This document outlines:

I) actions taken till date by PMNCH to implement the Global Consensus Statement on Meaningful Adolescent and Youth Engagement (MAYE), and

II) next steps in response to the recommendations outlined in the MAYE accountability report.

**BACKGROUND**

In 2018, PMNCH with partners spearheaded the development of the Global Consensus Statement on Meaningful Adolescent and Youth Engagement (MAYE), which was very instrumental in:

- Defining meaningful adolescent and youth engagement
- Outlining key principles and check-list criteria for MAYE
- Showcasing resources on MAYE that can be used for implementation

The check-list criteria and resources provided in the Global Consensus Statement on MAYE are evidence-based and align with internationally agreed resolutions and policies.

As per the statement, “Meaningful adolescent and youth engagement is an inclusive, intentional, mutually respectful partnership between adolescents, youth, and adults whereby power is shared, respective contributions are valued, and young people’s ideas, perspectives, skills, and strengths are integrated into the design and delivery of programs, strategies, policies, funding mechanisms, and organizations that affect their lives and their communities, countries, and world.”

Since the launch of the MAYE Consensus Statement, 250 organizations have endorsed and pledged to implement the MAYE principles and participate in accountability mechanisms to monitor progress on implementation. By endorsing the statement, all signatories reaffirm their commitment to protect and promote the rights of all young people, and to ensure they are central in the development, implementation, monitoring, and evaluation of all policies, programmes, and initiatives that affect and protect them. They also recognize that young people have a fundamental right to engage in decision making processes actively and meaningfully.

Meaningful adolescent and youth engagement is central to the values and practices of PMNCH, which includes their participation in all of its structures. During the PMNCH Governance Reform in 2021, a concerted effort was made to ensure that youth voices are meaningfully represented across all PMNCH’s governance structures and processes. The Executive Committee (EC) endorsed 24 out of 86 leadership positions to young leaders under the age of 30 in all PMNCH’s governance structures, including the Board, Executive Committee, standing committees, working groups, and constituencies. This approach was designed to ensure that young people are adequately represented in leadership positions and can contribute meaningfully to the work of PMNCH, including on issues of direct consequence to them.

In addition to these deliberate efforts, designed at implementing MAYE, PMNCH is reviewing its good governance and good management practices through their work with an external consultancy MIND. This work aims to increase diversity, inclusion, equity, collaboration, good governance, and decrease power imbalance, unconscious biases, and discrimination in all its governance and operations. This important piece of work intersects with the monitoring and implementation of MAYE which gives rise to the need for an accountability report described in the section below.
MAYE ACCOUNTABILITY REPORT

In line with the pledge to monitor progress, PMNCH with partners embarked on establishing an Accountability System and a MAYE Global Task Team to oversee the development of a MAYE Accountability Report which was published in December 2021.

The MAYE Accountability Report is based on an analysis of 100 respondents among the 250 signatories. The report is the first step in the accountability process, outlining key barriers that prevent young people from engaging meaningfully in decision making processes. The report also includes a key set of recommendations to improve MAYE implementation, which can be used by organizations currently implementing MAYE, and those who wish to integrate MAYE within their organizations.

The overall finding of the report highlighted that although there exist several documents that focus on “making the case” for MAYE, there is no comprehensive guidance that provides “how to” accompany the MAYE principles and check-list criteria.

The recommendations outlined in the report have guided PMNCH on its own implementation of the Global Consensus Statement, which is important the organization’s endeavour and ambition to engage more young people meaningfully.

The table below documents the steps taken by PMNCH to implement and adhere to the principles and checklist criteria outlined in the Global Consensus Statement as well as the set of thirteen recommendations outlined in the Accountability report categorized by four themes. It is noted that the final three recommendations are targeted towards PMNCH, FP2030 and International Youth Alliance for Family Planning – the three key organisations that have led on MAYE.

The table outlines the responsible governance structure, recommended activities and timeline for the implementation of the next steps.

