

**Project on Strengthening NYKS and NSS**

**Mid-Term Evaluation Report**

**Submitted to  
UNDP India**

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**Don't ever question the value of volunteers.  
Noah's Ark was built by volunteers; the  
Titanic was built by professionals. -  
Unknown**

## **Executive Summary**

The United Nations Volunteers in India is implementing the Project on “Strengthening Nehru Yuva Kendra Sangathan (NYKS) and National Service Scheme (NSS)” in collaboration with the Ministry of Youth Affairs and Sports, Government of India and United Nations Development Programme (UNDP). The Project was initiated in September 2014 and aims to provide catalytic support to the existing youth volunteer schemes of the Ministry i.e. NYKS and NSS. Together, these two schemes reach out to over 11 million youth in the country.

As part of this Project, the national youth volunteer infrastructure of the Ministry of Youth Affairs and Sports (MoYAS) has been strengthened by placing one National Project Manager along with three national United Nations Volunteers (UNV) at MoYAS at national level and 29 UNV District Youth Coordinators (UNV-DYCs) (one UNV in one district in each of 29 states of India).

This assignment has two broad objectives: (1) to conduct mid-term evaluation of the Project making recommendations for course corrections and (2) to develop a comprehensive M&E framework.

The mid-term evaluation followed the DAC evaluation criteria namely (a) relevance (b) efficiency (c) effectiveness (d) impact and (e) sustainability. An additional criterion, gender equality, was also selected to assess the gender-sensitivity of the Project. The evaluation was carried out within the UNDP evaluation policy and procedures.

The consultant collected information from both secondary sources (like Project documents, AWP, Results Frameworks, progress reports, minutes of PSC meetings, various publications, reports) and primary sources (through interviews with stakeholders representing the Ministry of Youth Affairs and Sports, NYKS, UNV, State Directors of NYKS, District Administration, UNV-DYCs, Youth Clubs, training institutions, civil society, and NSS among others).

The Project is strategically very important and **relevant** as it directly supports the implementation of the core programmes of NYKS and contributes significantly to the implementation of the National Youth Policy 2014. The Project also contributes to the objectives of PM Kaushal Vikas Yojana and creates awareness about many other flagship programmes. Given its particular focus on the youth at risk and youth from marginalized communities, the Project promotes inclusion and social justice. The partners interviewed confirmed huge appreciation and demand for the kind of support provided by UNV-DYCs.

The Project was implemented in an **efficient** manner and both financial and human resources were put to most efficient use. The strategy of embedding national UNVs within the MoYAS has not only been cost-effective but also ensured national ownership and enhanced development outcomes. This also

established UNV as a credible partner genuinely interested in institutional capacity building. The mobilization of significant part of the Project budget through DSS modality from the government is seen as a sign of efficiency and reflective of government commitment.

**Monitoring and evaluation** framework served its purpose so far but will need to be aligned with the new United Nations Sustainable Development Framework (UNSDF) and new UNDP Country Programme results frameworks. Reporting is somewhat skimpy and suffered due to staff turnover. This is now being strengthened. There is also duplication of reporting by UNV-DYCs to NYKS (through State Directors) and UNV. PSC meetings take place regularly besides ad hoc meetings with NPD to address any issues during the course of implementation of the Project. The geographical spread across 29 states and field based nature of activities of the project called for more intensive monitoring than has been the case.

The Project has been **effective** in achieving the planned results. During the field visits this was largely attributed to the proactive approach to work by UNV-DYCs. The effectiveness was assessed around three criteria, which were deduced from the Project documents and UNV's global strategy. These are: (1) Advocacy and Recognition (2) Integration and (3) Mobilization. The Project advocated very well through its activities to promote recognition of the catalytic role the volunteers played, as confirmed by state and district authorities, in engaging people in development efforts thus projecting youth as change agents. The Project motivated youth, men and women from different social strata, and integrated volunteerism into various development programmes (listed in main report, notably SUTP) thus making it a potent means to making development outcomes more sustainable and inclusive. The Project mobilized youth and created 3273 new youth clubs with 23,500 members and reached out to 176,259 youth through various activities.

The **sustainability** of the Project should be viewed against the fact that the recruitment of regular DYCs is under way. This will make the current UNV-DYCs redundant though they may want to compete for the regular DYC positions. If they succeed, this will be a positive development as the trained and competent core team of UNV-DYCs will stay with NYKS and can be fruitfully used for mentoring the new DYCs. This will also ensure continuity and sustainability.

The Project is rated very highly for leveraging government and non-government **partnerships**. This is also a critical factor in promoting sustainability. The Project built collaborative alliances with the central and state government agencies for skill development and training for youth. It also worked in partnership with civil society organizations and private sector companies.

The Project acquits itself very well in **knowledge management**. The Project produced a training manual (including its online version) for a course on youth

volunteering that will continue to be used for training future youth volunteers. An online portal on volunteering that connects former and current volunteers, national and international, with volunteer-involving organizations is up and running and is a valuable resource in furthering the cause of youth volunteering. The Action Plans on four thematic areas are operational documents and a useful resource on how to involve volunteers in promoting disaster preparedness and risk reduction; social inclusion; gender equality and gender justice; and social entrepreneurship. Likewise, the State of Volunteering in India report, which was discussed in a national consultation on the eve of IYD 2017, is a first-of-its-kind contribution.

On **gender equality**, the results are mixed. Women as a target group of the development activities appear prominently in the Project, most notably in SUTP activities receiving skills training. Women from minority community, marginalized castes, daughters of sex workers and HIV positive women have also benefited from the skills training. To that extent, SUTP activities are very inclusive. However, in the youth clubs, which are otherwise more diverse in terms of different physical abilities, representation of different castes and tribes, education levels, women are underrepresented, both as members but more so in leadership positions (except in Mahila Mandals which are by definition all-women clubs).

**Overall** assessment of the Project is that it was very timely and responded quickly to the needs of the National Youth Policy 2014. It was effective in strengthening volunteering infrastructure at MoYAS and NYKS. At the district level, the placement of UNV-DYCs added new energy to the institution of Nehru Yuva Kendras and connected youth in the most inclusive manner. Even though the number of UNV-DYCs is small, their catalytic role is already well recognized by partners. Staff turnover of the Project national team has somewhat affected the monitoring which is being addressed. UNDP restructuring, decline in core resources and ensuing recruitment of regular DYCs will all impact the sustainability of the Project.

## **Recommendations**

- 1) Collaboration at the district level between NYKS and NSS should be strengthened to derive synergy. The two organizations should work together given that both programmes have youth as the target groups. This can also act as a bridge between rural and urban youth and between youth students and youth non-students. This requires better understanding and awareness and organization of more and more joint activities on common issues.
- 2) In view of the restructuring of UNDP and its focus areas, it is strongly recommended that UNV revisits its M&E Framework for the next cycle (2018-2022) with a clearly articulated “theory of change”, overall outcome, outputs,

baselines and indicators. These should be well aligned not only with the national priorities but also new UNSDF and UNDP Country Programme.

- 3) Once a new M&E Framework is in place, the reporting system should also be tightened. This is particularly important in view of the vast geographical spread and multiplicity of activities under the Project. The reporting needs to make sure that all the information available at the field level is captured well notably in relation to the special focus of the Project on marginalized youth (SC, ST, specially abled, women, minorities). The possibility of merging the two reporting templates (of NYKS and UNV) should be explored to avoid unnecessary duplication in reporting.
- 4) There is need to create better understanding about the role of NYKS and (UNV-)DYCs in a district as also promote better integration with development programmes so that volunteering becomes an even more useful ingredient in development programmes. NYKs occupy the same space in a district as many NGOs who might be perceived to be less bureaucratic, more flexible and effective. Hence positioning NYKs appropriately at the district level is important for them to remain relevant as government outfits.
- 5) It is recommended that the UNV-DYCs should continue to focus on ten core programmes of NYKS before embarking on new initiatives. This is not to curb their enthusiasm to do additional things, with which they might feel better ownership, but to ensure that at least core programmes are delivered effectively and UNV-DYCs do not end up spreading themselves too thinly.
- 6) The online portal on volunteering is a valuable resource and must be developed as a knowledge hub and actively promoted for online volunteering.
- 7) The Project should encourage “youth innovation labs” involving youth from both the NSS and NYKS to address key problems faced by the respective districts exploring innovative solutions together with key partners including government.
- 8) UNV should continue to position itself as a UN body with a mandate to mainstreaming volunteering to add value to development programmes to enhance outcomes and sustainability. It should not be perceived as a placement agency or a source of cheap labour. The UN values that UNVs abide by should be well advocated..
- 9) UNV’s significant work globally in the run up to the post-2015 agenda and adoption of SDG framework must be built upon in the current Project by encouraging UNV-DYCs to promote SDGs at district level as localization of SDGs is critical for their achievement.

- 10) Capacity building and sensitization of DYCs to gender equality issues and SDGs should be an ongoing process and in this context a mid-term refresher course for DYCs is recommended.
- 11) A number of good practices have been identified in this report. It is recommended that these are followed up by UNV for scaling up or replication so that these do not fall by the wayside.

## **Contents**

1. Background
  - 1.1. Project synopsis
  - 1.2. Purpose of evaluation
  - 1.3. Primary audience of evaluation
  - 1.4. Report structure
  
2. Description of Mid-Term Evaluation
  - 2.1. Evaluation process
  - 2.2. Evaluation scope
  - 2.3. Evaluation criteria
  - 2.4. Methodology
  - 2.5. Limitations
  
3. Findings
  - 3.1. Relevance
  - 3.2. Efficiency
  - 3.3. Effectiveness
    - 3.3.1 Three Core Strategies
    - 3.3.2 Output-wise Assessment
    - 3.3.3 Partnerships
  - 3.4. Impact
  - 3.5. Sustainability
  - 3.6. Gender equality
  
4. Conclusions
  
5. Recommendations

## **Annexures**

- Annex-1: TORs of Outcome Evaluation  
Annex-2: List of documents reviewed  
Annex-3: List of people interviewed / field visits  
Annex-4: Good practices



## **Acronyms**

AWP	Annual Work Plan
CPAP	Country Programme Action Plan
CYSEC	Calcutta Youth Self-Employment Centre
DAC	Development Assistance Committee of OECD
DIC	District Industries Centre
DRDA	District Rural Development Agency
DYC	District Youth Coordinator
IYD	International Youth Day
IYEPL	International Youth Exchange through Peer Learning
MoYAS	Ministry of Youth Affairs and Sports
NIM	National Implementation
NPD	National Project Director
NSDC	National Skills Development Corporation
NSS	National Service Scheme
NYKS	Nehru Yuva Kendra Sangathan
RGNIYD	Rajiv Gandhi National Institute of Youth Development
RSETI	Rural Self-Employment Training Institute
SUTP	Skills Upgradation Training Programme
TYLCD	Training on Youth Leadership and Community Development
UNDAF	United Nations Development Action Framework
UNSDF	United Nations Sustainable Development Framework
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
YCDP	Youth Club Development Programme

## **Disclaimer**

*The views expressed in this report are those of the author and do not necessarily reflect those of UNDP*

## **1. Background**

### **1.1 Project Synopsis**

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Nehru Yuva Kendras (Nehru Youth Centres) were established in 1972 with the objective of providing rural youth avenues to take part in the process of nation building as well as providing opportunities for the development of their personality and skills. In 1987, Nehru Yuva Kendras Sangathan (NYKS) was set up as an autonomous organization under the Ministry of Youth Affairs and Sports, MoYAS, to oversee working of these Kendras. NYKS channelizes the power of youth on the principles of volunteerism, self-help and community participation. Over the years, NYKS has established a network of youth clubs in villages, where Nehru Yuva Kendras have been set up. These clubs are village level, voluntary action groups of youth for community development and youth empowerment and are the main strength of NYKS.

