climate change. http://www.unicef.org/infobycountry/repkorea_50898.html; <http://www.cominit.com/unicef-global/content/unite-climate>

Climate Change [the sub-programme] always ensured youth participation in planned activities including input to various publications (Youth activist)

3. Participating in the “Plant for the Planet: Billion Tree Campaign”. Continued support.

241. Activity from Strategy Document: 11. UNEP will continue to engage young people in the “Plant for the Planet: Billion Tree Campaign”. The campaign, a global tree-planting initiative by Governments, civil society, non- governmental organizations, individuals and children and young people’s organizations established in 2007, used it as a launch pad to promote further tree planting worldwide. So far, over 2.7 billion trees have been planted and over 3.7 billion pledges made. Activities are directly connected with actions to mitigate climate change.
242. Note this campaign, although with strong connections to Tunza initially, is now an independent programme²⁴. In 2008, the founder of the campaign was elected to the UNEP children’s board during the International UNEP Children’s Conference in Norway. Support was continued in the 2009/14 phase, with presentations at UNEP Tunza Children and Youth Conference in Daejeon, South Korea in 2009.

4. Organizing an international children’s painting competition: hundreds of thousands of children send paintings

243. Activity from Strategy Document: 12. *The “Paint for the Planet” international children’s painting competition has been held since 1991 and more than 200,000 paintings have been submitted from over 100 countries. The competition, which for the next few years will focus on climate change, will continue to be an effective means of creating awareness among children on environmental issues. In the lead-up to the fifteenth session of the Conference of the Parties to the Framework Convention on Climate Change, a series of exhibitions and auctions of iconic paintings from the competition will be organized.*
244. Defined direct target groups: all children
245. Paint for the Planet was the launch pad for the 'Unite to Combat Climate Change' campaign to support the call for a definitive agreement at the climate change talks in Copenhagen, Denmark, in December 2009. The 26 paintings auctioned were chosen from around 200,000 entries from UNEP's International Children's Competition .Proceeds from the auction was donated to UNICEF, the United Nations Children's Fund. Proceeds from the auction was donated to UNICEF's crucial work addressing climate-related emergencies around the world.

PAINTING COMPETITION – CHINA

246. The Chinese Children’s Painting Competition, co-organized by UNEP and the Luo Hong Environment Foundation and implemented by Chinese enterprise Holiland, received over 620,000 entries in 2012 under the theme “The Green Homeland in My Mind”. In the five years since the competition started, 46,966 teachers have received environmental training and nearly 12.6 million children have participated in the painting competition. The programme has also attracted partners from the private sector, such as Beijing International Airport, Wal-Mart and Panasonic.

5. Conducting surveys on young people and climate change: one survey on climate change.

247. Activity from Strategy Document: 13. UNEP will conduct annual surveys to gauge the attitude of children and young people to climate change and to determine ways to engage them better on related issues. The results will be shared with the media and Governments to provide them with young people’s perspectives on climate change.

²⁴<http://www.plant-for-the-planet-billiontreecampaign.org/>

248. Achievements since 2009 global: A survey carried out for UNEP by GlobeScan in 2008 showed that young people across the world want our leaders to 'do whatever it takes' to tackle climate change, and now. The survey of 12 to 18 year-olds in Brazil, India, Russia, South Africa and the United States of America found that 97 per cent of all young people wanted major steps to be taken to counteract the causes and mitigate the effects of climate change, and soon. Almost two thirds didn't feel that world leaders were doing enough on the issue, but fully 89 per cent felt that 'young people like me can make a difference on climate change'²⁵.

6. Developing a Tunza recognition programme: little evidence

249. Activity from Strategy Document: 14. From 2010, UNEP will introduce incentives for young people to participate in climate change activities through a Tunza recognition programme, developed and implemented in conjunction with the Tunza Junior Board and Tunza Youth Advisory Council. UNEP will work with partners to give appropriate recognition to young people who are making a positive impact in tackling climate change- related issues and who succeed in mobilizing their peers and schools to take actions in that regard. Schools and organizations will also be recognized.

250. Defined direct target groups: active young people at different levels

7. Financing environmental projects: cooperation from Luo Hong: little evidence on activities

251. Activity from Strategy Document: 15. UNEP will endeavour to mobilize and provide seed funding to selected projects by young people that mitigate and offset carbon emissions. In line with the UNEP Green Jobs Initiative, a number of projects by young people's organizations will be identified from the Tunza conferences for seed funding. A funding mechanism will be put in place to raise funds and to finance some six such projects per year, with the selection criteria developed by UNEP and the Tunza Youth Advisory Council. ... The organizations whose projects are selected will be invited to share their experiences at the Tunza conferences and through online forums.

252. Achievements since 2009 global: From 2009 -2012. Luo Hong in partnership with UNEP support Environment Educative Initiative as part of Tunza programme. Seed funding was provided to children and youth projects (from developing countries) to further implement the environmental awareness/climate change projects. These projects were used to showcase environmental and Climate Change actions by young people²⁶.

253. Achievements since 2009 Latin America Caribbean: TunzaLAC launched the competition on Green Economy in 2010 and awarded the three best proposals with a small economic disbursement to help them initiate the implementation of the project/activity.

254. Activity from Strategy Document: *UNEP will use its sub-regional and regional conferences and workshops to train young people on the development of projects that could generate green jobs.*

255. These activities seem not to have happened as planned, which is disappointing considering the importance of Green Jobs for youth.

8. Using UNEP publication and websites to promote youth awareness on climate change: some evidence

256. Activity from Strategy Document: 16. UNEP will focus several issues of its Tunza magazine – particularly in the lead-up to the fifteenth session of the Conference of the Parties to the United

²⁵http://www.ourplanet.com/pdfs/Tunza_6.4_EN.pdf

²⁶<http://www.unep.org/Documents.Multilingual/Default.asp?DocumentID=593&ArticleID=6253&l=en>

Nations Framework Convention on Climate Change – on educating and inspiring young people with regard to various aspects of climate change.

257. In fact one issue of the magazine was dedicated to climate change: “UNite to combat Climate Change” in 2009.
258. Activity from Strategy Document: The Tunza website will be used to motivate young people to share their actions (mainly by circulating interesting video material) to motivate others to act on climate change.
259. Tunza also collaborated with UNEP’s Environmental Education and Training Unit (EETU), to promote the Forest in a Changing Environment Sourcebook²⁷. The sourcebook was developed by UNEP, UNEP-EETU and the UN-REDD Programme together with the Yale School of Forestry & Environmental Studies to building capacity, knowledge and awareness on REDD+ and related issues. This contributed to UNEP’s engagement with youth on climate change awareness and capacity building.
260. See comments on magazine and website, Subsection 18. However climate change was mentioned frequently in other Tunza activities.

Subsection 27. Environmental governance: successfully completed

1. Participating in the Governing Council/Global Ministerial Environment Forum and Organizing the Tunza youth gathering

261. Activity from Strategy Document: 17. UNEP will continue to involve young people in the Governing Council/Global Ministerial Environment Forum. This will ensure that Governments can benefit from inputs from children and young people on the environmental issues discussed at the Council/Forum. UNEP will organize a Tunza youth gathering in conjunction with each session of the Council/Forum to ensure coordinated and specific inputs from young people.
262. See below.
263. Activity from Strategy Document: 18. The Tunza youth gathering will be held a few days prior to the Governing Council/Global Ministerial Environment Forum and the Global Civil Society Forum for the Tunza Youth Advisors and the Junior Board to review issues being discussed at the Council/Forum and to agree on inputs from children and young people into the work of UNEP. The gathering will offer young people a learning opportunity on various environmental issues and provide them with an opportunity to discuss with UNEP ways of strengthening the organization’s work with young people.
264. Note that the Governing Council was re-defined as UNEA in 2014.
265. Achievements since 2009 global: The fourth GYG brought together a total of 20 youth, comprising 11 Tunza Youth Advisors, 6 Youth leaders from the six UNEP regions and 3 youth from Kenya and the indigenous group. The Gathering took place from 11-13 February 2009. The participants discussed their inputs to the Governing Council (GC) agenda, and reviewed the implementation of the new (2009 -2014) Tunza strategy on the engagement and involvement of young people in environmental issues and in UNEP’s work. After the Gathering, eight Youth Advisors and youth leaders participated in the Global Civil Society Forum from 14 to 15 February and in the GC /Global Ministerial Environment Forum (GMEF) sessions from 16 to 20 February. The six Advisors articulated the views and concerns of young people to the deliberations of the GCSF and GC/GMEF. In the months preceding the GC, the six Advisors collated the inputs and comments of youth from around the world. During the First United Nations Environment Assembly (UNEA) held in June 2014, UNEP

²⁷ Forest in a Changing Environment Sourcebook: www.unep.org/Training/docs/Forest_in_a_Changing_Climate.pdf

brought together over 100 youth leaders from around the world, providing them a platform to influence the decisions of the United Nations Environment Assembly and to participate in the Global Civil Society Forum. Participants reviewed and provided inputs to the decision documents and participated in the Global Major Groups and Stakeholders Forum and the assembly sessions.

3. Facilitating youth participation in global and regional environmental negotiations

266. Activity from Strategy Document: 19. UNEP will continue to facilitate and promote the participation of children and young people's representatives in global and regional environmental processes. These processes will include the Commission on Sustainable Development, conferences of the Parties to multilateral environmental agreements, regional ministerial conferences for the environment and regional consultative meetings of the Civil Society Forum held in conjunction with the UNEP Governing Council/Global Ministerial Environment Forum. UNEP will encourage young people to solicit sponsorship from Governments and the private sector to enable their participation in environmental governance processes within their region and globally.
267. Achievements since 2009 Latin America Caribbean: Tunza members participate in the 2015 Regional Consultation Meeting for Major Groups and Stakeholders in Latin America and the Caribbean
268. Achievements since 2009 North America: 3 youth representatives were selected and participated in North American Major Groups and Stakeholders Consultation in December 2013;
269. Achievements since 2009 Europe: youth groups regularly participate in the MGS regional consultations
270. Achievements since 2009 Asia Pacific: Tunza members have participated in Regional Consultation meetings for major groups since 2013. In 2015, a Tunza youth member was elected by civil society participants as one of two UNEP Asia Pacific Major Group representatives for Asia Pacific.

4. Supporting youth inclusion in national delegations

271. Activity from Strategy Document: 20. Consistent with Agenda 21 and General Assembly resolution 58/133, UNEP will, through the second Tunza strategy, encourage and recommend the inclusion of young people in government delegations to the Governing Council/Global Ministerial Environment Forum and in international and regional environmental negotiations.
272. There is no concrete evidence that this happened.

5. Enhancing the role of the Tunza Advisory Council and the Junior Board

273. Activity from Strategy Document: 21. *UNEP will continue to provide a forum for young people from all regions to elect* representatives to the Tunza Youth Advisory Council. Twelve Tunza advisors (two for each UNEP region), to be elected at the Tunza International Youth Conference, will represent young people at the Governing Council/Global Ministerial Environment Forum and at international and regional environmental meetings and provide coordinated inputs to these processes on behalf of young people.
274. Achievements since 2009 global: Tunza Advisory council have continued to be elected. The Tunza Youth Advisory Council (TYAC) comprises of 7 Advisors (one for each of the 6 UNEP regions plus one representative of indigenous youth) Each Advisor has an Alternate. From 2009 to date 3 groups have been elected 2009-2011, 2011-2013, and 2013 to 2015 (current) Advisor²⁸.

²⁸<http://www.unep.org/tunza/youth/AdvisoryCouncil/tabid/3771/Default.aspx#2013>

275. Achievements since 2009 Europe: ROE provided and continue to provide speaking notes for TYAC members from the region.
276. Activity from Strategy Document: Children aged 14 years and under will be represented by a Junior Board of 12 representatives (two per region), who will be selected at the Tunza International Children's Conference.
277. Achievements since 2009 global: The Junior Board members were elected at the biennial Tunza International Children's Conference. It has a mandate to serve for two years until the next Board is elected. From 2009 to 2013, Tunza children members have elected 2 boards. In 2014 there was no election due to the ongoing review of the Tunza strategy²⁹.
278. Activity from Strategy Document: 22. The Tunza advisors and Junior Board members will advise UNEP on ways to strengthen the involvement of young people in UNEP work ... and will also be involved in the UNEP consultative process for the global and regional environmental assessments and reporting.
279. Achievements since 2009 Latin America Caribbean: Tunza advisors advise the regional office on ways to strengthen the involvement of young people in UNEP work
280. Achievements since 2009 Asia Pacific: Tunza Advisors have played an active role in the organization of subregional meetings in the region. They were supported to attend the High Level Panel meetings on SDGs in the region as well.
281. Activity from Strategy Document: The Tunza advisors will assist in promoting UNEP activities in their countries and regions
282. Achievements since 2009 global: Tunza advisors continue to support and promote UNEP activities in their regions. UNEP receives regular updates on their activities and events which we post on the Tunza website. They also promote UNEP events which included World Environment Day, Champions of Earth, World Water Day etc.³⁰
283. Achievements since 2009 Latin America Caribbean: One Tunza Advisor participated in a five months Tunza Fellowship Programme to support implementation and follow-up of the Tunza activities in Latin America & the Caribbean (from March 2014 to August 2014).

Subsection 28. Resource efficiency: sustainable consumption and production; YouthXchange

1. Strengthening the UNEP/UNESCO YouthXchange project on sustainable consumption. Substantial contributions to adapting and disseminating materials widely across many countries.

284. Activity from Strategy Document: 23. UNEP will pursue its work on young people and sustainable consumption through the UNEP/UNESCO "YouthXchange" programme. Through an extensive network that includes the UNESCO Associated Schools Project Network and the UNEP Tunza network, information and tips on sustainable consumption will be shared with young people across the world. The programme presents practical examples of how individual choices can alter the way in which a society produces and consumes, and provides statistics, case studies, games, examples of real companies adopting more sustainable production patterns and lifestyles.
285. Note: This work has been led and coordinated by the UNEP Division of Technology, Industry and Economics

²⁹<http://unep.org/tunza/children/jb.aspx>

³⁰<http://www.unep.org/tunza/youth/Actions/tabid/3770/Default.aspx#Africa>

286. Since 2009, UNEP DTIE has worked with partners around the world to adapt and translate the YouthXchange Training Kit on responsible consumption in different languages, Since 2011, UNEP and UNESCO have also started to work on thematic YouthXchange guidebooks, with the first one on climate change and lifestyles, the second one on green skills and lifestyles and the third one on biodiversity and lifestyles. These guidebooks provide practical examples and tips on how to live more sustainably. UNEP and UNESCO are also working in regional YouthXchange publications. As much as possible, UNEP DTIE engages Tunza Youth Advisory Council members as reviewers of these publications.
287. Defined direct target groups: Target group: 15-24 year old youth from both developed and developing countries
288. Achievements since 2009 global: Key achievements include: development of publications in multiple languages, wide dissemination of these publications, capacity-building activities on sustainable lifestyles through YouthXchange, awareness-raising involving communications campaigns, engaging youth and teachers on lifestyles through the participation in various events, workshops etc.
289. Achievements since 2009 Asia Pacific: The YouthXchange Initiative has worked with various partners in this region in adapting, translating and disseminating YouthXchange publications as well as on capacity-building activities. A summary can be found here: <http://www.unep.org/resourceefficiency/Consumption/EducationLifestylesandYouth/YouthXchange/Awareness-raisingandcapacity-building/AsiaandthePacific/tabid/102490/Default.aspx>
290. Achievements since 2009 Africa: The YouthXchange Initiative has worked with various partners in this region in adapting, translating and disseminating YouthXchange publications as well as on capacity-building activities. A summary can be found here: <http://www.unep.org/resourceefficiency/Consumption/EducationLifestylesandYouth/YouthXchange/Awareness-raisingandcapacity-building/Africa/tabid/102489/Default.aspx>
291. Achievements since 2009 West Asia: The YouthXchange Initiative has worked with various partners in this region in adapting, translating and disseminating YouthXchange publications as well as on capacity-building activities. A summary can be found here: <http://www.unep.org/resourceefficiency/Consumption/EducationLifestylesandYouth/YouthXchange/Awareness-raisingandcapacity-building/WestAsia/tabid/102493/Default.aspx>
292. Achievements since 2009 Latin America Caribbean: The YouthXchange Initiative has worked with various partners in this region in adapting, translating and disseminating YouthXchange publications as well as on capacity-building activities. A summary can be found here: <http://www.unep.org/resourceefficiency/Consumption/EducationLifestylesandYouth/YouthXchange/Awareness-raisingandcapacity-building/LatinAmericaandTheCaribbean/tabid/102492/Default.aspx>
293. Achievements since 2009 North America: The UNEP/UNESCO YouthXchange Initiative is not as active in North America due to lack of partners in the region and the lack of visibility of sustainable lifestyles issues.
294. Achievements since 2009 Europe: The YouthXchange Initiative has worked with various partners in this region in adapting, translating and disseminating YouthXchange publications as well as on capacity-building activities. A summary can be found here: <http://www.unep.org/resourceefficiency/Consumption/EducationLifestylesandYouth/YouthXchange/Awareness-raisingandcapacity-building/Europe/tabid/102491/Default.aspx>
295. **Achievements since 2009 Asia Pacific** : YouthXchange partners in Asia and the Pacific have been very active in implementing numerous awareness-raising and capacity-building activities on sustainable consumption in the region. A summary can be found here: <http://www.unep.org/resourceefficiency/Home/Consumption/EducationLifestylesYouth/Youth/Awareness-raisingandcapacity-building/AsiaandthePacific/tabid/102490/Default.aspx>

2. Using the Tunza sub-regional, regional and international conferences, workshops and seminars to promote sustainable consumption: some activities mostly for Tunza activists and some briefings for educators

296. Activity from Strategy Document: 24. The Tunza youth conferences and workshops will be used to provide training for young people on sustainable consumption issues.
297. UNEP DTIE has carried out a number of workshops and plenaries on sustainable lifestyles and sustainable consumption at the Tunza children and youth conferences, such as in Korea in 2009, in Indonesia in 2011 and in Kenya in 2013.
298. Defined direct target groups: For youth, most were already aware about environmental issues, not necessarily sustainable consumption. For children, most were unaware of sustainable consumption issues.
299. Achievements since 2009 global: Key achievements include engagement of hundreds of children and youth on sustainable consumption issues where they were exposed to life-cycle thinking, the concept of SC and how to live more sustainably. As of 2011 when the thematic YouthXchange guidebook on climate change was published, youth were educated about how climate change is linked to their lifestyles.
300. Achievements since 2009 Latin America Caribbean: Tunza members will participate at the "Capacity building for global action on food waste" event in Panamá, 6 May 2015
301. Achievements since 2009 Europe: sustainable consumption issues systematically included in the Tunza regional youth conference as a major theme for discussion and conference served as a platform to provide training for young people on sustainable consumption issues.
302. Achievements since 2009 Asia Pacific: Young people were used as student reporters in SCP conferences in 2012. Since 2014, SCP has organized winter schools targeting young professionals in the region. Activity from Strategy Document: UNEP will also organize seminars to provide educators and trainers with information on building sustainable lifestyles among their students and young people in general.
303. This was done in partnership with other organizations that engage educators and trainers on environmental awareness, e.g. the Horizon 2020 trainings held in Europe in 2010. UNEP through EETU, has also trained emerging and youthful leaders through interdisciplinary courses such as the Youth Encounter for Sustainability (YES) courses and the Asia-Pacific Leadership Programmes on Environment for Sustainable Development among others.
304. Defined direct target groups: Educators engaged are those that teach youth aged 15 to 24.
305. Achievements since 2009 Europe: Regular briefing to visiting universities that includes Sustainable consumption and production (SCP) work related to sustainable lifestyles, as well as sharing info through GUPES network in Europe.

3. Using publications and the website to promote sustainable consumption: limited success

306. Activity from Strategy Document: 25. UNEP will continue to disseminate and promote the sustainable consumption guidebook and website for information and tips on sustainable consumption for young people.
307. Achievements since 2009 Europe: Provision of scoping country studies to youth networks in Europe.
308. Sustainable consumption was not a headline theme for any of the magazine issues but was covered indirectly.

4. Building the capacity of youth leaders to promote sustainable consumption: some work on adapting

Subsection 29. Ecosystem management

1. Organizing exchange programmes: not carried out

309. Activity from Strategy Document: 27. UNEP will organize exchange programmes at the global and regional levels for young leaders to work with other organizations to share and gain valuable experience on issues of environmental management in their communities.
310. Activity from Strategy Document: Using the revamped website, UNEP will also organize and support virtual exchange programmes whereby young people who have participated in exchange programmes and former members of the Tunza Youth Advisory Council will share information on lessons learned with other young people in the Tunza network.
311. Achievements since 2009 global: was not done. The only online engagement platform was the UNICEF UNEP online platform which hosted discussions on Climate Change.

2. Implementing the UNEP/Bayer Young Environmental Envoy Programme. Successfully completed up to 2013.

312. Activity from Strategy Document: 28. *UNEP will work closely with Bayer to promote the annual Young Environmental Envoy Programme for young people from over 20 countries. The programme enables young people from various regions to travel to Leverkusen, Germany, to share their experiences and activities and to engage local and business leaders on environmental innovations taking place in Germany.*
313. Achievements since 2009 global: UNEP in partnership with Bayer organized and promoted the Bayer Young Environmental Envoy Programme which is aimed at improving young people's knowledge about the environment, supporting them in their environmental commitments, providing them with an opportunity to network with their fellow youth leaders and enabling them observe environmental practices in industry and in life in one of the most technologically advanced nations, Germany. From 2009 to 2013 around 200 Young Environmental Envoys from around the world had the opportunity to participate in a field trip to Germany to learn about trends and perspectives in the field of environmental protection and sustainability. The programme has enlisted over 20 countries to the programme. Programme is currently on hold and Bayer is to advise if they will continue with the programme.

3. Facilitating internships: some limited success in the regions

314. Activity from Strategy Document: 29. *UNEP will continue to promote and facilitate internship programmes for young people to gain experience and to provide support to the UNEP Children and Youth Unit of the Division of Communications and Public Information and to divisions and regional offices. UNEP will also continue to encourage Governments to support university students from their countries to undertake internships at UNEP headquarters and regional offices and to also finance young people from various countries to become Junior Professional Officers in UNEP. Such programmes will provide young people with a wider perspective on environmental issues.*
315. Achievements since 2009 global: UNEP was requested to use same recruitment platform as other agencies to recruit interns. Previously we had youth volunteers and short term vocational training.
316. The necessity to conform to UNEP guidelines seems to have made it more difficult to recruit interns.
317. Achievements since 2009 Latin America Caribbean: One Tunza Advisor participated in a five months Tunza Fellowship Programme to support implementation and follow-up of the Tunza activities in Latin America & the Caribbean (from March 2014 to August 2014).

318. Achievements since 2009 Europe: Offered several internship opportunities to young people and partner universities.
319. Achievements since 2009 Asia Pacific: Tunza members have interned at the regional office for periods of 3-6 months.

4. Training youth leaders: training took place only as part of other activities

320. Activity from Strategy Document: 30. UNEP will organize regional and global training workshops and seminars to build the capacity of young leaders, particularly members of the Tunza Advisory Council, young journalists and young educators on environmental issues. This will enable them to mobilize young people to tackle environmental issues.
321. Achievements since 2009 Latin America Caribbean: Participation of youth Tunza member in the MEDIA TRAINING WORKSHOP IN PREPARATION FOR THE COP20, in Peru
322. Achievements since 2009 Europe: regional conferences utilized as capacity building sessions.
323. In general training took place only as part of other activities.

They did try to teach us how the UN system works. But it is very complicated and not so interesting for younger people. But if we are going to really make a contribution and have a say, we need to have more of an induction about how it works (young activist).

324. Activity from Strategy Document: In addition, UNEP will organize environmental advocacy training for young leaders who have been involved in UNEP global and regional processes to enhance their skills in initiating and implementing community-based activities, particularly green jobs.
325. Notes: Handprint Challenge organized in 2014 in Asia Pacific.
326. Defined direct target groups: Young people between 15-24 years
327. Achievements since 2009 Asia Pacific: Generated actions in colleges around Asia, videos and stories of sustainable actions that young people are taking in colleges, coverage of actions in local newspapers. From 2011-2012, organized Young Asian Reports with the Asian Media, Information and Communication Centre.
328. Achievements since 2009 Europe: Held the regional Youth Conference on role of youth in green economy, a video on green economy and youth, and development of a discussion paper on green economy and youth employment

5. Organizing targeted train-the-trainer workshops: promising use of MOOCs via university partnerships

329. Activity from Strategy Document: 31. UNEP will organize targeted train-the-trainer workshops on the priority and thematic areas of UNEP and the Millennium Development Goals. The workshops will be used to introduce young leaders and young professionals to the concepts of sustainability and will increase the number of young people with the capabilities to make personal choices that illustrate the benefits of implementing environmental actions.
330. Achievements since 2009 global: UNEP is promoting innovation to empower the global citizens on environmental awareness through ICT by the use of massive open online courses (MOOCs). Two

MOOCs on Disaster Risk Reduction (DRR) and Climate Change Adaptation for the Small Island Developing States (SIDS) have been rolled out in partnership with the Cologne University of Applied Sciences and University of Geneva respectively. The DRR MOOC enhances knowledge and skills for tackling complex issues such as resilience and transformation, sustainable development, ecosystem management, disaster risk reduction, climate change adaptation and how they can be operationalized. It currently has a student base of over 11,600. Three more MOOCs are currently being developed by UNEP and partners, focusing on REDD+, Marine Litter and Sustainable Urban Mobility.

6. Organizing nature and sport camps: no evidence

331. Activity from Strategy Document: 32. UNEP will continue to organize its leadership training programme on sport and the environment for children from underprivileged communities. The camp, which has been successfully implemented in Nairobi since 2001, uses sports to promote environmental awareness and actions in communities. UNEP will work with international and national partners to establish camps in other countries.

332. Information Source: Joyce Sang Outreach unit

7. Volvo/UNEP Adventure Programme

333. Activity from Strategy Document: 33. The annual Volvo/UNEP Adventure Programme will continue to inspire young people to develop and implement environmental projects in their communities. Volvo and UNEP will identify the best implemented projects, invite representatives of the projects to an annual conference in Gothenburg, Sweden, and award prizes to the top three projects.

334. Achievements since 2009 Europe: ROE promoted the Volvo Adventure with several youth groups, provided advice and support how to strengthen the project, also participated as jury member and also chaired the Volvo Adventure award.

335. Achievements since 2009 global: Feedback Evaluations with groups of young people at UNEP Tunza conferences have shown how this partnership has a good reputation which made Tunza overall more attractive. Participants were generally very satisfied with the experience. The competition requires practical work from participants, which sets it apart from many Tunza activities in which networking and presentation skills are front and centre.

336. The programme was terminated by Volvo in 2013, apparently for internal reasons.

337. Unfortunately the website³¹ is no longer working.

Subsection 30. Disasters and conflicts

338. Achievements since 2009 global: Good quality case studies used in recent publications such as Geo for Youth and Tunza Magazine

³¹<http://www.volvoadventure.org/>

1. Using education and awareness for disaster preparedness: magazine issue, some regional work

339. Activity from Strategy Document: 34. UNEP will seek to promote awareness on disasters and conflicts through workshops at its regional and sub-regional Tunza conferences and through the Tunza magazine and other publications. At least one of the issues of the magazine will tackle disasters and conflicts.
340. Achievements since 2009 global: one magazine issue dedicated to disasters and conflicts.
341. Achievements since 2009 Asia Pacific: Outreach to projects that are not normally part of the UNEP network

2. Participation in environmental processes: little evidence of success

342. Activity from Strategy Document: 35. UNEP will continue to identify participants for its Tunza conferences from areas affected by disaster and conflict to enable them to learn more about how to mitigate and adapt to disasters and prevent and resolve conflicts. Topics on disaster and conflict and the environment will be included in the Tunza conferences and participants from these areas invited to share their experiences.
343. Achievements since 2009 Asia Pacific: Some young people from the early years of the award have been elected as members of the Children's Board and as TYACs

3. Support to disaster and conflict mitigation project: no evidence funds were directed to affected countries.

344. Activity from Strategy Document: 36. In considering projects to be funded within the Tunza strategy, UNEP will allocate funds to projects in countries and regions affected by disaster and conflict. In addition, a selected number of such projects will be highlighted in the best practices section of the Tunza website.
345. Activity from Strategy Document: 37. UNEP will use the proceeds from its "Paint for the Planet" auction to support projects for children affected by problems related to climate change.
346. Achievements since 2009 global: 26 children's paintings sold as part of UNEP's Paint for the Planet event in New York to raise money for children in areas affected by climate-related disasters. <http://www.grida.no/news/default/3200.aspx>

Subsection 31. Harmful substances and hazardous waste

1. Implementing the Ozzy Ozone programme: little evidence

347. Activity from Strategy Document: 38. *UNEP will continue to implement its educational campaign on ozone issues through the Ozzy Ozone Programme for children and young people. Through information materials such as videos, comic books, radio spots, education packs for primary and secondary schools and the Ozzy Ozone website and game, the campaign has reached more than 190 countries and materials have been translated into over 32 languages. The programme will continue to raise awareness among young people of the need to protect the ozone layer and actions that they can take in that regard. UNEP will also develop and implement training programmes on ozone-related issues for teachers.*
348. Ozzy Ozone seems to have been an important part of Tunza programming during Strategy 1 but does not seem to have continued into Strategy 2.
349. The website is still online but is starting to look rather dated.

2. Strengthening the children's environment health initiative with UNICEF and the World Health Organization: substantial collaboration with other UN agencies

350. Activity from Strategy Document: 39. UNEP will continue working with UNICEF and the World Health Organization (WHO), Governments and non-governmental organizations to promote children's environmental health issues. Workshops and training programmes will be organized in cooperation with WHO, UNICEF and other partner organizations during the Tunza conferences or in other such forums.
351. Achievements since 2009 global: UNEP NYO, in close collaboration with relevant UNEP offices, undertook number of initiatives in the field of children's environmental health (CEH), with the World Health Organization (WHO), the UN Children's Fund (UNICEF), and several non-governmental and academic organizations. This work was built on collaboration established in the run-up to the World Summit on Sustainable Development (WSSD), when UNEP, WHO and UNICEF published, 'Children in the New Millennium: Environmental Impact on Health.' In 2010, UNEP worked with WHO, as well as UNICEF, to publish an update to this book, entitled 'Healthy Environments for Healthy Children: Key Messages for Action' which addresses a wide range of environmental threats to child health – explaining the linkages and proposing action to protect children, while safeguarding the environment on which their health depends. In 2009, UNEP actively contributed to WHO's 3rd International Conference on Children' Environmental Health (CEH), held in Busan, Korea (7-10 June 2009). The resultant 'Busan Pledge', asked WHO to facilitate the development of a global plan of action to improve children's environmental health and regularly monitor and report on its progress. The 'Busan Pledge' stressed that the successful implementation of this global plan of action requires strong partnerships and close networking.
352. During the Tunza International Children and Youth Conference in Daejeon, Korea, held in August 2009, UNICEF in collaboration, UNEP & other non-governmental organizations and other partners, launched an online platform called Unite for Climate, meant to provide young activists platform to encourage local organizations to collaborate and create global action. http://www.unicef.org/infobycountry/repkorea_50898.html
<http://bit.ly/1bTsWUQ><http://bit.ly/1GH2kn8>
353. Achievements since 2009 Europe: UNEP ROE facilitated the participation of European youth in the European Environment and Health Ministerial process, in line with the Parma Declaration on Environment and Health, and UNEP's Programme of Work on the promotion of children's environmental health, effectively used the Healthy people in a healthy environment publication that links the Children's Environment and Health Action Plan for Europe (CEHAPE) with the Convention on the Rights of the Child (CRC) to influence and mobilize support during and after CEHAPE youth and European Environment and Health Task Force Meetings; and implementation of the Parma targets at the national level through partnership with youth organizations to developed good practice case studies in Albania, Ukraine, Germany, Kazakhstan, Macedonia, Malta, Romania and Turkey.

Subsection 32. III. Implementation and monitoring: Activities implemented according to divisional strategy as planned. Reporting was patchy. Mid-term evaluation not carried out. Final evaluation undertaken.

354. Activity from Strategy Document: 40. *The implementation of the strategy will be coordinated and implemented by the Division of Communications and Public Information in close collaboration with other divisions and regional offices. The Division will take the lead in implementing most of the global activities. Other divisions will implement some global activities: the Division for Technology, Industry and Economics will take the lead on the implementation of the YouthXchange and the Ozzy Ozone programmes, while the Division for Environmental Policy Implementation will do the same in implementing the environmental education and training component of the strategy. The regional*

offices will implement activities including the regional and sub-regional networks, conferences, workshops and seminars. All other divisions will participate as required in the implementation of relevant sections of the strategy.

355. Activity from Strategy Document: 42. Progress reports on the implementation of the strategy will be given to Governments on a regular basis. Independent evaluations will be conducted midway through the strategy in 2011 and at the end of the strategy in 2014. The report of the evaluation will be presented to the Governing Council/Global Ministerial Environment Forum the year after the evaluation is conducted.

