



Final Project Evaluation

Poverty reduction among youth in Cambodia –
Development of youth volunteers' skill sets for
increased employability

FINAL REPORT

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PROJECT AND EVALUATION INFORMATION

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LIST OF ABBREVIATIONS

AIM	Advocacy, Information and Monitoring
APFSD	Asia-Pacific Forum on Sustainable Development
APR	Annual Progress Report
CBED	Community-Based Enterprise Development
CCC	Cooperative Committee for Cambodia
DAC	Development Assistance Committee
DIM	Direct Implementation Modality
DR	Desk Research
F2F	Face to Face
FUSAAC	Fulbright and Undergraduate State Alumni Association of Cambodia
GDY	General Department of Youth
GEF	Global Environment Facility
GSSD	Global South-South Development
HS	Highly Satisfactory
HU	Highly Unsatisfactory
IBSA	India Brazil South Africa
ILO	International Labour Organization
INGOs	International Non-Governmental Organizations
IVD	International Volunteer Day
IYD	International Youth Day
KII	Key Informant Interview
L	Likely
LogFrame	Logical Framework
M&E	Monitoring and Evaluation
ML	Moderately Likely
MoEYS	Ministry of Education, Youth and Sports
MoLVT	Ministry of Labour and Vocational Training
MS	Moderately Satisfactory
MU	Moderately Unsatisfactory
MU	Moderately Unlikely
NEA	National Employment Agency
NGOs	Non-Governmental Organizations
NYS	National Youth Service
P1	Pilot 1
P2	Pilot 2
P3	Pilot 3
PDoEYS	Provincial Department of Education, Youth and Sports
PPP	Public Private Partnership

ProDoc	Project Document
RGC	Royal Government of Cambodia
S	Satisfactory
SDGs	Sustainable Development Goals
SMART	Simple, Measurable, Attainable, Realistic, Time Bound
SSC	South-South Cooperation
ToC	Theory of Change
ToT	Training of Trainers
U	Unsatisfactory
UA	Unable to Assess
UNDAF	United Nations Development Assistance Framework
UNDP	United Nation Development Programme
UNJP	United Nations Joint Programme
UNOSSC	United Nations Office for South-South Cooperation
UNV	United Nations Volunteers
UNYAP	United Nations Youth Advisory Panel
VIO	Volunteer Involving Organizations
VMC	Volunteer for My Community
VolCam	Cambodia Volunteering Network
VSO	Voluntary Service Overseas
YC	Youth Center
YCM	Youth Center Management
YEAC	Young Entrepreneur Association of Cambodia

EXECUTIVE SUMMARY

With financial support from the India, Brazil, and South Africa (IBSA) Fund, the United Nations Volunteers (UNV) Cambodia, in close cooperation with Ministry of Education, Youth and Sports (MoEYS), implemented the project entitled “Poverty reduction among youth in Cambodia – Development of youth volunteers’ skill sets for increased employability” for a 2.5-year period between July 2017 and March 2020. The project aimed at promoting youth employability through volunteerism activities as per the following outcome and outputs.

- **Outcome:** Young people who volunteer through civic/community engagement report improved soft skills that led to employment.
- **Output 1:** Strengthened national capacity to establish enabling policy environment for volunteerism and its recognition.
- **Output 2:** Promoted engagement of vulnerable youth in volunteerism as a means of employable skills development (Inclusion) – “Ensuring that no one is left behind”
- **Output 3:** Advocacy, Information and Monitoring (AIM) – Strengthened national capacity to implement volunteer management mechanisms.

As the project timeframe has now ended, an external evaluation is required to assess the relevance, effectiveness, efficiency, and sustainability of the project. This evaluation used a mix-evaluation method including document reviews, face to face interviews, an online survey with questionnaire, discussions, and data triangulation to assess the performance of the project. The project management team at UNV, senior government officials at ministry level, government officials at provincial youth offices and youth centers, youth volunteers, and UN partners and partners were also involved in the process.