Moving forward, the management response will serve as a key reference document for assessing PMNCH’s progress on MAYE, which will also be featured in the next MAYE Accountability report, scheduled to be released at the UNGA in September 2023.
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<td><strong>THEME 1: ORGANIZATIONAL SETTING</strong></td>
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| 1   | Develop and implement internal policies and mechanisms that ensure the protection within the organization of both young people under age 18 and young people over age 18. | PMNCH follows policies and mechanisms established by WHO --- its host organization --- including on parental consent for young people under 18. These policies and mechanisms are sensitive to legal protections for young people under 18. The full set of principles and guidelines related to the protection of young people will also be included in the PMNCH Governance Manual.  
**Responsible structure:** Governance and Ethics Committee  
**Timeline:** The policies and mechanisms regarding the protection of young people under 18 are already developed in accordance to WHO regulations. In addition, it is planned that these will be added to the PMNCH Governance Manual which has already commenced and will be finalized in Q3 2022. |
| 2   | Develop and implement internal policies and mechanisms that ensure proper recognition and compensation of adolescents and young people as well as their meaningful engagement at all levels of the organization. | In October 2021, PMNCH issued ‘Remuneration Guidelines’ to standardize remuneration of young people for their time, skills and expertise contributing to PMNCH’s governance and operational work. This includes time dedicated to leadership roles within PMNCH, as well as professional skills provided to advance specific PMNCH workplan deliverables related to knowledge synthesis, partner engagement and campaigns. This work has been divided into a three-part process as follows: development of guidelines; implementation of guidelines and assessment/revision of guidelines. Following the first full year of implementation of the Remuneration Guidelines (i.e., by Q1 2023), an assessment will be conducted to identify challenges and lessons for further revision as appropriate.  
**Responsible structure:** Governance and Ethics Committee  
**Timeline:** This work has commenced and has been divided into a three – part process with the following agreed timelines:  
  - Development of Guidelines: Completed in Q4 2021  
  - Implementation of Guidelines: January - December 2022  
  - Assessment of Guidelines: Q2 2023 |
**THEME 2: INVESTING IN THE PROFESSIONALISM OF ADOLESCENTS AND YOUTH**

3. **Recommendation:** Employ engaging and participatory processes, such as consultations or advisory boards, to ensure that all the organization’s initiatives involving adolescents and young people incorporate their perspective.

**PMNCH Perspective:** In line with the Governance Reform and PMNCH’s 2021-2025 Strategy, all adolescent and youth related work is conducted in liaison with PMNCH’s Adolescents and Youth Constituency (AYC). Established in 2015, the AY Constituency is a platform with more than 100 youth-led organizations representing 192 countries working at global, regional and country levels. Since its establishment, the AYC has consistently expanded, enabling the increasing visibility of adolescent and youth health and well-being issues. PMNCH’s approach to working with the AYC is based on the definition and principles set out in the Global Consensus Statement for Meaningful Adolescent and Youth Engagement (MAYE). PMNCH’s efforts to implement MAYE is manifested by including young people under 30 in leadership positions across PMNCH’s structures (Constituencies; Working Groups, Committees and the Board). Furthermore, in order to ensure meaningful engagement, Terms of Reference have been developed delineating roles and responsibilities, including expected deliverables and clear remuneration guidelines.

**Responsible structure:** Governance and Ethics Committee

**Timeline:** This work is ongoing with increase in youth representation and clarity of roles and responsibilities. The recommendation was implemented through the PMNCH Governance Reform in 2020-2021. Looking ahead PMNCH will continue to review the recommendations of the Accountability Report on employing, engaging and participatory processes to ensure that all the organization’s initiatives involve adolescents and young people.

4. **Recommendation:** Establish equal partnerships with youth-led initiatives, avoiding informal agreements in favour of long-term MoUs, contracts, ToRs or other arrangements adopted for non-youth-led organizations.

**PMNCH Perspective:** PMNCH engages formally with youth-led organizations in various ways, including provision of grants to national youth coalitions to build capacity and advocacy abilities, engaging youth networks as service providers (via procurement contracts), as well as issuing Board approved appointments to serve as members of the formal governance structures throughout PMNCH.

This work has been monitored on an on-going basis to ensure the most effective and appropriate modalities are adopted.