Section m. Activities and outputs not mentioned in original strategy document

Subsection 33. Communications and correspondence

356. Activity: Respond to public queries for information on the children and youth/sport and environment programmes by regular mail, e-mail, telephone and spot visits; responding to communication/ letters/ emails send to Executive Office
357. Achievements since 2009 global: Tunza receives an average of 30 email queries per week from various organizations and schools, requesting for information material, education packs, calendar of activities especially when next conference is taking place, how to get involved in the Tunza programme and quite often country level programs/activities for children and youth.
358. Tunza also receives on average 30 to 40 logs per year which includes calls, emails and letters send directly to Executive office for response. Tunza prepares briefing notes and memo updates for Executive office updates on ongoing or upcoming Tunza activities and events.
359. Activity: Input to inter- Agency publications/ newsletter
360. Achievements since 2009 global: We provide regular input to the monthly youth flash newsletter, mainly to highlight upcoming events and promote UNEP events/campaigns where youth can contribute and promote UNEP youth publications whenever we launch new publication or guide/resource booklets.
361. Some external respondents said that after the problems with Bayer and OIOS, communication was poorer and it was less clear from the outside what was happening with Tunza.

Subsection 34. Tunza Samsung eco-generation³²

362. "Environmental Networking Platform for Children and Youth by Samsung Engineering and UNEP": Tunza.eco-generation.org is "an interactive environmental website that will serve as a platform to educate the community about the environment and create eco-friendly initiatives".
363. The website has some forums. There are occasional articles attracting 5-10 comments. Probably no more than 10 forum posts in 2015, except for the most popular forum, which is private: Eco-generation Ambassadors. There were dozens of contributions in March 2015 connected with the process of selecting "Ambassadors". This suggests that a rewards system can be key in encouraging involvement.
364. A Mandarin translation was produced by volunteers.

³²<http://tunza.eco-generation.org/>

365. Data from web statistics for the site Jan 2012 - Jan 2015: 234000 users, or 214 users per day.

366. 6 of the top 7 countries are in Asia.

Country	Users	%
India	78,225	20.65%
South Korea	40,688	10.74%
United Arab Emirates	34,787	9.18%
United States	25,099	6.63%
Indonesia	24,993	6.60%
Philippines	24,060	6.35%
Nepal	16,268	4.29%

Subsection 35. Technical contributions as part of subprogrammes regionally and nationally

367. These kinds of additional activities are not specifically mentioned in the Strategy, but are possibly very significant, for example in programmes hosted by national governments. A brochure co-produced with the African Ministerial Conference on the Environment³³ provides some good examples.

368. Achievements since 2009 Europe: A conference on the outcome of the Rio+20 conference and its implications for young people under the Green Week celebration in Baku.

369. Achievements since 2009 Europe: support to the International Camp of Young Environmentalist forum initiated by the Government of Azerbaijan and UNDP Azerbaijan and engagement of Tunza Europe in the forum.

370. Achievements since 2009 Europe: Preparation, coordination and contribution to the only UNEP led event at Rio+20 (at the Rio Convention Centre) on Green Jobs and Youth with the International Labour Organization (ILO). Ensured wide publicity of the event and participation of trade unions, youth, business and others. With participation of the Georgian Environment Minister and the Executive Director of the United Nations Population Fund (UNFPA).

Section n. Effectiveness: Attainment of programme objectives and results

Effectiveness: Attainment of programme objectives and results OVERALL: Moderately Unsatisfactory.

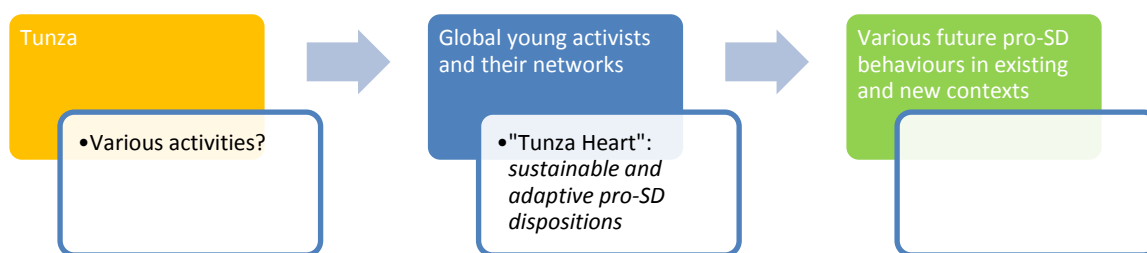
³³ UNEP (2014). Accelerating Youth Action Towards Africa's Greener Future

Subsection 36. i. Achievement of direct outcomes from reconstructed ToC

Effectiveness: Achievement of direct outcomes: Moderately Unsatisfactory. The Strategy does not specify expected outcomes and impact in any measurable way, nor was there a clear Theory of Change about how outputs were to lead to outcomes and then impact. The Programme certainly had significant interactions with hundreds of young environmental activists and significantly influenced the careers of at least tens of them, possibly helping them become better and more dedicated environmental activists. Tunza also helped nurture a small number of very young environmental “stars” who received a lot of media attention. Tunza also had a positive effect on a diverse array of youth networks in a wide variety of different countries and also regionally, however this effect is probably relatively small considering what might be expected of a programme of this size. It is plausible that the pro-environmental messaging especially via TV in Asia may have had some positive behavioural effect on large numbers of young people, but there is no firm evidence for this.

Strengthening the “Tunza heart” of young activists and networks

371. This was the “theory of change fragment” from Subsection 6.



372. Data from the online survey indicates that many global activists received considerable input to their careers from Tunza. For example, the head of the World Student Community on Sustainable Development is ex-Tunza.

What is Tunza for? To give young people the opportunity to become environmental leaders (Youth Activist).

373. Given that the reconstructed theory of change (and to some extent the Strategy) puts the development of global activists front and centre, it is a pity there was not better tracking and follow-up of their careers (and of the careers of other young people in contact with Tunza).

374. There are at least 10, mostly quite young, alumni who have received a degree of fame in their own countries and beyond such as Abdul Muqet³⁴ and “Climate Girl” Parrys Raines³⁵. The best known is Felix Finkbeiner who has effectively run the Plant for planet campaign with children globally, see Subsection 26.

³⁴https://www.facebook.com/pages/The-Paper-Bag-Boy/100137236705872?sk=info&tab=page_info

³⁵<http://www.climategirl.com.au/>

375. The online survey (See Section y) of previous Tunza contacts and alumni was responded to by 178 from 42 different countries. This is a very encouraging diversity if Tunza were not global in this sense, the replies would have come from just a handful of major countries.

The TYACs, they are Tunza's biggest resource. Tunza needs to keep tabs on them better.

Why doesn't Tunza share this information about what TYAC members are doing around the world? This information can be shared on the Tunza Facebook page or other social media accounts or through a quarterly newsletter. There is no evidence for us to say that yes, Tunza managed to build capacity of these TYACs who then went on to influence policy. More monitoring and evaluation is needed from the Tunza team on a regular basis so that this evidence can be gathered and shared! (Participant in online discussion).

Now I am 26, I have to stop [with Tunza]. But I miss being a TYAC. Can't UNEP adopt us? I need more training. I'd like a job there. (Participant in web survey).

376. While global and regional activities did provide various training activities, a more holistic view of activist development and accompanying training would have been welcome. Mentorship from Tunza alumni, which would have been a targeted and cost-effective way to achieve this, didn't really happen.

I see some efforts to train young people to influence in policy in the regional meetings, because we have to write declarations and do role activities that make us to think as decision makers. [...] Honestly, workshops at Tunza meeting were very poor in terms of both contents and methodology. Also, with the exception of [two], they were all in English. None of the children from my region could understand any of them (Online discussion participant.)

377. The global and regional conferences were probably the defining Tunza activity, and the one which is identified with Tunza most strongly (see results of online survey, Section aa).

378. Most respondents from outside Tunza, and some from within, expressed a certain amount of frustration with the conferences.

But yes, the youth and even the children who actually get to the conferences, they really know what they are talking about and mostly they are very impressive. But the kids from the host country – they weren't so impressive. They were a bit lost. There were too many of them. And they should have been better selected (Youth Activist).

The conferences are incredible because they open up a whole new world – you find out that there is so much outside school and getting a job. But it could be more South-South, it is very North-South (Youth Activist).

379. Most respondents agreed that at least some alumni benefitted from exposure to large, high-level conferences.

Yes, the conferences are too bureaucratic for young people but they have to be, it is about socialising people into that way of working (UNEP staff member).

SUPPORT TO LOCAL AND NATIONAL NETWORKS TO INFLUENCE LOCAL CONTEXT

380. Tunza has provided platforms for young people to participate in decision-making processes which include the Governing Council sessions (now UNEA), regional ministerial forums and other global environmental meetings. Back at the regional and national level however, activists have found it difficult to get support from governments for their national action plans.

381. Finding from the online survey: Paradoxically while the strongest support was for the statement that what young people really need is support for their local and national activities, which respondents really believe the UN logo can give them, at the same time respondents do not really feel that Tunza in fact did a lot specifically to support their local and national networks.

382. Obviously UNEP has to be careful about giving out UN accreditation, and this process can be time-consuming for regional staff.

The works stopped flowing well when we asked UNEP a "volunteer letter of recognition" of each young person who worked at the reform, feeling part of TunzaLAC and UNEP Staff said it was not possible ... "we can write one for you and the other TYACS, that are formally in touch with us, but not for anyone, it is the UNEP name there!"(Online discussion participant).

We need more support for peer-to-peer work between youth groups at country and regional level

Influence on institutions

Yes, the aim of the conferences was to get the youth input into policy. (19)

383. Appearances at international meetings with other agencies definitely led to Tunza being better known amongst sister agencies and reinforced some good collaborations.

Thanks in particular to the Youth Side-Events, sister agencies on climate change have definitely heard of Tunza. X26.1

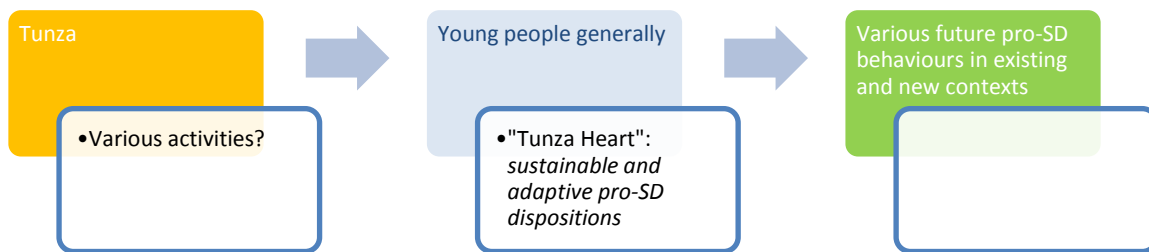
384. However there was also some frustration that this did not seem to lead anywhere: Tunza succeeded in publicising Tunza to this narrow but important audience, and technical cooperation continued successfully, but it was not clear what the young people themselves (for example an individual or delegation making a presentation at a high-level conference) were going to do next.

I think during GC/UNEA meeting TYACs (and occasionally Junior Board Members) do not influence policies in any way. This is a hard task for all Major

Groups, but in the case of Children and Youth my perception is that they are not prepared to understand the negotiation processes and they don't have the necessary time to achieve this. I think everyone knows it, but they are sent there anyway simply to legitimate decisions already made. It feels like they start from scratch with every meeting. (Online discussion)

385. Tunza had some positive influences on the work of other agencies and contributed to some important products especially via the sub-programmes. A case in point is the promising use of MOOCs via university partnerships.
386. Education is already a major part of the interface between UNEP and young people. But it has been seen within UNEP as primarily a vehicle for disseminating policy; some of Tunza's work has helped to see education as a broader and more interactive field.

Strengthening the "Tunza heart" of young people in general



387. In order for Tunza to be able to have effects on a global scale, it of course needs to be attractive and well-known on online and social-media spaces. Findings from the online survey indicate that the UN, UNEP and Tunza as a network are all very attractive to respondents. However, the Tunza Facebook page and magazine and even the Tunza campaigns themselves, while still viewed in a positive light, were not so universally attractive. Tunza did not really find a way to leverage the potential of the UN brand into a channel for youth participation which could involve millions. The following activities reached probably millions of young people and especially children: the Billion Tree campaign, the TV initiatives in Asia and the children's painting competition. Of these, only the latter was Tunza branded whereas the other two leveraged other channels to contact young people.

Subsection 37. ii. Likelihood of impact using RoTI and based on reconstructed ToC

Effectiveness: Likelihood of impact: NA/Moderately Unsatisfactory. Dozens of Tunza alumni including some junior "stars" have made important contributions to sustainable development. Overall there is no concrete evidence that they would not have made similar contributions even without Tunza, except for the case of the junior "stars" where the role of Tunza was in some cases quite clear.

388. The online survey (Annex VII) gives some insight into the effectiveness of Tunza activities into strengthening activist "heart". It seems that there is indeed a relatively small number of those activists who have been to global conferences, been TYACs, etc., who have an impressive list of multiple, significant achievements. Of these, a handful have gone on to make really extraordinary contributions to sustainable development.

I would say 50% of the international delegates at the Tunza conferences will go on to have careers in sustainable development. So yes, it is a big deal. (Youth activist)

389. But would they have not made the same contributions without their involvement in Tunza?

390. A partial answer is given by correlating involvement in each individual Tunza activity with different kinds of contribution to the environment. Disappointingly, there are no strong connections individually or as a whole, suggesting that although those people who are Tunza alumni mostly have been able to make considerable contributions to sustainable development, they might well have made the same contributions if any or all of their Tunza activities had never happened.

Did Tunza make the young people into activists or did it just work with young people who were already activists? Well, thinking about people I know I would say it is about 50-50.

391. There was a lot of criticism from respondents that the Tunza strategy for working with *children* was too similar to the strategy for young people and that this might even lead to negative consequences for very young participants.

Global travel is too much exposure for little kids, too soon.

Tunza doesn't seem to realise that working with children is mostly about working with parents.

392. Difficulty with CSO activity in some regions can mean more focus on *individuals* and their status and careers as environmental activists. So quite young children are in the media spotlight which might be more beneficially thrown onto groups and movements.

Sometimes the focus may be more on individual activists as CSOs are less welcome or effective. So it is particular individuals who get invited for statements on television etc. (Youth activist).

393. This can also mean a particularly strong preference for charismatic, attractive people.

394. Tunza support to national and regional networks certainly helped a considerable number of youth environmental organisations: here it is intangibles like the logo and connections to other likeminded people which seem to have been most important.

Many of the young after being involved with the UN system, begin to have greater expression and influence with local and federal governments and also with civil society. (Online discussion participant.)

We would never have got the support of the University without the UN letter with the logo on it. Now we have a commitment to 10% forest cover in all the Universities in the country.

395. In some countries, CSO activity per se can be seen as a good outcome in itself, which is also relevant for Tunza long-term goals in the sense that a successful widening of the possibilities for CSOs might also feed back into improved possibilities for environmental action in particular.

Subsection 38. iii. Achievement of programme goal and planned objectives

Effectiveness: Achievement of programme goal: NA. The Strategy does not specify a programme goal in any measurable way. There is little evidence of “a global movement”; and of “a generation of leaders” only in the narrowest sense. However it is probably not fair to judge the Tunza programme against statements which were probably never intended to be verifiable.

[Objective:] To “promote a global movement through which children and young people worldwide will actively participate in environmental activities and use the power of their numbers to influence politicians, leaders and society to make environmental changes”

“The vision of the Tunza Programme is to foster a generation of environmentally conscious leaders who will better influence environmental decision-making processes and act responsibly to promote sustainable development.”

396. These two statements could be taken to refer to first a mass influence on young people worldwide, presumably in their millions or billions, and secondly on a generation of core activists. The first statement has quite certainly not been fulfilled, but perhaps it was not to be taken literally. Did Tunza achieve its “Vision”? Here it all depends what is meant by “a generation of leaders” ... Certainly there are tens, perhaps even hundreds, of young people who have received substantial inputs from Tunza who could be described as such.

Possible negative effects

397. In Tunza overall, the spotlight has been on special individuals rather than on networks and groups or individuals within groups. A significant degree of competitiveness has arisen between some individuals for coveted roles. Many respondents argued that promoting sustainable development values and skills amongst young people should focus more on the achievements of groups rather than individuals.
398. Unfortunately, it is also important to mention that the scandal surrounding the OIOS investigation has had a negative impact on the image of Tunza, DCPI, and UNEP, at least in the opinion of most key informants. Fortunately, information about the scandal, although potentially quite attractive for news sites, mostly does not appear on search engines unless one specifically looks for it.
399. The corporate partnerships and especially that with Bayer exposed Tunza to some plausible accusations of “greenwashing”.

Section o. Sustainability and replication

Sustainability and replication: Moderately Unlikely. (The overall rating for this parameter is mandated to be the lowest of the sub-ratings). Commitment, skills and action of some Tunza activists is likely to persist; however the number of activists is quite small relative to the size of the programme; there are only a few examples where other institutions have taken on some funding

for Tunza activities, notably host country contributions to Tunza conferences; there are a handful of national and regional Tunza and Tunza-related initiatives that might perhaps have established governance structures which would support their survival beyond the ending of UNEP support; it is unclear whether concern about environmental issues is actually increasing amongst young people.

Subsection 39. Sustainability

400. Four aspects of sustainability will be addressed under the following subheadings.

Socio-political sustainability.

Sustainability and replication: socio-political. Moderately Unlikely. The commitment, skills and action of some Tunza activists is likely to persist; however this number is quite small relative to the size of the programme. The “broad but shallow” influence of the programme on a much broader young audience could possibly persist, especially because they were reached by some good and appropriate messaging at an early age. However it is notoriously difficult to provide concrete evidence for these kinds of effects let alone for their sustainability (and not just in the case of Tunza).

401. What is left of Tunza at the end of phase 2?

402. Is the “Tunza heart” (see Subsection 7) built up in activists likely to sustain? Yes, according to those who responded, Tunza and similar activities was life-changing for them and they will continue to work for environmental benefits. However many lamented that it is already difficult to keep in touch with peers. It is very unlikely that Tunza as a network of activists would persist without outside involvement. On the other hand, the sample from web survey and interviews is certainly and unavoidably biased towards those who still identify with Tunza and its values.

403. Is the “Tunza heart” (see Subsection 7) built up in non-activist young people likely to sustain? It is very hard to say, because, because the influenced group extends to those who might have spent half an hour involved in a painting competition or viewing pro-environmental content on television, i.e. probably millions.

404. Broader social and political factors are generally in favour of the continuation of youth environmental action, although patterns and models of activism are changing all the time. The continuing global shift to single-issue campaigning and “no-commitments” involvement is not necessarily a problem for the continuation of the influence of Tunza inputs into the future.

405. The relatively high visibility of Tunza within UNEP will certainly not *secure* a future for the involvement of young people within UNEP but it will probably make it more likely.

(b) Financial resources and corporate sponsorship

Sustainability and replication: financial resources. Moderately Likely. There are a few examples of where other institutions have taken on some funding for Tunza activities, notably host country contributions to Tunza conferences. In principle there would also be considerable readiness on the part of corporations to sponsor youth environmental activities, indeed this kind of sponsorship is quite desirable for some corporations, especially those who have something to gain from a connection with green issues. The Bayer and Volvo cooperation agreements have now ended and it is not proving easy to find additional sponsors.

406. It is difficult to plan any kind of programme at UNEP in the current economic climate without pledged donor support or corporate sponsorship, and it is perhaps a blessing (and a curse) for Tunza that its sponsorship potential – linking youth and the environment – is high. That means that discussion of financial sustainability means primarily discussing corporate sponsorship.
407. There is still interest amongst corporations for collaborations with environmental youth programmes like Tunza; there is a possibility that the Volvo and Nikon programmes might restart, and a new sponsor has been found for the painting competition. The Samsung Engineering cooperation is still ongoing. This interest represents a considerable opportunity for UNEP but also a risk. The UNEP logo is something that corporations are prepared to pay for; it is difficult to assess how much this represents a sincere interest in supporting youth environmental action and how much it is really just “greenwashing”. Was Tunza a “soft touch” for greenwashing? Nearly all respondents acknowledged that the partnership with Bayer opened UNEP to quite obvious accusations (whether justified or not) that Bayer was using the partnership in just this way.
408. Corporate sponsorship of different kinds was quite common at the regional level too – for example, African Regional Children's Conference took place from 7 to 10 August 2009 in Durban, South Africa was co-sponsored by SPAR, Eskom, Nestlé (South Africa), Shell (South Africa), Hewlett Packard (South Africa), the British Council, SAASTA, Sustainability United (An Environmental Network for Children, Women and NGOs), Regency Foundation Network.
409. The Conferences in Korea, Japan and Indonesia received financial and material support from governments and the private sector³⁶.
410. Occasionally, sub-regional networks themselves had some success in securing external funding. For example, originally, the Regional Focal Point for Asia identified youth organisations in the sub-regions to be sub-regional focal points to host youth meetings, with funds provided by Bayer. After the funding stopped, South East Asia Youth Environment Network (SEAYEN) organised its own meeting and found its own funding. This is a good example at least of the potential of Tunza-inspired initiatives to secure their own funding.

Self-organised conferences are the way to go if you want them more frequently, and if you want to use them as an opportunity to engage with the network and build capacity from within (Online discussion participant.)

411. There is little evidence that the sponsorships formed any kind of synergetic relationships with the partners, bringing (youth) environmentalism *closer to the sponsors* as well as the sponsors closer to the young people and the media. The sponsors merely report Tunza activities as examples of their general corporate social responsibility³⁷ and do not report that these activities had any impact on them or their way of working (nor was this, indeed, implied in the Strategy). The kind of youth activities which Bayer chose to support (large-scale youth conferences involving global travel, and a magazine) were of their nature highly visible and well-suited to presenting Bayer in a good light to a general and to a specific audience. It is worth noting that both the Bayer and Volvo programmes existed before involvement with UNEP.
412. The Volvo programme was criticised by some respondents as a “satellite” with no programmatic connection to UNEP. Even the OIOS report was very sceptical about this outsourced model of cooperation.

³⁶ See MidTerm report.

³⁷ See for example <http://www.spar.co.za/About-SPAR/SPAR-Financial/Annual-Reports-%281%29> (report for 2009)

*In the case of Volvo, the benefits to UNEP were not evident.*³⁸

413. While corporate sponsorship can often be seen as a corporation paying to have its logo included in attractive events and activities, the outsourced model used here could almost be seen as the opposite: UNEP lends its logo to a pre-existing piece of environmental CSR. In fact the Volvo brand was quite muted in presentations of Youth Adventure. So what's in it for Tunza and UNEP?
414. A minority of respondents argued that this kind of external cooperation
- Costs UNEP nothing in terms of money and very little in terms of time
 - Lends credibility and therefore attractiveness to what is presumably a good programme, i.e. increasing its popularity, the quality of participants, etc.
 - Also, by association, lends attractiveness to Tunza
415. While this argument is plausible, it depends very much on tight control to ensure that the corporate partner is really working to very high standards, with a clear map of how the programme contributes to Tunza's theory of change, monitoring of adherence to the roadmap, muted self-promotion and so forth. It is not clear that this was the case up to now. The written minutes of the Bayer – UNEP Steering Committee deal mostly with issues of organisation, financing and branding – who pays for what and whose logo goes where - and rarely deal with substantive environmental issues.
416. Finally, it should not be forgotten that Tunza has had almost unprecedented success within UNEP for in securing external funding, however problematic that has proven in the medium term.

(c) Institutional framework.

Sustainability and replication: institutional framework. Moderately Unlikely / NA. Are the national and regional Tunza and Tunza-related networks likely to sustain? While on the one hand the development of such networks has been extremely patchy, there are some which could quite possibly sustain providing a minimum of support was provided in the future. In most cases the unique advantage of these networks is the UN logo. A handful of such networks might perhaps have established governance structures which would support their survival beyond the ending of UNEP support.

417. Once again it is difficult to answer this question because there is no definitive institutional framework for Tunza, neither at global, regional, national or sub-national levels. While in only a few cases are there any specifically Tunza-branded structures which are likely to sustain, in addition there are some strong examples of Tunza-affiliated initiatives which will certainly persist, albeit in a minority of countries and a minority of regions.

(d) Environmental sustainability.

Sustainability and replication: environmental sustainability. Moderately Likely. The *urgency* of environmental issues is likely only to increase, and there is a minority of young people who are increasingly concerned about environmental issues as the threat to their future becomes increasingly concrete. It is unclear whether concern about environmental issues is actually increasing amongst young people.

418. It is not necessarily the case that young people are more concerned about the environment than their elders³⁹; the evidence is mixed⁴⁰.

³⁸ INTERNAL AUDIT DIVISION: 2010 AUDIT REPORT « UNEP project delivery arrangements via partnerships »

419. It is unlikely that the programme will have significant foreseeable *negative* environmental impacts, although continuing focus on large-scale international conferences would have a notable carbon footprint.

Subsection 40. Replication and catalytic role

Sustainability and replication: catalytic. Moderately likely / Moderately Unlikely. Tunza did have some interesting ways to reward young people for environmental activism. The specific rewards it offered were interesting to young people. However the motivational gradient was too steep, with highly attractive rewards for a very few activists “at the top” and not enough small rewards for a potentially much larger number of grassroots activists in small-scale groups and networks. These very attractive rewards (international conferences) were out of proportion with, and not clearly enough tied to, the contribution of the candidates or their life perspectives. This is especially true for children. Some of these young people have gone on to replicate and multiply Tunza initiatives and principles. Another well-used and effective key incentive to young people and even more importantly to their potential partners was the UN logo, and UN approval and to a somewhat lesser extent the names UNEP and Tunza. This incentive would not sustain well beyond the end of Tunza, although it could be argued Tunza has already opened doors to UNEP and the UN system. Some Tunza programming did include methods to encourage self-organisation, like the rewards system in Eco-Generation.

420. The catalytic role of UNEP interventions is supposed to be embodied in an approach of supporting the creation of an enabling environment and of investing in pilot activities which are innovative and showing how new approaches can work. UNEP also aims to support activities that upscale new approaches to a national, regional or global level, with a view to achieve sustainable global environmental benefits.
421. Tunza did have an interesting approach to motivating young people, and to some extent was able to provide a “human face” for young people within the UN.

The UN is so big, so the challenge is, how can you break it down into pieces where young people can choose an issue and actually lead on it? Young people want to lead the way.

Motivation & Rewards

422. The Tunza programme had quite a clear set of rewards for young activists: public and peer recognition and concrete “perks” such as attendance at international conferences. There was a lot of interest in these rewards as evidenced by a minority of respondents who were concerned about the perceived fairness or unfairness of the selection processes. These rewards were more or less entirely driven by financial contributions from corporations so it is highly unlikely that they will continue to be effective beyond Tunza.

As much as these global conferences are great to raise awareness and momentum and really engage youth, we need to focus on activities/meetings at the regional level and follow up activities too. What happens is that at the global conferences we leave feeling so enthusiastic and engaged but when we

³⁹<http://environment.yale.edu/climate/files/YouthJan2010.pdf>

⁴⁰UNEP (2011). Visions For Change. Recommendations for Effective Policies on Sustainable Lifestyles

go back home, how is that engagement sustained? What can we do to sustain this momentum every single day with or without global conferences? That is the challenge (Online discussion participant.)

Mentorship and replication at individual level

423. While there were some activities aimed at providing longer-term and more focussed career support and in particular mentorship, most respondents said that the mentorship programme had not really taken off. Even some seasoned youth activists were not clear on exactly how Tunza is supposed to work and what their role should be within Tunza. Nevertheless, the peer and public visibility of a small number of highly visible Tunza alumni has certainly inspired some other young people to follow their example.

Attractiveness of online assets

424. An attractive online presence is essential to spreading influence globally. Finding from online survey: The UN, UNEP and Tunza as a network are all very attractive to respondents. However, the Tunza Facebook page and magazine and even the Tunza campaigns themselves, while still viewed in a positive light, were not so universally attractive.

Differential factors

425. As discussed in Subsection 15, effective factors differ in nature and intensity from place to place. For example, the significance of attending a regional or global conference can be much greater in a country or region in which CSOs are more isolated.

In our region it is difficult even to get interns. They are not interested if there is no pay. (UNEP staff member)

426. Motivation factors also differ according to age: as mentioned already in Subsection 40, international conferences might be an appropriate reward and activity for a 20-year old activist but have a very different meaning for a 10-year-old.

UN added value

427. Youth activists who were included in the evaluation were emphatic that the UN logo opens doors for them. It helps them to showcase their activities, to be taken seriously by governments and private enterprise.

If I hadn't had the letter from the UN, my University would never have taken me seriously (Youth activist).

Catalytic role at regional and local level

428. Tunza cannot hope to have a significant impact on all the youth of the world. An annual budget of say three million dollars shared equally amongst three billion is one-millionth of a dollar per young person. Even allowing for often wished-for but unpredictable and unlikely "viral effects", it is impossible that this amount could be enough on its own to trigger any kind of change in each and every young person which was distinguishable from statistical noise. In order to have an impact, the Programme must a) be able to focus on less extensive groups like on the one hand "youth environmental activists" and/or on the other hand "specific youth environmental activists who are/have been influenced by Tunza" and b) enable them to engage in catalytic activities, cascading tools approaches and ideas. In general it can be said a) that Tunza did indeed put substantial effort in

working with more specific groups but b) was less successful in enabling them to carry out a catalytic role.

Section p. Efficiency

Efficiency: Moderately Unsatisfactory. The ratio of core funding spent to outputs delivered is excellent, because a small amount of core funding was able to leverage a much larger amount of corporate sponsorship. In fact Tunza core funding was probably not large enough, particularly in the regions, for a programme which was intended to be global in reach. Staff did make considerable efforts to ensure that planned outputs were provided, but on the other hand money was certainly wasted directly and indirectly due to corruption, a fact which unfortunately mars what might otherwise have been a good rating.

429. **Any analysis of Tunza financial flows is extremely difficult as, at least for the first years, financial information is hard to come by, at least partly because Tunza was not treated as a separate programme.** See Subsection 50 and Annex I. The “annual budget estimate” in the 2009/13 Strategy differs very substantially in outline and detail from what was actually realised. The budget estimate on the one hand does not include all core funding for staff; on the other hand it envisages over 3 million USD input from the Environment Fund which did not materialise, with nearly all the programming costs covered by corporate sponsors.
430. National and private funds were leveraged very successfully. Tunza conferences were very well funded and the highly visible spending led to the idea amongst observers that Tunza had substantial resources. However, nearly all of these resources were for a small number of specific activities.

People thought we were over-resourced because of the corporate sponsorship. But it just meant the skeleton staff had more running around to do (UNEP staff member).

We often did not know for sure who was paying for what (UNEP staff member).

431. Staff often drew attention to the amount of effort they had to put in to ensure that tickets were bought and conferences were completed successfully, with thousands of participants and also chaperones coming from many different countries. In most cases the outputs were indeed delivered, somehow, though there is a strong impression that some of the organisational processes were quite chaotic and some resources were certainly wasted along the way, for example tickets finally being approved at the last moment and at higher prices. Problems with ticketing were brought up by Bayer in the steering committee minutes⁴¹.

UNEP at the top don't understand that if you want to do it properly (engage with youth) you have to resource it (Tunza alumnus).

432. Some respondents said the painting competition was inefficient because the actual paintings (rather than digital photographs of the paintings) had to be posted, collected, sorted etc. It was complicated and expensive to ensure that paintings were not lost.

⁴¹For 2011

433. A majority of respondents were sceptical about the cost-effectiveness of global conferences; to many, they had at least the appearance of wastefulness, especially as younger participants also had to be accompanied by chaperones.
434. I would never ask the major media to cover Tunza conferences, it would be too dangerous, the reputational risk would be too great. Real journalists would ask “who is paying for all of this”? Couldn’t the money be better spent? (UNEP staff member).
435. To the extent that it is possible to distinguish the different funds in order to be able to say so, one could claim that Tunza also leveraged internal funds.
436. Example: DCPI Focal Point for Climate Change wants to include a young person in a side event at a climate change conference. She contacts the Tunza team, a person is suggested and eventually the young person presents at the conference. The financing comes from Climate Change because integration of youth is specified in the MTS.
437. Bayer certainly made additional direct financial contributions at national level for joint activities which are not covered by the budget; this probably could be classified as additional leveraged funds, as the activities were associated with UNEP even if the funds were not accessible to UNEP.