National Service Scheme (NSS), under the MoYAS, started in 1969 to involve students from colleges and universities in the community service and in the process develop their personality. Today NSS has more than 3.2 million students on its roll spread over more than 300 Universities, colleges and institutions of higher learning all over the country having benefited, since inception, more than 37.5 million students from the NSS activities, as student volunteers.

The United Nations Volunteers in India is implementing the Project on “Strengthening Nehru Yuva Kendra Sangathan (NYKS) and National Service Scheme (NSS)” in collaboration with the Ministry of Youth Affairs and Sports, Government of India and United Nations Development Programme (UNDP). The Project was initiated in September 2014 and aims to provide catalytic support to the existing youth volunteer schemes of the Ministry i.e. NYKS and NSS. Together, these two schemes reach out to over 11 million youth in the country.

As part of this Project, the national youth volunteer infrastructure of the Ministry of Youth Affairs and Sports (MoYAS) has been strengthened by placing one National Project Manager along with three national United Nations Volunteers (UNV) at MoYAS at national level and 29 UNV District Youth Coordinators (DYCs) (one UNV in one district in each of 29 states of India). It is a four-year Project signed in September 2014 and concludes in December 2018. The Project is being implemented by the Ministry of Youth Affairs and Sports through NYKS of the Government of India.

NYKs in the districts are mandated to implement ten core programmes besides undertaking additional activities either at their own initiative or at the behest of district authorities. The ten core programmes are as follows:

1. Youth Club Development Programme (YCPD)

2. Training on Youth Leadership and Community Development (TYLCD)
3. Promotion of Sports
4. Skill Upgradation Training Programme (SUTP)
5. District Level Promotion of Art and Culture
6. Observance of Days of national Importance, National Youth Day and Week
7. District Youth Convention
8. Awards to Outstanding Youth Clubs at District, State and National Levels
9. Mahatma Gandhi Yuva Swachhta Abhiyan evan Shramdaan Karyakram
10. Yuva Aadarsh Gram Vikas Karyakram

Among the other activities that the DYCs undertake (outside ten core programmes) include (a) coordination with other departments / ministries (such as campaigning for national flagship programmes); (b) supporting initiatives of the district / state administration; and (c) promoting SDGs at the district level as a UNV.

Following are the outputs of the Project (as per AWP 2017):

Output 1: Project Management Team (1 Project Manager, 3 UNVs) and 29 UNV District Youth Coordinators recruited and in place.

Output 2: State specific youth volunteer programmes, linked to skills enhancement programme, developed.

Output 3: Immersion of youth volunteers through peer learning exchange with other countries supported.

Output 4: Action Plan for rollout of National Youth Policy 2014 on select sections completed.

Output 5: Regional and national advocacy completed through networks, online volunteers and social network platforms to highlight the positive contributions of youth engagement initiatives and for peer to peer knowledge exchange.

Output 6: Rural Youth Clubs in each target district trained on Project design, youth-led volunteer initiatives and thematic areas of gender, inclusion, disaster and skill management and skill development linked to National Youth Policy 2014.

The total budget allocated for the Project is USD 2,343,434 of which USD 1,493,434 is committed by the Government of India (MoYAS), USD 500,000 by UNV, and USD 350,000 by UNDP. The year-wise Project expenditure is as follows:

<b>Expenditure (USD)</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017 (Budget)</b>

UNDP	58,496	86,104	94,128	100,000
UNV		24,386	78,850	305,500
GOI		36,674	479,925	486,283
	<b>58,496</b>	<b>147,164</b>	<b>652,903</b>	<b>891,783</b>

## 1.2 Purpose of Evaluation

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The current assignment has two broad objectives: (1) To undertake an independent mid-term evaluation of the Project; and (2) To develop a Monitoring and Evaluation Framework. The assignment will be completed as two separate reports. This one is on Mid-Term Evaluation. More specifically, the objectives of the assignment are:

- To carry out desk research in consultations with NYKS, NSS, UNV, UNDP for a comprehensive M&E framework;
- To develop a result based M&E framework outlining performance indicators (output and outcomes) with clear definitions, milestones, data collections strategies etc.;
- To prescribe methodologies and tools for monitoring progress and measuring results;
- To identify structured set of indicators covering: inputs, process, outputs, outcomes, impact, and exogenous factors having impact on Project results;
- To clearly indicate how the impacts outlined will be measured and evidence for the evaluations will be generated;
- To facilitate systematic disaggregation of data including by sex, disability, geographical location etc;
- To undertake field visits and collect feedback/inputs from the target group for the evaluation of the Project;
- To carry out mid-term evaluation of progress made under the Project;
- To prepare a comprehensive Evaluation Report capturing impact of the Project and suggesting measures for improvement;
- To capture good practices with potential of replication and scaling up;
- To identify mechanisms by which to strengthen results of the Project, with attention to benchmarking cross cutting issues such as gender and differently abled youth;
- To suggest measures to increase communication and exchange good practices with agencies in the district and states

## 1.3 Primary audience of evaluation

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This evaluation report is expected to be useful to Ministry of Youth Affairs and Sports and NYKS in assessing the role of DYCs and that of youth volunteering in promoting peace and development in the country and in designing future interventions in this area. UNV will similarly benefit by demonstrating how the

volunteers not driven by monetary considerations can make a difference to the development outcomes by motivating rural youth and linking them to various schemes. The report will encourage the district authorities to institutionalize the role of DYCs in their regular programmes and projects and seek their contribution in social mobilization. The contribution of UNV-DYCs, documented in this report, will further promote recognition of volunteering as a useful input into development programmes and something with high intrinsic value that empowers youth.

## **1.4 Structure of the Report**

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The Mid-Term Evaluation Report is divided into 5 sections. Section 1 provides the background information comprising the synopsis of the Project, the purpose of evaluation and the likely users of the findings. Section 2 details the evaluation process, scope and DAC criteria followed. Findings of the evaluation, around the pre-defined criteria (relevance, effectiveness, efficiency, sustainability, impact, and gender sensitivity) can be seen in Section 3, which is the core of this report. Section 4 summarizes the overall assessment and provides conclusions. Recommendations and way forward are in Section 5. Best practices and strengths from states are subsumed within the main report but are also listed in an Annexure-4. There are 4 annexures to this report.

## **2. Description of Mid-Term Evaluation**

### **2.1 Evaluation Process**

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To kick-start the evaluation, a meeting was held with UNV Team on 1 November 2017 to reach a common understanding on the scope and methodology of evaluation. The states / districts to be covered for detailed study and fieldwork were also identified.

An inception report was submitted to UNDP on 7 November 2017 detailing the methodology, scope, evaluation questions and criteria of evaluation. Throughout the evaluation process, the consultant was in touch with the UNV Team through emails and telephone.

The evaluation process followed the UNDP guidelines on evaluation and used a mixed method of obtaining information through desk review and field interviews. This method afforded triangulation of data for validity and the participatory approaches provided direct perspective from the ground.

### **2.2 Evaluation Scope**

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This evaluation covers the implementation phase from January/February 2016, when most of the UNV-DYCs were in place, to November / December 2017 – the month(s) of evaluation. The period of evaluation is somewhat limited and may not

permit any assessment of impact. But considering that this is a mid-term evaluation, there is an opportunity to assess if the Project is on track and make course corrections as needed.

Geographically, the scope was limited to four districts out of 29 where the Project is being implemented.

### **2.3 Evaluation Criteria**

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The standard DAC evaluation criteria as follows were used:

**(1) Relevance:** to assess the relevance of the Project to national priorities and its alignment with UNDAF and Country Programme outcomes / outputs. It also comments on the appropriateness of the Project design.

**(2) Effectiveness:** to evaluate how successful has the Project been in achieving the outputs that contribute to the overall outcome.

**(3) Efficiency:** examines the use of resources, financial and human, for achieving the results.

**(4) Impact:** becomes available only after long term implementation but it was still possible to provide pointers towards impact

**(5) Sustainability:** is indicated by the action taken by government to scale up the Project out of their own resources as also organizational sustainability

**(6) Gender equality:** to specifically focus on if the Project addresses the different needs of women.

### **2.4 Methodology**

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The evaluation study used both quantitative (secondary) and qualitative (primary) data. The quantitative data was gathered through UNDAF, CPAP, UNDP Strategic Plan, UNV Strategic Plan, Project document, results framework, Annual Work Plans, progress reports, minutes of the PSC meetings, and action research studies like on thematic action plans, success stories, state of volunteering reports etc. The evaluator also analyzed the Results and Resources Framework and Monitoring and Evaluation Framework in detail and documented areas where it required improvements. The findings on M&E Framework and proposal on a new framework was also a part of this assignment and are presented in a separate report.

A list of documents reviewed is at Annex-2.

The desk review was supplemented by the qualitative data collected during semi-structured interviews. A number of meetings were held both with national counterparts (like NYKS, MoYAS and UNV Team), State Directors of NYKS (on phone), District Administration and NSS officials. Discussions with National Youth Volunteers, members of rural youth clubs, trainees of various programmes under SUTP, and UNV-DYCs among others were also held. For the purpose of interviews, questions were prepared in advance, shared during inception phase, and supplemented by additional questions in the field.

The consultant visited Madhya Pradesh (Tikamgarh), West Bengal (South Kolkata), Uttar Pradesh (Meerut), and Andhra Pradesh (Anantapuram) to conduct interviews with key stakeholders.

The details of the meetings and site visits conducted in four states may be seen in Annex-3.

With a view to highlight the effectiveness and value addition of UNV-DYC, a comparison of their performance with that of regular DYCs was necessary. Ideally, this should have been done through visit to districts where regular DYCs are posted (“control districts”). But constraints of time and resources did not permit this and reliance was made on the statements made by district officials and NYKS officials including State Directors during the course of the interviews.

The methodology selected is what is commonly used in standard evaluations as it affords validation of data and collection of different perspectives. Stakeholders engaged during the interview process together represent all key parties to the implementation of the Project.

## **2.5 Limitations**

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The UNV-DYCs are posted in 29 districts out of over 700 districts in the country. For the evaluation, only four districts were covered. This limits the sample size but was dictated by time and resource constraints. Selection of districts was however made purposive so that the findings are representative and reliable. This evaluator’s participation in a meeting (on 16 November 2017) where all UNV-DYCs (except two) made presentations of their work partly made up for the smallness of sample and gave a good perspective of the activities of NYKS in the field.

The assignment allocated 30 working days to conduct evaluation and also prepare new M&E Framework. This necessarily restricted the geographical coverage and the number of persons that could be interviewed. To overcome this, the sample of states was made as representative as possible and telephonic interviews were held with state directors to get information about non-UNV

DYCs.

### **3. Findings**

This section presents findings of the evaluation around DAC criteria.