Findings:

Relevance and appropriateness: The project was formulated in response to the needs of Ministry of Education, Youth and Sports (MoEYS) and the country policy development agenda. The project was based on various policy development agendas on both the national and global levels. A number of relevant strategies of the Royal Government of Cambodia (RGC) were identified including the government’s Rectangular Strategy Phase III, National Policy on Cambodian Youth Development (2011), National Employment Policy (2015-2025), and Industrial Development Policy (2015-2025). The project outcome also aligned with the UN’s Sustainable Development Goals (SDGs). It contributed to national and global development agenda including United Nations Development Assistance Framework for Cambodia 2014-2016, UN Joint Programme on Youth employment in Cambodia, as well UNV Strategic Framework 2014-2017. An analysis of the Theory of Change (ToC) and result framework indicated there was coherence in the design of the project. The project was appropriately arranged and structured to achieve the ToC and the result framework. There were a number of partnerships assessed that were efficiently organized during the course of the project. The project utilized a sound participatory approach aimed at providing ownership of the project by the implementing partners. In terms of relevance and appropriateness, the project was rated highly satisfactory.

Effectiveness: In aggregate, the project consisted of 17 indicators at output level. Eleven indicators were achieved or over-achieved as per plan while six indicators were partially

accomplished. In spite of the under-achievement of six indicators, the overall accomplishment of the project is assessed as satisfactory as adequately justified by the 11 achieved indicators.

Under Output # 1, four out of the six indicators were adequately achieved. Three volunteerism programs were initiated. Building on the 3 volunteerism programs, MoEYS initiated an additional one. Youth Ambassador Program was also initiated by Cooperation Committee of Cambodia (CCC). The five programs recruited 635 youth volunteers, of which slightly more than half (323) were women. As a result, 938 youth (590 women) were reached as well as at least 5,810 community beneficiaries, of which at least 2,345 were women from the volunteering activities. The result of the P1 indicated the top five positive perceived changes of youth volunteers' capacity and skills were ICT skill (30%), teamwork (20%), leadership (17%), communication (16%) and presentation (15%). Top five capacity and skill changes for P2 were interpersonal skill (50%), communication (44%), event management (44%), leadership (38%) and teamwork (38%). Top five capacity and skill changes for P3 were teamwork (75%), problem solving (56%), communication (56%), interpersonal skills (55%) and presentation skills (55%). The perceived positive contribution of the VMC program on various capacity and skills of youth includes community engagement (97%), knowledge changes (94%), relationship for future employment (88%), and opportunity to network (96%). The outcomes of the accreditation framework, public private partnership (PPP) and thematic workshops were also assessed to have been completed with positive results.

Table 1: Achievement against target under output 1

Indicator #	Targets	Achievement
1.1	3 Programs for Piloting	1st draft National Youth Service – 4 volunteerism programs completed - 133 % achieved
1.2	1,000 youth strengthened their capacity to volunteer through participation in activities of the pilot programs	Total youth involved was 635 or 64% achieved.
1.3	3 Accreditation frameworks	Drafting official recognition of volunteerism program – 70% achieved
1.4	6 public-private sector partnerships	Public private partnerships – 83% achieved
1.5	6 Thematic workshops	Thematic workshop – 200% achieved

Under Output # 2, the achievement was below the set targets, such as the number of academic institutions involved and the accomplishment of only one incubation program conducted benefiting to 32 youth, (17 women). On the other hand, the achievement of the training on Community-Based Enterprise Development (CBED) exceeded expectations in reaching 8,177 youth. The knowledge and skills learned from these events were reported, based on participant evaluations, to have been decidedly positive and beneficial. The result from the incubation program indicated that the perceived youth volunteers' capacity and skills at more than 90% in improved entrepreneurship, business management, business planning and pitching, marketing and leadership. In addition, the result from the entrepreneurship day led by more than 375 youth volunteers showed that the top five improved skills were teamwork (12.3%), communication skills (9.5%), interpersonal skills (8.8%), decision making skills (7.6%) and listening skills (7.4%).

Table 2: Achievement against target under output 2

Indicator #	Targets	Achievement
2.1	2,400 local youth volunteers mobilized /consulted	Local youth volunteers mobilized /consulted (with focus on most vulnerable youth groups) – 1,473 youth consulted through 6 sharing sessions, and 2 study tours or 61% achieved
2.2	12 (VIOs), 12 members of academia, social entrepreneurs etc. involved and consulted	100% achieved (12 VIOs, 53 NGOs, 4 academic institutions consulted)
2.3	2 local partner incubation programs on social entrepreneurship developed	1 Incubation program on social entrepreneurship (4 best business winners received seed fund) - 50% achieved
2.4	2 joint activities on entrepreneurship and innovation for young people	2 joint training workshops on CBED for youth on entrepreneurship/innovation with partner incubation programs reaching 8,177 youth (4,770 females) – 100% achieved
2.5	2 International South-South Knowledge exchange	3 Exchange programs with China, Korea, Thailand, and India and 3 knowledge sharing workshops – 100 % achieved

Under Output # 3, the achievements exceeded the plan. A series of forums were conducted that reached 4,275 youth supported through five youth centers, three more than planned. The assessment of these forums indicated positive attitudes raised regarding the idea of volunteerism. The project succeeded in raising awareness on volunteerism, including through the multiplier effect gained through social media.