Subsection 41. Breakdown of expenditure

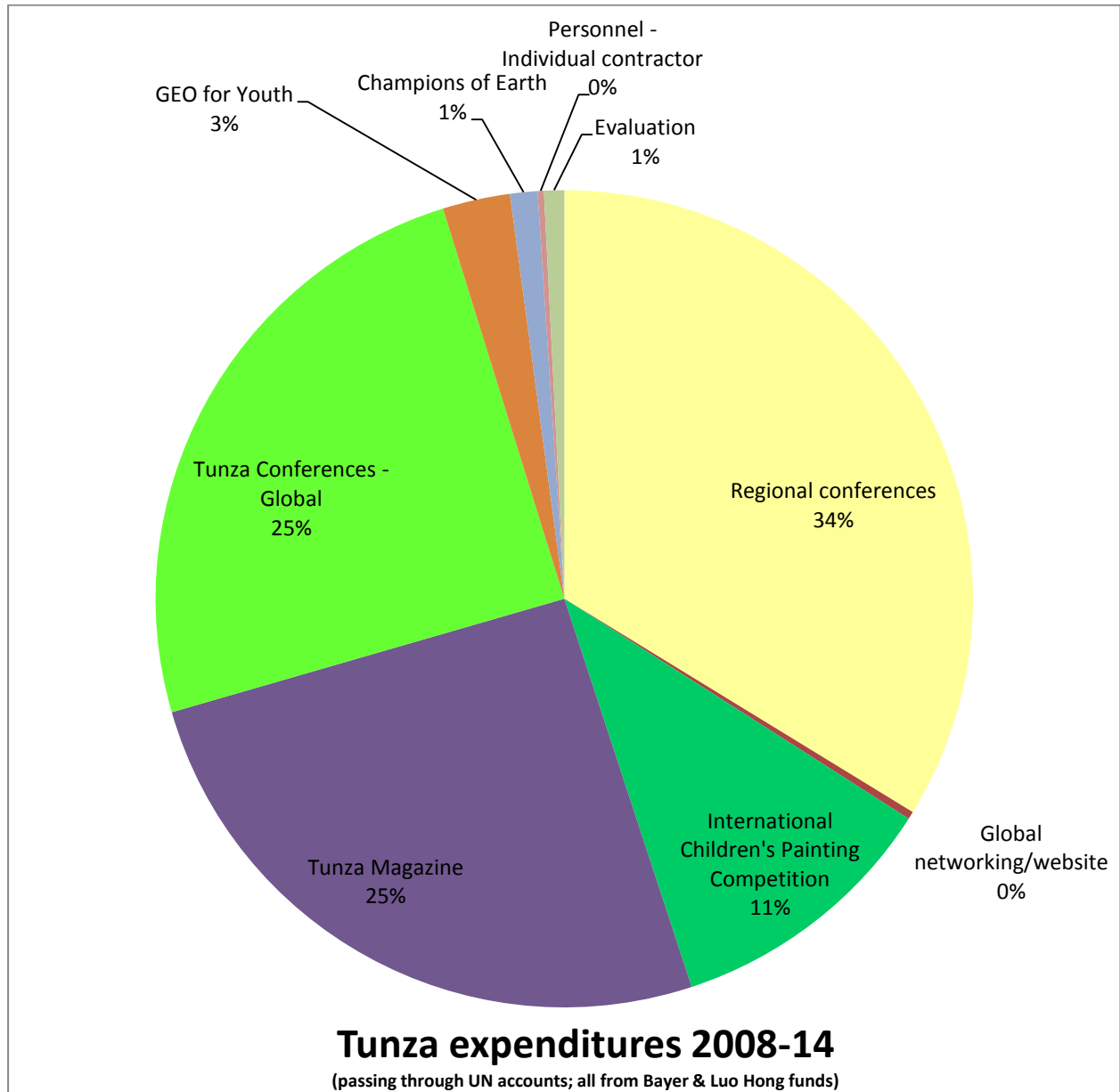


Figure 11: Breakdown of expenditure by activity

438. The graph makes it clear that virtually all Tunza funding was for specific activities with high visibility but high associated costs. Although no breakdown of *type* of expenditure, e.g. travel or printing costs, was available to the evaluator, it is understood that nearly all these funds were transferred directly from UNEP to suppliers, mainly for travel and publishing. These two diagrams should also be read with the caveat explained in more detail in Subsection 50: they do not include an indeterminate amount of additional funds paid directly to suppliers by Bayer until about 2010.

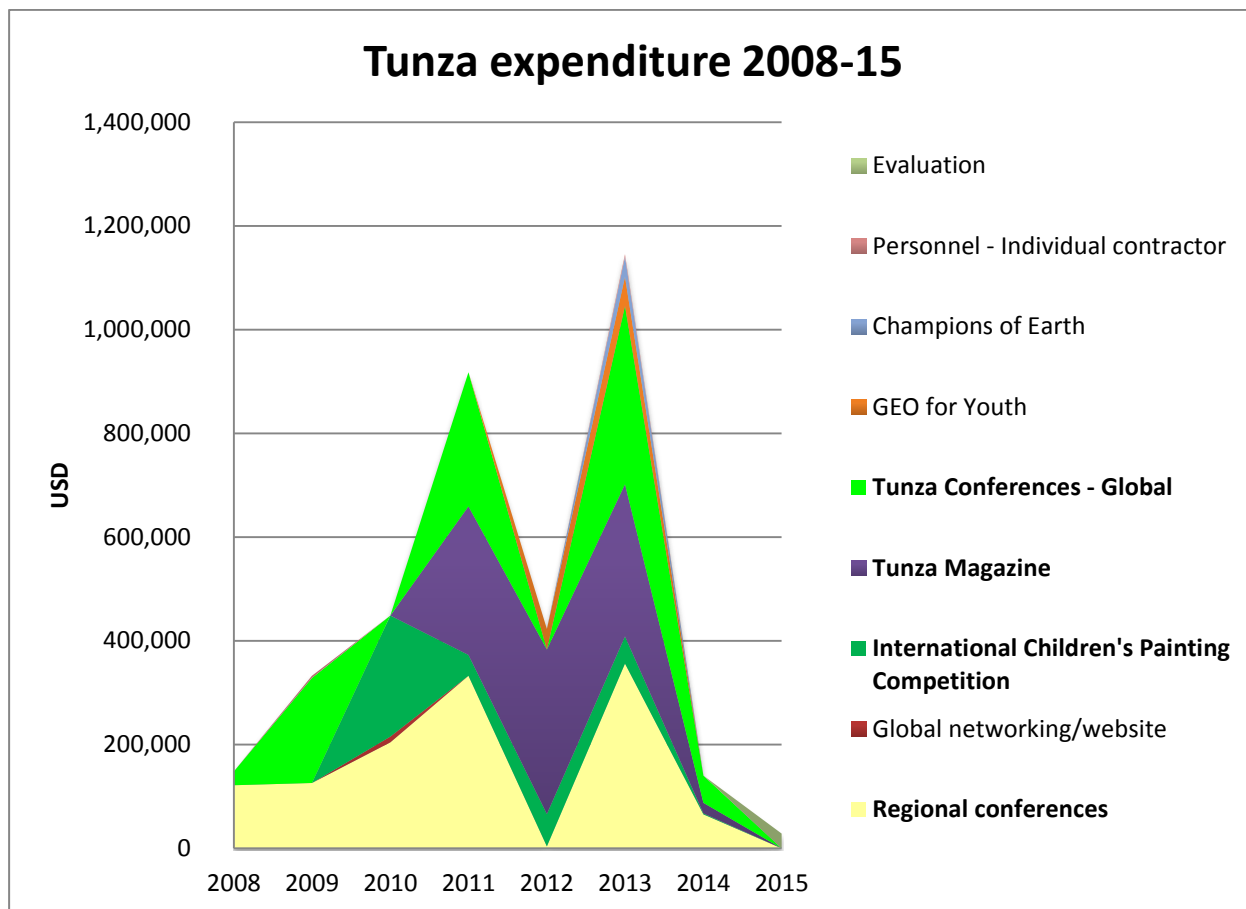


Figure 12: Breakdown of expenditure by activity and year

439. The next graph shows clearly the two-year cycle of conferences and also the drastic drop in overall activities in 2014.

Subsection 42. Cost-effectiveness

440. Cost-effectiveness, or the cost of one unit of an outcome, is much harder to assess for programmes which utilize long causal chains, where outcomes, like a child growing up with slightly more pro-environmental behaviour, are remote and uncertain. This is not the fault of Tunza per se.

441. It is easy to draw an arrow from “children are involved in painting competition” to “increased interest of involved children in environmental issues”; and such a connection is indeed plausible, in the sense that the competition probably has some such effect. But is this effect even measurable? Would the involved children’s parents, on average, notice it? Are we aiming for a slightly increased level of awareness amongst almost all the involved children or are we more hoping that a few children will get extremely interested because of the competition?

442. More generally, is it more cost-effective, i.e. does one get more impact for the dollar, to work directly or indirectly (or very indirectly, through long causal chains)?

443. On the one hand, one can expect that working indirectly will be less effective because resources will be lost and more uncertainty is introduced – maybe the intermediary does something different, or nothing at all, with our intervention.

444. On the other hand, one can expect that an intermediary in a longer and more uncertain causal chain may be able to:

- work out a way to do the same thing more effectively

- leverage other resources (“catalytic effects”)
- multiply certain outputs easily i.e. by spreading the same message to many peers (“multiplying”).

445. Programmes also dream of the ultimate cost-saver, “going viral”, i.e. finding a transmission mechanism which is self-reproducing. Overall, Tunza was not able to reach this level of multiplication – see Subsection 40.

Subsection 43. Cost-efficiency of the Tunza magazine

446. Production of the magazine was carried by one external partner. The contract includes making the magazine available at a website and also promoting the magazine and similar content on social media.

447. 19 issues of the Tunza magazine have been produced 2009-13 in printed and online form, with a budget of 212 000 EUR – annually for 4⁴² 24-page issues annually in three languages. This seems quite expensive when in contrast, the UNEP Our Planet magazine costs about 25 000 EUR for one 60-page issue (though the quality of pre-press and printing is not as high).

448. When standard purchasing procedures were introduced for Tunza, meaning that procurement had to pass through UNON, rather surprisingly the only bid submitted was from the previous supplier, and the contract was duly awarded to the same provider⁴³.

Section q. Factors and processes affecting programme performance

Subsection 44. Preparation and readiness

Preparation and readiness. Unsatisfactory. The programme was poorly designed in the sense that outcomes and even outputs were not expressed in a measurable way. Even the narrative expression of vision and mission were highly ambiguous as to the definition of the most important target groups. Staff in Nairobi were generally adequately prepared to manage the programme, though in level of staffing and other resources in the regions was sometimes inadequate. Tunza leveraged UN added value very well, i.e. it made some good use of the advantages of being a UN programme.

Review of programme design

449. This section overlaps somewhat with Section e, though the aim there was the practical one of reconstructing a theory of change for the purposes of formulating research questions for the whole evaluation, whereas the aim here is to directly assess quality of programme design as one important feature of a programme: did Tunza consist of activities which were efficiently aimed at achieving important, shared, relevant goals; and was this led by an understanding of “how things work” in the domain which informed the selection and adaptation of efficient and effective approaches?

450. For comments on results orientation, see Subsection 51.

⁴² In fact only 3 issues were produced in 2012

⁴³ Written submission to the evaluator from Chief of Procurement Section, UNON

CLARITY OF VISION AND MISSION; TARGET GROUPS

451. The top level of the Strategy is extremely open and can be taken to imply quite a number of different concrete strategies

“... promote a global movement through which children and young people worldwide will actively participate in environmental activities and use the power of their numbers to influence politicians, leaders and society to make environmental changes.”

452. Although it sounds somehow inspiring, this statement is very unclear as it could cover any or all of the following:

- Young people as a whole or on average behave in a pro-environmental way, in their daily lives e.g. as conscious consumers, or perhaps - Young people frequently join ad-hoc direct action like say tree planting
- There is a shift in ideas, awareness and behaviour amongst a *majority* of all young people to support pro-environmental measures, which would presumably result in a change of policy via the democratic process
- Young people are involved an informal mass movement or movements like *avaaz.org*, which represents pro-environmental beliefs but which need not represent *majority* opinion.
- Young people join/create a specific, more or less structured movement, perhaps Tunza-branded?

“... enable the involvement of children and young people in sustainable development...”

453. Again, it is open as to whether this means

- all young people behave in a way more consistent with SD, or
- some larger or smaller sub-groups are more actively involved in shaping and applying SD.

454. On the other hand, the Vision is quite specific, and contradictory, in talking only about *leaders*(who are not mentioned before)

“To foster a generation of environmentally conscious leaders...”

- influencing future leaders to be more environmentally conscious
- fostering a special group of *leaders in environmental issues*(emphasis added)

455. These are two more very interesting strategies, both perhaps fitting quite well to a relatively small UN Programme, but they are really quite different as strategies from those mentioned before and from one another.

456. So the vision and objectives are so broad as to include basically any activities to do with youth and the environment. Different sentences imply different ideas and causal chains. Each of the various strategies implied, and listed above, might make sense (e.g. influence future leaders to be more environmentally conscious, or ensuring that a majority of the coming generation behave pro-environmentally), but for a relatively small programme like Tunza to try to do all of them at once would be a mistake.

457. Many actions do not clearly specify *target groups*, saying instead e.g. “shared with young people across the world” or “The Tunza youth conferences and workshops will be used to provide training for *young people* on...”

THEORY OF CHANGE

458. As mentioned in Section e, there was no explicit formulation on how to change attitudes, behaviour etc., nor does there seem to have been even an implicit model of any great clarity. Many (partial) results for general young people are expressed as “raised awareness”. This can be seen as a catch-all phrase referring to any unspecific increase in knowledge of, and perhaps motivation to influence, environmental problems, which we have described above as “Tunza heart”. The programme materials make very little mention of how “awareness-raising” or “information” interventions are supposed to influence youth behaviour – for example through changing motivation or by presenting different role models and there is little distinction between whether the aim of the intervention is to influence *direct environmentally-relevant behaviour* or to persuade young people to influence the behaviour of *others*.

ADDED VALUE

459. On the other hand, although it is not specifically mentioned very much in the Strategy, Tunza in practice does make use of perhaps its most interesting strength: *UN added value*. In particular:

- being close to governments and UN agencies, helping connect young people with these institutions
- showcasing activity of youth associations
- global reach
- authoritative voice on technical issues
- lending credibility to youth associations which might otherwise lack it

Subsection 45. Inclusion of recommendations from mid-term evaluation of 2006

Inclusion of recommendations from mid-term evaluation of 2006. Moderately Satisfactory. Some but not all of the key weaknesses identified in 2006 were still identified in the present evaluation.

460. It is worth reproducing this passage from p. 8 of the 2006 Mid-Term Evaluation verbatim

While Tunza’s success is widely acknowledged and appreciated, its funding situation presents serious challenges. Experience with public-private partnerships in other intergovernmental organizations has demonstrated that skewedness in the ratio of UNEP to private sector contributions could become a serious governance loophole. Studies of intergovernmental organizations elsewhere have demonstrated the threat to internal accountability and ethical practice associated with such high skewedness of private-to-public funding. While there is no indication or hint that the Tunza program may fall victim to this, the lack of a corporate policy to guide these public-private partnerships is a matter for concern. Also, despite heroic efforts, the potential in the program was not fully exploited due to inadequacy of financial and human resources especially for the implementing entities – the regional offices and substantive divisions. This situation poses a threat to the long-term sustainability of the program. Moreover, the durations of the partnership contracts with private financiers do not overlap with the Tunza program mandate period. This poses a risk to and may cause serious financial stress for the program’s recurrent annual activities should a partner fail to renew a contract financing these

programs. Therefore, financial considerations need to pay particular attention to these kinds of activities.

461. In particular Senior Management was urged to “Consider, as a matter of priority, the development of a corporate policy on public-private partnerships, and ensure it is readily accessible to the public and all UNEP staff.”
462. These prescient points were not taken on board. So when, as implied above, the skewedness in the ratio of UNEP to private sector contributions did indeed lead to corruption, if it was not already present, the lack of synchronisation of funding agreements with programme cycle meant that when Bayer did not renew the contract, the latter part of the period under evaluation was left almost without funds.
463. Similar concerns were also raised in the internal, midterm Review of the second Strategy carried out in 2012. This Review also highlighted the need to expand real involvement of young people in UNEPs work and to focus more strongly on green jobs.
464. The 2006 Mid-Term Evaluation also highlights the increasing need for help in shaping public attitudes and opinion and implies that Tunza could provide a useful channel for this.
465. One recommendation which seems to have been quite well implemented, via the involvement of the sub-programmes in the second Strategy, is to improve the integration of Focal Points in the work of Tunza.
466. It also identified under-resourcing of RFPs as a weakness and recommends rationalization of Tunza strategy and networks so as to “(1) determine who is, or is not, being reached; (2) clarify the priority uses of the network so that they are aligned with other activities accordingly; (3) design a centralized indexed database with a guiding policy” as well as lamenting the fact that outcomes of participation in governance are not well tracked and that targeted training of youth activists is weak.
467. So some but not all of the key weaknesses identified in 2006 were still identified in the present evaluation. The 2006 document is, quite correctly, full of praise for the successes of the Tunza model in implementing a wide range of activities and securing external funding and can be summarized as “more of the same, with some caveats” whereas the present evaluation could be summarized as “take the very best elements and redesign with a much clearer theory of change”.
468. The question then arises of why so many key weaknesses were not really addressed. One possible answer is that Tunza in 2006-10 was very activity-driven and was too busy with implementing those activities. Another is that the Head of the Youth Programme may possibly have been personally benefitting from those same arrangements and did not want to change them.

Subsection 46. Programme implementation and management including strategic placement within UNEP

Programme implementation and management including strategic placement within UNEP. Unsatisfactory. Tunza design and implementation can best be understood from its strategic placement within the communications division, as a sister to ‘sport’; a position which is also well suited to attracting corporate sponsorship. It has provided a large number of high-visibility events in which young people, the environment and in many cases corporate sponsors are placed together, a context which pays more attention to eye-catching presentation than to results. Finally, while there was goodwill towards, and cooperation with, Tunza within UNEP, it was not always clear whether the Tunza label covered all activities with young people or not. The Regional Focal Points play a central role in Tunza activities and have achieved a lot, but they are generally do not have enough staff resources to really be able to provide much support to whole continents.

Strategic placement within UNEP

You could never really challenge Tunza because the top of UNEP wanted it. But the resources weren't there, it was mainly just for show (UNEP staff member).

The former Director [of Tunza] was operating a loose-cannon operation. That was obvious even at the time, or it should have been (UNEP staff member).

469. The placement of Tunza together with sports within the communications division (see Subsection 46) inevitably resulted in something of a shift in focus towards events and individuals attractive to media.
470. There has been strong support in principle from the Executive Director of UNEP for youth and sport activities.
471. As mentioned before, there is lack of clarity within UNEP what is Tunza and what isn't. For example, in the UNEP Annual report 2012, the painting competitions are listed separately from Tunza.
472. For example, UNEP's Environmental Education and Training Unit (EETU) which serves as focal point for implementation of the Global Action Programme on Education for Sustainable Development, is developing national and regional Green University Networks to promote UNEP's engagement with youth and students. There are also activities within which the engagement of young people is or could be critical, such as the "Whole-Institute Approach".

As far as youth goes, if you are talking synergy between different parts of UNEP, well there was certainly cooperation, but synergy, not much, honestly. (UNEP staff member)

473. From a rights-based perspective, Tunza can be seen as fulfilling UNEP obligations to youth in terms of both right to participate and right to information. While fulfilling the right to information falls fairly obviously within DCPI, it is more open to debate whether UNEP's response to the right to participate should be housed within DCPI, or within the work of the Major Groups and Stakeholders Branch, or perhaps elsewhere.

Regional Focal Points

474. The DCPI officers for each region also function as Regional Tunza Focal Points. The main task of RFPs is to facilitate participation of young people in global conferences, to organise regional conferences and where possible to build national and regional networks and to support local initiatives. But of course they have very many other responsibilities, for example translating materials for DCPI. One person working a maximum of one day per week is really a small investment even to maintain a presence in a whole region with maybe dozens of countries and hundreds of millions or billions of young people. Increased additional support (UNVs/ Interns) would help deal with the many tasks such as identifying partners for important processes like ESD – and this requires working directly with subdivision like the Environmental Education & Training Unit DEPI.
475. In the case of at least one Region, guidelines and ToR for Tunza are not clear even at Regional Director level.
476. The performance of the Regions is very mixed, depending also upon the receptiveness of governments and populations in the different regions to get involved. Even so, the **main problem is not lack of funds or opportunities, it is time (staff resources) a clear guideline for work and clear inclusion of Tunza activities in RFP's workplans.**
477. Several respondents said that the relationship between Nairobi and regional offices was sometimes chaotic and unclear when it came to organising conferences and payment transfers, with regions and

sub-regions sometimes acting quite autonomously. This was particularly true with both UNEP-led and Bayer-led payments, and indeed it was direct payments from Bayer to regional offices which were flagged for concern in the OIOS report.

What are the factors contributing to the current tensions and replication between Tunza and Major Groups Children and Youth? How could these two activities be harmonized?)

478. The role of Major Groups is to involve *civil society groups* in the work of UN agencies. Each agency has a focal point. At UNEP, Major Groups is part of Sub-programme 4, Environmental Governance. One staff member covers more than one group.

479. There are 9 major groups

- Business and Industry
- Children and Youth (“MGCY”)
- Farmers
- Indigenous Peoples and their Communities
- Local Authorities
- Women
- Non-Governmental Organisations
- Workers and Trade Unions
- The Scientific and Technological Communities

480. Some of the Major Groups like trade unions have their own youth chapters, which can compound the confusion, though of course there is nothing Tunza can do about this.

481. Many respondents and reports have drawn attention to the confusing overlap between MGCY and Tunza.

Think about the UK National Union of Students – they are big, powerful, well-funded and interested in cooperating with UNEP on concrete work. But who do they engage with – the Education Division, Major Groups or Tunza? (UNEP staff member).

482. This small overlap in terms of reference between MGCY and Tunza led to considerable friction on a few occasions.

If we (Tunza advisors) find it confusing (the Tunza – Major Group overlap), the ordinary kids are never going to understand it. (Tunza activist)

483. On paper, the delineation between Tunza and MGCY is relatively clear: MGCY has a role of including child and youth *groups* in clearly defined *UNEP governance processes*, whereas Tunza primarily reaches out to *individuals* to promote environmental awareness and build capacity to engage in environmental activities.

484. Some respondents felt that most of the other Major Groups at UNEP were very vocal and skilled at getting heard, which meant that as the focus of MG is to produce a collective strategy on specific points, the voice of young people was in danger of being lost; and it was at this point that Tunza then took the opportunity to make separate statements in its own name. So for example in the list of

Written Statements by Major Groups and Stakeholders to UNEP, we see the “Youth Statement to the UNEP” is described as a Tunza document⁴⁴.

The children and youth at Major Groups – they would kind of try to find a place next to the women. They couldn't get heard, I mean there are trade unionists and farmers there. (UNEP staff member)

485. Some respondents interpreted this as reflecting the energy of the Tunza participants as against the more formalised involvement of non-Tunza youth civil society in MGCY.

Major Groups, that is a more formal and limited structure. Tunza is the youth-friendly face. It is more personal. (UNEP staff member).

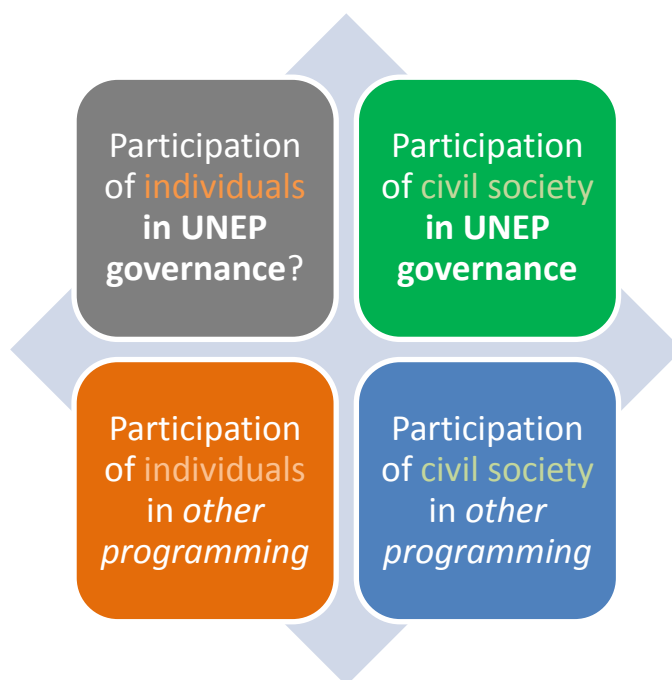


Figure 13: Suggested demarcation between Tunza and MGCY

486. Putting these two factors: governance versus other programming, and young individuals versus civil society youth groups, would result in the four-field scheme in the diagram. Here the primary MGCY focus is in green and the primary Tunza focus is in orange. This division of labour would seem quite clear, and from this perspective the strand in the 2008 Strategy which mentions Tunza participation in Governance was probably a mistake. Participation of individuals in governance – whether Tunza stars or anyone else as depicted in the grey field should probably be avoided in any case. This leaves the blue field, participation of civil society (youth groups) in other programming and activities. Tunza is not at the moment a civil society organisation. In a few limited cases, Tunza as a network does include some youth civil society organisations. At the moment this blue field could be covered by an expansion of the Major Groups mandate into other programming⁴⁵ and/or by a strengthening of the

⁴⁴ http://www.unep.org/civil-society/Portals/24105/documents/Civil%20Society%20prior%20to%20EoE/June21st/statements/TUNZA-UNEA_Karibuni%20Declaration.pdf

⁴⁵ See MG evaluation?

Tunza ToR to include working with youth civil society per se. But even in this latter case, UNEP has to have a mechanism to include other, non-Tunza civil society in other programming.

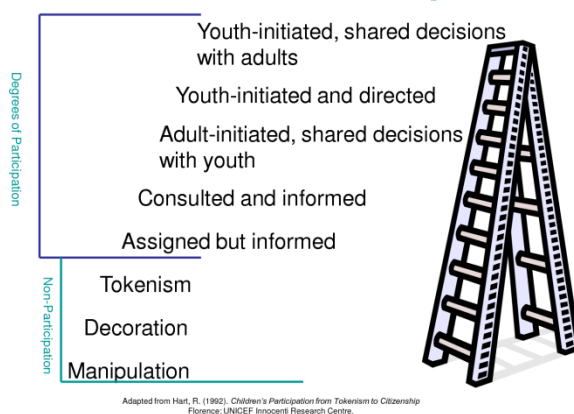
487. This perspective would lead to the following conclusions:

- 1) As long as MGCY offers process, according to its mandate, to include youth civil society in UNEP governance, then, to the extent that Tunza-affiliated groups or networks are constituted as civil society groups, they should follow these normal MG channels. Tunza-affiliated individuals who are not part of independent civil society have no role at MGCY.
- 2) For a suggestion on how to involve youth civil society in other programming, see Section r.

Subsection 47. Stakeholder participation and public awareness

Stakeholder participation and public awareness. Moderately Satisfactory. Given that Tunza was essentially constructed as a top-down initiative, a considerable degree of freedom was given to youth participants to shape some of the parameters of their activities. However, considerably more could have been done to make the participation more autonomous.

Ladder of Youth Participation



Adapted from Hart, R. (1992). Children's Participation from Tokenism to Citizenship. Florence: UNICEF Innocenti Research Centre.

Figure 14: Hart's ladder

having young people at international assemblies is because they brought an appearance of the involvement of young people and children which went far beyond their actual power to influence (implying tokenism) and simply because they lent the assemblies an appropriate atmosphere (implying decoration). On the other hand there were a few examples globally, and more regionally, of genuinely youth-initiated and –directed activities. For example, TYACs were engaged in the review and design of the Tunza strategy according to the Tunza focus areas and they in turn held discussions with youth within their regions providing input into the development of the strategy. TYACs and junior board members were engaged in planning and development of programme for Tunza activities such as the conferences, global youth gathering, input to the development of Tunza magazine etc. During events such as Tunza conferences TYACs and junior board were key facilitators and also

8. The best-known model of youth participation is Hart's ladder⁴⁶. The ladder explains a model of participation through eight levels, starting from manipulation and non-participation and moving up towards equal participation of adults and children. It was designed partly in response to a frustration with tokenistic participation and worse.

9. From this perspective, most Tunza activities can be placed somewhere in the middle of the scale.

10. On the one hand many respondents plausibly accused Tunza of tokenism and decoration, saying that the main reason for

⁴⁶Hart, R. A. (2013). Children's Participation: The Theory and Practice of Involving Young Citizens in Community Development and Environmental Care. Routledge.

played integral role in developing the conference programme⁴⁷. The Green Universities initiative is different example of a programme which encourages students to participate at their own colleges.

491. Perhaps more precisely, the way in which young people participated in, say the global conferences could probably be better described as youth-led activities within a framework designed by adults. There were some examples of young people directly critiquing this framework.
492. Another illustration would be the Tunza activities of adapting or “youth-ifying” some UNEP publications. This both provides materials, which are indeed better adapted to young people, and also involves young people in their production – around level four or five on Hart’s ladder, with one being the lowest level. Participation would have been more complete if young people had been more involved in the original production rather than adapting it post-hoc, which *would* represent around level six on Hart’s ladder.

You can’t youth-ify a magazine after the “real” version has been published. Well you can, but that isn’t youth participation. Youth participation is when youth get to influence the real version, from the design phase. (UNEP staff member).

493. Another set of criticisms, overlapping with 0, addressed the questions of who participates and how are they selected. Most respondents did not feel that Tunza participants were in any meaningful way representative of young people nor did they have any other very plausible basis to claim to speak for other young people.
494. A minority of respondents suggested that UNEP does not need “just participation”:

We already know what has to be done. We don’t need to talk to stakeholder groups. If they fit into our theory of change, we just need to mobilize them. (UNEP staff member).

495. Many respondents said that UNEP was an “old organisation”, that too many of the staff were already ‘too grey’ to really be a welcoming place for younger people. Data is not readily available on the average age of UNEP staff; Probably a more relevant question is whether there is at least a small percentage of 18-25 year olds amongst the broader Tunza staff to present a youthful face and style of working to young people who want to become involved. This was previously provided by interns and volunteers: Initially there were up to 20 interns globally, and up to 7 in Nairobi. By 2015 this number had dropped to zero. The internship programme is now managed by UNOPs based on a standardised internship platform. This presence was much missed towards the end of the evaluation time period.
496. Some respondents said that it was not always clear to them what “membership” of Tunza – as an organisation or an individual – really means, and this can differ from region to region.

Subsection 48. Country ownership and driven-ness

Country ownership and driven-ness. NA. The Tunza programme did not have the design or resources to really involve a large number of individual countries.

⁴⁷Based on a summary from a UNEP staff member.

497. There were some individual countries, especially in Asia and Latin America, in which Tunza had a genuine national presence. However the Tunza Strategy, in principle, and actual Tunza activities, in practice, did not really envisage national-level activities on a global scale, nor was Tunza correspondingly resourced.

Subsection 49. Human Resources, Supervision, guidance and technical backstopping.

Human Resources, Supervision, guidance and technical backstopping. Unsatisfactory.

498. Up to the resignation of the Director (and subsequently his assistant) the team was structured adequately, with the caveat that as mentioned already Tunza was not very clearly delineated, and so there were no regular team meetings. The Strategy also says there would be Annual steering committees would be held with attendance of UNEP and key partners but these seem to have taken place only in the form of Bayer-UNEP steering committee which had a much narrower remit.

Yes there was an awful lot of confusion and not much leadership. But we still had a lot of work to do. So basically you just put your headphones in and keep on working (UNEP staff member).

499. The resignations have led to a more difficult situation for Tunza from the point of view of HR. The necessary restructuring has finally, with the third Director, begun but while waiting for the restructuring the sub-optimal HR position of Tunza has essentially been frozen. This means that in at least two cases, staff took on Acting roles for a period while posts were frozen but the posts are still unfilled; staff were working under profiles for which they had not been recruited and there was no clear leadership⁴⁸. In spite of this extremely frustrating HR and resources situation, the remaining staff continued to be active and continued to implement activities within the more restricted financial situation. Some of the current staff are still very unhappy with the HR and management situation. One of the key posts for several years, as mentioned above, was a G7 post who acted on SPA [special post adjustment] as Programme Officer ad interim from 2009-2014, another has been a UNV.

500. All respondents who expressed an opinion said that Tunza staff were hardworking and dedicated, though many also said that the work was sometimes poorly organised and lacked strategic focus.

501. Respondents were reluctant to answer the question of whether the staff actually running Tunza had the right skills for the job.

Yes, Tunza became an orphan organisationally. But it kept on going, as we say, "walking like an elephant" (UNEP staff member).

Subsection 50. Financial planning and management

Financial planning and management. Unsatisfactory. The financial resources made available to Tunza – their application, management and routing – were the subject of two highly critical investigations. While there is no reason to suppose that financial management is not now of the highest standards, it is difficult to report anything but a very unsatisfactory score due to the seriousness of the situation until around 2012. The vulnerability in the Tunza strategy of relying almost entirely on corporate sponsorship which was pointed out in the mid-term review was not

⁴⁸ Electronic Performance Appraisal System (EPAS) reports (confidential)

addressed, so when Bayer pulled out there were few funds left for the latter part of the programme. New guidelines for corporate partnerships were introduced in 2012.

502. There is no definitive set of accounts for Tunza, and it has not proved possible to accurately compare planned and actual income and expenditure for Tunza. This is for at least the following reasons:

- Tunza was treated more as a label than a project (indeed the project approach was not adopted for the organisation until 2010/11) so the “budget” in the 2008 Strategy Paper has the status of guidance only. Separate accounts were not kept for Tunza even after the “projectisation” of Tunza. Those accounts which *were* kept suffer from the following weaknesses:
 - Names for categories of expenditure (“activities”) are not used consistently between Steering Committee reports and the Strategy. So for many kinds of activity, **it is not possible to fully compare planned with actual expenses.**
 - A large but unknown proportion of the money budgeted for the UNEP-led activities was not transferred by Bayer to UNEP but transferred to service providers until around 2010. This means that **it is not possible to reconcile the budget for UNEP-led activities against UNEP’s expenditure.**
 - As UNEP is not financially responsible for activities led by other partners, in particular Bayer, **it is not possible to reconcile the budget for privately-led activities against actual expenditure** as the financial records are not UNEP’s. This affects approximately half of total expenditure.

503. In Annex I, the evaluator has attempted to reconstruct accounts with the help of the Finance Office, however this attempt remains incomplete for the reasons explained above.