#### **3.1 Relevance**

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The Project is strategically very important and relevant as it (a) directly supports the implementation of the core programmes of NYKS in Project districts, (b) contributes significantly to the implementation of the National Youth Policy 2014 and (c) demonstrates how placing energetic and motivated UNV-DYCs can revive the NYKs in the states / districts and make useful contribution to the society besides enhancing their own skills and self-confidence.

The Project is aligned with the UNV Strategic Plan (2014-2018) Outcome 2: “Countries more effectively integrate volunteerism within national frameworks enabling better engagement of people in development processes” and also UNDP Strategic Plan (2014-2017) Outcome 2: “Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance”. UNDAF India (2013-2017) recognizes the potential for UN Volunteers mobilization for peace and development and the UNDP Country Programme Action Plan (CPAP; 2013-2017) Partnership Strategy aims to “promote volunteerism as a modality, for social mobilization and outreach at district and local levels”.

The Project also contributes to the UNV’s Global Youth Volunteer Programme (2014-2017) the outcome of which is “increased recognition of the contribution of youth to global peace and sustainable human development through volunteerism and inclusion of youth voices in the development discourse”.

The evaluation found that the Project is not just relevant but very closely linked to the national and strategic priorities as articulated in the National Youth Policy 2014. The Policy aims “to empower youth of the country to achieve their full potential and through them enable India to find its rightful place in the community of nations”. The objective of creating a productive workforce under this Policy is supported by UNV-DYCs in the target districts who are undertaking a host of activities under Skills Up-gradation Training Programme (SUTP) of NYKS, linking youth to technical training institutions and facilitating their placement or helping them to set up their own enterprises. UNV-DYCs played a significant role in motivating youth to join skills training at the Rural Self-Employment Training Institute (RSETI), a Ministry of Rural Development institution run by the lead bank of the district.



The Project is also relevant and contributes to the objectives of PM Kaushal Vikas Yojana, under the Ministry of Skill Development and Entrepreneurship, aimed at enabling a large number of (10 million in four years) youth to take up industry-relevant skills training that will help them in securing a better livelihood. In many districts, DYCs are motivating and mobilizing youth for them to attend skills training at the Prime Minister Kaushal Kendras funded by National Skills Development Corporation (NSDC).

The objective of developing a strong and healthy generation is addressed by the Project through motivating youth to participate in the sports events at village, block and district levels. Many talented youth have been identified to play at national / international levels. Strengthening of rural youth clubs, observance of days of national importance, participation in national campaigns like on cleanliness (*Swachh Bharat Abhiyan*), vaccination (*Indradhanush*) and girl child (*Beti Bachao, Beti Padhao*) besides blood donation camps, plantation etc made strong contribution to the youth engagement and civic participation goals of the National Youth Policy 2014.

Most importantly, the Project particularly focused on the youth at risk and promoted inclusion and social justice by, for example, linking differently abled (*divyang*) youth to skills training and self-employment activities and encouraging youth women from minorities and youth from scheduled castes and scheduled tribes to join the skills training programmes. This is clearly in line with the Prime Minister's vision of *sabka saath, sabka vikas*.

The relevance of the Project can be further gauged from the fact that during the interviews, all partners confirmed huge demand for the kind of work being done by UNV-DYCs. Motivating the youth through mobilization for national development gave the NYKS great recognition and visibility. This was wholeheartedly acknowledged and praised by the partners interviewed. In many cases, the DYCs went beyond the call of their duty and took initiatives at their own level, which were considered to be significant contributions to inclusive development – such as, work with differently abled (*divyang*) youth in Tikamgarh district and linking HIV positive women and children of sex workers with SUTP activities in Anantpuramu to cite two examples.

The Project design is appropriate for achieving the outcomes and outputs and there was comprehensive planning and preparation during the Project formulation. Consultations with national partners, including Ministry of Youth Affairs and Sports, were held to ensure national ownership for sustainability. Though a systematic “theory of change” and a causal link between outcomes, outputs and activities are not well articulated, the logic of intervention can still be deduced from the Project document.

The choice of districts under this Project was made in consultation with the Ministry of Youth Affairs and Sports and was dictated by vacancies in the states,

availability of suitable personnel and their familiarity with the areas, and three other criteria: (1) representation (to cover all 29 states to get a cross-section of views); (2) rural-urban divide (to contrast predominantly rural, some tribal, districts facing high unemployment, migration, poor health and education with the urban ones like Ernakulum, Kolkata and Mangalore); and (3) multidimensional poverty which was the characteristic of most districts. Some selected districts also had a history of conflict and insurgency (Anantpur and Tamenglong). The UNV-led publication “A Compilation of District Situational Analysis” is a useful document describing the rationale behind selection of districts and key development challenges each of these districts is facing.

In sum, the Project is highly relevant as its activities are clearly linked with the national development and strategic plans and policies. Its relevance is significantly enhanced by focus on the most vulnerable youth.

### **3.2 Efficiency**

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Efficiency refers to an assessment if the resources – both financial and human – are put to the most rational and optimal use to achieve the results. Comments on efficiency are based on an analysis of the implementation arrangements, organizational structure and operational procedures, Project monitoring system, reporting arrangements, quality of reporting and risk management.

UNV is a global programme administered by UNDP. Therefore all of UNDP Project management arrangements are applicable to UNV. The Project followed the National Implementation Modality (NIM) and National Execution (NEX) with the Government of India, Ministry of Youth Affairs and Sports providing significant funding under DSS arrangement. The Ministry of Youth Affairs and Sports is also the Implementing Partner (IP) of the Project and assumes full responsibility and accountability for the effective use of resources and achievement of Project outcomes and outputs. IP is also responsible for implementing national components of the Project and forging cooperation and partnerships with state governments. The implementation is guided by the Annual Work Plan which is the key instrument describing outputs and activities and the associated budgets with responsible parties. As part of this evaluation, AWP's for four years (2014 to 2017) were reviewed.

The total budget allocated for the Project is USD 2,343,434 of which USD 1,493,434 (or nearly 65%) is committed by the Government of India (MoYAS) under Development Support Services (DSS) modality. This is a creative method of resource mobilization whereby UNV / UNDP helps government implement its key programmes by providing technical support in terms of procurement, recruitment and other implementation mechanisms. This results in pooling of resources from the government and UN to achieve common results within the framework of a mutually agreed vision and work plan. This implementation arrangement results in full national ownership with all key decisions made by the

government in consultation with UNV/UNDP. For greater flexibility, the government can and has been asking UNV/UNDP to make direct payments to vendors for the obligations incurred by the IP or UNV. The IP also requests UNV/UNDP to provide support services for Project implementation like procurement of goods, organization of training and workshops etc.

The fact that the Project is significantly funded by the Government of India through DSS modality can be seen as a sign of efficiency. UNV/UNDP resources were used in a catalytic manner which was the right strategy in view of the reported decline in UNDP/UNV core resources. Given that the availability of remaining funds committed by UNDP for 2018 is still being negotiated, the Project is likely to be largely funded out of the Government contribution (which goes to fund the VLA of the UNV-DYCs) and UNV's remaining committed contribution.

A Project Steering Committee was established for providing overall guidance to the Project, making management decisions, providing Project oversight, approving work plans, approving appointment of Project staff, monitoring progress and arbitrating on any conflict within the Project. The PSC is co-chaired by the Secretary, MOYAS and Country Director UNDP. Other members are the Joint Secretary MOYAS as NPD, Programme Officer UNV, Director General NYKS, Director NYKS, Director (IC) MOYAS and Director, NSS. So far, three PSC meetings have taken place (in October 2015, February 2016 and March 2017) which discussed a mix of operational issues and more substantive issues relating to Project outcomes / outputs.

The Project was included for review at the Country Programme Management Board (CPMB) Meetings held in 2014, 2015 and 2016.

The strategy of embedding UNV national team (one UNV National Project Manager and three UNV Management Associates) within MoYAS (working closely with NYKS) has not only been cost-effective but also ensured national ownership and enhanced development outcomes. Being part of the system helped these UNVs move things quickly. This also established UNV as a credible partner genuinely interested in institutional capacity building.

Similarly, placement of 29 UNV-DYCs in as many districts to manage the NYKs was very creative and efficient. The organizational structure at NYKs in districts was retained (one NYC and one Accountant assisted by National Youth Volunteers) and no parallel structures (like a PIU) were created or additional staff hired under the Project. This avoided the "greenhouse effect" and demonstrated that good results were possible with small resources.

One of the observations that goes against the principle of efficiency is that most UNV-DYCs have spread themselves too thin trying to do many things at the same time. This may be partly UNV-DYCs' own volition, an attempt to improve

their performance in terms of number of activities, but also because of the district administration who involve them in multifarious activities and tap their energy and mobilization skills. This may sometimes distract UNV-DYCs from their core functions. In this situation, UNV-DYCs success becomes their own enemy. It is important that the expectations of the government are managed well and UNV-DYCs suitably advised against spreading themselves too thin.

Ministry of Youth Affairs and Sports is the nodal ministry with whom UNV has a long-standing relationship having implemented several initiatives in the past. Interviews with MoYAS revealed high degree of satisfaction with the UNV contribution and appreciation for the work done by UNV National Project Manager, UNV Management Associates and UNV-DYCs.

While youth matters are the mandate of UNFPA, UNV works with youth from a volunteering perspective and thus no significant overlaps were reported. It is understood that both agencies are invited to participate in each other's activities. UNCT Task Team on Youth, where both UNV and UNFPA are members, is a good forum for resolving any overlaps and achieving synergy.

The Project has a separate Monitoring and Evaluation Framework with baselines, indicators and targets. The two outputs under the AWP 2014 were increased to six outputs in AWP 2016 by breaking down original two outputs into six.

The logic of intervention though not clearly articulated can be deduced from the Project document. Baselines are not formulated in appropriate baseline language. There were no baselines or targets in AWP 2014 and 2015. The baselines appeared for the first time in AWP 2016. It must be said that AWP 2016 and 2017 show considerable improvement over previous years.

But overall the RRF and M&E frameworks call for further strengthening which we understand is currently under way. A detailed analysis of the M&E Framework and proposal for a new M&E Framework, for the new UNV Project (2018-2022) are the subject of a companion report.

There has been some delay in start of the Project. Though the LPAC meeting took place in September 2014, the Project was signed only in April 2015 and the UNV-DYCs were not recruited until end of 2015 and, after training at RGNIYD, posted in their districts during January-February 2016. We are thus looking at a little over a year and half of progress under the Project.

It is understood that the Project, which normally ends in December 2017 may be extended till December 2018 at no extra cost. However, in view of the internal restructuring of UNDP programme, which will see end of the poverty reduction pillar where current UNV project was anchored, UNV team may have to formulate a new Project from 2018. As of now, the government and UNV funds are secured, but reportedly the remaining funding from UNDP was still being

negotiated at the time of writing this.

The UNV Project Team receives monthly reports in prescribed format from the UNV-DYCs describing progress against core programmes of NYKS, special programmes, coordination and convergence programmes, partnership development, meetings and reviews and suggestions. In July 2017 the format was changed to make it more detailed and allowing the UNV-DYCs to also report on any innovative ideas they have initiated. These monthly reports are then consolidated into quarterly reports and shared with MoYAS/NYKS.

All DYCs (regular or UNV) are also required to send every month a cumulative report in NYKS-prescribed format for the financial year to their respective Zonal Directors who in turn send consolidated reports to the NYKS headquarters.