**Responsible structure:** PMNCH Secretariat and the Partners’ Engagement in Countries Committee (PECC)

**Timeline:** This work is ongoing. Grants will be assessed and implemented within the mandate of PECC and are expected to commence during Q2 and Q3 of 2022.
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<td><strong>5</strong></td>
<td>Provide full financial compensation for work carried out by adolescents and young people, acknowledging the economic value of their time and efforts, in the shape and form that best suits the adolescents or young people.</td>
<td>PMNCH values all individuals contributing to the implementation of the PMNCH strategy and work plan. PMNCH recognizes that most adolescents and youth are still in education and/or yet to stabilize into professional careers. Therefore, adolescents and youth have particular needs (including, but not limited to, financial, capacity building, knowledge resources etc.) to enable their meaningful and sustained contribution to PMNCH. Further information is acknowledged and facilitated by PMNCH via ‘Remuneration Guidelines’, as per point 2 (above). Responsible structure: Secretariat and Governance and Ethics Committee Timeline: This work is ongoing. PMNCH has implemented a standardized approach to compensate young people in line with approved remuneration guidelines.</td>
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<td>Ensure the representation of adolescents and young people in all governing bodies and decision-making spaces, meaningfully engaging them in all processes and avoiding tokenistic practices.</td>
<td>As mentioned under Recommendation number 5, adolescents and young people are represented on all PMNCH constituencies, committees and working groups, in alignment with the PMNCH 2021-2025 Strategy and governance reform. In addition, 24 young people (under the age of 30) are in leadership positions in each of these structures. To ensure that young leaders have space to engage meaningfully, specific Terms of Reference have been developed, and will be included in the Governance Manual. Furthermore, regular meetings are scheduled every month with all the young leaders (including the core AYC leadership and the AYC extended leadership) to ensure that linkages between the work are continuously identified, fostered and strengthened. Additional work has been undertaken to support young people to effectively engage in these structures. A mentorship system is currently under in development for AYC leaders rotating out of their leadership roles at the age of 30. This includes providing “advisor” grants for young people who have ‘aged’ out. This specifically covers a transition period where the incoming and outgoing young leaders work together to ensure knowledge transfer and effective continuity of work. Responsible structure: Governance and Ethics Committee Timeline: This work has already commenced as part of the PMNCH Governance Reform and will be implemented on an ongoing basis.</td>
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<td><strong>THEME 3: INTERSECTIONALITY</strong></td>
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| 7   | Ensure that the organization carries out its activities from an overarching intersectional perspective, tackling the above-mentioned structural barriers, and generating safe spaces for young people regardless of their gender, place of birth, ethnicity, ability, skin colour and any other trait that shapes their individual or collective identities. | As part of the “Good Governance Project” PMNCH is undertaking a thorough analysis on how to achieve more diversity, inclusion, equity, collaboration, good governance, and to decrease power imbalances, unconscious biases, and discrimination in all its governance and operations. Based on these findings, tailored initiatives (described under Recommendation number 8) will be designed to improve governance practices and ensure diversity, inclusion and equity. Explicitly, it will also review and synthesize young people’s experiences.  
**Responsible structure:** Governance and Ethics Committee through the Good Governance Working Group.  
**Timeline:** The report for the “Good Governance” project is expected to be completed in June 2022. |
| 8   | Train staff and volunteers engaged in the organization to identify structural barriers as well as the culture of power and privilege and acknowledge these as indirect sources of disenfranchisement for adolescents and young people in all their diversity. | Building on the work described under Recommendation number 7, PMNCH will use the analysis to develop a series of intervention packages such as training products, webinars and workshops - collectively designed to systematically address critical issues of diversity and inclusion.  
Further, WHO, as PMNCH’s host organization, is facilitating a diversity, equity and inclusion (DEI) initiative, including with the participation of PMNCH staff, to help address barriers.  
**Responsible structure:** Governance and Ethics Committee through the Good Governance Working Group  
**Timeline:** The report for the “Good Governance” project is expected to be completed in June 2022. |
| 9   | Develop and implement an accountability and transparency plan that allows the organization to track and share its progress on MAYE. | PMNCH’s management response on MAYE serves as an accountability and transparency plan for PMNCH to track and share progress, based on the recommendations in the 2021 MAYE Accountability Report.  