504. Conclusions for this evaluation are as follows:

- 1) At least a rough comparison of planned and actual income and expenditure is a basic evaluation requirement. The Finance Office did provide some useful summary information but it was not adequate to address this requirement, for the reasons set out above. This *compromises the evaluator’s ability to answer evaluation criteria on efficiency and implementation.*
- 2) Not only was this basic information not available to the evaluator but it was also presumably not available to project management, compromising management’s ability to manage the budget. This is basic information which even a small NGO would expect to have. (Additionally, due to the financial system used, it was too difficult to provide periodic additional categorization of expenditures according to type, e.g. travel costs, accommodation, printing etc. This kind of categorization would have assisted financial oversight and would have made it easier to, for example, assess where money could be saved or whether too much money was being spent on, say, air travel.) These shortcomings are perhaps all due to the fact that Tunza was not set up with separate accounts, and there is no reason to suppose that financial management after 2010 was not of good quality; but these issues remain:
 - a. Project management was in a situation in which there was no simple and reliable answer to basic questions like whether actual expenditure was matching planned headings and achieved income, a situation which *reflects poorly on the evaluation criteria for project management.*

- b. Financial oversight is particularly difficult if expenditure, plan and income cannot be properly reconciled against one another, in particular compromising the ability to identify misuse of funds even after financial transfer arrangements were tightened up in 2010. The question arises of why, especially after the OIOS report, a definitive audit of Tunza up to say end of 2012 was not carried out to finally clear up the questions raised there. Then a line could have been drawn under a complicated financial situation to allow a clean basis for financial monitoring of the second part of phase 2 of Tunza so that expenditure, plan and income could be compared. These issues *reflect poorly on the evaluation criteria for project management* and also *raise questions about strategic management*.

505. See also Subsection 45 on inclusion of previous recommendations and Subsection 41 on breakdown of expenses.

Subsection 51. Results orientation and M&E

Results orientation and M&E. NA/Highly Unsatisfactory. Tunza was not managed for measurable results. It was managed for outputs, though definitive targets were not formalised even for outputs. There was no M&E system as such. Given that Tunza was not a programme with a formal design this is not surprising.

506. The Strategy mentions “Progress reports on the implementation of the strategy will be given to Governments on a regular basis. Independent evaluations will be conducted midway through the strategy in 2011 and at the end of the strategy in 2014.” In practice, the mid-term evaluation was begun but not completed. Reports to governments were not made. Sub-programme results are captured in a system called PIMS; however there is no specific heading for Tunza and so results can only be located by searching manually through the system, a procedure which was first carried out for the purposes of the present evaluation. This means that the system does not provide any kind of monitoring feedback to Tunza management.
507. In particular there are no standards for corporate cooperation; for example, how many website hits or how much social media impact should be achieved?
508. Plans of work for individual staff members did include targets in terms of e.g. numbers of countries involved.

RBM is great but it is not for Tunza – we do quick, one-off events (UNEP staff member).

Basically no-one at Tunza is formally responsible for outcomes (UNEP staff member).

509. It is certainly a mistake to overplan and over-measure. Especially in the overlapping worlds of youth and communications where Tunza is situated, UNEP cannot afford to not react, change the plan and respond and lead when developments change in unforeseen ways. Very agile organisations might keep planning to a minimum and conduct monitoring only of a few critical measures in order to be able to adapt and be proactive. However, this does not seem to have been the case with Tunza. An output-focussed programme cannot escape having clear and public output targets.
510. Many respondents complained that it was difficult to demonstrate or even visualise overall impact of Tunza.

We [group of young environmental activists] are already motivated. But if we someone can show that we actually have an impacteveryone wants to demonstrate that we are doing something amazing (youth activist).

511. While many other similar initiatives find it difficult to measure impact, perhaps a more fundamental problem was the difficulty even in articulating what Tunza impact would look like.

CHAPTER 5. CONCLUSIONS, LESSONS LEARNED AND RECOMMENDATIONS

Section r. Specific recommendation: “Platforms A and B”

512. Apart from specific recommendations, see Section s, a more general suggestion is made which combines several of the specific recommendations. It has two parts.

A: Bottom-up, self-organising network with a “rewards” system

B: Strategy for cross-cutting youth participation at UNEP

513. UNEP could adopt either or both but they are designed to “fit together”. The two parts are described below. Each represents a general platform and addresses two related and quite general needs felt across UNEP and indeed in other UN agencies to interact with and involve young people. Although they might look simple on paper, neither platform would be easy to implement well – because they each tackle the core challenges of Tunza’s mission: successful and meaningful participation, and providing an effective and scalable platform for grassroots activists.

Subsection 52. A: Bottom-up, self-organising network with a “rewards” system

514. There have been various attempts within the UN system to create this kind of platform, without much success⁴⁹. Making a platform like this really work rather than quickly becoming another dead website would require considerable investment of time and effort and genuine participation of young activists. It would probably build on and integrate existing open-source tools like those available with controlshiftlabs.com, drupal.org, etc. The challenge is to design a primarily online platform for a bottom-up, self-organising network with the following features:

- Offering attractive “rewards” for participation
- Seamless and transparent integration with other social media and other relevant UNEP platforms. Integrates with Facebook, Twitter etc. and with other platforms relevant in different regions, but all content appears (also) at the network site – so e.g. it is possible to post to the site from within Facebook and vice versa. So for example, ideally posting on Twitter with the #tunza tag should be just the same thing as posting on the Tunza platform with the #Twitter tag.
- Unified but flexible, “mobile first” with appropriate access on low-end devices
- Can be quickly “filled” with members as invitations are sent out, in stages, to the various email lists gathered by Tunza regionally and globally.
- The Platform can be used as a unified communication platform, for example for Tunza regionally and globally to keep in touch with activists including typical CRM (Customer Relationship Management) functions. So it should be easy e.g. to send out messages to specific groups. Address concerns around privacy and spamming using the same principles as on modern social networks, so that users only get messages from people they have accepted as “friends”.

⁴⁹ For example <http://www.fao.org/yunga/resources/challenge-badges/en/> - an interesting set of materials, but present only as PDFs. There have only been a handful of downloads of completion certificates to date (e.g. 14 globally, for the climate change module).

- Self-organising – e.g. generates its own localised how-to-do-it toolkits, but with seeding from UNEP
- Providing a facility for alumni to keep in touch with one another and for UNEP to keep in touch with alumni.

Possible content / activities on the platform

- Careers advice and material on green jobs locally and nationally
- Tools to launch and support local, national and international campaigns, whether integrating with existing petition and campaigning platforms and/or providing similar facilities internally (there are already open-source tools available which could be integrated)
- Showcasing of successful youth-led activities locally, nationally, internationally
- Chat, reposting interesting links, etc.
- Integrated tools for citizen science. For example, an app could be prepared for a food waste campaign with which young people begin to record family food waste before, during and in follow-up to a campaign.

The rewards system

515. As in many other successful online platforms, participants would be automatically awarded “Rewards” for activities which improve the reach and content of the platform and/or further Tunza aims.

EXAMPLES OF ACTIVITIES QUALIFYING INDIVIDUALS AND GROUPS FOR REWARDS

- Taking on administrator role in local / regional network
- Helping get sponsorship
- Mentoring others
- Participating in discussions
- Getting new members
- Taking a training course
- Working together (online and via email) with individual UNEP officers within revised UNEP guidelines for youth participation in programming, material development etc.
- Adapting and improving “action material” at the site, i.e. activities and tips to help others get started / strengthening their “Tunza Heart”, e.g. (a few examples)
 - How to get support from your school
 - Greening your family
 - Greening your university
 - How to run a district-level meeting
 - How to get sponsorship for activities
 - Where to study environmental sciences
 - How to become a virtual intern
 - Links to local and national governments
 - How to apply for UNEP regional approval for activities, i.e. being able to say “this activity is approved by”
- Volunteering as website sub-forum moderator, forum moderator etc.
- Posting and getting “likes” for reports of own activities

- Posting and getting “likes” for action material at the site
- Posting and getting “likes” for information and news at the site
- Getting a post on other media with the #tunza hashtag retweeted

516. The rewards system should be fine-tuned to make it hard to “game” the system, e.g. for “likes” on a post to count as reward points for the poster, they need to come from different people each time.
517. The rewards system can be partly automatic and partly administered by the different levels of site moderators, similar to Wikipedia. The rewards system should also be biased in favour of regions and perhaps groups with lower online activity, perhaps using a quota system, otherwise it will be easier for people from regions with a lot of online activity and active social media to get rewards.
518. The site needs to be able to access feeds from other social media, so that it can automatically e.g. assign rewards to individuals who get likes on social media posts using a Tunza hashtag.
519. A main finding from this evaluation was that the Tunza rewards gradient was too steep: too much focus on “star” activists who got very big rewards (global travel). The merit system should not be too steep; i.e. there should be plenty of interesting rewards at the lower levels. A steep merit gradient would lead to too much competitiveness and less interest in activities at the lower levels.
520. So it will be difficult for an individual to get many rewards without being embedded in and having the support of groups and networks.
521. If and when “star” individuals start to emerge from the system with the highest levels of rewards and with regional or global roles, and in any case not in the first year or two, then UNEP can start considering whether it wants to give such individuals any kind of formal connection to UNEP, e.g. as a new kind of TYAC, and/or whether it wants to organise face-to-face global meetings.
522. While everyone’s involvement will be different, the system will provide a certain amount of structure, e.g. specifying whether the same person or group can receive a major reward more than once.

EXAMPLES OF REWARDS

523. The rewards themselves can be provided within the system, wherever possible automatically, on completion of activities like those above.
- Status / role within the platform (“badges” like “leader”, “moderator”, “champion” as appropriate)
 - Certificates for completed achievements, perhaps printable
 - Admission to participation in courses e.g. MOOC courses
 - Chance to apply for temporary, limited UNEP accreditation e.g. for applying for sponsorship (“restricted accreditation”). This is important but potentially time-consuming because it is difficult to delegate below regional authority.
 - Chance to apply for UNEP internships where national offices exist, regionally, globally
 - Support for applications for internships at other organisations
 - Chance to participate in platform B (“youth at UNEP”)
 - Possibly allowing other organisations locally, nationally and globally to contribute their own rewards, from t-shirts to internships.

Why UNEP?

524. Some respondents were critical: why would the UN do this? Is it close enough to young people?

WHY NOT?

525. Then again, why shouldn't it be? New technologies make flatter communication chains easier to manage.

Who says the UN has to be so hierarchical anyway? Nowadays, what is to stop a young person contacting UNEP globally? Why does there have to be a chain of communication? In fact I had more luck contacting UNEP in Nairobi than I did to talk to my vice-chancellor (ex-Tunza activist).

526. In any case one advantage which UNEP has over others is the quality of the "rewards" on offer:

- Possibility of even temporary UN accreditation, e.g. support for grant application to another donor, is a big pull
- Possibility of internship, participation

527. The proposed platform could also stand out from others because it would benefit from technically authoritative input straight from the UN, a universally recognised agency.

BRANDING, OWNERSHIP, REPUTATIONAL RISKS

528. There is a fine balance to be struck between lending a certain amount of UN branding for the platforms and still allowing young people freedom – within clearly defined limits – to mobilize for the environment however they see fit. Platform A could be branded "Tunza", which would remain a UNEP programme. Both A and B could perhaps be developed in collaboration with other organisations. Platform A should encourage the formation of local groups or Tunza chapters as suggested by TunzaNA (Tunza North America). A clear formulation needs to be developed to explain that the network members (individual and groups) have no formal connection with the UN, such as: "The Tunza network is sponsored by the UN. Individual Tunza groups have no formal connection with the UN and are not approved by the UN. Views expressed and activities organised may not reflect the standpoint of the UN."

Subsection 53. Intervention logic: how A and B fit together

529. Before looking in more detail at platform B (a general platform for involving young individuals and groups in the work of UNEP, across the sub-programmes, through both virtual participation but also, much less frequently, via physical internships and volunteering regionally and globally), it is important to understand how the two components would fit together.

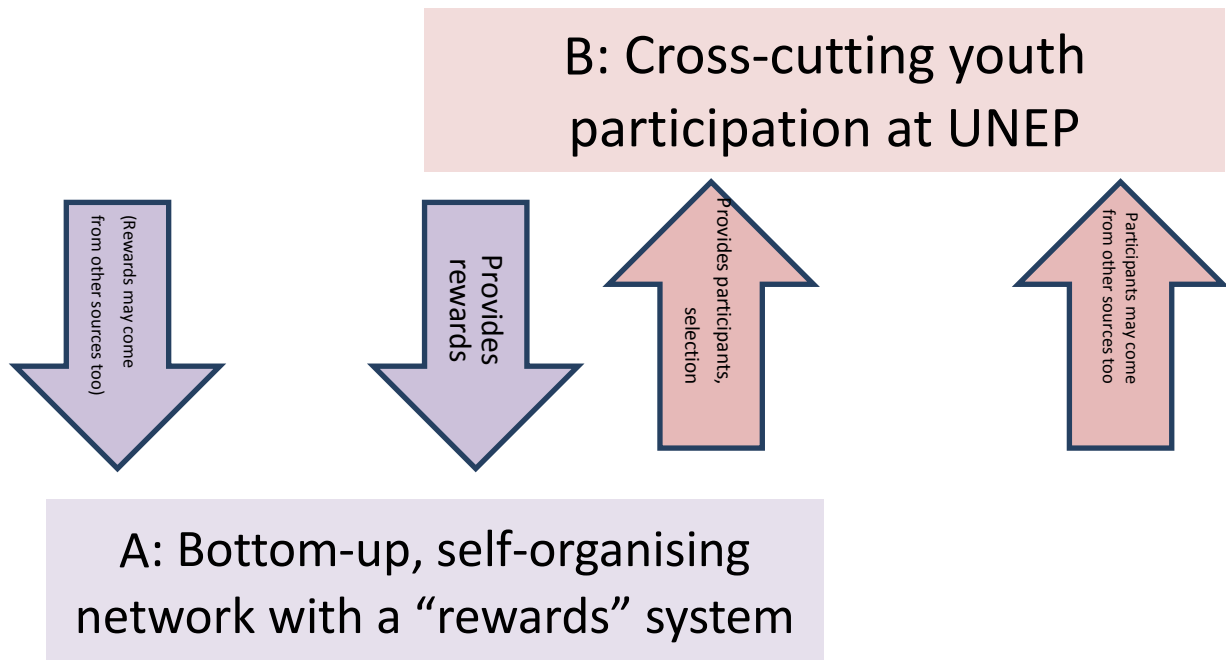


Figure 15: Modules A and B

Target groups

530. Note that the main target group for both A and B is *active* young people and their networks (though of course they interact with non-active peers). The focus initially should be only on youth; possible extension at least of platform A could be considered for children later, though their involvement should be more limited in terms of time and content.
531. Output measures for A and B could include number of young people (+ groups) involved, extent of involvement, diversity. Outcome measures could include (platform B) UNEP activities/processes/products improved; and (platform A) strengthened “SD Core” within activists and networks of activists, to be assessed perhaps with self-assessment and career-planning activities on the platform. Care should be taken to ensure that (given their assent to such data collection) the profiles and progress of *individuals* is tracked over time rather than just averages of groups.
532. The outcome of A and B is increased “Tunza heart” (sustainable and adaptable dispositions and skills to effectively improve SD – see Subsection 7) in activists and their networks. From an M&E point of view, this means activists should be tracked, kept in touch with via alumni networks. This could involve collecting evidence of impact via in-depth rotating surveys (i.e. every year, graduates from, say, two years ago are given a more in-depth questionnaire on their reflections on Tunza activities, what they are doing now). This will also allow systematic investigation of which Tunza activities plausibly contribute most to which achievements later in activist careers.

Subsection 54. Platform B: Cross-cutting youth participation at UNEP

533. “Platform B” is a general platform for involving young individuals and groups in the work of UNEP, across the subdivisions, through both virtual participation but also, much less frequently, via physical internships and volunteering regionally and globally.
534. In the past, selection of participants especially for global processes has been problematic. Platform A provides a ready-made filter which promotes only those young people and their groups who have advanced via the rewards system – i.e. they have a documented history of valuable activities and support from peers.

535. So platform B is no longer a “place within UNEP for young people” but a bridge from young people and their networks to UNEP in particular and also to other organisations and resources within the UN and outside it. The UN side of the bridge functions as a reward for actual work done within and reported via the Tunza network.

536. Each important prerequisite for implementing interaction with young people, whether or not coming up through the Tunza “bridge” (the pinkish arrows in the diagram), should be part of the workplan of one or more relevant staff in different Divisions and sub-programmes at UNEP.

UNEP support

537. Managing the platforms is a full-time job for a skilled and experienced young person (a “participation czar”) and also needs support from expanded RFPs who will also need to manage the process of restricted accreditation. Cooperation with the platforms must be included in staff workplans.

538. Tasks would include:

- Coordination of designing, testing and hosting the network.
- Help RFPs and individual members to promote, administer and maintain the network.
- Revising and maintaining guidelines for (virtual) youth participation within regular UNEP programming and materials development.
- Work with RFPs to ensure that the network is as far as possible adapted to and relevant for all, in particular countries with poorer web access, different traditions of voluntary action and civil society, etc.
- Seeding the platform with a unique range of very high quality “action materials” and “rewards”

539. Here, see also the recommendations in Subsection 46 on Tunza vis-a-vis MGCY.

Section s. Overall conclusions, recommendations and lessons learned

540. As far as possible, main recommendations have already been presented in the suggestion in the previous section. Most of the features of that suggestion – from tracking alumni to flattening the rewards gradient - still apply even if it not implemented via the platforms suggested.

541. In the table below, the remaining overarching conclusions are presented together with corresponding recommendations.

Conclusion	Recommendation / Lesson Learned
Impact	
Tunza 2009-14 continued to complete substantial activities across UNEP divisions and across regions and in a diverse range of countries right across the world. Tunza continued to have spin-off effects in a minority of regions and countries. The influence of Tunza on these spin-offs will continue to be felt for a while. A few of the activities introduced some environmental messages to very large audiences (television series). It also had a probably life-changing influence on dozens or perhaps hundreds of young activists. Tunza also influenced, and in some cases launched, the careers of perhaps 10 or more junior activists who received a great deal of media attention nationally and internationally for their campaigns. Tunza had many diverse and unpredictable effects in many different places but was not so good at tracking or recording them, so that the sum totals of these effects are sometimes underestimated (and were	

also difficult to comprehensively assess for this evaluation).	
Technical integration with UNEP sub-programmes provided useful youth input and was quite cost-effective. Tunza activities became better integrated with focal areas of work and contributions were made to an array of technical publications, online courses etc. alongside the magazine, which has attractive content.	Recommendation 1: Continue to expand integration of a youth perspective across UNEPs work according to a new Youth Strategy (see Recommendation 3), extending and deepening existing areas of work like Education for Sustainable Development, Climate Change. The Youth Strategy should be discussed with Sub-programme coordinators and considered in the preparation of UNEP planning documents.
The Volvo and Bayer projects both exposed more young people to learning about the environment from the perspective of the corporate world. The Volvo project was relatively independent of UNEP, but also cost-neutral.	Lesson 1. There is good potential to explore different kinds of partnerships with corporations, not only to gain funding, providing UNEP takes a strong and principled stance and follows the Partnership Policy.
Influence of the programme on decision-making processes unclear.	Recommendation 2. Reconsider whether it is Tunza's role to involve individual young people in environmental decision-making at international and government levels. This question should be explicitly answered in the new Youth Strategy.
Relevance, effectiveness and efficiency of design	
The Tunza model of work did employ some important and promising mechanisms, like leveraging the potential power of the UN logo	Continue to explore ways to leverage the UN advantage – see Platform A.
To some extent Tunza provided a “youth-friendly” and more accessible home in UNEP for young people, especially through the involvement of interns and volunteers, although their involvement was sometimes difficult regionally and dropped at the global level. Involvement of interns and volunteers, when and where undertaken, had meaningful impact on participants.	Ensure resources are available to involve interns and volunteers regionally and even nationally as part of a broader internship strategy – see Platform B and Recommendation 3.
UNEP lacks an overall Youth Strategy	Recommendation 3: Develop an overall strategy for YPs across UNEP, at least to summarise in one place where YPs are in fact including in existing plans, strategies etc. This task could involve young people e.g. as (virtual) interns. Show how any specific programme like Tunza and/or the suggested Platforms A and B (see Section r) fits within this wider strategy. Clarify if there is to be “membership” of Tunza for individuals and/or organisations, and if so what this means. Management of the strategy could remain within the DCPI portfolio assuming DCPI mandate more explicitly embraces interaction / participation / behaviour change. A Youth Strategy should clarify how UNEP Divisions are involved and focus on commitments within the Programme of Work to ensure these are actually implemented.
The delineation between MGCY and Tunza was unclear	Governance mandate should be left to Major Groups. (This would entail no role in governance for individual young persons, which is acceptable.) See Subsection 46. (see Recommendation 2)
There was dissatisfaction of many stakeholders with the model of work; most said the model was unclear. The programme was activity-led and there was no clear vision about how Tunza could have a massive impact.	Recommendation 4. Future Tunza-like activities should have a clearer and widely shared theory of change with a less cluttered array of core activities. They should be designed in concert with a Youth Strategy for UNEP. Make clear decision on whether Tunza covers mass communication (e.g. collaborating on TV programming) or not.
Unclear definition of target groups	Focus on activists and their networks rather than on non-active individuals. Tunza is about action!(see Recommendation 3)
	Design should be outcome driven, not activity-driven
Probably the most valuable achievement was influence on the careers of a number of young activists, but this peer group could have been better identified, nurtured,	Create a single database of all present and past alumni who can become mentors for current TYACs, remain in contact etc. See Platform A.

<p>accompanied and monitored.</p> <p>Tunza was often not good at keeping track of specific people and deciding, for each intervention, whether it is aimed at the same individuals or just more individuals with similar characteristics⁵⁰.</p>	<p>Strengthen mentorship.</p>
<p>Tunza did not keep pace with rapid developments in means of communication and organising and styles of getting involved and did not properly exploit the potential of new technologies to massively widen its reach.</p> <p>Little success in using technology to scale up interventions</p>	<p>Recommendation 5. Unify as far as possible all regional and global Tunza social media networks (Websites, Tunza Twitter handles, Tunza Facebook pages, etc.)⁵¹. Create a one-stop online solution for working with youth and their networks at scale, as well as enabling them to self-organise regionally and locally and in their own language (Platform A). This would enable staff to easily reach out to large numbers of young people without have to worry about the technical details.</p>
<p>Some substantial successes in individual countries and regions</p>	<p>Ensure the most successful regions and networks can input their ideas into strategy development and programme design. (See recommendation3).</p>
<p>There was an acceptable level of youth participation in design and implementation but this did not improve significantly 2009-14 – there is a lot of room for improvement</p>	<p>Platform A would enable young people and their organisations to organise and network on their own terms and around their own initiatives. (see Recommendation3)</p>
<p>Some of the activities, in particular global and regional conferences, were most likely inefficient (i.e. money was wasted) and cost-ineffective (the outcomes achieved were probably small in relation to the cost of the inputs).</p>	<p>Global and regional conferences only to be used occasionally and as the culmination of much more substantial work at grassroots levels, and only then when there is a clear need and task for them (see Recommendation 3).</p>
<p>Rewards structure in Tunza was too top-heavy: substantial incentives (such as global travel) for a few young people at the “top” of Tunza but did not provide as many interesting incentives at local level. This seems to have had a particularly strong distorting effect on work with children: where there was too much emphasis on “little stars”.</p>	<p>Provide a flatter rewards structure as described in the “A” platform which is also suitable in principle for under-14s, although of course guidelines and legal restrictions on the lower age range would have to be followed. Platform B is not suggested for under-14s (see Recommendation 3).</p>
<p>There were some promising initial approaches around youth as citizen scientists.</p>	<p>Recommendation 6. Improve participation, engagement and impact by increasing a role for citizen scientists. Discuss possibilities in-house with DEWA.</p>
<p>Finding employment is a massive and increasing challenge for young people around the world. Many would like to help protect the environment but finding a job comes first. Much interest in green jobs can provide a solution.</p>	<p>Increased focus on green jobs and green careers. This could include vocational training for young people not going to university as well as for university students.</p>
<p>Regional and local adaptation of tools (like how to set up an NGO) is essential: there was some good but patchy progress on this.</p>	<p>Platform A would facilitate and reward creation/adaptation of locally appropriate tools</p>
<p>Management and implementation, learning, M&E</p>	
<p>Staff worked hard to achieve a commendable range of outputs in spite of difficulties after 2010/11</p>	
<p>The new Partnership standards are a big step forward in taking a stance on how to relate to partners, especially corporations.</p>	

⁵⁰ Recommended by Victoria Wee

⁵¹ Recommendations for 2014 TUNZA Strategy, VICTORIA WEE

Many lessons were learned on a technical level and the staff were usually looking for ways to improve implementation	
There was significant lack of leadership, leading to problems with HR and with project strategy and implementation.	A new Youth Strategy should make it clear who is responsible for all young-person related activities whether or not they are projects or programmes in their own right and how these relate to the UNEP Divisions. (see Recommendation 3)
The HR picture (staff posts and grades) is still unclear and has been for several years, which is detrimental to motivation and unfair to staff.	Recommendation 7. Definitive and courageous decision on staffing profiles: what is required, what can be filled from existing staff, what is to be re-advertised, taking into account past performance including interim positions at higher grades.
At least one case of corruption occurred, possibly contributing to cancellation of the biggest funding source.	Lesson 2. Ensure future adherence to Partnership Policy and all relevant codes of conduct. Avoid activities like regional conferences involving large and complex transfers of funds to thousands of accounts.
Even after the “projectisation” of Tunza, due to the financial systems used it was difficult, during day to day operations and even now at project close, to track Tunza finances – what and how much was spent by UNEP and/or in the name of UNEP against which budget line.	Future projects should be subject to financial monitoring to allow simple, periodic comparison of planned and actual income and expenditure by selected budget lines.
The question repeatedly arises of “why was this allowed to happen”, in particular in relation to overall programme management, the open opportunity for corruption and the slow and incomplete response to it including still unclear financial accounts, and the HR situation which was subsequently unclear for so long? See also comments in 0.	
There was little strategic learning within the programme and some key recommendations in the previous evaluation were not acted upon.	
Big missed opportunity to monitor impact on alumni (those who have been involved with Tunza in different ways) by keeping in touch with them across the different projects and regions. No central database of alumni, in some cases no database at all.	Recommendation 8. Use the database of alumni of activities globally – (see above and Platform A) and keep in touch with them. Conduct an annual alumni survey, make sure emails are up to date, check what they took part in, what are they doing, possibly with questions on values, beliefs, actions ... in a rolling system so each alumnus only has to answer the survey say once every three years.
Resourcing and sustainability	
Partnership strategy succeeded in leveraging substantial additional funds from private companies (and governments). Staff have been active and are having some success in looking for new sources of funding. There was much criticism that UNEP was helping corporations to “greenwash”.	A transparent and principled attitude to corporate partnerships should include a wider range of partnership models. For example, to at least partially reduce the possibility (and accusation) of “greenwashing”, Tunza could make conditions on cooperation, in particular, that the involvement of the corporate partner should not be limited to funding and PR opportunities but include a genuine, if necessarily modest, programme of sustainable development within the corporation and its activities in which young people can be involved. Tunza activists should be encouraged to take part in monitoring the progress and transparency of the cooperation. Critical thinking and reasoned debate about the relationship between corporate activities and sustainable development is a critically important theme and should not be an adjunct to, or worse a taboo within, the development of youth activism. These issues should be articulated clearly in the new strategy (see Recommendation 3).
The project was somewhat lacking in core funding, especially at the very overstretched regional level and	If national and local groups and individuals are to be reached, engagement of regional offices is important and

there was certainly not enough core funding to support the much larger external funds.

so resources available to ROs should be increased.

ANNEX I. SUMMARY CO-FINANCE INFORMATION AND A STATEMENT OF PROGRAMME EXPENDITURE BY ACTIVITY

Programme financing

Some of these details are still disputed. To address them further would go beyond the scope and resources of the evaluation.

Subsection 55. Financial oversight

542. In practice, the partnership with Bayer formed the backbone of Tunza operations, paying for virtually all UNEP-led activities apart from core funding for staff posts and services. Bayer-UNEP steering committees were held annually.
543. Finding: it seems that the annual overall Tunza steering committees as envisaged in the Strategy took place in the form of Focal Points Meetings; in addition there were annual UNEP-Bayer steering committees.
544. Corporate sponsors spent their own money for UNEP-branded but “self-led” activities. While these expenditures are mentioned in the overall “budget” UNEP is not responsible for accounting.
545. The budget as set out in the Strategy of 2008 would not now be sufficient to pass the standards for financial management set out in the new (2011) Partnership Policy.

Subsection 56. Financial information

546. No overall accounts for Tunza were available, but some data on Tunza-related income and expenditure were assembled subsequent to the evaluator’s request: items 4 and 5 below. However this data was not enough to answer basic questions such as “was the money spent as planned”. For one reason, the items 4 and 5 are not always formulated in such a way as to allow detailed comparison across years and/or with the Strategy.
547. In order to be able to assess programme financial management, the evaluator had no option but to try to piece the rest of the story together, as follows.
548. There are several main sources which could be used to examine programme financing, see accompanying sheet.
1. The original planned budget in the Strategy
 2. The annual planned budget for UNEP-led activities to be funded by Bayer in the annual Steering Committee reports
 3. The annual planned budget for Bayer-led activities in the annual Steering Committee reports
 4. Actual expenditures as reported by UNEP Finance Office
 5. Actual income as reported by UNEP Finance Office
 6. The Bayer agreement with UNEP, signed in 2004 and extended in 2007 and 2010

Subsection 57. About these sources

549. On (1): A budget for programme activities is included in the 2008 strategy paper. The estimated *annual* budget for Tunza activities was 2,962,800 (all amounts are USD except where otherwise stated). Of this, 550,000 was to be provided annually by the Environment Fund, with a further 2,412,800 to be raised from Governments and the private sector. At the time the strategy was

prepared 1,642,000 had already been committed by partners, with a further 1,320,000 to be found. The estimated *overall* budget for the six-year strategy period was 17,431,800 USD, of which 3,180,000 was to be provided by the Environment fund and 14,251,800 to be raised from Government and other partners. In practice, it is impossible to use this planned budget for the purposes of this evaluation, because the expenditure headings are substantially different from all the other sources.

550. On 2, 3 and 4: In the Steering Committee reports up to 2010, planned expenditures seem to be of three kinds:

- Bayer-led activities
- UNEP-led activities for which UNEP requested Bayer to transfer funds directly to service providers
- UNEP-led activities for which UNEP was presumably to be paid directly.

551. However these distinctions are not always clear. The budgets in the Steering Committee reports distinguish between “Bayer-led” and “UNEP-led” activities but do not set out which of these funds are to be paid to UNEP and which not. The budget lines e.g. “Regional conferences” in one year and “Regional and sub-regional conferences and processes” (with subheadings) in the next year are formulated differently from year to year and do not in detail match the Strategy activities so it is not possible to systematically compare budgets with the Strategy.

552. On (3), to the extent that these can be distinguished from (2), financial plans for Bayer-led activities can be found in the steering committee reports except for 2009. There is no way to be sure how much was actually spent by Bayer (partially in the name of UNEP) towards the fulfilment of the Strategy paper.

553. Similarly, separate activities carried out by Volvo and possibly other partners are not accounted for by UNEP. The partnership with Volvo was funded and carried out by this external partner. Money spent by Volvo was all for activities carried out by Volvo and accordingly do not appear in Tunza financial records.

554. It is not clear if other funds from other sponsors such as Nikon for the photography competition were, as with Volvo, transferred directly or submitted to UNEP.

555. Finding: On (4): there was no categorisation of expenditures according to type (travel, fees, printing etc.) This might have been possible but would have been time consuming due to the constraints of the financial system Comparisons

556. Comparing the Bayer-led activities, number (6) with the steering committee minutes (2) and (3); the agreement was for 1 Million EUR/year, increasing to 1.2 Million; this approximately matches the expenditure planned in the annual steering committee minutes and assuming this was spent as planned it would amount to 3.6 million USD allowing for the changing exchange rate, hence the amount in the grey cell. However, there it is not UNEP’s responsibility to account for this money.

557. Finding: comparing 4 and 5, income and expenditures, i.e. inflows and outflows going through UNEP, roughly match. **On paper there seems to be a shortfall of 263,000 USD, i.e. UNEP spent more than it received**, but there may have been a positive balance remaining at the start of 2009. It is not clear if Bayer funds as received by UNEP were accounted for separately such that it would be possible to see if there was a positive or negative balance. (The income figure does not include 30,000 from Luo Hong, but the expenditure figure does; these funds will be ignored in this short report as they are too small to change the overall picture).

558. Finding: comparing 1 and 2, the annual Steering Committee budget does not follow the format of the original strategy paper at all. The Steering Committee decisions seem to have been treated as definitive and presumably used the Strategy paper only as very rough guidance. **It is completely**

impossible to definitively compare actual expenditures with the financial outline in the strategy paper.

559. Finding: comparing 4 and 2, expenditures and plans, and converting from EUR to USD; In total, there is a difference of about 1.2 million USD between what is listed in (2) compared to what is accounted for in (4). To break this down by years:

Expenditure approximately matches planned spending per year **from 2010 to 2013**.

In **2014 (and 2015)** in contrast, nearly 170,000 was spent (a carry-over from the previous year) although there was no income from Bayer.

560. However the amounts actually spent by UNEP in **2009** are much less than budgeted, presumably because some of the funds were directly transferred by Bayer to service providers, e.g. for conferences and Tunza magazine⁵². Until 2010 many UNEP-led activities were in fact paid directly by Bayer which means that the money transferred to UNEP in the first years was less than the budget for UNEP-led activities in those years.