The evaluation noted some duplication in reporting. UNV-DYCs have to prepare monthly reports for NYKS and also for UNV. The NYKS reports seek data on Scheduled Castes (SC), Scheduled Tribes (ST), minority and Other Backward Classes (OBC) each by gender, while the format of UNV report does not have columns on SC, ST, OBC but only male, female and physical disability. If a column on disability is added to NYKS format, that report will be more informative. Merging the two formats will save UNV-DYCs extra work and avoid unnecessary duplication.

During the field visits, we perused the information that UNV-DYCs keep with them. This includes IEC material, photographs from the events, a day-to-day journal with brief write ups with photos, and press clippings.

As part of the evaluation, UNV Project Team shared with evaluator a few monthly and quarterly reports by way of samples, For a longer period, the only report that was available was the one that covers 2015-2017 (essentially a little over one year from mid- 2016 to mid-2017). No separate Annual Reports were available for 2014, 2015 and 2016 largely because there were no activities in 2014 and 2015. The Project Team is preparing Annual Report for 2017. This would be the first Annual Report under the Project.

The monthly reports prior to July 2017 were somewhat skimpy, activity-based and without any disaggregation by population groups. Improvements introduced in July 2017 made the quality of these reports much better and information was collected by gender and different physical ability. A column on brief description against each activity was also introduced. The quality of reporting can further improve if UNV-DYCs are asked to write a short narrative for each event, share pictures and newspaper clippings.

As noted earlier, NYKS receives two sets of reports: one from all DYCs through respective Zonal Officers and another from UNV-DYCs (again routed through Zonal Officers). The formats of the two reports are different and results in

duplication of work for UNV-DYCs.

The monitoring visits by Project staff is one way of keeping track of the activities of UNV-DYCs and to verify the results reported by them. However, in view of high turnover of the Project staff and the entire current Project Team being new, the monitoring has not been very effective. Out of 29 districts, the Project team visited 16 districts in 2017. In the previous year the monitoring visits have been even fewer as the UNV-DYCs were newly placed and still in the process of settling in. The districts in the Northeast are a major omission from the monitoring visits (Dimapur is an exception).

The Project AWP contains a section on Project Assurance and delineates the responsibilities of the UNV Programme Officer. One of the roles under this is the proper management of risks. However, these risks are not defined in the Project document but it is understood these are managed through Atlas.

The overall assessment is that the Project is being implemented in an efficient manner and both financial and human resources are put to most efficient use. Mobilization of government resources under DSS modality and embedded UNVs in MoYAS are the high points of efficiency. Reporting and monitoring revealed some shortcomings that have been noted above.

### **3.3 Effectiveness**

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Based on the desk review, interviews with a wide range of partners and field visits, it is our assessment that the Project has made significant contribution to the achievement of all the outputs and to overall outcome. Effectiveness particularly is judged by asking the following questions: (1) have the planned results been achieved (or, as this is a mid-term evaluation, on track of being achieved)? (2) what factors (planned or unplanned) influenced the achievement or non-achievement of results? (3) have there been any unplanned results (positive or negative)? and (4) did the Project target the appropriate groups and areas, and follow the rights-based approach, for the achievement of results?

The Project started in response to the National Youth Policy 2014, which envisaged a critical role for the Nehru Yuva Kendras in the districts for mobilization of youth and harnessing the youth energy for nation building and for their own gainful employment. Each NYK is headed by a DYK and assisted by an accountant. No fresh recruitment of regular DYCs has taken place since 1993. As a result, upon retirement of DYCs, the positions were not filled up and existing DYCs were given additional charge of more than one district (on an average each regular DYK is in-charge of four to five districts). This led to a vacuum of leadership at NYKs to carry on even basic mandated activities and also loss of recognition and visibility of this important institution.

Against this backdrop, the UNV Project placed, with financial support from MoYAS, UNV-DYCs in 29 districts in as many states to re-energize the NYKs and position them as key vehicle to mobilize youth energy through youth clubs, sports activities, implementation of ten core programmes of NYKS, including Skills Up-gradation Training Programme (SUTP), and actively participating in campaigns for creating awareness (like *Indradhanush* on vaccination, *Beti Bachao, Beti Padhao* on girl child, *Swachh Bharat Abhiyan* on cleanliness), observance of days of national importance and also taking up activities at the behest of the state government. Even though the primary role of the DYCs is to motivate youth to connect with and contribute to the society, their active participation in youth club activities also builds their personality, gives them confidence and experience, and makes them good citizens of the country.

During the interviews, the district collectors, state directors and Executive Director NYKS, made comparisons of UNV-DYCs with the regular DYCs and found the UNV-DYCs to be more energetic, committed and innovative. They are also better trained, carry no baggage and their desire to prove themselves makes them very proactive. Their reporting is also more substantive. Placement of UNV-DYCs restored the importance and recognition of NYKs and UNV-DYCs came to be involved in key district development activities and meetings taken by the collectors / senior district officials.

The Project has been very effective in building national youth volunteer infrastructure of the Ministry of Youth Affairs and Sports by placing four national UNVs at the national level (one as National Project Manager and another three as Management Associates) and 29 UNV District Youth Coordinators, one in each of the 29 districts and states. At the national level, the UNVs are embedded within the MOYAS and have been working closely with the senior management of the Ministry to move things and for quick decision-making.

### **3.3.1 Three Core Strategies**

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We would like to make an assessment of effectiveness around three core strategies / areas that permeate the overall outcome and outputs of the Project. These are: Advocacy and Recognition, Integration and Mobilization.

#### **Advocacy and Recognition**

The Project would be considered effective if it has been able to advocate the role and contribution of volunteerism to peace and development in the country as recognized by partners in the government, civil society and communities. This indeed has been the case. Discussions with government officials like district collectors, state directors and directors of various departments and institutions (like RSETI) confirmed the visibility and useful contribution of volunteers in

awareness campaigns on social issues, observance of days of national importance, youth mobilization and linking them to skills and productive activities, promotion of sports at village and block level leading to identification of sportspersons to play at higher levels, and response to urgent needs (elections, disasters) among others.

The Project thus advocated very well through its activities to promote recognition of the catalytic role the volunteers played in engaging people in development efforts in sample districts. In the past, youth have been perceived as either victims or perpetrators of violence and rarely as change agents and clients for development. Youth volunteerism changes this perception and society comes to recognize the positive contribution of youth volunteers in peace and development.

Some challenges however still remain. Sometimes the government departments, especially at working levels, do not recognize youth volunteers as officially approved volunteers affiliated to a government organization (NYKS) and treat them like NGOs. Better awareness about NYKS and youth volunteers would go a long way in people recognizing their official status and further mainstreaming of volunteerism in sustainable development efforts. Many NYVs in fact stated that they associated with NYKS because it was a government outfit and that this would give their social work better recognition.

Existence of parallel organizations competing with NYKS for the same space can be another challenge. During our field visit to Tikamgarh (MP), we were informed that there is another NGO called Jan Abhiyan Parishad, created by Government of Madhya Pradesh under the State Planning Commission (with an office inside the Collectorate next to NYKS office), whose activities on social mobilization, awareness raising and advocacy overlap with those of the NYKS. As a result, there is need for better coordination under the aegis of the district Collector.

Much as UNV-DYCs have the energy and enthusiasm to addressing social problems, their overzealous nature can also sometimes become counter productive. In one case, a UNV-DYC arranged for a counselor to advise victims of domestic violence, who ran away from their families and took shelter in a women's home (Seva Sadan), to go back to them after counseling citing primacy of family as the reason. Such an approach overlooks the fact that the woman who would return to the family after counseling may be subjected to even worse forms of violence and assumes that it is only the woman who needs counseling and not her husband and in-laws. UNV-DYCs should be suitably advised against wrong kind of advocacy and be mentored in gender-sensitive approaches to volunteerism and the principle of "first-do-no-harm" (Latin: "*Primum non nocere*") so that such events do not damage the hard-earned recognition and reputation of UNV and indeed NYKS.



## Integration

The Project aims to integrate volunteerism into development policies, strategies and programmes thus making it a potent means to engage with people to enhance development outcomes. The Project also advocates for treating youth as clients of development. The current Project motivates youth and links them to the following programmes:

- Skills and employment - Skills Upgradation Training Programme (SUTP), Prime Minister Kaushal Vikas Yojana, Action Plan on Social Entrepreneurship
- Disability- Right of People with Disability, Access India Campaign
- Financial inclusion – *Jandhan Yojana*, MUDRA
- Gender equality – SUTP, Beti Bachao, Beti Padhao (Save the Girl Child), campaign against early marriage, Action Plan on Engendering the National Youth Policy
- Environment and Climate Change – Clean Ganga Project, Action Plan on Disaster Risk Reduction and Environment Management
- Health and Sanitation - Clean India Mission, ODF mission, yoga day, sports events, immunization (*Indradhanush*)
- Access to Justice – paralegal volunteers, counseling
- Social Inclusion of Youth – Action Plan on Social Inclusion, inclusion of youth with disabilities, youth from minority communities, women, sex workers
- HIV/AIDS – awareness, linking positive women to SUTP
- Education – motivate drop outs to go back to school under Right to Education Act
- Disaster Risk Reduction – Action Plan on Engaging Youth Volunteers in Disaster Risk Reduction and Environment Management

Integrating youth volunteerism in peace and development enhances the outcomes, makes development more sustainable and inclusive because of the drive, openness, idealism and innovation the youth volunteers demonstrate. Incorporating the voice of this large segment in a country aspiring to reap the demographic dividend would be a strong mechanism to bring about positive change in society. Investment in youth by building their knowledge, skills, values, attitudes and experience would offer high returns be it for themselves, their families, society or the country. Indeed the youth of today connects much better to his / her global counterpart than ever before.

Employment being the most pressing need of the unemployed youth, the activities surrounding skills development and entrepreneurship are naturally the most popular ones for the UNV-DYCs to organize. Awareness creation about the skills training opportunities available at the RSETI and other training institutions has opened up huge opportunities for the youth to secure gainful self-employment. National youth volunteers have also been engaged as training

facilitators. It is therefore important that such activities are planned and executed with greater care and creativity taking into account the market needs and linking skills with placement organizations or financial institutions in case of self-employment.

Most SUTP activities organized for women relate to tailoring (in some cases computer training). This saturates supply of tailoring skills with no clearly thought out plan for trainees to use these skills for earning incomes. This also perpetuates stereotypes about what skills women need. Attempts are being made to organize women to undertake economically productive activities like sewing school uniforms during academic season. But this needs to be followed up by UNV-DYCs and attempts made to diversify skills training for women as much as possible keeping the social context in mind.

During the field visits, several examples came to light when the youth volunteers went beyond the call of duty and achieved excellent results. Linking 20 disabled youth to District Industries Centres for setting up micro enterprises in Tikamgarh; linking HIV positive women to SUTP or spread of English language under Ripple Project (each one, teach ten) in Anantpurmu; placement of youth skilled in motorcycle repair with Honda in South Kolkata; and creating awareness about toxic industrial waste that is being disposed of in Kali Nadi in Meerut, its harmful health effects and taking actions (like planting trees, water testing) to cite a few. These examples clearly demonstrate the potential of volunteering in improving development outcomes.