PMNCH, together with partners will facilitate the next progress and accountability report on MAYE implementation planned for 2023 (see point 15 below).  
**Responsible structure:** Accountability Working Group.  
**Timeline:** The MAYE accountability report will be launched at the Global Forum for Adolescents in October 2023. |
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| 10  | Generate a mechanism by which signatories of the Global Consensus Statement on MAYE can share policy frameworks, case studies and experiences. This could also be used to reach out directly to youth-led initiatives. | PMNCH is developing an online MAYE Practical Guidance Resource (PGR), bringing together policy frameworks, institutional approaches, case studies and good practices to enable signatories of the MAYE to implement the checklist criteria effectively. The PGR is being developed with broad engagement and consultative process from the AY community. In addition, PMNCH will conduct capacity strengthening activities in line with its Partner Engagement workplan, including through Digital Advocacy Hubs, to mobilize commitments and to facilitate and sustain implementation of MAYE.  
**Responsible structure:** Knowledge and Evidence Working Group, Partner Engagement in Countries Committee (PECC).  
**Timeline:** The development of the MAYE PGR has already commenced and is expected to be launched at a UN General Assembly side event in September 2022. |
| 11  | Provide evidence, guidance material and tools to assist relevant organisations to carry out an internal review to evaluate how their core values, vision and mission are aligned with the principles and commitments of the Global Consensus Statement. If this alignment is deficient, reshape them, with the participation of young people, to ensure that MAYE is properly incorporated. | The MAYE Practical Guidance Resource (PGR) (point 10, above) will also include good practices, case studies and relevant assessment tools, such as checklists, scorecards, worksheets, etc., including how to address knowledge gaps and critical issues highlighted in the 2021 MAYE Accountability Report.  
Furthermore, the 2023 MAYE Accountability report will provide an update on progress made since the first report and actions required.  
**Responsible structure:** Knowledge and Evidence Working Group (PGR) and Accountability Working Group (MAYE Accountability Report).  
**Timeline:** The development of the MAYE PGR has already commenced and will be launched at a UN General Assembly side event in September 2022. Work on the scoping review has already commenced and is expected to be completed by July 2022. Building on the findings and recommendations from the scoping review. The next MAYE Accountability Report will start at the end of 2022 and is expected to be launched at the Global Forum for Adolescents in October 2023. |
| 12  | Provide resource tools for organizations to develop a strategic plan or a mid- to long-term organizational roadmap that enables the organization to further the implementation and guarantee of MAYE. | The MAYE Practical Guidance Resource will include resource tools that may be used for organizations to develop organizational plans and roadmaps to advance implement MAYE. This work will also be facilitated by capacity strengthening activities to strengthen accountability mechanisms for MAYE, as well as exchange on good practices and facilitate peer-learning.  
**Responsible structure:** Knowledge and Evidence Working Group and Accountability Working Group.  
**Timeline:** The development of the MAYE PGR has already commenced and will be launched at a UN General Assembly side event in September 2022. Efforts will shortly be put in place to start identifying capacity strengthening activities as part of PMNCH’s workplan deliverable 2.3. |
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<td>Develop progress reports that highlight the advancements organisations are doing in terms of MAYE in order to provide clear examples and good practices to signatories and other relevant agents. The progress report, alongside resource tools, would mobilize and empower additional organizations to endorse the Global Consensus Statement for Meaningful Adolescent and Youth Engagement and take action to implement its key principles and recommendations.</td>
<td>PMNCH has commissioned a scoping review to inform the approach and format of the 2023 MAYE accountability report. The MAYE accountability report will be developed with an aim to provide an overview of progress, case studies, good practices, and factors for progress as well as non-progress on MAYE implementation by the signatories. The 2023 MAYE accountability report will also mobilize additional organizations to endorse and accelerate implementation of the Statement and its recommendations. In addition, incentives around championship of MAYE will be considered with the release of the 2023 MAYE accountability report at the Global Forum for Adolescents.</td>
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**Responsible Structure:** Accountability Working Group

**Timeline:** Work on the scoping review has already commenced and is expected to be completed by July 2022. Building on the findings and recommendations from the scoping review. The next MAYE Accountability Report will start at the end of 2022 and is expected to be launched at the Global Forum for Adolescents in October 2023.