561. The only other significant source of funding was the Environment Fund which paid for staff salaries- the purple cell in the table below. However this funding is not directly mentioned in the Strategy. Neither was the possibility that funding might be provided directly rather than going through UNEP accounts.

562. So while the difference between budgeted expenditure (17.3 M USD) and actual expenditure accounted for by UNEP (3.4 M USD) seems extraordinary, this can be partially explained by the Bayer-led activities (grey cell) for which UNEP is not financially responsible. Then there is an unknown amount for UNEP-led activities which was in fact paid directly to service providers, primarily by Bayer (Bayer's portion may have been in the region of 1.2 million).

563. So the attempt to compare the 17.3 million USD suggested in (1), i.e. the Strategy document, with the other sources results only in this summary table which leave rather a lot of gaps:

	USD 2008-13
Support to planned activities provided directly by host countries	?
Other activities perhaps implied in original strategy but not listed there and not going through UNEP accounts	?
Expenditures by Bayer for Bayer-led activities, mentioned in steering committee minutes and Strategy but not accountable for by UNEP	Perhaps 3.6 million
Support provided by Bayer for UNEP-led activities going through UNEP accounts	3,4 million
Support provided by Bayer for UNEP-led activities but transferred directly up to 2010 (calculated as difference between amount in SC minutes and amount transferred)	1,2 million
Core support from UNEP (staff, services)	?

⁵²One reason given why this method of delivery (direct payments) was chosen was because programme support takes 13% from all funds which pass through UNEP.

564. It is difficult to distinguish between the orange cell - activities carried out quite independently by a private organisation and merely “endorsed” by Tunza – as seems to have been the case with the Volvo activities – and Tunza activities, managed by Tunza, which just happen to have been funded directly (the green cell).
565. Finding: nevertheless, the actual expenditure figures are much lower than planned. From over 3 million USD projected to be financed by the Environment Fund, none seems to have materialised, although some 800,000 USD projected for staff costs listed there would anyway not have been shown in the UNEP accounts. It is not clear if this figure does in fact correspond to actual staff costs. Correspondingly, there are many substantial expenses which were essential to Tunza implementation which do not appear in the budget. As implied by the word “additional”, above, there were also core staff allocated to Tunza who do not appear in the Strategy budget; further it was not always clear who was allocated and at what percentage. Equally, Tunza was provided with staff travel and the cost of the Regional Focal Points (as well as support services) extra to the budget; a major part of the cost of conferences and other events was paid by host countries.
566. From over 14 million projected to be provided by third parties, perhaps 8 million was in fact provided by Bayer and some smaller amounts from other sources, see table above, notably direct contributions from governments for conferences which are nowhere accounted for or listed. It is not clear whether Volvo activities, which were completely separate from UNEP financially, should be considered part of the original budget.
567. Finally, a Bayer representative said there were additional funds which were transferred for regional expenses over and above the planned budget – as a gesture of goodwill – for additional expenses in the regions and which are not covered here.

Subsection 58. Comparison with OIOS report

568. According to the OIOS report, p. 14, in 2010 only 297,000 EUR could be definitively accounted for. So as the finance office information covers 939000 USD in 2008-10, presumably this means that very substantially more of the funds have been traced since then.
569. The OIOS report says, p. 14, “According to the Chief of Outreach Unit, the funds were allocated to cover activities in the regional offices, but two out of six regional offices did not undertake the activities. There were, however, no records from the regional offices to account for the utilization of these funds.” Here it is not totally clear which funds are meant, but presumably the reference is to funds transferred directly by Bayer. This introduces an additional difficulty in matching planned and actual income and expenditure.
570. The evaluator has not been able to discern whether any of the substantial funds which were transferred by Bayer to the regions are covered in the expenditure table (4) or not. There were certainly some such funds which were transferred directly to regions and never passed through UNEP accounts in Nairobi.

Subsection 59. The magazine

571. The cost of the Tunza magazine is a further concern which however is related to the procurement process and not financial management and will be mentioned separately.
572. Conclusion. For the conclusion to this Annex on programme financing, please see Subsection 50.

ANNEX II. BRIEF CV OF THE CONSULTANT

Steve Powell

BA in Philosophy, University of Manchester

Diplom-Psicholog (“Diploma Psychologist”), University of Munich

PhD (by published works) in Psychology, University of Middlesex

Social scientist with nearly 20 years’ experience in leading and designing around 100 research, monitoring and evaluation initiatives in 18 countries - as freelancer, as Director of proMENTE social research in Sarajevo, and prior to that as Programme Manager of a series of academic and training projects for psychosocial professionals in South-East Europe.

Wide variety of research interests from sustainable development and volunteerism to community resilience and post-traumatic growth.

Ten peer-reviewed articles⁵³ and many published research reports⁵⁴.

⁵³ <https://scholar.google.com/citations?hl=en&user=RVSHfkAAAAAJ>, https://www.researchgate.net/profile/Steve_Powell2/publications

⁵⁴ <https://www.zotero.org/promente/items/order/dateModified/q/powell/sort/desc>

**ANNEX III. RESPONSE TO STAKEHOLDER COMMENTS RECEIVED BUT NOT (FULLY)
ACCEPTED BY THE EVALUATORS**

There were no substantial comments received but not accepted, with the exception of the Annex on Programme Financing. Some of the details are still disputed. To address them further would go beyond the scope and resources of the evaluation.

ANNEX IV. ISSUES IDENTIFIED IN PREVIOUS EVALUATIONS AND REVIEWS

The **mid-term evaluation of the first phase** was carried out by an independent consultant in 2006⁵⁵. The performance of the program was rated as highly satisfactory given the resources available.

Particular successes identified included: -

- Coordination of UNEP's work on youth and children's issues.
- The development of partnerships with, and mobilisation of resources from the private sector (the program raised nearly six dollars externally for every dollar raised by UNEP).
- Awareness building activities (reaching youth in over 160 countries)
- The internship program
- Cooperation between the various divisions of UNEP to develop Tunza products.

The mid-term evaluation noted a number of areas which needed strengthening, and made many recommendations for the next phase. These included (see MTE for detailed discussion): -

- Developing youth network to the same level in all six regions and to do so strategically based on a mission defined prioritization of who is to be targeted and why.
- Outreach to children (less successful than outreach to youth).
- Monitoring and evaluation (quantitative and qualitative benchmarks for program components, indicators to measure outcomes and monitoring activities such as participation in decision making activities, outcomes of young people's presentations, numbers of young people reached through awareness building activities, conference evaluation etc.).
- Data collection (e.g. data bases of youth and children's networks)
- Mechanisms for increasing beneficiary involvement in content development.
- Streamlining the distribution network for materials.
- Development of feedback mechanisms.
- More involvement of regional focal points in strategy development and provision of resources to allow local leveraging of funds.
- Environmental education and training programmes.
- Policy for partnerships
- Diversify funding sources
- Sufficient and appropriate financing mechanisms to be used (the Tunza Trust fund set up in phase 1 had not worked as planned).

The planned terminal evaluation of 2009 was not carried out.

⁵⁵ Evaluation managed by UNEP's evaluation and oversight unit and conducted by WagakiMwangi.

In 2012 an **internal mid-term report** reviewed progress. Tunza activities in the first part of phase two had included consolidating and expanding the Tunza network, organisation of conferences and workshops, support to environmental education, development of a mentorship programme, revamping the website, developing the use of social media and continuing to publish environmental materials. Activities had been conducted for each of the six cross-cutting thematic priorities under the UNEP Mid-term strategy 2008 – 2011. A number of important new partnerships had been established. These included partnerships with UN organisations UNICEF, FAO, WHO, ILO, and UNESCO, international donors such as GIZ and private organisations including Samsung Engineering.

The Mid-term review noted that the main challenge experienced by the programme was lack of funding and sufficient human resources to implement the program effectively.

In 2014 a **review of Tunza's activities** was carried out by a consultant employed by DCPI⁵⁶. In 2014 a review of Tunza's activities was carried out by a consultant employed by DCPI. This review noted the following strengths in the programme: -

- Youth involvement in key UNEP governance events as well as other major environmental forums
- Sustained network of Tunza supporters
- Facilitating and creating opportunities for leadership through the Tunza Youth Advisory Council
- The International Children's Painting Competition
- Events including the Tunza International Youth Conferences and the international youth gatherings
- Beneficial partnerships – UNICEF, WHO, Volvo, Nikon etc.
- The Tunza Magazine
- Campaigns steered by youth, in particular the Plant for the Planet Campaign
- Catalytic impacts for children and youth involved in the program

Issues which, in the opinion of the reviewer, need strengthening and development were: -

- Outreach (developing the potential of social media, finding appropriate mechanisms to reach different types of children and youth, awareness of regionally specific opportunities and constraints).
- Mechanism to allow a higher level of engagement by young people (feedback mechanisms, youth developed content rather than top down dissemination etc.)
- Mechanism for monitoring outcomes
- Greater focus on capacity building
- Relationship with UNEP's major groups Children and youth programme.
- Galvanising grassroots organising

⁵⁶ Yvonne Maingey 2014. Assessment of the Long Term Strategy on Engagement and Involvement of Young People in Environmental Issues (Tunza).

- Brand development
- Mechanism for electing youth representatives (not felt to be democratic).
- Thematic and subject areas (not felt to adequately represent youth's most pertinent needs such as youth unemployment and youth in post 2015 agenda)

The review did not look at the private/public relationships or at current funding strategies.

ANNEX V. EVALUATION TORS (WITHOUT ANNEXES)

Section t. Evaluation Deliverables and Review Procedures

The consultant will prepare an **inception report** (see Annex 2(a) of TORs for Inception Report outline) containing a thorough review of the program context, program design quality, a draft reconstructed Theory of Change of the program, review of stakeholders, the evaluation framework and a tentative evaluation schedule. This report and the evaluation methodology will draw on, and will not replicate the recent internal review of the Tunza programme.

It is expected that a large portion of the desk review will be conducted during the inception phase. It will be important to acquire a good understanding of the program context, design and process at this stage. The review of design quality will cover the following aspects (see Annex 7 for the detailed program design assessment matrix)

The inception report will present a draft, desk-based reconstructed Theory of Change of the program. It is vital to reconstruct the ToC *before* most of the data collection (review of progress reports, in-depth interviews, surveys etc.) is done, because the ToC will define which direct outcomes, drivers and assumptions of the program need to be assessed and measured – based on which indicators – to allow adequate data collection for the evaluation of program effectiveness, likelihood of impact and sustainability.

The inception report will also include a stakeholder analysis identifying key stakeholders, networks and channels of communication. This information is available from the recent programme review (Maingey 2014). See annex 9 for template.

The evaluation framework will present in further detail the overall evaluation approach. It will specify for each evaluation question under the various criteria what the respective indicators and data sources will be. The evaluation framework should summarize the information available from program documentation and from the recent program review against each of the main evaluation parameters. Any gaps in information should be identified and methods for additional data collection, verification and analysis should be specified. Evaluations/reviews of other large assessments can provide ideas about the most appropriate evaluation methods to be used.

Effective communication strategies help stakeholders understand the results and use the information for organisational learning and improvement. While the evaluation is expected to result in a comprehensive document, content is not always best shared in a long and detailed report; this is best presented in a synthesised form using any of a variety of creative and innovative methods. The evaluator is encouraged to make use of multimedia formats in the gathering of information e.g. video, photos, sound recordings. Together with the full report, the evaluator will be expected to produce a 2-page summary of key findings and lessons.

The inception report will also present a schedule for the overall evaluation process, including a draft programme for the country visit and tentative list of people/institutions to be interviewed.

The inception report will be submitted for review and approval by the Evaluation Office before the any further data collection and analysis is undertaken.

When data collection and analysis has almost been completed, the evaluation team will prepare a short **note on preliminary findings and recommendations** for discussion with the program team and the Evaluation Reference Group. The purpose

of the note is to allow the evaluation team to receive guidance on the relevance and validity of the main findings emerging from the evaluation.

The main evaluation report should be brief (no longer than 40 pages – excluding the executive summary and annexes), to the point and written in plain English. The report will follow the annotated Table of Contents outlined in Annex 2. It must explain the purpose of the evaluation, exactly what was evaluated and the methods used (with their limitations). The report will present evidence-based and balanced findings, consequent conclusions, lessons and recommendations, which will be cross-referenced to each other. The report should be presented in a way that makes the information accessible and comprehensible. Any dissident views in response to evaluation findings will be appended in footnote or annex as appropriate. To avoid repetitions in the report, the authors will use numbered paragraphs and make cross-references where possible.

Review of the draft evaluation report. The evaluation team will submit a zero draft report to the UNEP EO and revise the draft following the comments and suggestions made by the EO. Once a draft of adequate quality has been accepted, the EO will share this first draft report with the Program Manager, who will alert the EO in case the report would contain any blatant factual errors. The Evaluation Office will then forward the first draft report to the other program stakeholders for their review and comments. Stakeholders may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions. It is also very important that stakeholders provide feedback on the proposed recommendations and lessons. Comments would be expected within two weeks after the draft report has been shared. Any comments or responses to the draft report will be sent to the UNEP EO for collation. The EO will provide the comments to the evaluation team for consideration in preparing the final draft report, along with its own views.

The evaluation team will submit the final draft report no later than 2 weeks after reception of stakeholder comments. The team will prepare a **response to comments**, listing those comments not or only partially accepted by them that could therefore not or only partially be accommodated in the final report. They will explain why those comments have not or only partially been accepted, providing evidence as required. This response to comments will be shared by the EO with the interested stakeholders to ensure full transparency.

Submission of the final evaluation report. The final report shall be submitted by Email to the Head of the Evaluation Office. The Evaluation Office will finalize the report and share it with the interested Divisions and Sub-programme Coordinators in UNEP. The final evaluation report will be published on the UNEP Evaluation Office web-site www.unep.org/eou.

As per usual practice, the UNEP EO will prepare a **quality assessment** of the zero draft and final draft report, which is a tool for providing structured feedback to the evaluation consultant. The quality of the report will be assessed and rated against the criteria specified in Annex 5.

The UNEP Evaluation Office will assess the ratings in the final evaluation report based on a careful review of the evidence collated by the evaluation consultant and the internal consistency of the report. Where there are differences of opinion between the evaluator and UNEP Evaluation Office on program ratings, both viewpoints will be clearly presented in the final report. The UNEP Evaluation Office ratings will be considered the final ratings for the program.

Section u. Logistical arrangements

This Terminal Evaluation will be undertaken by an independent evaluation consultant contracted by the UNEP Evaluation Office. The consultant will work under the overall responsibility of the UNEP Evaluation Office and will consult with the EO

on any procedural and methodological matters related to the evaluation. It is, however, the consultant's individual responsibility to arrange for their travel, visa, obtain documentary evidence, plan meetings with stakeholders, organize online surveys, and any other logistical matters related to the assignment. The Tunza Program Manager and program team will, where possible, provide logistical support (introductions, meetings etc.) allowing the consultant to conduct the evaluation as efficiently and independently as possible.

Section v. Schedule of the evaluation

Table 7 below presents the proposed schedule for the evaluation.

Milestone	Deadline
Contract signed	March 1st
Inception Mission - 1 week (Nairobi)	March 16 – 20th
Bahrain field visit	March 23 - 27
Collaborative documentation of successes	
Web survey	
Crowdsourcing	
Telephone interviews, surveys etc.	March 30 – April 10
Zero draft report	June
Draft Report shared with Tunza Program Manager	May 7
Draft Report shared with stakeholders	May 14 (reply by May 25)
Final Report	June 5

Evaluation Ratings

- The evaluation will provide individual ratings for the evaluation criteria described in section II.4 of these TORs.
- Most criteria will be rated on a six-point scale as follows: Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU). Sustainability is rated from Highly Likely (HL) down to Highly Unlikely (HU).
- In the conclusions section of the report, ratings will be presented together in a table, with a brief justification cross-referenced to the findings in the main body of the report.

Criterion	Summary Assessment	Rating
A. Strategic relevance		HS → HU
B. Achievement of outputs		HS → HU
C. Effectiveness: Attainment of program objectives and results		HS → HU
1. Achievement of direct outcomes		HS → HU
2. Likelihood of impact		HS → HU
3. Achievement of program goal and planned objectives		HS → HU
D. Sustainability and replication		HL → HU
1. Financial		HL → HU
2. Socio-political		HL → HU
3. Institutional framework		HL → HU
4. Environmental		HL → HU
5. Catalytic role and replication		HS → HU
E. Efficiency		HS → HU
F. Factors affecting program performance		
1. Preparation and readiness		HS → HU
2. Program implementation and management		HS → HU
3. Stakeholders participation and public awareness		HS → HU

Criterion	Summary Assessment	Rating
A. Strategic relevance		HS → HU
B. Achievement of outputs		HS → HU
4. Country ownership and driven-ness		HS → HU
5. Financial planning and management		HS → HU
6. UNEP supervision and backstopping		HS → HU
7. Monitoring and evaluation		HS → HU
a. M&E Design		HS → HU
b. Budgeting and funding for M&E activities		HS → HU
c. M&E plan Implementation		HS → HU
Overall program rating		HS → HU

- **Overall program rating. The overall program rating should consider parameters 'A-E' as being the most important with 'C' and 'D' in particular being very important.**

ANNEX VI. EVALUATION PROGRAM/TIMETABLE

Tuesday March 17			
	UNEP/UNON	Harriet	
		Mike	
		Naysan Sahba	Director - DCPI
		Karishma Thety	
		About 20 participants	Brown-bag presentation of evaluation method
		Joyce Sang, Karishma Thety	Tunza team
Wednesday			
		Alexander Juras, Jose De Mesa	Major groups and Stakeholders Branch (MGSB)
		Mahesh Pradhan	Environmental Education and Training Unit,
		Mohamed Atani	Head Publishing Unit, DCPI
		Keziah Kirikah	Programme Assistant Outreach Unit - DCPI
		Yvonne Maingey	Youth Consultant - Outreach Unit
Thursday 19			
		Stephen Ndeti	Fund Management
		Lea Kirangu	“
		Lina Darlington	“
		Nickson Otieno	TYAC
		Kevin Odhiambo Ochieng	Tunza Youth Advisor for Africa
		Asha Sitati	Previous TUNZA intern
Friday			
		Cecilia Kibare	
		Sheila Aggarwal-Khan	Quality Assurance Section - Office for Operations and

			Corporate Services – Head of Strategic Planning
		Naysan Sahba (debrief)	Director - DCPI
Ruiru, Nairobi		Tunza Kenya: Carol, Emmanuel, Mercy, Paul, Sylvia	
Manama, Bahrain			
Sunday 22		Workshop on Ozone standards, Bahrain	
		Marie Daher	Information and Outreach Officer, UNEP, Regional Office for West Asia
Monday 23		Iyad Abumoghli	Director & Regional Representative, UNEP, Regional Office for West Asia
		Sayeed Mansour, (Leader) Ali Hamza Ahmad, Abdul Aziz Mohamad	Youth Rovers Bahrain
Tuesday 24		Henrik Jakobsen	ESD, UNEP Regional Office for West Asia
		Shaikha Ahmed Al Alaiwi	Former Tunza Youth Advisor
Thursday 25 June		Group presentation / workshop	
		Sean Khan	PIMS coordinator
		David Cole	Social Media Officer
		Mohammed Atani ⁵⁷	Tunza RFP for Africa / Regional Information Officer, Africa
Friday 26 June		FaninaKodre-Alexander	DCPI Focal Point for Climate Change
		Wayne Talbot	Coordinator for Volvo Adventures

⁵⁷This is the same person who was interviewed in March, but in a new role

			to 2013
		Dirk Frenzel	Corporate Media Relations, Public Policy and Environment, Bayer AG.
		Shereen Zorba	Head, News & Media

ANNEX VII. RESULTS OF WEB SURVEY

Online survey of Tunza alumni: Report

Steve Powell

April 21, 2015

Section w. Executive summary

A total of 178 respondents answered a web survey. This number includes 85 current and former Tunza activists. 38.8% were female.

Subsection 60. Main findings

Attending global conferences seems to be the defining Tunza activity.

In terms of content, respondents broadly supported key elements of the Tunza theory of change.

Paradoxically while the strongest support was for the statement that what young people really need is support for their local and national activities, which respondents really believe the UN logo can give them, at the same time respondents do not really feel that Tunza in fact did a lot specifically to support their local and national networks.

Respondents had doubts about corporate sponsorship, and again said that Tunza help was too thinly spread out to mean much to local networks.

The UN, UNEP and Tunza as a network are all very attractive to respondents. However, the Tunza Facebook page and magazine and even the Tunza campaigns themselves, while still viewed in a positive light, were not so universally attractive.

Disappointingly, there are no strong connections between having been involved in any particular Tunza activities and making contributions to the environment.

There is a very strong gender effect. Those with very sceptical opinions, and those with very low positive opinions, were all male. Almost all those expressing very positive opinions were female.

Section x. Aim

The aim of the survey was to address some key questions from the Evaluation Theory of Change, in particular to find out

- what influence did Tunza participation have on "other young people" and on Youth Activists?
- did these young people go on to have a positive influence?
- do respondents support the plausibility of other key elements of the theory of change?

Section y. Survey

A standard online questionnaire was constructed using [limesurvey](#) and hosted by the consultant.

Section z. Respondents

Individual invitations to the survey were emailed to various mailing lists provided by Tunza in Nairobi. There were 7583 email addresses altogether, of which 6144 were unique (some were duplicates).

These named recipients were each given a unique token which meant they were able to complete the survey in stages rather than all at once if they wished.

The survey was later also opened to anyone else interested. It was publicised by Twitter on Earth Day and via the Tunza Magazine Facebook page⁵⁸.

Subsection 61. Return rate

The total number of respondents (178), with 117 completing all questions, is more than adequate for statistical analysis.

sent	received	percent of all emails sent	
Other	3	1	33.33
c-gen	1853	23	1.24
emails youth net	2977	90	3.02
european-list	79	0	0
extracted emails	141	2	1.42
extracted youth elist	988	35	3.54
TYAC	103	13	12.62

Raw return rate per mailing list

The raw return rate is very poor. **However** some of the email lists were quite old and **mails from approximately half the addresses were returned**. Many mails will also have landed in spam folders but it is difficult to say how many, perhaps up to 50%, meaning that the actual number of emails seen by the intended recipients may be between one and two thousand rather than over six thousand, and a realistic return rate for TYACs *probably* closer to 30% or more rather than the 13% shown in the table.

One or two of the larger lists were very general lists of contact emails and included offices who had little or no direct knowledge of Tunza.

Subsection 62. Limitations

- The young activists responding - TYACs and others - can be considered, just about, representative for young Tunza activists in general. There could be considerable bias in this sample but on the information available it is not possible to say.
- The other respondents are mostly somewhat older people who have had some other contact with Tunza and are in a position to express their opinions on Tunza. However they cannot be considered a statistical sample but merely a so-called "convenience sample".

⁵⁸ A notice was also sent to the Samsung eco-generation website but it does not seem to have been posted

- This quick questionnaire survey can be considered as just one, limited source of evidence to which needs to be contrasted and compared with data from other sources. Here we can see on which of the 3 pages people finished the survey. So 29 people finished the third and last page, and the others broke off on earlier pages.

0 1 2 3
21 11 29 117

On which page did people stop the survey

	c-gen	emails youth net	extracted emails	extracted youth elist	TYAC	
0	0	4	11	0	4	2
1	0	1	7	0	1	0
2	0	3	15	1	7	0
3	1	15	57	1	23	11

On which page did people stop the survey, by group

So most continued to the end, some stopped at the start and a few gave up at page 2.

Subsection 63. Data cleaning

Analysis of response patterns shows that 9 of respondents were just ticking the maximum value for everything, at least for some of the blocks. These respondents were deleted.

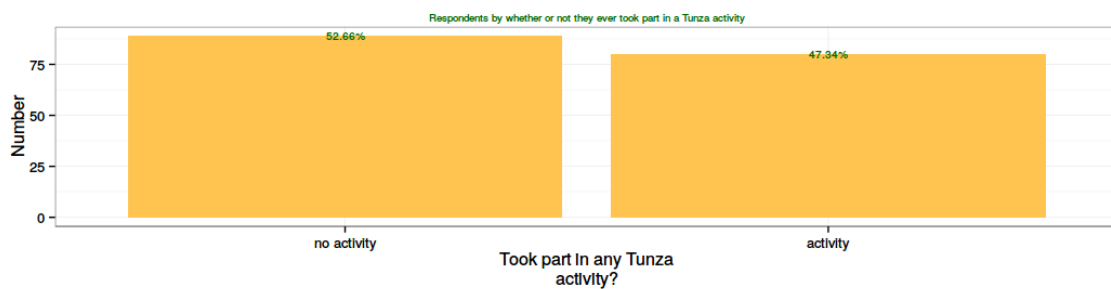
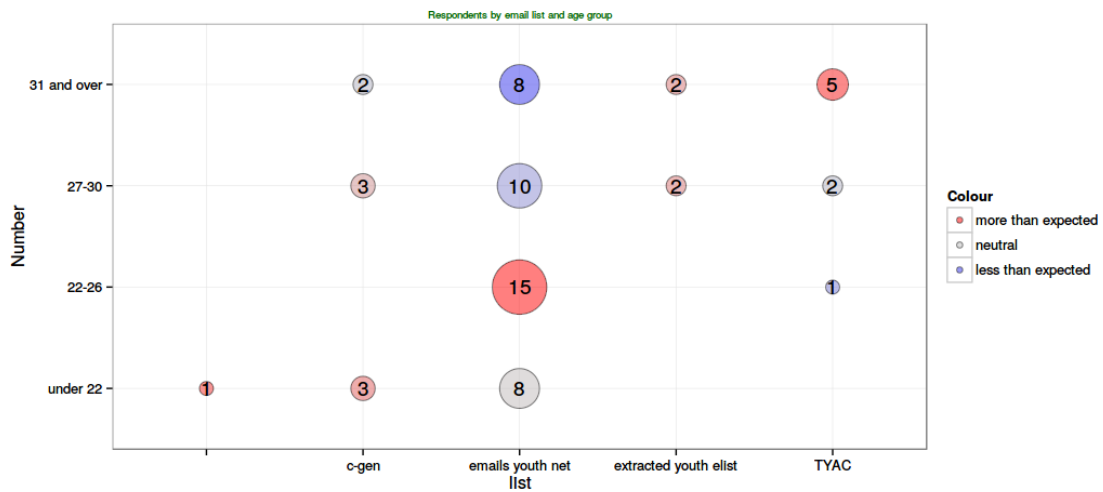
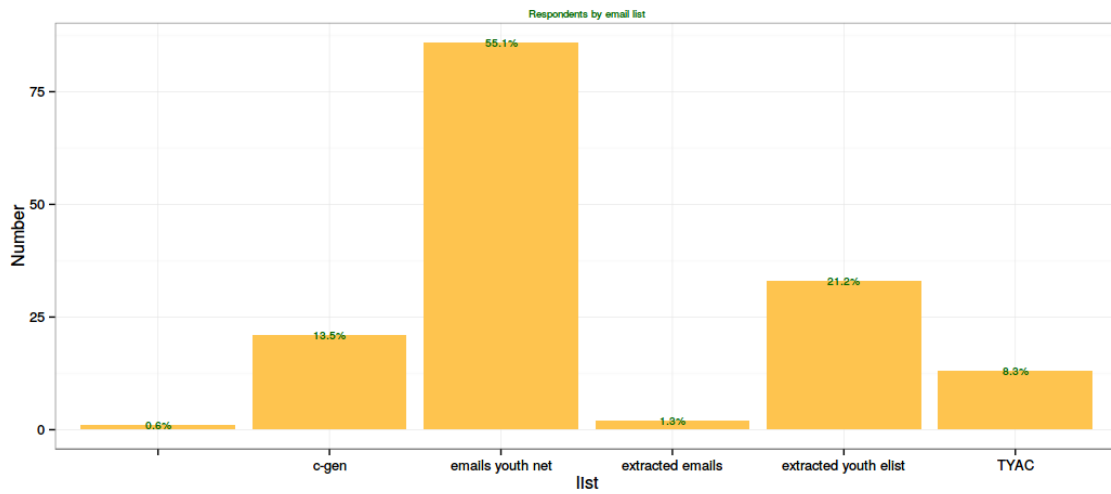
Subsection 64. The respondents

The respondents come from 42 different countries, which represents an acceptable geographical spread.

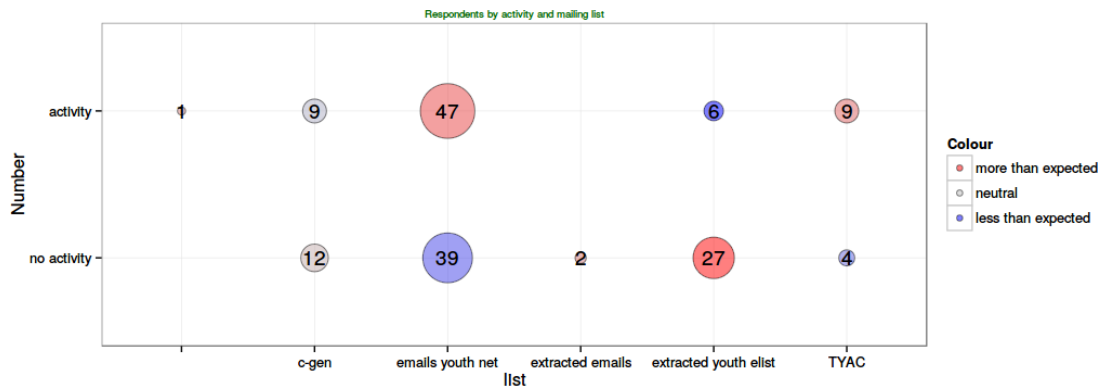
85 people said they had taken part in some Tunza activities.

	Female	Male
under 22	4	9
22-26	8	8
27-30	8	11
31 and over	8	12

Age against gender

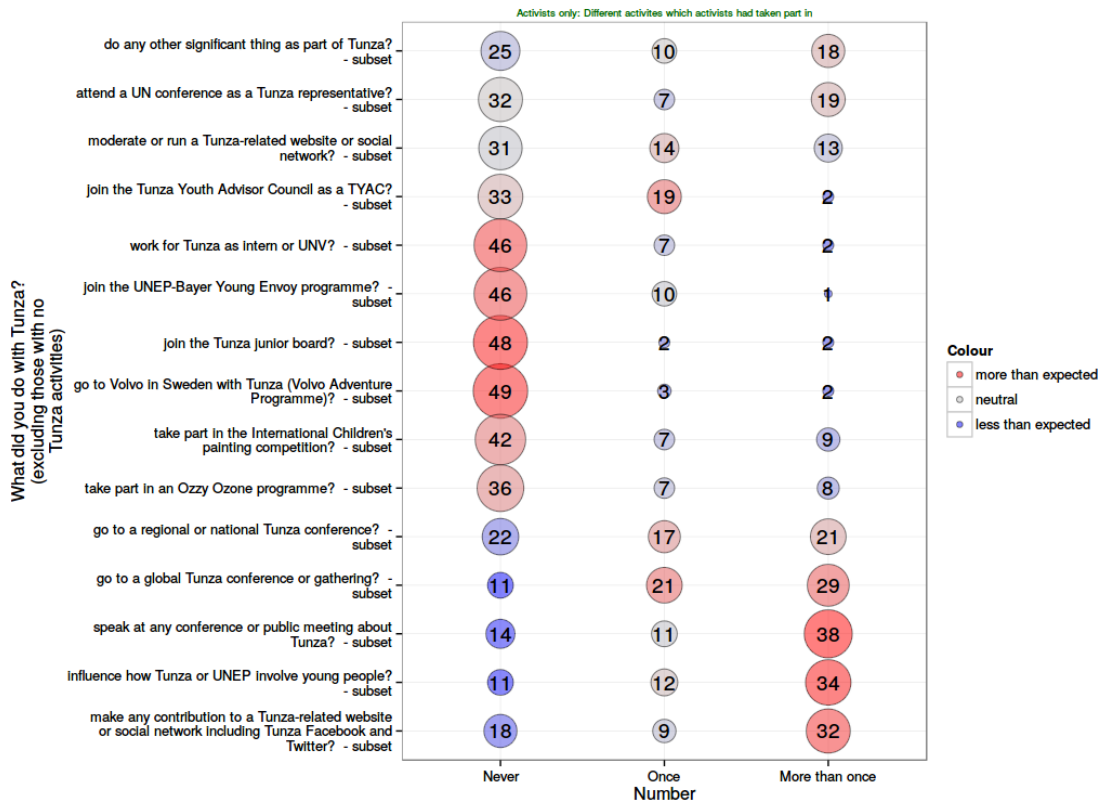


The above graphic shows the two groups, non-activists and activists. This distinction is important for the rest of the analyses.



Most of the respondents come from the Youth Net mailing list; over half of these were under 26. From the Youth Net, c-gen and TYAC lists, at least a third had taken part in some Tunza activities.

Section aa. Activities



The most frequent activity was "speaking at a conference or public meeting about Tunza". As expected there are over 20 who have been Youth Advisors but only four who have been on the Junior Board.

Over 50 respondents have been to a global Tunza conference or gathering, with over 30 having been more than once.

Finding: Attending global conferences seems to be the defining Tunza activity.

So the "speaking at a conference" might likely refer to the Tunza conference itself. It does seem as if the global meetings are in the focus in terms of activities carried out.