Volunteering has a particular role to play during natural disasters. Volunteers under both NSS and NYKS respond quickly to whenever the need for their services for disaster rescue and relief arises. Most recent example of this was the rescue and relief activities undertaken by the youth clubs affiliated to NYKS in Kanyakumari district for the Ockhi cyclone that hit Kanyakumari district on 29 November 2017 and left a trail of destruction. The youth club volunteers helped in rescuing trapped people, escorted them to safer places, cleared the roads of fallen trees, collected and distributed relief materials among others.

Apart from the role volunteers play in response to a disaster that has struck, they are also trained in disaster risk reduction. A 5-day training programme titled “Disaster Risk Reduction Capacity Building of Adolescent and Youth Volunteers” was piloted in Uttarkashi (Uttarakhand) and Ernakulam (Kerala). The objective of this programme was to build capacities of local youth volunteers on disaster risk reduction including pre-disaster risk assessment, prevention and mitigation. The training was organized under ‘UNV Regional DRR Project’ and implemented in collaboration with UNV-Ministry of Youth Affairs and Sports (MoYAS). A total of 113 volunteers (40% women) between the ages of 16-29 participated in the training and they were mobilized by UNV-DYCs.

## **Mobilization**

The third core strategy of the Project has been to strengthen and diversify mobilization through volunteerism not only of youth but also in turn of the community. In this regard the Project acquits itself very well. Since the deployment of UNV-DYCs in the districts, 3273 new youth clubs have been formed in 29 districts with over 23,500 new youth volunteers as members and reaching out, under various youth development programmes, to over 176,259 youth.

However, the number of youth clubs may need independent verification. The composition of youth clubs keeps changing as some members migrate in search of jobs and leave the clubs; some cross the upper age of youth (29 years) or otherwise establish their families and cannot devote any time for youth club activities and hence leave. Some youth clubs exist on paper only as they have not held any activities for some time. UNV-DYCs were asked to activate youth clubs, collect data from them and establish new clubs. In this respect, UNV-DYCs have done well. The clubs and their current status and level of activities are being regularly reviewed, defunct clubs weeded out and new ones being formed. This is still a work in progress. The composition of new youth clubs is uploaded on NYKS website.

The Project does extremely well in terms of reaching out to the most marginalized youth including youth from scheduled castes and scheduled tribes, women including young women from minority community, sex workers, HIV positive youth, and youth with disabilities both as members of youth clubs and as clients of development activities. The NYKS thus offers a very inclusive platform to youth connected by common vision and aspiration regardless of their social and physical status.

Action Plans on four thematic areas also highlight the role of youth volunteering and youth mobilization in achieving inclusive, equitable, and gender-sensitive development. When operationalized through concrete action on the ground, these Action Plans promise to be significant contribution of the Project in support of implementation of the National Youth Policy 2014.

Formation of youth clubs and engagement of youth in NYKS activities is not without its own challenges. In South Kolkata particularly, the youth is highly politicized and getting them involved in national flagship programmes or core activities of NYKS in apolitical manner is not always easy. The youth was also reported to be keener in joining political party offices than a youth club. During a discussion in a youth club, one of the youth members opined that social media was a big distraction that takes youth away from club's core programmes. It was reported that the clubs also expect money to get attracted to NYKS and deride NYKS about their small budgets relative to what they seemingly receive from

Kolkata Corporation. The State Government in West Bengal has also floated their own youth clubs called the *Bangla Yuva Kendra* a three –tier organization with activities at the block / municipal level undertaken by volunteers and at district level by the district coordinators who are the state government employees working with the State Youth Services Department. This is clearly an overlap and needs to be addressed through better coordination.

On the whole, the Project has been very effective in enhancing recognition for youth volunteering, thanks to the positive contributions made by UNV-DYCs; integrating volunteering as an important input in development programmes / campaigns; and mobilizing youth and through them communities to create awareness about development programmes and improve development outcomes.

### **3.3.2 Output-wise Assessment**

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#### ***Output 1: Project Management Team (1 Project Manager, 3 UNVs) and 29 UNV District Youth Coordinators recruited and in place***

Assessment and Comments: The Mid-Term Evaluation finds that all the activities under this output have been achieved. The Project Steering Committee was established by MoYAS; the national management team comprising one National Project Manager and three National UNV Management Associates were in place; all the 29 UNV-DYCs have been recruited and they took their positions latest by February 2016. An academic course on youth volunteerism was prepared and based on this a 4-week training was imparted to the National Project Team and 29 UNV-DYCs at the Rajiv Gandhi National Institute of Youth Development (RGNIYD) at its Regional Centre in Chandigarh. At the time of writing this, a training module was still being prepared. Once ready, the training module will be used for training volunteers not only those under NYKS but also others. The module will also be used as online course on youth volunteerism.

The Project also identified four best practices, in 2016, in Ernakulam, Kerala (youth mobilization to end open defecation); Namchi, Sikkim (skilling women and youth for gainful employment); Palghar, Maharashtra (improving socio-economic status of tribal population, to end malnutrition and prevent migration); and Anantpuramu, Andhra Pradesh (each one teach ten initiative, called Ripple, to train youth in English language). These best practices were presented by respective DYCs in a review meeting held in October 2016. The best practice document is a good knowledge product and will encourage other DYCs to similarly work towards excellence in results so that their work also qualifies as best practice. The process of documenting ten best practices for 2017 is currently under way. There are no formal criteria for identifying best practice that is largely based on self-identification and further verification by the National Project team assisted by the UNV Communications Expert.

It is our assessment that this output, though core to the Project, was not defined ambitiously. As a matter of fact, recruitment and placement of Project management staff is more like an activity and not an output. The output should have been defined in terms of the results these UNV-DYCs produce under ten core programmes of NYKS and 'other programmes'. Alternatively, this could be defined in terms of capacity building for youth volunteering through strengthened training infrastructure comprising training modules, academic course and online course on youth volunteerism. In the next programme cycle, this output needs to be revised.

***Output 2: State specific youth volunteer programmes, linked to skills enhancement programme, developed***

Assessment and Comments: The lone activity under this output has been the preparation of the State of Youth Volunteering in India report and holding regional and national consultations around it. The report is well prepared and is a first-of-its-kind contribution to understanding the motivations behind youth volunteering, the contribution of youth volunteers in achieving the goals under the National Youth Policy 2014 and their potential for future contributions to achieving SDGs. The report defines volunteerism through three criteria namely free will, non-pecuniary motivation and benefit to others as the criteria to assess if an action is volunteerism or not. The national consultation around this report has taken place on 11 August 2017.

The formulation of this output too does not appear to be appropriate for the activities under it. The output talks in terms of "state-specific youth volunteer programmes" but produces only a national level report on the State of Youth Volunteering in India. Also, it speaks of "skills enhancement programmes" but there is no activity linked to that. This output too calls for reformulation in the next cycle.

***Output 3: Immersion of youth volunteers through peer learning exchange with other countries supported***

To promote south-south learning on youth volunteering, an International Youth Exchange through Peer Learning (IYEPL) programme was initiated in 2016 under which five youth volunteers (of which 3 women) were selected through a competitive process in five states and got an opportunity to visit Sri Lanka and learn about volunteering in that country. In 2017, five youth volunteers (3 women) were similarly selected and they are on a visit to Indonesia. IYEPL is a one-month programme in the host country of which one week is for pre-immersion training, two weeks are spent in field immersion of youth volunteers, and one week for debriefing.

To prevent such south-south exchange visits from becoming junkets, the Project envisages that upon return the volunteers will make a presentation of their learning to UNV-DYCs at a district / state event and also at national level as and when opportunity arises.

***Output 4: Action Plan for rollout of National Youth Policy 2014 on select sections completed***

Action Plans have been finalized in four thematic areas: (1) Social Inclusion (2) Social Entrepreneurship (3) Gender Justice and Equality and (4) Environment Management and Disaster Risk Reduction. These Action Plans were prepared by experts in respective areas and in consultation with various government and civil society partners. These have since been printed and disseminated to the MoYAS, NYKS, State Governments and NGOs. The objective of these Action Plans is to contribute to the implementation of the National Youth Policy 2014 and to highlight the role of volunteerism in the four thematic areas mentioned above.

The Action Plans are very well prepared and clearly provide practical plans that can be implemented to harness the youth energy. It is however not clear how the MoYAS intends to utilize these. If the Project is extended, advocating and operationalization of Action Plans should form a part of the new project.

***Output 5: Regional and national advocacy completed through networks, online volunteers and social network platforms to highlight the positive contributions of youth engagement initiatives and for peer to peer knowledge exchange***

A national online volunteering portal, a collaborative effort of UNV, MoYAS and UNDP, was launched during 2017 that connects national and international volunteers, both current and past, youth networks, volunteer-involving organizations, civil society and private sector to promote recognition of youth volunteering. The platform allows civil society organisations, central and state governments, public institutions, and other volunteer-involving organizations to get free support from volunteers and team up with them to address sustainable development challenges – anywhere in the world. Since its launch, the portal has witnessed and 15 volunteering opportunities. With time, this portal promises to become a useful resource for online volunteering. The portal can be accessed through this link: <https://india.onlinevolunteering.org/en>

***Output 6: Rural Youth Clubs in each target district trained on Project design, youth-led volunteer initiatives and thematic areas of gender, inclusion, disaster and skill management and skill development linked to National Youth Policy 2014***

This is one of the most successful activities under the Project. The 29 UNV-DYCs placed in as many districts / states first reviewed the existing youth clubs, revived the inactive ones and formed new youth clubs. Collectively they formed 3273 new clubs with 23,500 new youth members. These youth clubs engaged over 176,259 youth in the organization of various activities.

The UNV-DYCs also prepared District Situational Analyses which are the district profiles for each district describing briefly the key development challenges faced by the district and aspirations of the youth in these districts.

The most remarkable aspect of youth mobilization for the formation of new youth clubs has been that UNV-DYCs consciously promoted inclusion of marginalized youth (representing scheduled castes, scheduled tribes, differently abled, minorities, women from minorities, HIV positive persons) thus making youth clubs inclusive organizations connected by youth aspirations regardless of their social or physical status. These youth clubs have played a significant role in creating awareness about the national flagship programmes like Swachh Bharat Abhiyan (Clean India Mission), Beti Bachao, Beti Padhao (Save the Girl Child), Indradhanush (Immunisation Programme), among others, through campaigns and rallies. The youth clubs have also raised awareness about social evils like early marriage, gender based violence, corruption, health hazards of environmental degradation and so on.

Many members of the youth clubs also received skills training under the SUTP component and after training got placed in various organizations or set up their own enterprises. UNV-DYCs have facilitated skills training in collaboration with training institutions, hired National Youth Volunteers as trainers, and put the trained youth in touch with hiring companies.

During our visits to sample districts, UNV-DYCs showed us the IEC material they had prepared to encourage youth participation and provide information on various activities including skills training programmes and upcoming events. These included booklets on flagship programmes, yoga booklet, SUTP booklets on skills courses, and so on.

UNV-DYCs have considerably improved the visibility of NYKS by communicating through social media. They have all created Facebook accounts of NYKS and WhatsApp groups of youth clubs and NYVs for better coordination and sharing information about events. The activities of NYKS have also received impressive media coverage in local media and this consultant had an opportunity to see the paper cuttings, meticulously kept, in folders.