- Interschool contests by gathering young people and involve them into environmental issues.
- Collaborate to the Tunza magazine, internship at UNEP
- I created an International Chain of Awareness program in Turkey where we brought together various youth organizations and youth to work on pressing environmental challenges affecting our respective regions.
- Developed an African Youth Engagement strategy as a consultant for UNEP Regional Office for Africa (ROA)
- Consulted on the youth position on Rio+20
- have been a vocal rep of Tunza in my locality
- I read Tunza magazine as often as possible.
- Share events
- nothing involved in
- promote Tunza & the job in environment in my country
- Organize campaigns and environmental projects in my country. And gather the Tunza representatives of my country to work together.
 - Research the history of the Tunza programme and all UNEP's work with youth and civil society - Reach out to more youth in different countries to join the Tunza network - Contribute to the Tunza magazine

Subsection 67. Statistically significant differences by age group

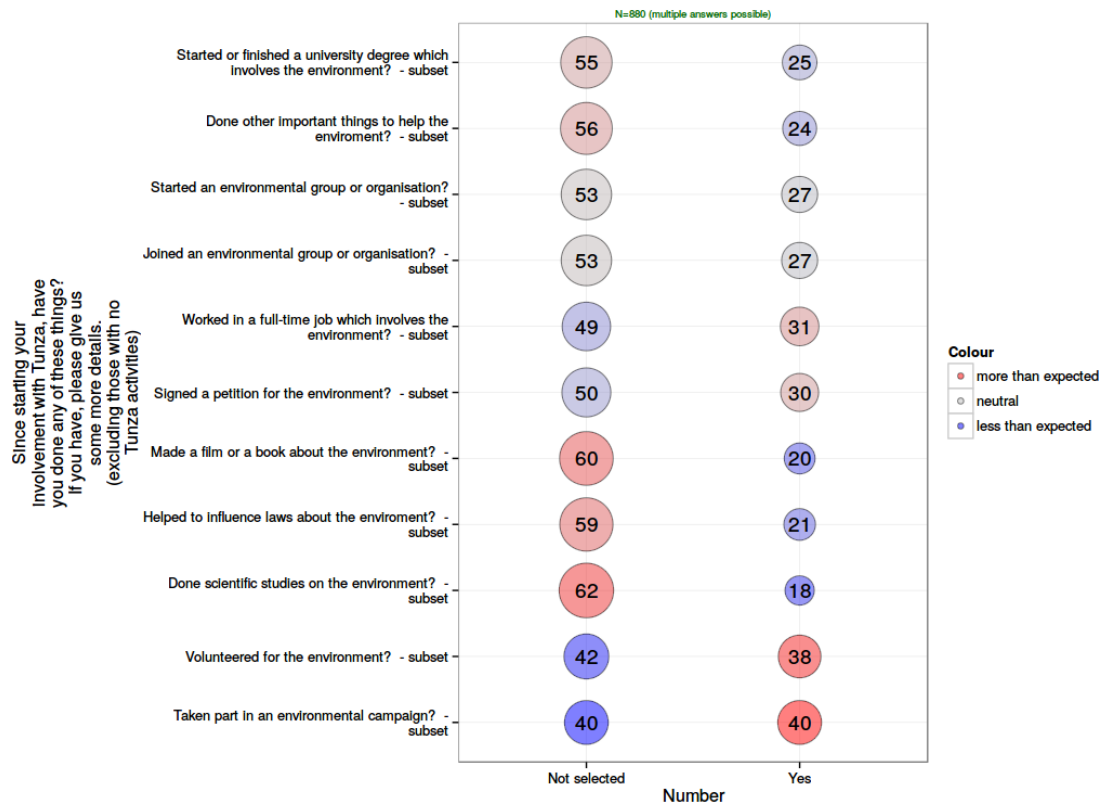


Section bb. Contributions

Arguably the most important part of this analysis is the environmental contribution respondents say they have made.

Here as in the previous block we analyse only responses for those who said they had taken part in Tunza activities.

Campaigning, volunteering and signing petitions are prominent. It is quite surprising that only 32 say they have ever signed a petition, and only 30 joined an environmental group.



Since starting your involvement with Tunza, have you done any of these things? If you have, please give us some more details. (excluding those with no Tunza activities)

Subsection 68. Interconnections

Since starting your involvement with Tunza, have you done any of these things? If you have, please give us some more details. (excluding those with no Tunza activities)

- 44n: Done scientific studies on the environment? - subset (Yes=22%)
- 32n: Started or finished a university degree which involves the environment? - subset (Yes=31%)
- 28n: Worked in a full-time job which involves the environment? - subset (Yes=39%)
- 48n: Done other important things to help the environment? - subset (Yes=30%)
- 46n: Helped to influence laws about the environment? - subset (Yes=26%)
- 38n: Made a film or a book about the environment? - subset (Yes=25%)
- 42n: Started an environmental group or organisation? - subset (Yes=34%)
- 36n: Signed a petition for the environment? - subset (Yes=38%)
- 40n: Joined an environmental group or organisation? - subset (Yes=34%)
- 34n: Taken part in an environmental campaign? - subset (Yes=50%)
- 30n: Volunteered for the environment? - subset (Yes=48%)

Activists only: Interconnections between different contributions to the environment.
 Darker reds mean stronger connections.
 Numbers are correlation coefficients.
 Stars show statistically significant connections.
 Rows and columns are reordered to put similar rows and columns together.

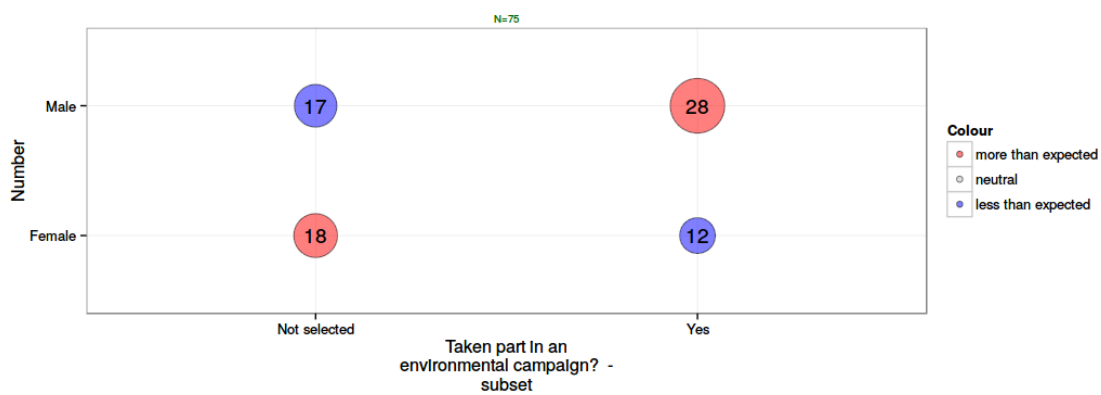
0.22**	0.22**	0.3**	0.37***	0.33***	0.39***	0.48***	0.4***	0.19***	0.25***
0.33***	0.26***	0.32**	0.29**	0.3***	0.28***	0.42***	0.05***	0.14***	0.12**
0.04*	0.19***	0.28*	0.29**	0.23**	0**	0.28***	0.05***	0**	0.21***
0.3***	0.3***	0.4***	0.42***	0.33***	0**	0.39***	0.16**	0.4***	0.48***
0.33***	0.41***	0.42***	0.39***	0.43***	0.06***	0.29***	0.28***	0.35***	0.54***
0.22**	0.52***	0.45***	0.37***	0.47***	0.33***	0.39***	0.24***	0.38***	0.5***
0.41***	0.57***	0.39***	0.3***	0**	0.29***	0.2***	0.35***	0.24***	0.21***
0.22***	0.22***	0.5***	0.47***	0**	0.26**	0.16***	0.2***	0.19***	0.17***
0.41***	0.41***	0.57***	0.39***	0.3***	0**	0.16*	0.28***	0**	0.14***
0.37***	0.37***	0.47***	0.33***	0**	0.06*	0**	0***	0***	0**
0.15***	0.15***	0.5***	0.33***	0**	0.13**	0**	0***	0***	0.08***

- 44n: Done scientific studies on the environment? - subset (Yes=22%)
- 32n: Started or finished a university degree which involves the environment? - subset (Yes=31%)
- 28n: Worked in a full-time job which involves the environment? - subset (Yes=39%)
- 48n: Done other important things to help the environment? - subset (Yes=30%)
- 46n: Helped to influence laws about the environment? - subset (Yes=26%)
- 38n: Made a film or a book about the environment? - subset (Yes=25%)
- 42n: Started an environmental group or organisation? - subset (Yes=34%)
- 36n: Signed a petition for the environment? - subset (Yes=38%)
- 40n: Joined an environmental group or organisation? - subset (Yes=34%)
- 34n: Taken part in an environmental campaign? - subset (Yes=50%)
- 30n: Volunteered for the environment? - subset (Yes=48%)

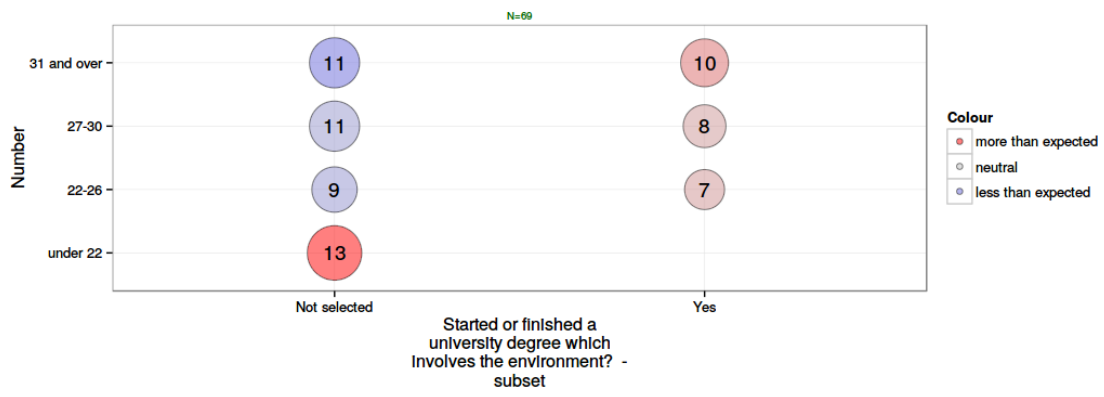
Since starting your involvement with Tunza, have you done any of these things? If you have, please give us some more details. (excluding those with no Tunza activities)

Here we can see that there is a small number of people who dominate in the rarer and more substantial contributions like contributing to a law (27%) or making a film or book (25%). Volunteering, campaigning and signing petitions also go together.

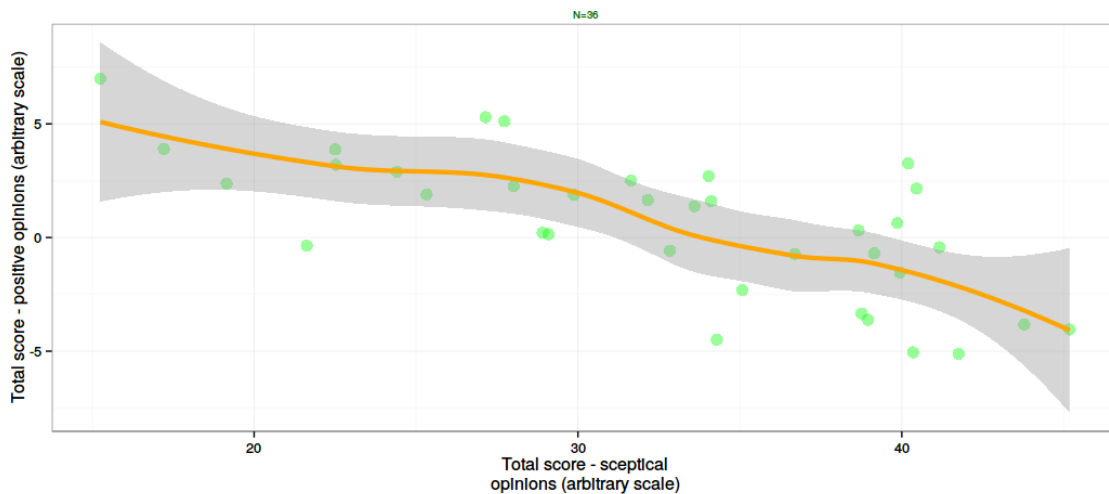
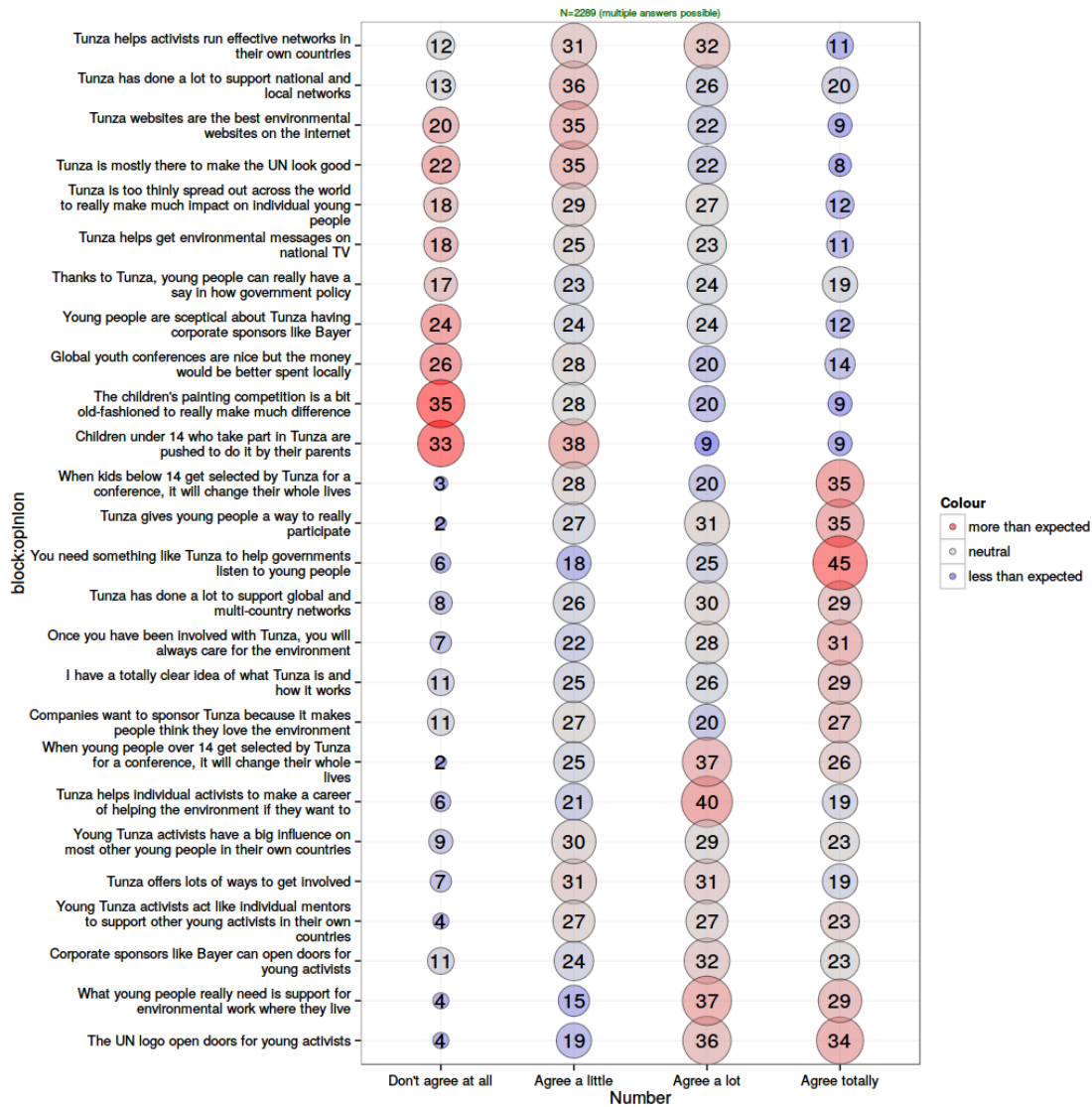
Subsection 69. Statistically significant differences by gender



Subsection 70. Statistically significant differences by age group



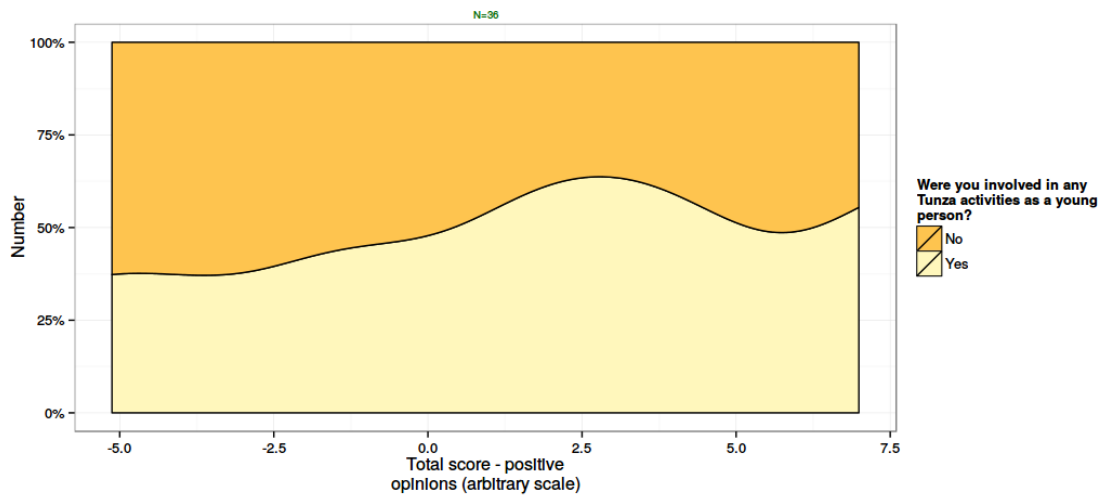
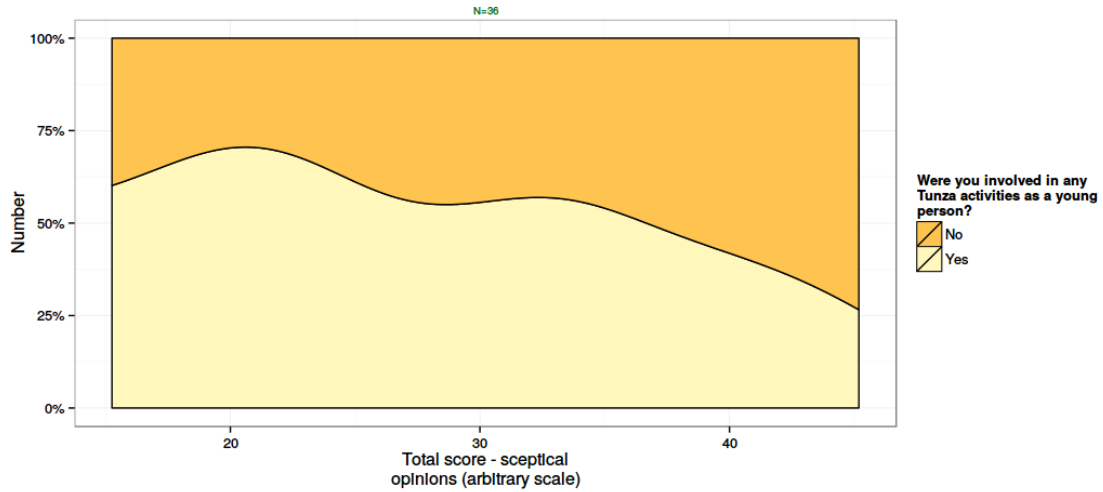
Section cc. Opinions

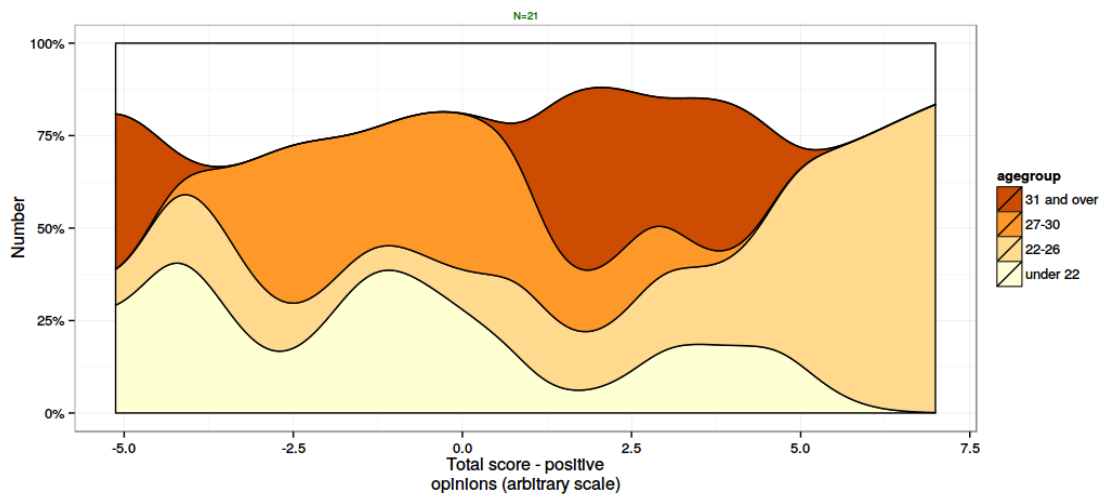
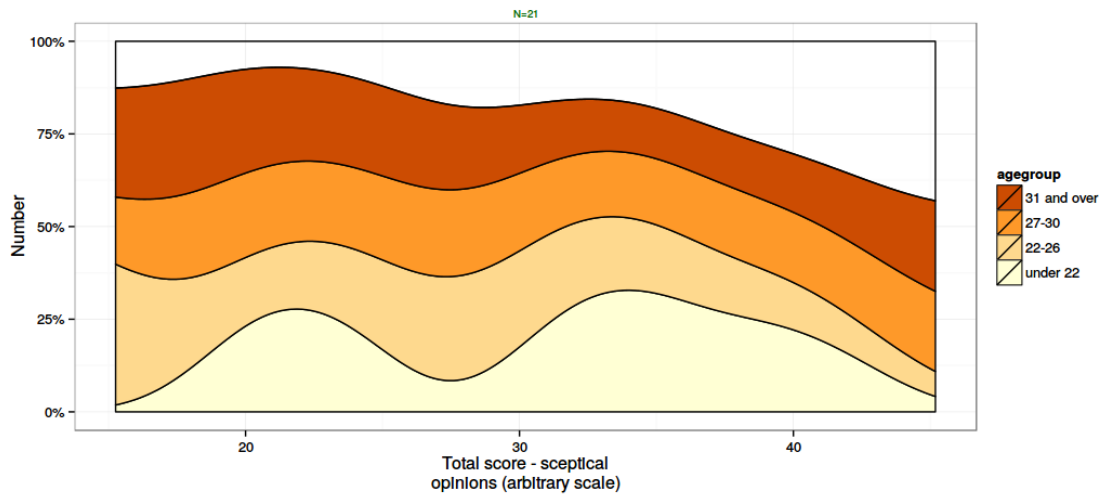


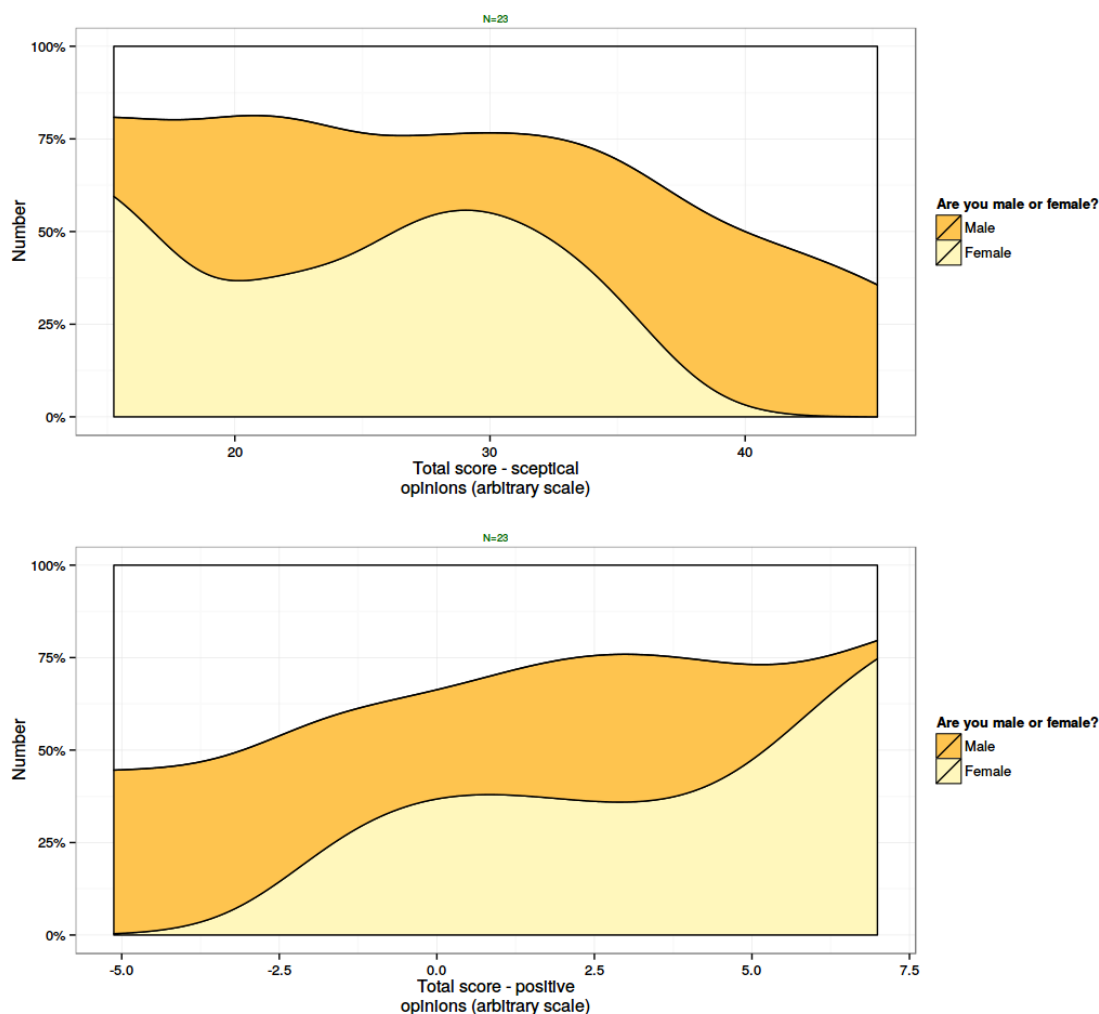
Pearson's product-moment correlation

```

data: clusScore[, 1] and clusScore[, 2]
t = -5.671, df = 34, p-value = 0.000002305
alternative hypothesis: true correlation is not equal to 0
95 percent confidence interval:
 -0.8345769 -0.4782088
sample estimates:
      cor
-0.6972072
    
```







The Opinion items divide clearly into two clusters, one containing exactly all the items which positively toned and another with all the negatively toned items.

Over two-thirds of those with low sceptical opinions were activists.

Over two-thirds of those with high sceptical opinions were non-activists.

There is a **very** strong gender effect.

Those with very sceptical opinions, and those with very low positive opinions, were all male. Almost all those expressing very positive opinions were female.

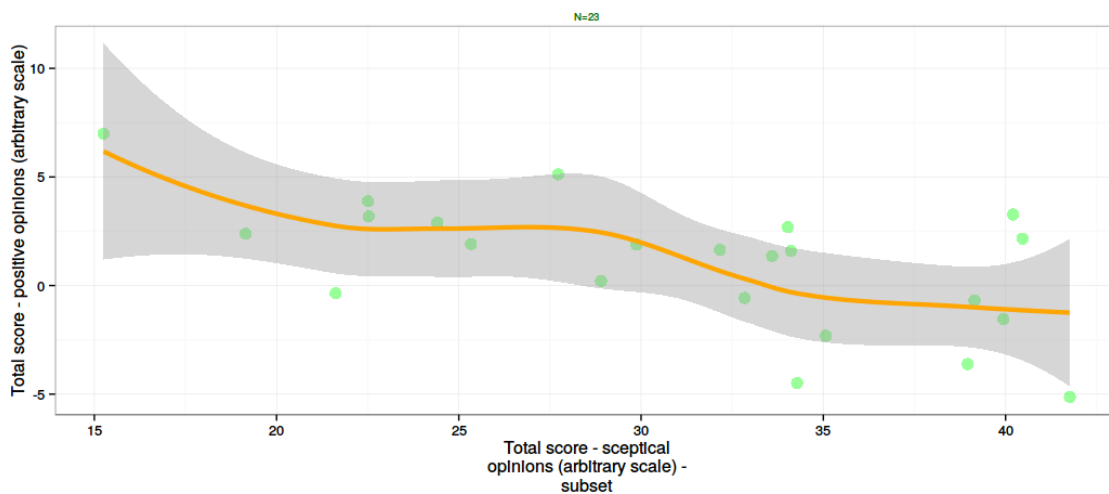
The scores on each scale are spread out over the whole range so it is not really the case that there two groups - sceptical and non-sceptical people.

Overall scores on these two clusters are strongly negatively correlated with one another as would be expected.

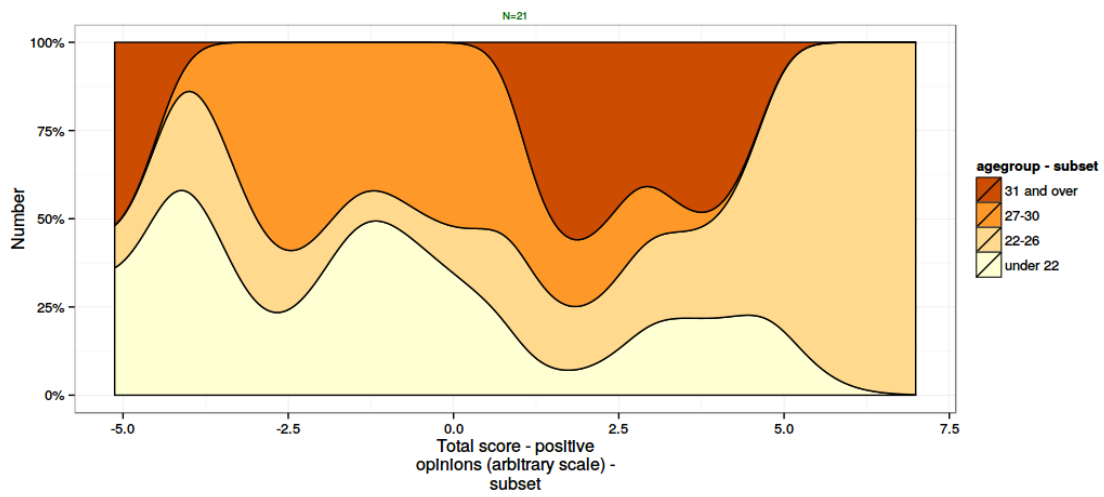
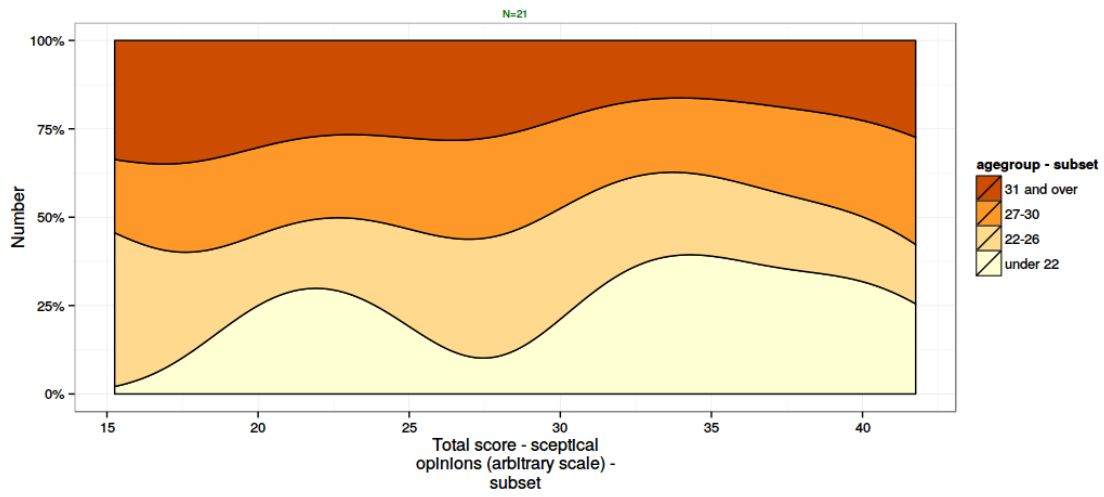
This means that few people who expressed some sceptical opinions also held positive opinions about Tunza.

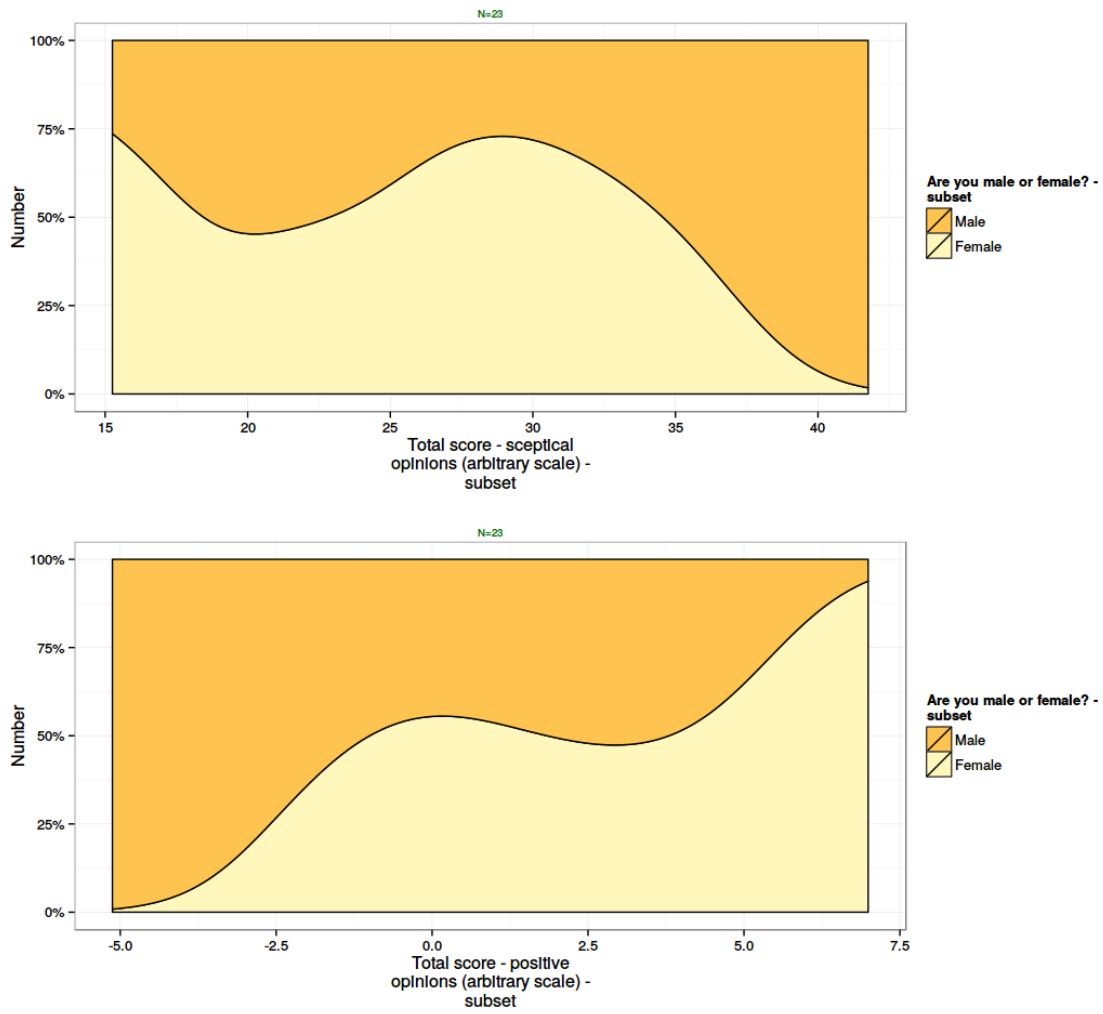
Turning now to analysis of the same scores but only for activists, there is a similar story.

Subsection 71. Opinions - only activists



Interestingly the negative correlation between the sceptical and positive scores disappears when considering only the young activists. Otherwise the results are similar.



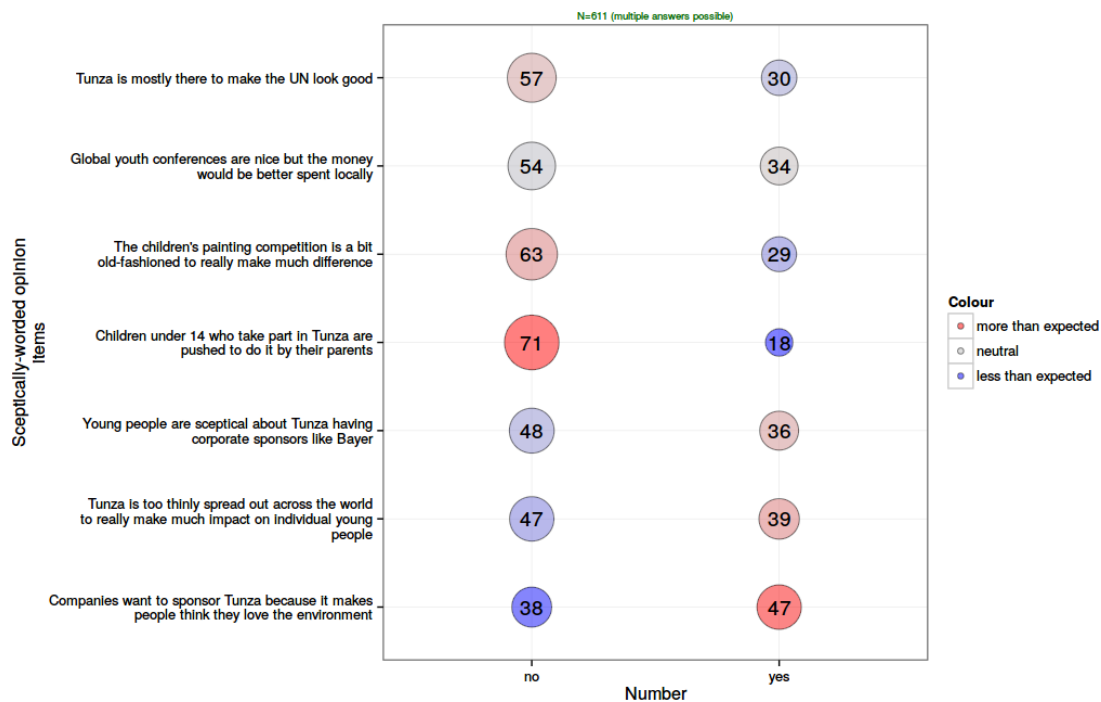
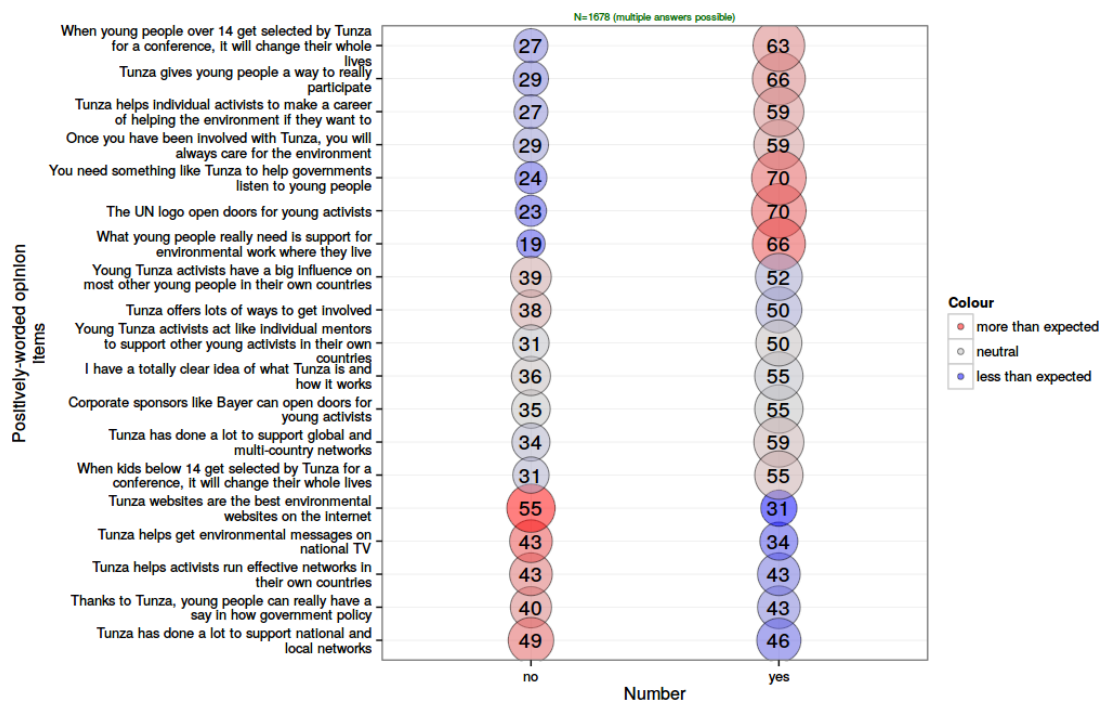


Subsection 72. What do respondent opinions say about the Tunza theory of change?

This analysis returns to the whole dataset, including also the non-activists.

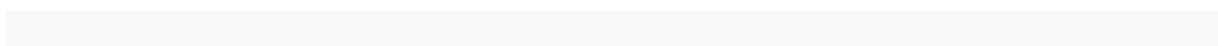
Finding: In terms of content, respondents broadly supported key elements of the Tunza theory of change.

The next graphic simplifies the opinion scores into just agree and disagree, replacing the previous 4-point scale. The positive and sceptical items are shown separately.



Support for positive statements

The strongest support⁵⁹ amongst the positive items was for the following items



⁵⁹ Ratio of agree to disagree answers

op_SQ027 "What young people really need is support for environmental work where they live"

op_SQ001 "The UN logo open doors for young activists"

op_SQ014 "You need something like Tunza to help governments listen to young people"

The weakest support⁶⁰ amongst the positive items was for the following items

op_SQ005 "Tunza has done a lot to support national and local networks"

op_SQ021 "Tunza helps get environmental messages on national TV"

op_SQ017 "Tunza websites are the best environmental websites on the internet"

Finding: Paradoxically while the strongest support was for the statement that what young people really need is support for their local and national activities, which respondents really believe the UN logo can give them, at the same time respondents do not really feel that Tunza in fact did a lot specifically to support their local and national networks.

Support for sceptical statements

The strongest support⁶¹ amongst the sceptical items was for the following items

op_SQ020 "Companies want to sponsor Tunza because it makes people think they love the environment"

op_SQ010 "Tunza is too thinly spread out across the world to really make much impact on individual young people"

op_SQ003 "Young people are sceptical about Tunza having corporate sponsors like Bayer"

Finding: Respondents had doubts about corporate sponsorship, and again said that Tunza help was too thinly spread out to mean much to local networks.

The weakest support⁶² amongst the sceptical items was for the following items

op_SQ023 "Tunza is mostly there to make the UN look good"

op_SQ016 "The children's painting competition is a bit old-fashioned to

⁶⁰ Ratio of agree to disagree answers

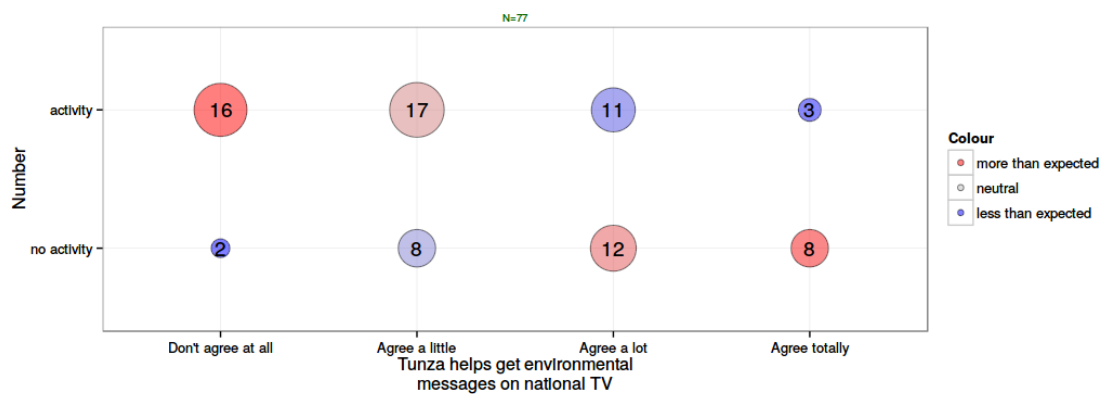
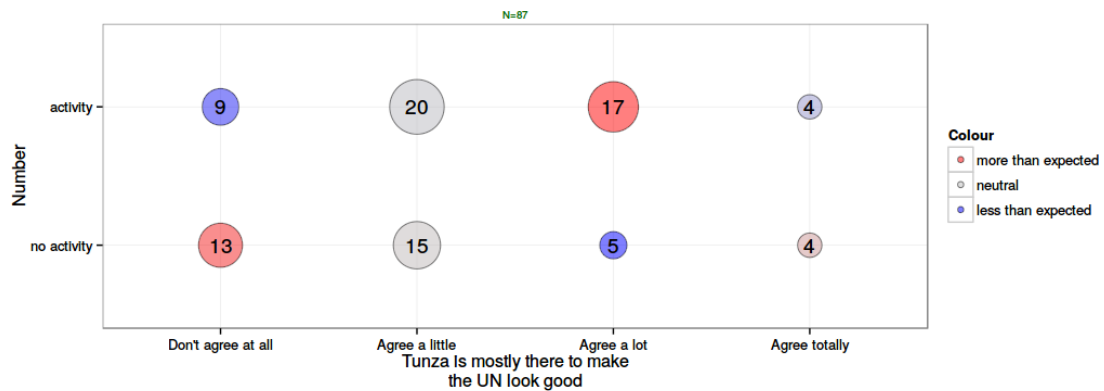
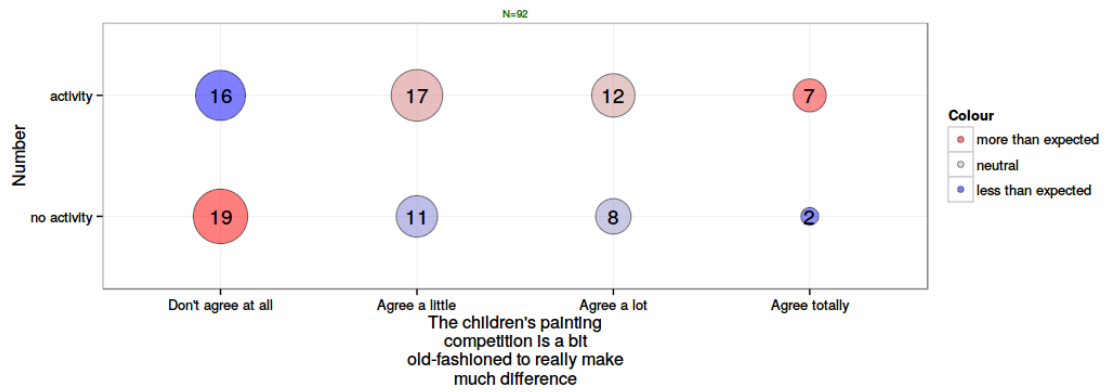
⁶¹ Ratio of agree to disagree answers

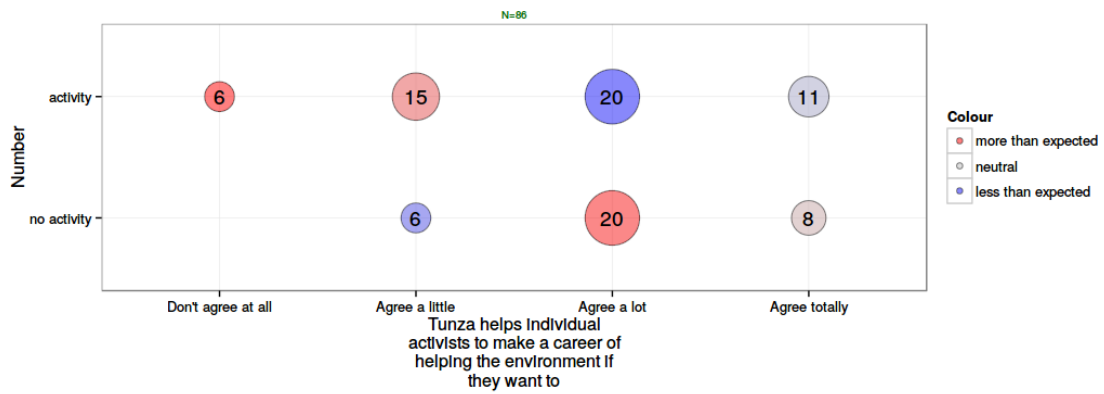
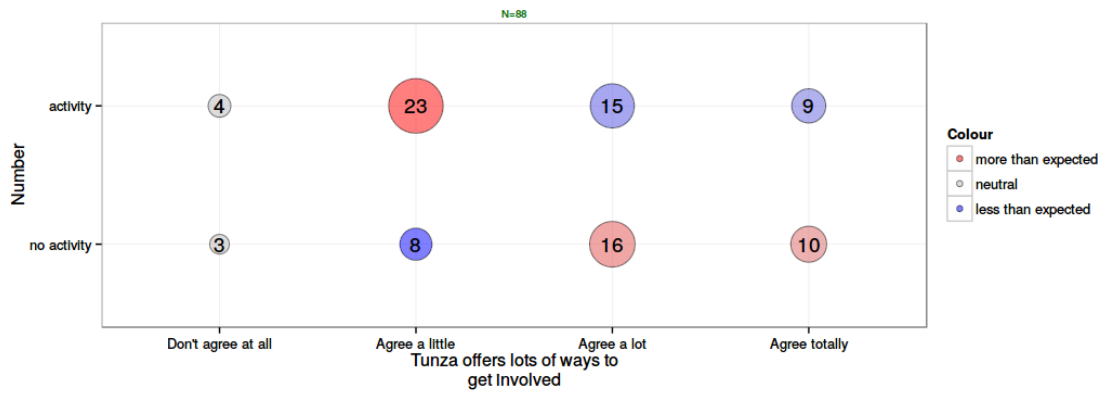
⁶² Ratio of agree to disagree answers

really make much difference"

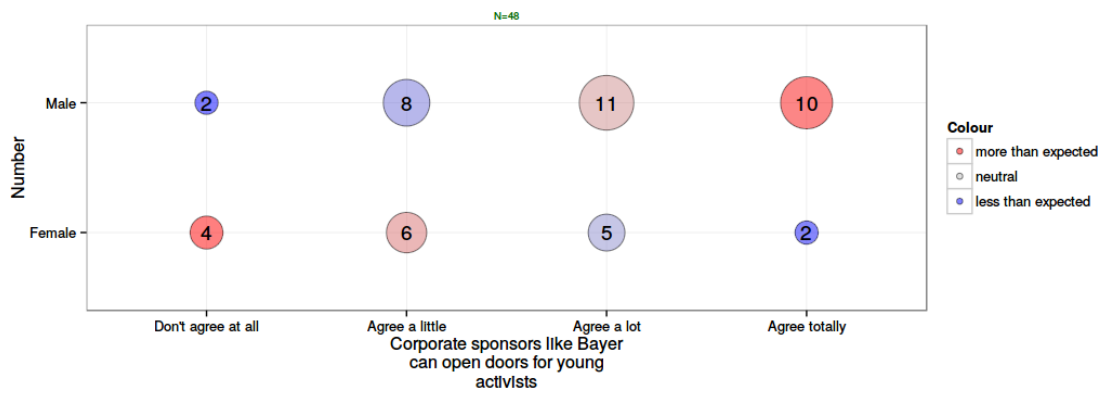
op_SQ015 "Children under 14 who take part in Tunza are pushed to do it by their parents"

Statistically significant differences by activity

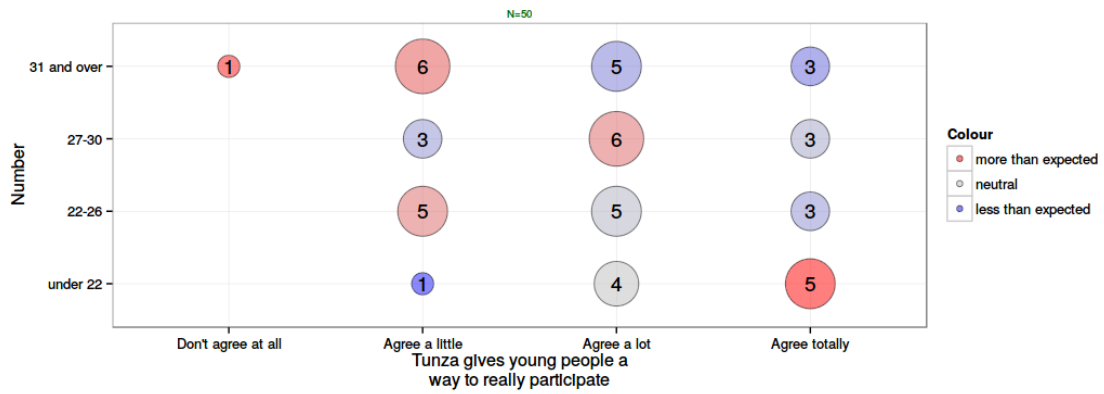
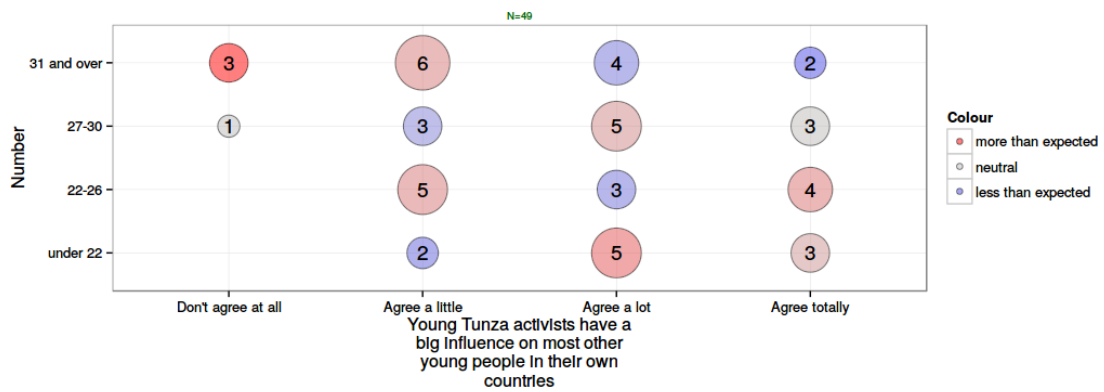
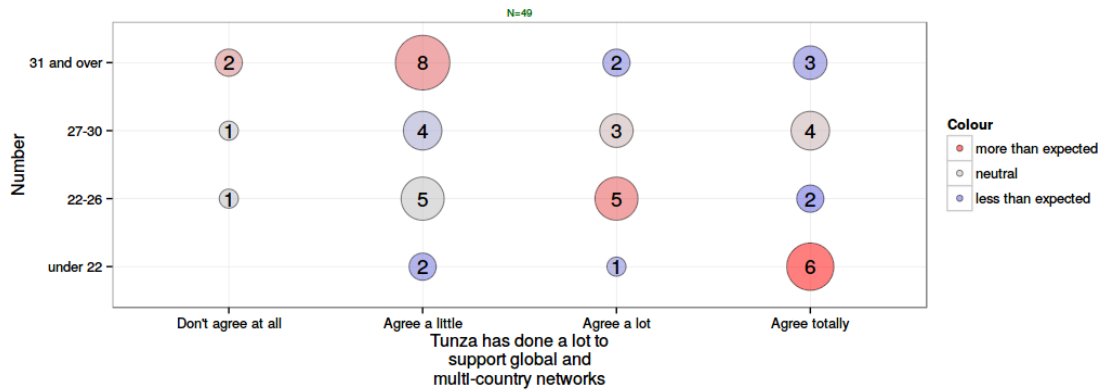


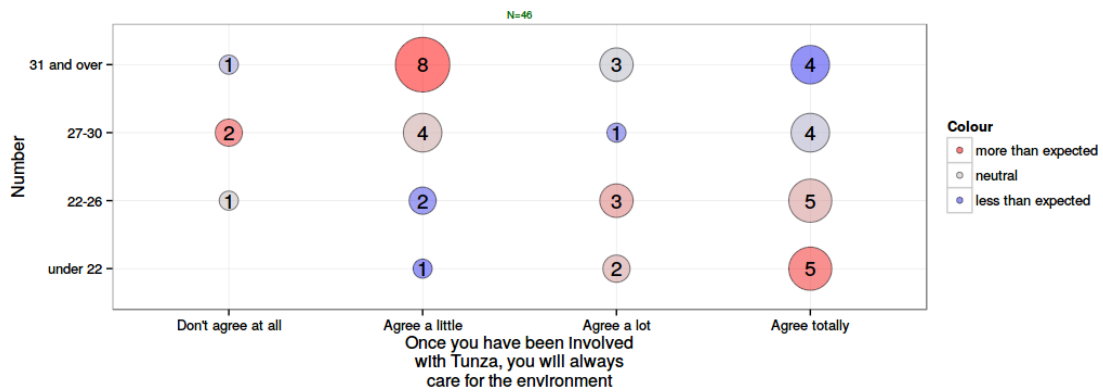
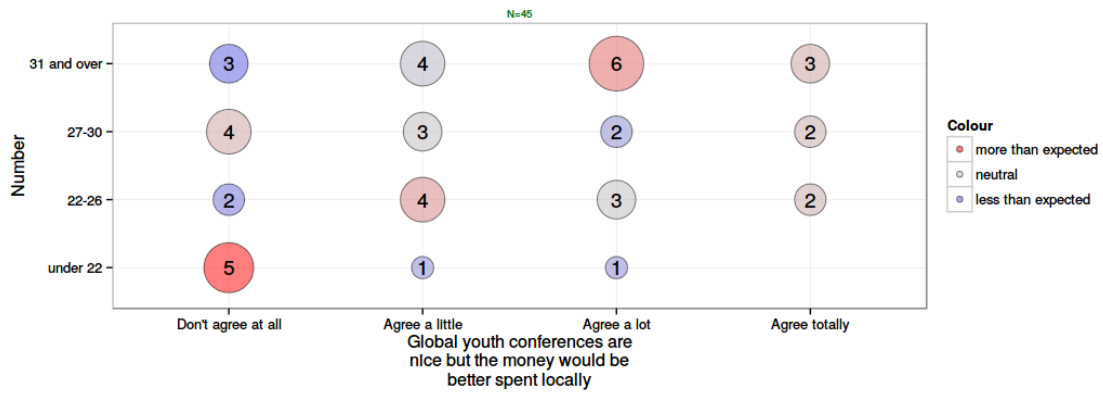


Subsection 73. Statistically significant differences by gender

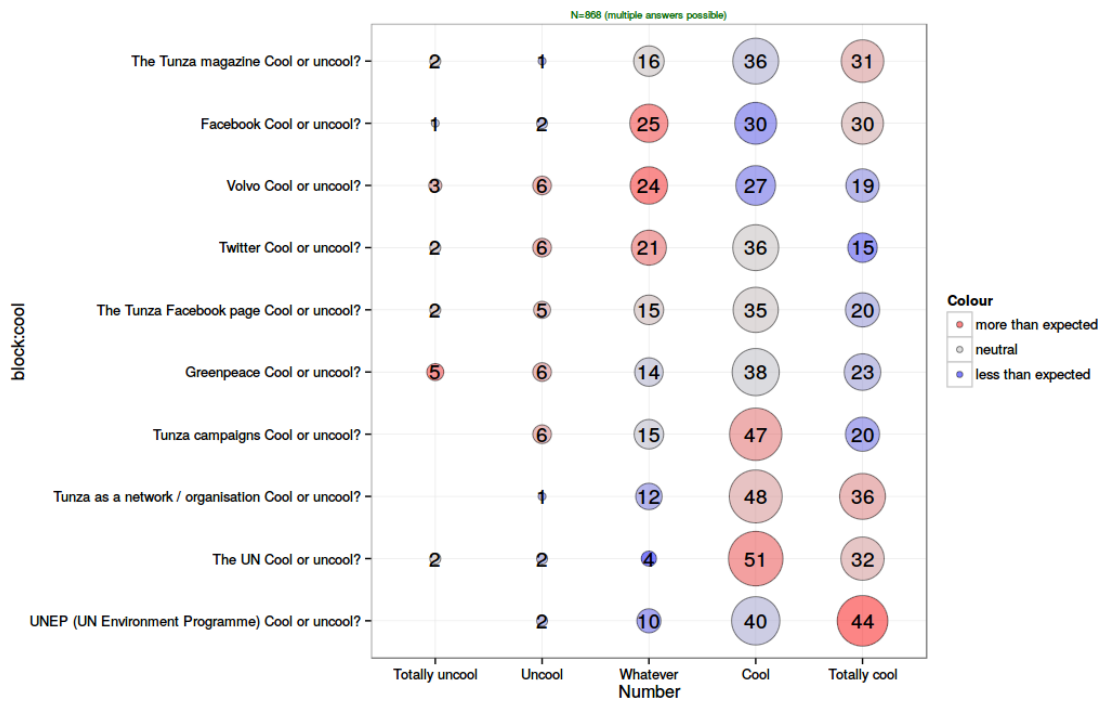


Subsection 74. Statistically significant differences by age group





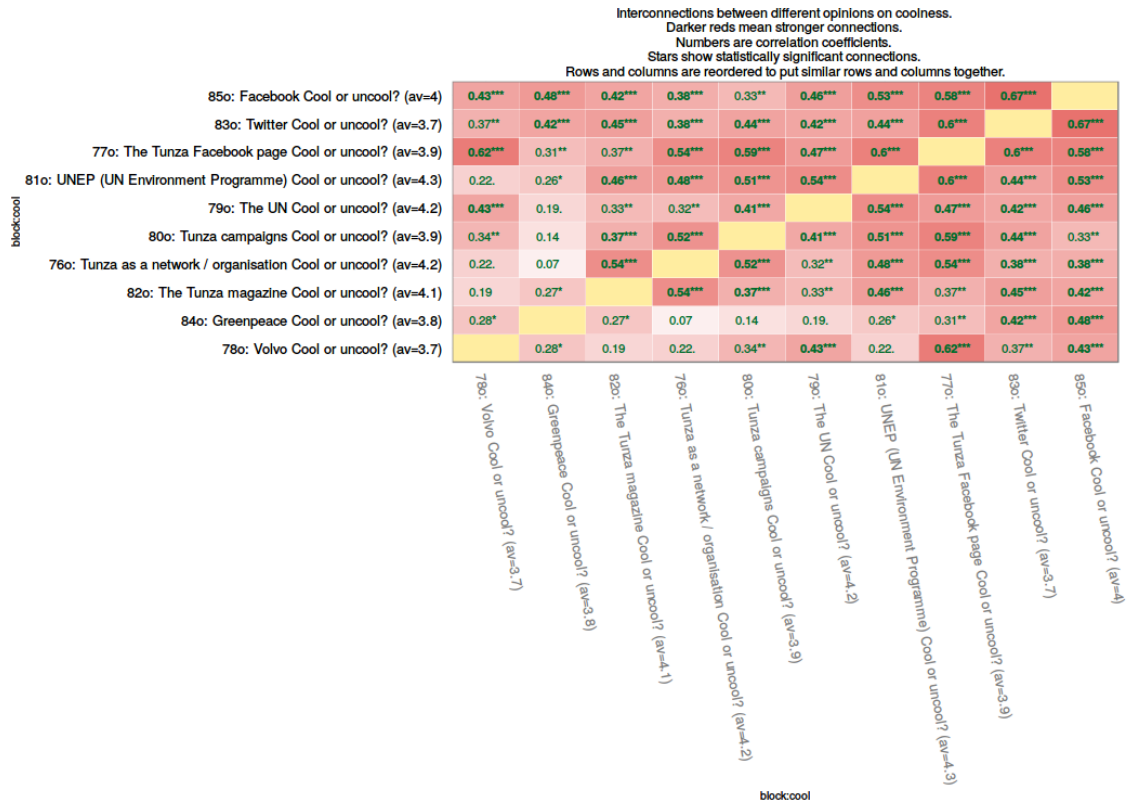
Section dd. Branding: Cool / uncool



The attractiveness of the relevant brands is very important when understanding how global youth campaigns can succeed and fail.

Finding: The UN, UNEP and Tunza as a network are all very attractive to respondents. However, the Tunza Facebook page and magazine and even the Tunza campaigns themselves, while still viewed in a positive light, were not so universally attractive.

Subsection 75. Interconnections



Respondents who like Facebook and Twitter were more likely to also like the Tunza Facebook page

Subsection 76. Statistically significant differences by activity: none

Subsection 77. Statistically significant differences by gender: none

Subsection 78. Statistically significant differences by age group: none

Section ee. More interconnections

blockcontb	44n: Done scientific studies on the environment? (*Yes=11%)	0.	0	0	0	0	0	0	0	0	0	0	0	0.03	0	
	42n: Started an environmental group or organisation? (*Yes=16%)	0	0.	0	0	0	0	0	0	0	0.	0	0	0	0.03	0
	46n: Helped to influence laws about the environment? (*Yes=12%)	0	0.	0	0	0	0	0	0	0	0	0	0*	0	0.03	0
	30n: Volunteered for the environment? (*Yes=22%)	0	0	0	0	0	0	0	0	0	0	0.	0	0	0.05	0
	38n: Made a film or a book about the environment? (*Yes=12%)	0	0	0	0	0	0	0	0	0	0	0	0	0	0.03	0.04
	34n: Taken part in an environmental campaign? (*Yes=24%)	0.03	0**	0	0	0	0	0	0	0	0	0	0	0	0	0
	28n: Worked in a full-time job which involves the environment? (*Yes=18%)	0	0	0	0	0	0	0	0	0	0	0	0	0	0.08	0.07
	36n: Signed a petition for the environment? (*Yes=18%)	0	0.	0	0	0	0	0	0	0	0	0	0	0	0.11	0
	32n: Started or finished a university degree which involves the environment? (*Yes=15%)	0.03	0	0	0.	0	0	0	0	0	0	0	0	0	0.16*	0
	40n: Joined an environmental group or organisation? (*Yes=16%)	0.12.	0.	0	0*	0	0	0	0	0	0	0	0*	0*	0	0
	48n: Done other important things to help the environment? (*Yes=14%)	0	0	0	0.	0	0	0**	0	0	0	0	0	0	0.11	0.21*
		14n: go to a global Tunza conference or gathering? (levels=3)														
	25n: work for Tunza as intern or UNV? (levels=3)															
	24n: go to Volvo In Sweden with Tunza (Volvo Adventure Programme)? (levels=3)															
	23n: take part in the International Children's painting competition? (levels=3)															
	22n: take part in an Ozzy Ozore programme? (levels=3)															
	21n: influence how Tunza or UNEP involve young people? (levels=3)															
	20n: make any contribution to a Tunza-related website or social network including Tunza Facebook and Twt (levels=3)															
	19n: join the UNEP-Bayer Young Envoy programme? (levels=3)															
	18n: moderate or run a Tunza-related website or social network (levels=3)															
	16n: speak at any conference or public meeting about Tunza? (levels=3)															
	15n: attend a UN conference as a Tunza representative? (levels=3)															
	12n: join the Tunza Youth Advisor Council as a TYAC? (levels=3)															
	13n: join the Tunza Junior board? (levels=3)															
	17n: go to a regional or national Tunza conference? (levels=3)															
	26n: do any other significant thing as part of Tunza?															