### 3.3.3 Partnerships

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Effectiveness of any project is dependent on the partnerships it forges. This is particularly true of the Project under evaluation as it has no resource base of its own to directly deliver benefits and is primarily focused on motivating youth and linking them with various ongoing programmes and activities.

The Project built collaborative alliances with the government agencies, civil society and private sector for skill development and training for youth and placement. Among the government organizations, prominent ones are Rural Self-Employment and Training Institute (RSETI), District Rural Development Agency (DRDA), District Industries Centres (DICs), PM Kaushal Kendras, National Institute for Entrepreneurship and Small Business Development (NIESBUD), and state level training institutions like CYSEC (Kolkata), among many others. It also partnered with civil society organizations like the ADI Foundation (Anantpuram); Rotary Club, Lions Club, Smile Foundation (Kolkata); and Jan Abhiyan Parishad (Tikamgarh) and, for addressing environment challenges, with Neer Foundation (Meerut). The Project also collaborated with private sector companies such as Honda, IL&FS, Tech Mahindra, Wells Fargo, GenPact and many others for skills training and placements.

The collaboration with NSS is somewhat weak. The reason for absence of a robust partnership with NSS is that the main target group for NYKS Project is the rural youth (non-students) while for NSS the target group is students. DYCs are also very busy with their NYKS activities and have less time to work with NSS activities. NSS seems to be more underfunded than NYKS and hence concentrates on basic activities with little inclination to collaborate with NYKS. Youth mobilization in NSS and NYKS faces different difficulty levels. In NSS it is easier as there is captive audience of the students. Under NYKS it is more challenging, as youth are spread out in rural areas and not available at one place. This could be a hurdle in the organization of joint activities. NSS students also have competing priorities (studies, preparing for competitive examinations, family matters) and hence may be less forthcoming to join NYKS activities.

There are however several good examples of collaboration between NYKS and NSS, notably in Kolkata and Anantapuramu, such as participation in joint events like International Yoga Day, Hindi Diwas, blood donation camps, youth festivals and block level sports. Nomination of NSS officer(s) for TYLCD and recommendation of NSS for international youth exchange programme are other examples of collaboration between NYKS and NSS. In addition, former NSS volunteers were also taken as members of NYKS (Kolkata) and NSS officers have been invited as resource persons for various of NYKS activities such as, NYLP, declamation contests, etc.



### 3.4 Impact

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Impact is a measure of long-term effect of the Project in achieving the outcome. Outcome is achieved not just due to the efforts of the Project but there are other partners and factors contributing to the meeting of outcome. Hence attribution of results to a single Project is fraught with difficulties. What is measurable is the contribution, not attribution. At the same time, impact is not visible until *after* 2-5 years of the completion of a Project.

At the time of evaluation, the Project had been under effective implementation for two years and was still under implementation. Clearly, enough time has not lapsed for us to make an assessment of impact. It is however increasingly conventional for mid-term evaluations to give pointers of impact or expected impact. In this report, we present expected impact at three levels: individual, societal and institutional / policy.

At the **individual** level, the Project has touched the lives of over 176,259 youth in the country. The Project has positioned itself well to impact on individual volunteers who found an excellent channel to acquire skills, including life skills, and be gainfully employed besides building their own confidence, contributing to nation building and connect better with the communities. The youth in this Project emerged as change agents rather than victims or perpetrators of social conflict. They were recognized as clients and as target group of development programmes. The youth became more aware of their social context through debates and campaigns and the social media connected them with other youth.

Considering the challenges associated with mobilization of youth in far-flung rural areas, the Project has made impressive progress. The SUTP activities made the youth more skilled and offered them wider choice of employment. As a result, many youth have indeed improved their livelihoods. The youth clubs offer individual members more inclusive, non-threatening and non-hierarchical space where they can articulate their aspirations. Youth with disabilities, youth from minorities, HIV positive youth and youth from other marginalized population groups were all connected through this Project. If information is power, youth became more empowered as they had access to more information through which they could realize their rights.

Intuitively, the youth that is gainfully employed and has its energies positively channeled will promote peace and harmony in the **society**. A single Project cannot make tall claims about impacting society, especially as the scale of operations is somewhat modest, yet inclusive approach of the NYKS promoted equality in the society. Society's bond with the youth and its perceptions also underwent a change as youth connected more positively to the social issues through various campaigns and programmes. Their institutional affiliation to NYKS gave them the anchor and *locus standi* to address various societal challenges with confidence.

The Project aimed at strengthening NYKS infrastructure and did achieve this objective through placement of 29 UNV-DYCs in the districts and 4 UNVs at the central level in the MoYAS who made a significant contribution to reviving the institution of NYKS. The impact on **institutional** partners that NYKS worked with was also positive in as much as they began to offer more inclusive and youth-centric employment services. No impact of the Project on policy was observed.

Be that as it may, the impact (however modest) could easily erode in the absence of continued engagement and institutionalization of results. This is not to suggest external support to continue but the national partners, notably the MoYAS and NYKS, to mainstream lessons from the Project to all the NYKs and engage DYCs with high level of motivation and commitment, preferably on contractual basis, to continue the good work of the UNV-DYCs once the Project runs its course.

### **3.5 Sustainability**

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Sustainability implies if the positive results of this Project will continue after the Project ends and if its long-term effects will continue to be felt at wider scale at the country level. It is understood that the vacancies of DYCs that we spoke about above will soon be filled up through a recruitment process. When this happens and all regular DYVs are in position, the role of UNV-DYCs will disappear. It is not clear if the extant UNV-DYCs will compete for these positions of regular DYCs. If they do, and succeed, the experienced human resources will remain within the organization and that would be a positive outcome. If not, in the interest of sustainability, some of these UNV-DYCs should be retained as mentors to the newly recruited, regular DYCs. Given that the structure of NYKs is lean, with the only other staff being the accountant, the departure of UNV-DYCs could result in loss of institutional memory. This is another reason why for some time UNV-DYCs must continue to associate with the new DYCs to mentor them and build their capacity.

A key factor that contributes to sustainability is the partnerships. It is the strength of partnerships and the value it adds that the results of a Project of this type will endure even after external funding dries up. The Project has built strong partnerships, as noted above and thus contributes to sustainability.

The Project acquits itself very well in knowledge management, another key contributor to sustainability. A number of knowledge products and documents have been prepared to support the implementation of the National Youth Policy 2014. The training manual on youth volunteering, prepared under this Project in collaboration with RGNIID, is a good knowledge product and will continue to be used in training future youth volunteers.

Online portal on youth volunteers that connects present and former, national and international, volunteers, volunteer-using organizations and youth networks and promotes online volunteering also contributes to the sustainability of results.

### **3.6 Gender equality**

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On gender equality, we make a distinction between women as a target group of development initiatives and women as volunteers and members of youth clubs. Overall, the Project presents a mixed picture.

Women as a target group of the development activities appear prominently in the Project. Most notably they are the focus of SUTP activities receiving skills training in various skills – predominantly tailoring but also computer learning and beauty culture. Women from minority community, marginalized castes, daughters of sex workers and HIV positive women also benefit from the skills training. To that extent, SUTP activities are very inclusive and gender-sensitive. Host of campaigns like Beti Bachao, Beti Padhao, campaign against early marriage and domestic violence also promote gender equality.

Women's participation in youth club activities is somewhat small. Based on the data provided to us, women constitute 36% of the total members of youth clubs. Women are more likely to participate in movements and campaigns (against rape, sexual violence, corruption) and observance of days of national importance than being part of a regular volunteering organization like a youth club. But if this happens to be an all-women club, Mahila Mandal as in Meerut, parents are more likely to send their daughters to participate. While youth clubs have been more diverse in terms of different physical abilities, representation of different castes and tribes, education levels, the gender composition of youth clubs is somewhat weak especially in leadership positions.

Within the Project itself, there are not enough women in leadership positions. Out of 29 UNV-DYCs, only 6 are women. That this should happen despite best efforts by UNDP/UNV India to encourage women to apply, demonstrates that women do not get easily attracted to volunteering. An analysis of the recruitment process indicated that out of a total of 2952 applications received for 29 positions, only 666 (or 22%) were received from women candidates.

The causes for inadequate participation by women in volunteerism are many: women do a lot of other unpaid work at home and find no time for volunteering, unmarried women are discouraged from going out for volunteering work, the work is assigned low value, family and societal perceptions about volunteering work are not positive, etc. UNV-DYCs should do more to motivate women to participate in volunteering activities. Gender segregation in training programmes and meetings was also observed which is considered normal.

While the Project has commissioned an Action Plan on Gender Equality and Gender Justice, the monitoring of the project itself is not very gender-sensitive. Although data for most activities is collected by gender, there is no further analysis of this data nor is this information used in reporting. Work with and reporting on HIV positive youth and sexual minorities is as yet very limited, if at all. If NYKs are collaborating with groups and networks of this population segment, the same should be reported more prominently. We also did not come across many women in leadership positions (Chairpersons or General Secretaries) of youth clubs which remain male dominated. Except Mahila Mandals, which by definition are all-women clubs, there were no women in leadership positions (Chairperson or General Secretary) in any of the clubs we visited.

## 4. Conclusions

Based on the findings of the evaluation around DAC criteria, following conclusions can be drawn.

1. The Project has **performed very well** in highlighting the role of youth volunteering in creating awareness about flagship programmes, integrating youth in development activities (notably SUTP), mobilizing youth to address sustainable development challenges and in the process empowering youth. Even though limited in terms of number of districts, the Project made significant contribution through UNV-DYCs in demonstrating how motivated and committed youth volunteers in leadership positions can energize NYKs.
2. The Project is **highly relevant** in terms of the National Youth Policy 2014 and UNDP and UNV Strategic Plans. The Project also contributes to the goals under national programmes on skills development and employment creation besides creating awareness about national flagship programmes and addressing sustainable development challenges. A major contribution of the Project is bringing together youth from marginalized sections of society like scheduled castes, scheduled tribes, minorities, HIV positive persons and youth with physical disabilities thus promoting inclusion and PM's vision of *sabka saath, sabka vikas*.
3. The overall **effectiveness** of the Project was extremely good. The youth volunteering got recognition as confirmed by government and non-government partners alike; youth volunteering got integrated with development programmes, youth became a client of development and change agent; and youth mobilization through youth clubs created platforms that were inclusive, non-threatening and non-hierarchical. The Project thus did very well in promoting inclusion in development agenda.
4. The **efficiency** of the Project remained high as it provided technical support that was embedded within national bodies (MoYAS and NYKS) rather than

creating parallel structures. This promoted national ownership, lowered the cost of activities, supplemented (rather than supplanted) capacities and enhanced development outcomes. It also positioned UNV as a credible partner genuinely interested in capacity development. Mobilization of resources from the government through DSS modality can be seen as a sign of efficiency.

5. The overall **design of the Project** is very good and simple. However, absence of a clearly articulated Results Framework and Monitoring and Evaluation framework with baselines, indicators and targets, and means of verification was not helpful in the task of evaluation. The monitoring of the Project, which started with a delay, and reporting also suffered due to staff turnover and is being addressed now.
6. Though it is too early to make a definitive statement about it, the **impact** of the Project activities was felt most prominently at the individual level where the Project touched many lives, brought many youth together regardless of their social status or physical ability and gave their work recognition. Youth volunteering became an important input into development programmes including awareness raising about national flagship programmes.
7. The Project ends in December 2017 but may be extended till December 2018 with MoYAS and UNV funding, as UNDP funds for 2018 are still being negotiated. Meanwhile, the government is recruiting regular NYCs. This would make continuation of UNV-NYCs untenable. The **sustainability** of activities under the Project is thus dependent on how quickly the vacant positions of NYCs are filled up and how effective NYCs are in continuing the NYKS programmes. The partnerships built and the knowledge products created will contribute to the continuity and sustainability of the Project activities.
8. The Project does well on **gender equality** with many women benefiting from SUTP activities and women-centric campaigns. Women are however less forthcoming to participate in youth club activities and even less to take on leadership positions. This could be on account of less time available for volunteering, competing demands on time and perceptions about the volunteering work.

## **5. Recommendations**

1. Collaboration between NYKS and NSS should be strengthened to derive synergy. The two organizations should work together given that both programmes have youth as the target groups. This can also act as a bridge between rural and urban youth and between youth students and youth non-

students youth. This requires better understanding and awareness and organization of more and more joint activities on common issues.

2. In view of the restructuring of UNDP and focus areas, it is strongly recommended that UNV revisits its M&E Framework for the next cycle (2018-2022) with a clearly articulated “theory of change”, overall outcome, outputs, baselines and indicators. These should be well aligned not only with the national priorities but also new UNSDF and UNDP Country Programme.
3. Once a new M&E Framework is in place, the reporting system should also be tightened. This is particularly important in view of the vast geographical spread and multiplicity of activities under the Project. The reporting needs to make sure that all the information available at the field level is captured well notably in relation to the special focus of the Project on marginalized youth (SC, ST, specially abled, women, minorities). The possibility of merging the two reporting templates (of NYKS and UNV) should be explored to avoid unnecessary duplication in reporting.
4. There is need to create better understanding about the role of NYKS and (UNV-)DYCs in a district as also promote better integration with development programmes so that volunteering becomes an even more useful ingredient in development programmes. NYKs occupy the same space in a district as many NGOs who might be perceived to be less bureaucratic, more flexible and effective. Hence positioning NYKs appropriately at the district level is important for them to remain relevant as government outfits.
5. It is recommended that the UNV-DYCs should continue to focus on ten core programmes of NYKS before embarking on new initiatives. This is not to curb their enthusiasm to do additional things, with which they might feel better ownership, but to ensure that at least core programmes are delivered effectively and UNV-DYCs do not end up spreading themselves too thinly.
6. The online portal on volunteering is a valuable resource and must be developed as a knowledge hub and actively promoted for online volunteering.
7. The Project should encourage “youth innovation labs” involving youth from both the NSS and NYKS to address key problems faced by the respective districts exploring innovative solutions together with key partners including government.
8. UNV should continue to position itself as a UN body with a mandate to mainstreaming volunteering to add value to development programmes to enhance outcomes and sustainability. It should not be perceived as a placement agency or a source of cheap labour. The UN values UNVs abide by should be well advocated..

9. UNV's significant work globally in the run up to the post-2015 agenda and adoption of SDG framework must be built upon in the current Project by encouraging UNV-DYCs to promote SDGs at district level as localization of SDGs is critical for their achievement.
10. Capacity building and sensitization of DYCs to gender equality issues and SDGs should be an ongoing process and in this context a mid-term refresher course for DYCs is recommended.
11. A number of good practices have been identified in this report. It is recommended that these are followed up by UNV for scaling up or replication so that these do not fall by the wayside.

## **Annex-1: TORs**

### **Terms of Reference**

#### **To develop Monitoring and Evaluation Framework and carryout Evaluation of the Project on Strengthening NYKS and NSS**

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##### **1. Background**

The United Nations Volunteers in India is implementing the Project on “Strengthening Nehru Yuva Kendra Sangathan (NYKS) and National Service Scheme (NSS)” in collaboration with the Ministry of Youth Affairs and Sports, Government of India and United Nations Development Programme (UNDP). The Project was initiated in September 2014 and aims to provide catalytic support to the existing youth volunteer schemes of the Ministry i.e. NYKS and NSS. Together, these two schemes reach out to over 11 million youth in the country.

As part of this Project, the national youth volunteer infrastructure of the Ministry of Youth Affairs and Sports (MoYAS) has been strengthened by placing one National Project Manager along with three national United Nations Volunteers (UNV) at MoYAS at national level and 29 UNV District Youth Coordinators (DYCs) (one UNV in one district in each of 29 states of India).

Within a short span of its implementation, the Project has been able to demonstrate substantial expansion in terms of mobilization of volunteers, youth clubs as well as activities by NYKS and NSS.

It has been recognized that the placement of UNV District Youth Coordinators has energised the work of NYKS in the 29 districts and this has not only led to the formation of additional youth clubs but also expansion of innovative activities engaging youth in volunteering for community development, skills development, and awareness generation on Government of India’s programmes at grassroots levels. The Project has been instrumental in enhancing the reach of Department of Youth Affairs in the 29 districts due to the presence of UNV District Youth Coordinators (UNVDYCs).

Monitoring and evaluation is viewed as critical factor for building a strong, evidence for the impact of youth volunteerism in the existing NYKS and NSS infrastructure wherein they have been successful in strengthening the key youth associations in the country. While consultations held with the State and district counterparts and performance assessment of UNV DYCs under the Project by State Directors, NYKS highlight the achievements made under the Project, there is no mechanism to continuously monitor and periodically evaluate the progress made in implementation of various activities of the Project.



In this regard, the UN Volunteers in India is looking for a Consultant to develop a comprehensive monitoring and evaluation framework (M&E) for the Project “Strengthening NYKS and NSS” and conduct a mid-term evaluation of the Project. The M&E Framework should be designed in such a manner that it could be applied for all NYKS/NSS activities across districts and states.

## **2. Objectives for the assignment**

The objective of the assignment is to evaluate the progress made in implementing various activities and measure the impacts of the Project on the ground in order to facilitate greater youth participation in development activities. It is proposed to develop a comprehensive monitoring and evaluation framework with specific tools to effectively monitor Project progress and achievement, and to carry out a mid-Project evaluation with sufficient information to assess the Project’s success.

### **Duties & Responsibilities of the Consultant:**

- To carry out desk research in consultations with NYKS, NSS, UNV, UNDP for a comprehensive M&E framework;
- To develop a result based M&E framework outlining performance indicators (output and outcomes) with clear definitions, milestones, data collections strategies etc.;
- To prescribe methodologies and tools for monitoring progress and measuring results;
- To identify structured set of indicators covering: inputs, process, outputs, outcomes, impact, and exogenous factors having impact on Project results;
- To clearly indicate how the impacts outlined will be measured and evidence for the evaluations will be generated;
- To facilitate systematic disaggregation of data including by sex, disability, geographical location etc;
- To undertake field visits and collect feedback/inputs from the target group for the evaluation of the Project;
- To carry out mid-term evaluation of progress made under the Project;
- To prepare a comprehensive Evaluation Report capturing impact of the Project and suggesting measures for improvement;
- To capture good practices with potential of replication and scaling up;
- To identify mechanisms by which to strengthen results of the Project, with attention to benchmarking cross cutting issues such as gender and differently abled youth;
- To suggest measures to increase communication and exchange good practices with agencies in the district and states

## **3. Deliverable and Timeframe**

Consultant is expected to produce the following deliverable by the suggested completion date.

<b>Sr.</b>	<b>Deliverables</b>	<b>Suggested Completion Date</b>	<b>Payment schedule</b>
<b>1</b>	Inception Report	30 September 2017	25%
<b>2</b>	Draft Framework of M&E	31 October 2017	25%
<b>3</b>	Draft Evaluation Report	30 November 2017	25%
<b>4</b>	Final Evaluation Report	15 December 2017	25%

**Duration of Assignment** : 3 months (15 September 2017 – 15 December 2017)

**Start Date** : 15 September 2017

**Duty Station** : Home based

### **Management**

The assignment will be carried out under the overall guidance of the UNV India team. The consultant will work closely with all the UNV-DYCs stationed at 29 districts identified under the Project and report to the UN Volunteers National Team in New Delhi. A minimum of 10 district level visit to be done as suggested by the UNV National Team.

## **4. Qualification and Experience**

### Competencies

- Strategic vision, strong technical and analytical capabilities and demonstrated ability to gain the assistance and cooperation of others in a team endeavor through technical leadership in a broad range of operational issues
- Strong interpersonal skills and communication skills, resourcefulness, initiative, maturity of judgement, tact, and negotiation skills, and the ability to cope with situations which may pose conflict
- Demonstrate integrity by modeling the UN's values and ethical standards
- Proven ability to work in a team, develop synergies and establish effective working relations with UN Agencies, government counterparts and NGOs
- Demonstrate openness to change and ability to receive/integrate feedback
- Ability to handle effectively multiple tasks without comprising quality, team spirit and positive working relationship
- Strong analytical aptitude and effective interpersonal, communication and presentation skills
- Ability to solve complex problems with minimal supervision

- Ability to lead formulation and evaluation of development programs and Projects
- Ability to work with small multi-disciplinary, multi-national teams to deliver quality products in high stress, short deadline situations
- Ability and demonstrated capacity to work in complex environment
- Facilitation and training skills
- Proficient in computer skills

#### Qualification

#### Education

Master's degree in a field relevant to the assignment, for example in development studies, statistics, result based management related social science fields, or business administration.

#### Technical Experience and Requirements

- At least 15 years of experience in strategic planning, Project management and M&E related work;
- Proven experience in developing M&E results framework and monitoring and evaluation of development Projects of UN agencies;
- Good understanding of both qualitative and quantitative M&E approaches;
- Good knowledge of UN system and procedures will be an advantage

#### Language

Excellent English writing and oral skills. Command in Hindi language would be preferred.