Finding: Disappointingly, there are no strong connections between having been involved in any particular Tunza activities and making contributions to the environment.

Note this analysis necessarily includes only activists, as only activists were asked to say which Tunza activities they had been involved in.

75o: You need something like Tunza to help governments listen to young people (av=3.2)	0	0.17	0.12	0	0.14	0.09	0	0	0	0	0	0	0	0	0	0	0	0	0
71o: Tunza is too thinly spread out across the world to really make much impact on individual young peop (av=2.4)	0	0.11	0.13	0	0.1	0.04	0	0	0	0	0	0	0	0	0	0	0	0	0
52o: Young people are sceptical about Tunza having corporate sponsors like Bayer (av=2.3)	0.06	0.15	0.05	0	0.14	0.13	0	0	0	0	0	0	0	0	0	0	0	0	0
72o: Tunza offers lots of ways to get involved (av=2.7)	0.07	0.07	0.14	0	0	0.05	0	0	0	0	0	0	0	0	0	0.06	0.08**	0	0
57o: The children's painting competition is a bit old-fashioned to really make much difference (av=2)	0.14	0.07	0.08	0	0	0.09	0	0	0	0	0	0	0	0	0	0.11*	0	0	0
59o: Tunza websites are the best environmental websites on the Internet (av=2.2)	0.07	0.21	0.05	0	0	0.1	0.1	0	0	0	0	0	0	0	0	0.05	0	0	0
54o: Children under 14 who take part in Tunza are pushed to do it by their parents (av=1.9)	0.08	0.22	0.13	0	0	0.04	0.06	0	0.06	0	0*	0	0	0	0	0	0.09	0	0
65o: Global youth conferences are nice but the money would be better spent locally (av=2.2)	0	0.19	0.14	0	0	0	0.11	0*	0	0	0	0	0	0.06	0	0	0	0	0
64o: When kids below 14 get selected by Tunza for a conference, it will change their whole lives (av=3)	0	0.14	0.14	0	0	0	0.05	0	0	0	0	0	0	0.06	0	0	0	0	0
68o: When young people over 14 get selected by Tunza for a conference, it will change their whole lives (av=3)	0	0.13	0.14	0	0	0.04	0	0.06	0	0	0	0	0	0	0	0	0	0	0
63o: Tunza is mostly there to make the UN look good (av=2.2)	0	0.11	0.13	0	0.05	0.05	0	0.07	0	0	0	0	0	0	0	0	0	0	0
69o: Tunza helps get environmental messages on national TV (av=2.4)	0	0.12	0.18	0	0	0.11	0.05	0.08	0	0	0	0	0	0	0	0	0	0	0
74o: Once you have been involved with Tunza, you will always care for the environment (av=2.9)	0.07	0.14	0.17	0	0	0.09	0	0	0	0	0	0	0	0	0	0	0	0	0
56o: Young Tunza activists have a big influence on most other young people in their own countries (av=2.7)	0.07	0.1	0.09	0	0	0.08	0.14	0	0.08	0	0	0	0	0.11**	0	0.15			
55o: Tunza has done a lot to support national and local networks (av=2.6)	0	0.17	0.17	0	0	0.08	0.1	0	0*	0	0	0	0	0	0	0	0.17*		
67o: What young people really need is support for environmental work where they live (av=3.1)	0.14*	0.21*	0.05	0	0	0.15	0.25*	0	0	0	0	0	0	0.17**	0	0			
53o: Tunza has done a lot to support global and multi-country networks (av=2.9)	0.06	0.1	0	0	0.09	0	0.19	0	0	0	0	0	0	0	0	0	0	0	0
51o: Corporate sponsors like Bayer can open doors for young activists (av=2.7)	0.29	0.14	0.05	0	0.05	0.04	0	0	0	0	0	0	0	0	0	0	0	0	0
50o: The UN logo open doors for young activists (av=3.1)	0.18	0.13	0	0	0	0	0.05	0	0.07	0	0	0	0	0	0	0	0	0	0
73o: Tunza helps individual activists to make a career of helping the environment if they want to (av=2.8)	0.27	0.1	0.09	0	0.15	0.09	0.15	0	0	0	0	0	0	0.06	0	0	0	0	0
70o: Thanks to Tunza, young people can really have a say in how government policy (av=2.5)	0.29*	0.12	0.15	0	0	0.11	0.05	0.17	0.08	0	0	0	0	0	0	0	0	0	0
62o: Tunza helps activists run effective networks in their own countries (av=2.5)	0.2	0.29	0.26	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
58o: Tunza gives young people a way to really participate (av=3)	0.07	0.13	0.26	0	0.1*	0	0.05	0	0.08	0	0	0	0	0	0	0	0.08		
66o: Companies want to sponsor Tunza because it makes people think they love the environment (av=2.7)	0.23	0.07	0.1	0	0.1	0	0	0	0*	0	0	0	0	0.18	0.11	0.09			
60o: I have a totally clear idea of what Tunza is and how it works (av=2.8)	0.13	0.07	0.09	0	0.32**	0.05	0	0	0	0	0	0	0	0	0	0	0	0	0
61o: Young Tunza activists act like individual mentors to support other young activists in their own cou (av=2.9)	0	0.14	0.17	0.5***	0.11*	0.05	0	0	0	0	0	0	0	0	0	0.1	0.09		
29c: take part in the International Children's P... (levels=3)																			
29b: take part in an Ozzi Ozone programme? (levels=3)																			
22c: take part in an Ozzi Ozone website or social network? (levels=3)																			
18c: moderate or run a Tunza-related website or social network? (levels=3)																			
19c: join the UNEP-Bayer Young Envoy programme? (levels=3)																			
19b: join the Tunza junior board? (levels=3)																			
19a: join the Tunza as intern or UNV? (levels=3)																			
25c: work for Tunza as intern or UNV? (levels=3)																			
25b: work for Tunza or UNEP involve young people? (levels=3)																			
21c: influence how Tunza or UNEP involve young people? (levels=3)																			
21b: influence how Tunza or UNEP involve young people? (levels=3)																			
16c: speak at any conference or public meeting about Tunza? (levels=3)																			
16b: speak at any conference as a Tunza representative? (levels=3)																			
15c: attend a UN conference or gathering? (levels=3)																			
15b: attend a UN conference or gathering? (levels=3)																			
14c: go to a global Tunza conference or gathering? (levels=3)																			
14b: go to a global Tunza conference or gathering? (levels=3)																			
20c: make any contribution to a Tunza-related website or social network including Tunza Facebook and Twitter (levels=3)																			
20b: go to Volvo in Sweden with Tunza (Volvo Adventure Programme)? (levels=3)																			
24c: go to Volvo in Sweden with Tunza? (levels=3)																			
24b: do any other significant thing as part of Tunza? (levels=3)																			
26c: do any other significant thing as part of Tunza? (levels=3)																			
17c: go to a regional or national Tunza conference? (levels=3)																			
17b: go to a regional or national Tunza conference? (levels=3)																			
12c: join the Tunza Youth Advisor Council as a TYAC? (levels=3)																			
12b: join the Tunza Youth Advisor Council as a TYAC? (levels=3)																			

TYACs were more likely to assent to quite a lot of the opinion items, in particular those on Tunza's influence on career, the ability of corporate sponsorship to open doors, and influence on government.

Those who have been to a global conference did not differ strongly in their opinions from the others.

blockcool	84o: Greenpeace Cool or uncool? (av=3.8)	0.04	0	0.14	0	0.07	0	0.14	0	0	0*	0	0	0.06	0.11
	82o: The Tunza magazine Cool or uncool? (av=4.1)	0.14	0	0.18	0	0.07	0	0	0.1	0	0	0	0	0	0
	80o: Tunza campaigns Cool or uncool? (av=3.9)	0	0	0.12	0.13	0.1	0	0	0	0	0	0	0	0	0
	79o: The UN Cool or uncool? (av=4.2)	0	0	0.09	0.14*	0.11	0	0.06	0	0	0	0	0*	0.11	0
	77o: The Tunza Facebook page Cool or uncool? (av=3.9)	0.05	0.18	0.14	0.09	0.08	0*	0	0	0	0.1	0	0	0.06	0
	85o: Facebook Cool or uncool? (av=4)	0.28	0.13	0.04	0	0.07	0.	0.06	0.09	0	0	0	0	0.	0
	76o: Tunza as a network / organisation Cool or uncool? (av=4.2)	0.29	0.06	0.16	0.07	0.07	0	0.06	0.05	0	0	0	0.	0	0
	83o: Twitter Cool or uncool? (av=3.7)	0.23	0.23*	0.05	0.08	0.16	0	0.08	0.05	0	0	0	0	0	0
	78o: Volvo Cool or uncool? (av=3.7)	0.13	0	0.05	0	0.12	0	0.15	0.2	0.18	0	0	0	0	0.11.
	81o: UNEP (UN Environment Programme) Cool or uncool? (av=4.3)	0.12*	0.06	0.08	0.07	0.1	0.33**	0.06	0.09	0.08	0.08	0.14*	0.14.	0	0
	15n: attend a UN conference as a Tunza representative?														
	13n: join the Tunza junior board? (levels=3)														
	18n: moderate or run a Tunza-related website or social network? (levels=3)														
	25n: work for Tunza as intern or UNV? (levels=3)														
	19n: join the UNEP-Bayer Young Envoy programme? (levels=3)														
	22n: take part in an Ozzy Ozone programme? (levels=3)														
	23n: take part in the International Children's painting competition? (levels=3)														
	20n: make any contribution to a Tunza-related website or social network including Tunza Facebook and Twi (levels=3)														
	16n: speak at any conference or public meeting about Tunza? (levels=3)														
	24n: go to Volvo in Sweden with Tunza (Volvo Adventure Programme)? (levels=3)														
	17n: go to a regional or national Tunza conference? (levels=3)														
	12n: join the Tunza Youth Advisor Council as a TYAC? (levels=3)														
	26n: do any other significant thing as part of Tunza? (levels=3)														
	21n: influence how Tunza or UNEP involve young people? (levels=3)														
	14n: go to a global Tunza conference or gathering? (levels=3)														

blockact

block:caption	66o: Companies want to sponsor Tunza because it makes people think they love the environment (av=2.7)	-0.09	-0.07	-0.17	-0.09	-0.15	-0.06	-0.1	-0.2	-0.11	-0.18										
	52o: Young people are sceptical about Tunza having corporate sponsors like Bayer (av=2.3)	-0.1	-0.19	-0.13	-0.23	-0.15	-0.1	0.03	-0.29*	-0.08	-0.05										
	71o: Tunza is too thinly spread out across the world to really make much impact on individual young people (av=2.4)	-0.29*	-0.19	-0.13	-0.17	0.03	-0.23*	-0.16	-0.09	-0.06	0										
	65o: Global youth conferences are nice but the money would be better spent locally (av=2.2)	-0.27*	-0.09	-0.07	-0.14	0.03	-0.2	-0.18	-0.01	-0.04	0										
	63o: Tunza is mostly there to make the UN look good (av=2.2)	-0.1	0.04	-0.04	0.04	-0.07	-0.11	-0.05	-0.13	-0.05	0.05										
	54o: Children under 14 who take part in Tunza are pushed to do it by their parents (av=1.9)	-0.06	-0.03	-0.01	-0.11	-0.15	0.06	-0.13	0.08	-0.11	-0.18										
	67o: What young people really need is support for environmental work where they live (av=3.1)	0.04	0	0.21	0.01	0.06	-0.12	0.05	0.2	0.15	0.15										
	57o: The children's painting competition is a bit old-fashioned to really make much difference (av=2)	-0.37***	-0.33**	-0.24*	-0.32**	-0.11	-0.33**	-0.29**	-0.15	-0.31**	-0.22										
	73o: Tunza helps individual activists to make a career of helping the environment if they want to (av=2.8)	0.44***	0.45***	0.39***	0.27*	0.04	0.21	0.23*	0.09	0.25*	0.25*										
	70o: Thanks to Tunza, young people can really have a say in how government policy (av=2.5)	0.44***	0.41***	0.4***	0.4***	-0.09	0.2	0.26*	0.2	0.27*	0.35**										
	74o: Once you have been involved with Tunza, you will always care for the environment (av=2.9)	0.45***	0.41***	0.29*	0.45***	0.04	0.18	0.23*	0.25*	0.43***	0.26*										
	68o: When young people over 14 get selected by Tunza for a conference, it will change their whole lives (av=3)	0.48***	0.26*	0.25*	0.37***	0.09	0.24*	0.26*	0.22	0.26*	0.21										
	56o: Young Tunza activists have a big influence on most other young people in their own countries (av=2.7)	0.42***	0.24*	0.22	0.25*	0	0.09	0.22*	0.25*	0.25*	0.34**										
	61o: Young Tunza activists act like individual mentors to support other young activists in their own countries (av=2.9)	0.46***	0.28*	0.26*	0.2	0.02	0.11	0.29*	0.12	0.28*	0.1										
	53o: Tunza has done a lot to support global and multi-country networks (av=2.9)	0.42***	0.29**	0.27*	0.32**	0.04	0.12	0.21*	0.1	0.26*	0.16										
	69o: Tunza helps get environmental messages on national TV (av=2.4)	0.41***	0.16	0.49***	0.34**	0.18	0.18	0.28*	0.32*	0.09	0.24										
	64o: When kids below 14 get selected by Tunza for a conference, it will change their whole lives (av=3)	0.35**	0.16	0.26*	0.38***	0.2	0.12	0.19	0.3*	0.14	0.11										
	72o: Tunza offers lots of ways to get involved (av=2.7)	0.49***	0.34**	0.45***	0.33**	0.07	0.18	0.34**	0.33**	0.29*	0.25*										
	58o: Tunza gives young people a way to really participate (av=3)	0.45***	0.47***	0.44***	0.44***	0.05	0.28**	0.38***	0.41***	0.29**	0.29*										
	60o: I have a totally clear idea of what Tunza is and how it works (av=2.8)	0.32**	0.41***	0.4***	0.25*	0.03	0.23*	0.25*	0.34**	0.27*	0.16										
	59o: Tunza websites are the best environmental websites on the internet (av=2.2)	0.35**	0.35**	0.47***	0.36**	0.02	0.1	0.16	0.41***	0.23*	0.4***										
	55o: Tunza has done a lot to support national and local networks (av=2.6)	0.31**	0.36***	0.47***	0.38***	0.15	0.23*	0.23*	0.32**	0.23*	0.31**										
	75o: You need something like Tunza to help governments listen to young people (av=3.2)	0.46***	0.45***	0.27*	0.21	0.06	0.02	0.09	0.12	0.34**	0.22										
	62o: Tunza helps activists run effective networks in their own countries (av=2.5)	0.37**	0.35**	0.31**	0.2	-0.06	0.09	0.12	0.2	0.27*	0.21										
	51o: Corporate sponsors like Bayer can open doors for young activists (av=2.7)	0.35**	0.35**	0.35**	0.25*	0.1	0.05	0.07	0.26*	0.05	0.21										
	50o: The UN logo open doors for young activists (av=3.1)	0.27*	0.43***	0.26*	0.2	-0.08	0.22*	0.26*	0.03	0.04	0.23										
			80o: Tunza campaigns Cool or uncool? (av=3.9)		76o: Tunza as a network / organisation Cool or uncool? (av=4.2)		77o: The Tunza Facebook page Cool or uncool? (av=3.9)		85o: Facebook Cool or uncool? (av=4)		84o: Greenpeace Cool or uncool? (av=3.8)		79o: The UN Cool or uncool? (av=4.2)		81o: UNEP (UN Environment Programme) Cool or uncool? (av=4.3)		78o: Volvo Cool or uncool? (av=3.7)		82o: The Tunza magazine Cool or uncool? (av=4.1)		83o: Twitter Cool or uncool? (av=3.7)

Finally, here are the answers given to the question *Anything else you would like to say about Tunza and UNEP?*

The responses could be quite easily categorised, with the most frequent categories being

- general expressions of support and appreciation (12 responses), appreciation of support to respondent's and others' careers (7 respondents) and appreciation of materials (5 respondent)

- on the other hand there was a call for more support for local and concrete actions (11 respondents) and the assertion that Tunza is not enough / not funded well enough (6 respondents) along with the wish for further contact (6 responses)
- 6 respondents either criticised the conference as wasteful, or Tunza in general as elitist - these responses tended to overlap.
- 4 respondents wanted to see children below 14 years of age more involved and 2 criticised corporate sponsorship.
- 3 respondents criticised the survey and 1 praised it.

A one-line summary of this could be: respondents were generally appreciative of Tunza but had plenty of criticisms, in particular wanting to see more support for local actions.

ANNEX VIII. THE “CROWD-SOURCED EVALUATION PROCESS”

A private “crowd-sourced evaluation” forum was set up using forum software (discourse.org).

The aim was to somewhat reduce the number of face-to-face or remote interviews for such a diverse programme, instead to invite stakeholders to a "crowd-sourced" evaluation process via an online discussion, a kind of web-based focus group, so contributors can also see other people's opinions on Tunza and can contribute to a broader discussion than is possible in a 1-1 interview.

The evaluator rephrased about 20 key evaluation questions in a slightly provocative format, where appropriate added some first answers already emerging from the evaluation, and then invited contributions. Contributors were sent an introductory email:

You don't have to contribute to all the topics, just the ones where you have something to say. And the contributor who gets most "likes" from other contributors will win an iPad mini! (I am donating this prize because this procedure should speed up the process for me as well as for you.)

We are writing to you early because we are sure you won't feel intimidated by being among the first to make comments.

The discussion is private but you can register using the email address we sent this mail too (or a connected social media account).

We value your real opinions. We guarantee the opinions you express will not influence any future interactions you may have with Tunza. So please speak up and say what you really think. We might quote what you say in our evaluation report, but we promise not to write your name.

Tips on taking part

Here are some tips on taking part - you can read them again at the site.

- *When you log in, please look at the list of different topics and replies and click on any which interest you.*
- *You can comment on the whole topic by clicking "reply" at the bottom of the other replies, or you can reply to an individual comment by clicking the pale blue "reply" button at the end of the comment.*
- *You can "like" topics and people's replies by clicking on the "heart" icon.*
- *Please try to write clearly and briefly! Provocative replies are welcome just as much as attempts to find consensus.*
- *Your reply will appear at the bottom of the page and also attached to the comment you replied to.*
- *Please write at least five replies and "like" at least ten replies. Please add evidence for your views wherever you can!*
- *The contributor who gets most "likes" from other people (and has written at least five contributions and "likes" at least ten other contributions) wins an iPad mini!*
- *If you wish, you can also start a new topic with a new question for the other contributors.*
- *If you have any questions, you can write to me, the external evaluator, directly at steve@promente.org.*
- *You can also send me an email at steve@promente.org or if you want you can send me a completely anonymous mail at <http://www.sendanonymousemail.net/>*

- *You can find out a bit more about this way of crowd-sourcing an evaluation at <http://evalcrowd.com/focus-docs-overview/>*

The original idea was to involve primarily UNEP staff and senior partners in debate, but very few of this group responded actively in spite of several requests. However, invites were also sent out to young people, mostly ex-TYAC, so that in total over 250 stakeholders were invited – UNEP staff, TYACs, corporate partners. 54 people accepted the invitation and registered, of whom 43 read more than one topic, with an average (excluding the evaluator) of around 20 topics read per user.

Altogether there were over 30 topics contributed by 5 people including the evaluator, and 99 replies from 21 people excluding the evaluator. Topics were read 1064 times. 24 topics had two or more replies. Statistics given here are as of 22 August 2015, after the process was closed.

There were one or two participants who were very critical and one or two who were very positive about Tunza; most of the others were in between with perhaps a critical but supportive tone. The more moderate posts received the most likes.

As UNEP staff were not very involved in the debate it was unfortunately not possible to use the material to assess any kind of consensus on the issues. However some important new issues and evidence were brought forward which have been integrated into the findings section of the main report.

ANNEX IX. DO YOUNGER PEOPLE PRIORITISE THE ENVIRONMENT MORE? ADDITIONAL ANALYSIS

- Do young people prioritise the environment more than older people?
- Are people prioritising the environment more than previously?
- In particular, are young people prioritising the environment more than previously?

Various specialised studies have been done in a few countries by environmental groups to look at these questions. But studies done by advocacy groups can easily be criticised for, perhaps unwittingly, designing or processing a survey in a way which makes favourable results more likely. And it is rare to find such a survey which has already been used in previous decades so that we could look at changes over time. This study uses pre-existing world-wide datasets using good, nationally representative samples, with well-designed questions on people's values: the World Values Survey (Inglehart, Puranen, Pettersson, Nicolas, & Esmer, 2005), which has been carried out in 43 countries containing 70% of the world's population over several decades.

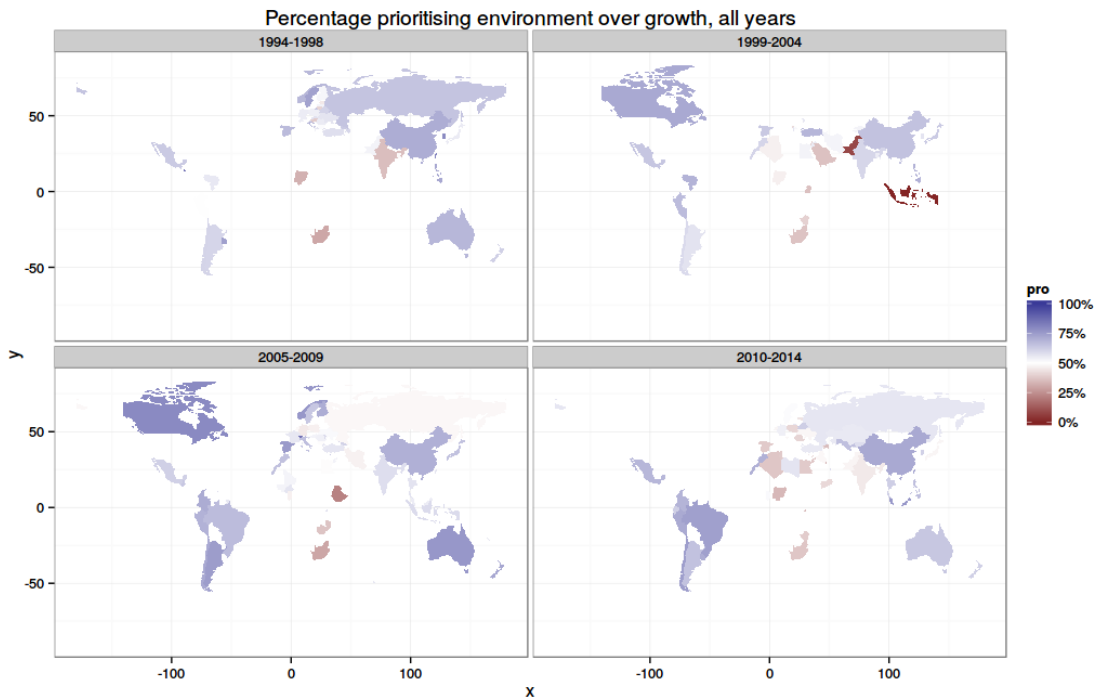
This analysis uses data from all available countries for all available "waves" or survey timepoints. Only a few questions concerning the environment are available for a large number of countries and waves. This question was selected: **Protecting environment vs. Economic growth**. Respondents had to choose one or the other option.

Data availability (for which countries and which waves was data available) is given here:

<http://rpubs.com/stevepowell99/younger-environment>

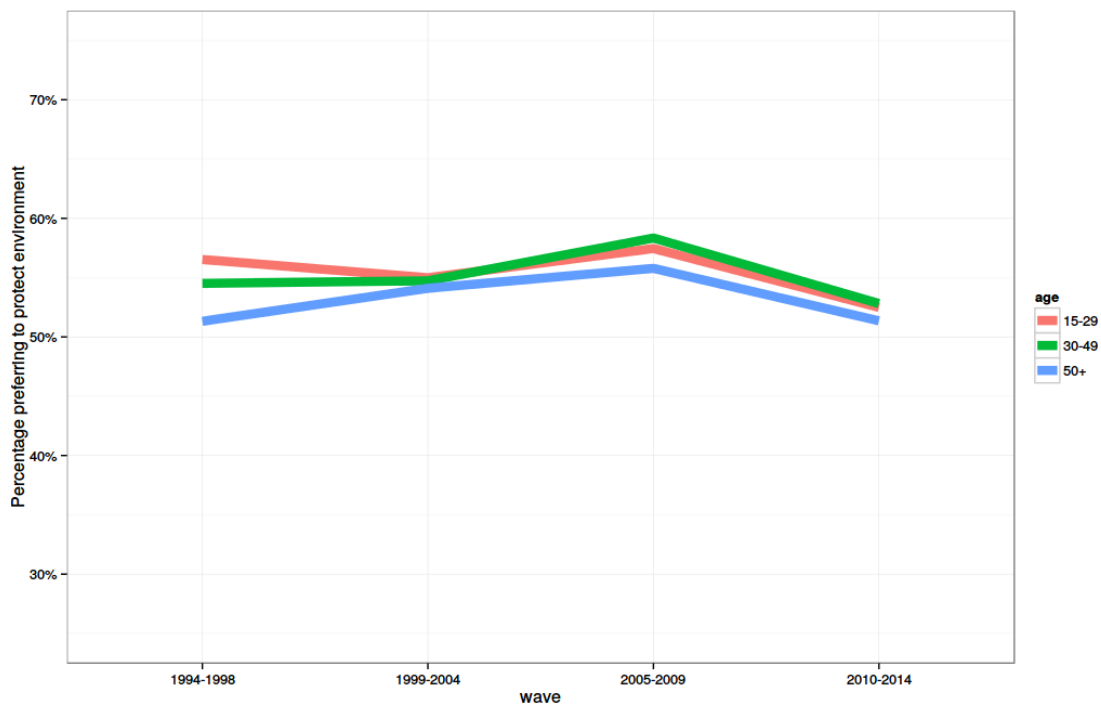
So let's look at the percentage preferring to protect the environment rather than economic growth, by age group over time. For economic reasons, in the WVS not every question is asked every time so different countries drop in and out of this analysis in different waves; the mean scores just take account of the countries available in each wave.

We can look at how support for the environment varies from country to country by generating a map. As data is not available for every country for every wave, we have to separate out the waves.



The data shows that in recent years, in a majority of countries, younger people support the environment more: (34) countries to (25). (However as we will see in the next and last analysis, this effect is probably more to *lower* support in the *oldest* age group rather than the *middle* age group.)

So finally, how does this support change over time?



So we can see:

- Overall, slightly more respondents chose the environment over growth.

- Support rose slightly overall until the 2005-9 wave, but has dropped by over five points since then.
- While it was true in the 1994-1998 wave that younger people supported the environment most, the effect has changed and in the last two waves it seems that it is actually the middle age group which shows the most support. (This does not contradict our previous finding that younger people in the previous wave showed stronger support, because the comparison was with all the other people, and the oldest age group shows lower support.) It is even possible that there is a cohort effect: that it was a specific generation of people who were aged 15-29 in 1994-1998 who supported the environment most, and they are now in the middle age group.

ANNEX X. TUNZA MAGAZINE EDITIONS

ENGLISH	FRANÇAIS	ESPAÑOL	Mandarin
2014 Sustainable worlds	2014 Un monde durable	2014 Un mundososte nible	2014
2013 Go green – use sustainable transport Repair, Recycle, Reuse, Reduce Freshwater	2013 Choisis un moyen de transport écologique Réparer, Recycler, Réutiliser, Réduire L'eau douce	2013 Viajar verde – con transportes sostenible Reparar, Reciclar, Reutilizar, Reducir Agua Dulce	2013
2012 Food New Directions Sport and the environment The green economy	2012 Nouvelles directions Sport et environnement L'économie verte	2012 Nuevos Rum bos Deporte y medioambie nte La Economía Verde	2012
2011 The road to Rio+20 Soil - the forgotten element Forests and trees Health and the environment	2011 Enchemin vers Rio+20 Le sol: élément oubli é Les forêts et les arbres La Santé et L'Environne ment	2011 El camino a Río+20 El suelo: un elemento olvi dado Los bosques y los árboles La Salud y el Medio Ambiente	2011
2010 More from less: Resources and the environment Natural	2010 Pour faire plus avec moins: ressources et environnement	2010 Más con menos - los recursos y el medioambie nte Peligros Natur	2010

hazards and disasters	Dangers naturels et catastrophes	alesyDesastr es
Biodiversity and the environment	La biodiversité	La biodiversidad y el medioambiente
The Winter Olympics - Vancouver 2010	l'environnement Les Jeux Olympiques d'hiver - Vancouver 2010	Los Juegos Olímpicos - Vancouver 2010
2009 UNite to combat Climate Change- Paint for the Planet Your Planet needs you The road to Copenhagen Tunza 2009 Youth Conferences - What we want from Copenhagen	2009 UNis contre le changement climatique – peindre pour la planète Votre planète a besoin de vous! Le chemin inverse Copenhague Conférences Tunza 2009 – Ce que nous attendons de Copenhague	2009 UNidos contra el cambio climático – pintar para el planeta ¡Tu planeta necesita! El camino a Copenhague Conferencias Tunza 2009: Lo que esperamos de Copenhague

ANNEX XI. BIBLIOGRAPHY: DOCUMENTS CONSULTED

Relevant background documentation:-strategy paper.

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- 2006 Tunza Mid-Term Evaluation
- 2013 UNEP Biennial programme of work and budget for 2014–2015
- Final Youth SWAP Communication Strategy
- Tunza organogram
- Tunza Strategy 2002
- Youth SWAP Implementation Matrix Final
- 2013 UNEP Programme Manual
- UNEP ANNUAL REPORT 2012.

Regional Proposals and reports

- 2011 LAC Report
- 2011 AFRICA BAYER- REPORT
- 2011 Asia & Pacific Report
- 2011 Europe Report
- 2011 North America Report
- 2013 Africa proposal
- 2013 LAC Proposal
- 2013 West Asia Proposal
- Project proposal 2013 CAYEN
- Project proposal 2013 NEAYEN
- Project proposal 2013 Partnership Building
- Project proposal 2013 PYEN
- Project proposal 2013 SAYEN
- Revised RONA 2013 Youth Activities Proposal as of 4 October
- Tunza Africa Report 2014
- Tunza Asia Pacific Report 2014
- Tunza Europe Report 2014
- Tunza LAC Report 2014
- Tunza North America Report 2014
- Tunza West Asia Report 2014 (2)
- Asia Pacific Youth network Coordinators
- CAYEN Info Sheet2015
- NEAYEN Info Sheet2015
- SAYEN Info Sheet 2015

- SEAYEN Info Sheet 2015
- 2010 Tunzana Youth Network Conference press release.
- 2013 Tunza North America Final Report.
- 2014 Tunza Strategy Recommendations, Victoria Wee.
- Tunza 2013 European Network REPORT.
- Tunzana 2011 Press Release.

Program design documents; Annual Work Plans and Budgets or equivalent, revisions to the program (Program Document Supplement).

- UNEP Tunza 2009-13 Strategy (Final review of the long-term strategy on the engagement and involvement of young people in environmental issues)
- Cooperation Agreement between UNEP and Bayer AG, 2004
- Cooperation Agreement between UNEP and Bayer AG, extension, 2010

Evaluation reports and similar

- 2014 Tunza Draft Assessment Report (Maingey)
- 2012 Mid-term report for 2nd Tunza Strategy draft 3
- 2013 Tunza International Youth Conference Report
- 2013 Tunza International Children's Painting Competition Report

Program reports such as six-monthly progress and financial reports, progress reports from collaborating partners, meeting minutes, relevant correspondence etc.

- UNEP Bayer SC November 2012 Leverkusen
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- UNEP Bayer Steering Committee. October 2007
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- OIOS. (2012). Audit of management of partnerships at UNEP.
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- 2010: 10-01158 FINAL REPORT UNEP Project delivery arrangements via partnerships final
- 2010: Audit of partnership arrangements at UNEP - Draft

Website and other online outputs.

- UNEP
 - UNEP.org
 - UNEP Facebook <https://www.facebook.com/unep.org/>
 - UNEP (Twitter): <https://twitter.com/unep>
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 - UNEP TUNZA www.unep.org/tunza
 - UNEP Tunza Facebook: <https://www.facebook.com/uneptunza>
 - TUNZA Eco-Generation tunza.eco-generation.org/
 - TUNZA Eco-Generation Facebook <https://www.facebook.com/ecogeneration>
 - TUNZA Eco-Generation Twitter https://twitter.com/eco_gen
 - Bayer Youth Envoy Facebook
<https://www.facebook.com/BayerYoungEnvironmentalEnvoyUNEP> Tunza Magazine
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