### **5. Documents**

Interested candidates must submit the following documents/information to demonstrate their qualification:

- **Proposal**
  - i. Explaining why they are the most suitable to perform the work and deliver the outputs
  - ii. Provide a brief methodology on how they will approach and conduct the work
- **Financial proposal**
- **CV** – this should highlight past experiences in similar Projects/assignments and indicating at least 3 references.
- Examples of M&E results frameworks and progress reports, preferably for the UN, national Government or Donors

### **6. Evaluation**

<b>Criteria</b>	<b>Max. Point</b>
<b>Technical</b>	
• Experience with conducting M&E	20
• Examples of M&E products (results framework & progress report)	20
• Experience working with United Nations	20
• Experience with coaching/capacity development of teams in M&E	10
<b>Financial</b>	30

**This TOR is approved by** : \_\_\_\_\_  
**Signature** : \_\_\_\_\_  
**Date** : \_\_\_\_\_

## **Annex 2: List of Documents Reviewed**

MoYAS (2014) – National Youth Policy 2014, Ministry of Youth Affairs and Sports, New Delhi

MoYAS (2014) – Initiatives, Achievements, Policies and Roadmap for the Future - 100 Days Progress Report, Ministry of Youth Affairs and Sports, 24 September 2014, New Delhi

MoYAS (2015) – Minutes of the 1<sup>st</sup> Project Steering Committee Meeting held on 26 October 2015, Ministry of Youth Affairs and Sports, New Delhi

MoYAS (2016) – Minutes of the 2<sup>nd</sup> Project Steering Committee Meeting held on 19 February 2016, Ministry of Youth Affairs and Sports, New Delhi

MoYAS (2016) – Brief Report on NYKS Schemes/Programmes/Activities (As on 30 September 2016), Ministry of Youth Affairs and Sports, New Delhi

MoYAS (2017) – Minutes of the 3<sup>rd</sup> Project Steering Committee Meeting held on 29 March 2017, Ministry of Youth Affairs and Sports, New Delhi

MoYAS-UNV-UNDP (2016) – A Compilation of District Situational Analysis – under “Strengthening NYKS and NSS” a Joint Project of MOYAS, UNV and UNDP, 2016

MoYAS-UNV-UNDP (2017) – State of Youth Volunteering in India, 2017

MoYAS-UNV-UNDP (2017) – Report on the National Consultation on Youth Building Peace, August 2017

NYKS (2017) – Guidelines for Implementation of Annual Action Plan, 2017-18

UNDP (2014) – Changing With the World – UNDP Strategic Plan 2014-2017

UNDP (2014) – Strengthening NYKS and NSS, Project Annual Work Plan for 2014 (6 April)

UNDP (2014) – UNDP Youth Strategy 2014-2017, UNDP, New York

UNDP (2015) – Strengthening NYKS and NSS, Project Annual Work Plan for 2015 (6 April)

UNDP (2016) – Strengthening NYKS and NSS, Project Annual Work Plan for 2016

UNDP (2016)- Youth Global Programme for Sustainable Development and Peace, Youth GPS, 2016-2020

UNDP (2017) – Strengthening NYKS and NSS – A UNDP Brochure on Poverty Reduction, March 2017

UNDP-UNV-MOYAS (2016) – Consultation on the First Expert Group Meeting – Concept Note and Agenda, held at UNDP, New Delhi on 16 May 2016

UNDP-UNV-MOYAS (2016) – Report of the First Expert Group Meeting, held at UNDP, New Delhi on 16 May 2016

UNDP-UNV-MOYAS (2017) – Engaging Youth Volunteers in Disaster Risk Reduction and Environment Management, Action Plan, 2017

UNDP-UNV-MOYAS (2017) –Promoting Social Inclusion of Excluded Youth Groups through Volunteering, Action Plan, 2017

UNDP-UNV-MOYAS (2017) –Engendering the National Youth Policy, Action Plan, 2017

UNDP-UNV-MOYAS (2017) – Turn the Tide – Amplifying Social Entrepreneurship through Youth Volunteering, Action Plan, 2017

UNDP-UNV-MOYAS (2017) – Project Progress Report 2015-2017 – Strengthening NYKS and NSS, 2017

UNDP (2017) – Strengthening NYKS and NSS, Project Annual Work Plan for 2017

UNDP-MOYAS (2014) – Financing Agreement Between UNDP and MOYAS for the Implementation of “Strengthening NYKS and NSS” Project

UNV (2013) – Strategic Framework 2014-2017, UN Volunteers, Bonn

UNV (2017) – Description of Assignment, Terms of Reference for the Recruitment of UNV-DYC

### Annex-3 List of People Interviewed / Field Visits

Date	Activity / Remarks
1 November	Preliminary meeting with UNV Team: Mr Arun Sehdeo, Ms Shreya Baruah, Mr Ankit Jaiswal and Ms Gul Berry to clarify expectations, request for documents, discuss mission dates, field visits, time lines
9 November	Meeting with Mr Gyanendra Vishwakarma, UNV-DYC, <b>Tikamgarh</b>
	Participated in presentation of awards ceremony to women participants of a tailoring course under SUTP on the occasion of National Entrepreneurship Day, met ADM on the margins
	Meeting with Director, State Industrial Development Corporation who registered and will provide loans to differently abled youth mobilized by UNV-DYC
10 November	Meeting with National Youth Volunteers to have discussions about their work in respective blocks
	Meeting with Director, RSETI
	Meeting with District Coordinator, NSS
	Visited SUTP Centre (Tailoring Course) in Palera Block and held discussions with the trainees (all women)
	Visited second SUTP Centre in Palera and held discussions with trainees of Computer Course (all women)
	Discussed with State Director, NYKS Mr Manoj Samadhia
	Visited SUTP Common Service Centre, Pipra Madori and discussed with youth volunteers, Pipra Madori is being selected under Aadarsh Gram Yojana
11 November	Meeting with Collector, Tikamgarh (Mr Abhijit Agarwal)
	Visited SUTP (Tailoring) Kundeshwar
16 November	Attended review meeting with all UNV-DYCs chaired by Mr Asit Singh, Joint Secretary, MoYAS
27 November	Visited <b>Anantpuram</b> (Andhra Pradesh). Meeting and discussions with Mr D Siva Kumar, UNV-DYC.
	Met with RUDSETI, Faculty Member (Mr Bapuji) and visited training centre (tailoring), held discussion with trainees
	Met with Director, ADI (Anantpur Development Initiative) Foundation, visited their training facilities,
	Visited collegiate home (college girls hostel and home for victims of domestic violence), had discussions with its director
	Visited Anantpur Network of Positives
28 November	Visited NSS at Government Arts College at Anantapur, discussions with College Principal
	Visited Zilla Parishad High School, Yeragundapalli adopted by NYK

	Meeting with Centre for Advocacy and Research
	Meeting with National Youth Volunteers
	Visit to Bharatiya Mahila Mandali, Penukonda and discussion with SUTP trainees
7 December	Meeting with Mr Raghumoni Chatterjee, UNV-DYC, <b>South Kolkata</b> and staff to review progress
	Meeting with Mr Asis Roy, former UNV-DYC
	Discussions with NYVs on their work in respective clusters
	Meeting with Ms Sarita Patel, Regional Director, NSS (WB and Sikkim)
	Meeting with Mr Prasanta Mandal, Deputy Director, Youth Services, Government of West Bengal
	Visited Youth Club Abhyudoy, Behala and met with Mr Monon Chakraborty and other members
8 December	Visited Honda Workshop and met with Mr Samiran Chakraborty, Automobile Trainer, SUTP, NYKS and also youth workers employed by Honda after training at CYSEC (Calcutta Youth Self-Employment Centre)
	Visited CYSEC (Calcutta Youth Self-Employment Centre), their tailoring, air-conditioning and automobile workshops and had discussions with faculty
	Meeting with Dr. Chandreyee Das, Director, Inspiration And Chairperson, Skill development initiative, Rotary Club, Kolkata
14 December	Meeting with Mr Ashu Gupta, UNV-DYC, <b>Meerut</b> and interaction with National Youth Volunteers
	Visit to Mahila Mandal and SUTP Centre at Harkhoda
	Meeting with Project Director Mr B P Singh (office of Chief Development Officer) on their interaction with NYKS
	Telephonic conversation with Zonal Director Mr Negi
	Youth club visit at Saroorpur and interaction with youth club members
	Visit to Sardar Vallabh Bhai Patel University and interaction with TYLCD participants
21 December	Meeting with UNV Team (Mr Arun Sehdeo, Ms Gul Berry and Ms Shreya Baruah) and Ms Momim Jan, M&E Officer to discuss M&E Framework, relevant outcomes, outputs and indicators for the new UNV Project aligned with new UNSDF and UNDP CPD.
27 December	Meeting with Mr Asit Singh, Joint Secretary, MoYAS
	Meeting with Mr Veerendra Mishra, Executive Director NYKS and Director, National Service Scheme (NSS)



## **Annexure-4: Good Practices**

### **Tikamgarh, Madhya Pradesh**

NYKS Tikamgarh in collaboration with the District Industries Centre organized a loan mela (camp) in Khargapur for the specially abled persons (divyang). This camp identified 20 specially abled persons and registered them for loans so that in future they can stand on their own feet and are independently able to eke out a living for themselves. These 20 persons were previously trained for one month by RSETI in the skill of two-wheeler repairing. The Director of District Industries Centre confirmed that each of these twenty persons for whom the relevant projects have already been identified would receive loans from rural banks to set up their own enterprise. UNV-DYC later confirmed that five loans (between Rs 50,000-Rs 1,00,000) have already been sanctioned by various rural banks and two are pending. The rest will receive loans in the next financial year.

Inclusiveness is one of the key achievements of the NYKS activities which brings together youth regardless of their social and physical status. This is a good example of that. This is a replicable practice and all DYCs should be encouraged to proactively identify specially abled youth and link them to economic activities.

### **Anantpuram, Andhra Pradesh**

Given the strong linkage between HIV and development, the response to HIV in India has expanded beyond health sector. In a multi-sectoral response to HIV, mainstreaming is an important strategy. This comprises – among others – provision of social protection and income-generating schemes to the HIV infected and affected population. In this context, the work done by NYKS in Anantpuram is worthy of mention. In 2016, under SUTP activities, the NYKS forged linkage with RSETI and provided skills training in tailoring to 30 HIV positive women facilitated by the Anantha Network of Positives – an NGO that works for the care and treatment of HIV positive persons. During the interview with the in-charge of the Network we were informed that the women, who received training, are now earning around Rs 3000-5000 per month. In the current year (2017), NYKS is linking HIV positive persons to motor-winding training at RSETI and it promises to generate incomes in the hands of the positive persons that will go a long way in mitigating the impact of HIV.

This is an initiative that should be replicated by working closely with District AIDS Prevention and Control Units, wherever available, or with the networks of positive people to strengthen skills training and income generating activities under SUTP for the HIV infected and affected youth.

## **South Kolkata, West Bengal**

Moving away from more routine skills, the NYKS in South Kolkata mobilized 25 youth and linked them to automobile repair training at the Calcutta Youth Self-Employment Centre (CYSEC). The training was provided through SUTP budget under NYKS. Post-training, these youth were picked up for employment by the Honda service centres. With 23 youth already employed by Honda, this is by far the most successful skills training programme in terms of percentage success, where the trained youth immediately got employed in private sector. The youth thus employed is earning around Rs 5000-8000 per month which can go up if they receive more advanced training and gain more experience.

UNV-DYC was strongly encouraged to forge linkages with private sector companies for skills training linked to employment as part of their Corporate Social Responsibility.

## **Meerut, Uttar Pradesh**

Kali Nadi (black river) is all but a river. The river that passes through Meerut receives untreated sewerage waste and industrial effluents (from sugar mills, paper mills, tanneries among others) including those from a big slaughterhouse. As a result, the groundwater has been severely contaminated and 44 villages around the most populated stretch downstream of Meerut city, which once boasted of lush green orchards, have become unlivable. Yet the farmers continue to draw water from it for irrigation and villagers continue to draw groundwater through hand pumps for drinking. The toxicity caused by lead and iron that measures ten times the normal levels has led to contamination of drinking water causing many ailments like Hepatitis B, infertility and cancer. Working in collaboration with the Neer Foundation, the NYKS volunteers have had water samples tested, undertook plantation activities and deep boring for ground water. However the problem is too severe and must be addressed at a higher level. This is also a matter under consideration of the National Green Tribunal and awaits orders on strict measures and penalties against discharge of hazardous effluents.

As the Namami Gange project activities is one of the activities under NYKS and cleaning Kali Nadi is a prerequisite to cleaning up of the Ganga, the NYKS volunteers and youth club members must continue to work with the Neer Foundation and raise awareness among villagers about the hazardous environment they face and work with authorities to provide them relief from this dreadful existence. This is an important issue raised by youth club members under NYKS in Meerut and must be followed up.