Table 3: Achievement against target under output 3

Indicator#	Targets	Achievement
3.1	1 Strategy	Strategy to foster youth employability – 100% achieved
3.2	6 advocacy events to promote understanding and use of accreditation frameworks	Advocacy events on volunteerism and accreditation frameworks (2 National Forums on Volunteerism in 2017 and 2018, 3 International Volunteer Day events in 2017, 2018 and 2019, and 1 International Youth Day event in 2018 reaching 4,275 youth) – 100% achieved
3.3	2 national-level advocacy events	3 National advocacy and capacity development for stakeholders on benefits of volunteering (2 Dream Magazines, campaign on leadership and management skills, and training on Resource Mobilization skill) – 150% achieved
3.4	2 CBRCs supported and their staff trained to include volunteering information in their services	5 Youth Centers supported (55 center staff trained) – 250% achieved
3.5	An online platform to facilitate information sharing on volunteer opportunities	1 Online Platform developed (925 volunteers registered and 6 VIOs registered) – 100% achieved
3.6	100,000 young people reached through the online platform	Social media 152,699, 2 career fairs with 228 youth contacted to UNV on volunteerism – 100% achieved

The overall impact of the project was undeniably noteworthy in meeting the main expectation of improved youth employability. The evaluation's online survey with 137 youth volunteers indicated that already 52 (38%) of them were employed at the end of the project period. Among them there are 52 (79%) perceived that they received their jobs through having participated in the project's volunteerism activities. The impact on the wider community was shown to have been significant in both economic and social benefit terms as per the result from document reviews and field visits of the evaluation. On the national institutional level, the project was shown to be ready for the current scaling up and roll out pending the creation of an incentivizing system in addition to technical and financial support. The effectiveness of the project is rated as highly satisfactory.

“The online survey with 137 youth volunteers indicated that already 52 (38%) of them were employed at the end of the project period. Among the employed youth, 52 (79%) perceived that they received their jobs through having participated in the project's volunteerism activities.”

Efficiency: The project was led by an effective and efficient management team using easy and accessible communication platforms for the day-to-day operation of the project. The project managed to economize on expenses while enhancing the impact through the deployment of youth volunteers. In comparing expended funds against the achievement, the project flowed in a cost-effective manner in implementing activities that increased understanding of the importance of volunteerism such that new programs could justifiably be initiated in a larger coverage area of the country from only five provinces at the beginning to 17 provinces in 2019 and finally to 18 provinces in 2020. Moreover, official recognition of the volunteerism program is underway and its formalization into the country's education system was a major claim not only for the project's relevance but highly-efficient character. The project's monitoring and evaluation was assessed as good at the event and program levels but lacked adequate in-depth analysis. In aggregate terms, efficiency was rated as satisfactory.

Sustainability: Volunteerism program is observed to be sustainable due to changes of stakeholders' perception on the importance of volunteerism, and MoEYS increased capacity to implement volunteerism program. The evident willingness and commitment of MoEYS to implement the volunteerism program beyond the mandate of the current project is both an indicator of program sustainability and the integration of volunteerism principles into national education policies.

South-South Cooperation (SSC): A number of SSC activities were conducted within the project's timeframe and this component were observed being achieved. Ideas and concepts from different countries on volunteerism activities were contributed to the formulation and implementation of volunteerism program in the country. The project also shared its experiences through a few international events to other countries where positive feedbacks and appreciations were reported.

In spite of its overall success, the project was faced with a number of issues and challenges. Among these were financial delays and administrative constraints, high staff turn-over, limited incentives for the MoEYS implementer at provincial level, problems of selection of youth and their compliance with the criteria, and scheduling.

As per the issues and some challenges that the activities may face in the future, **the evaluation recommends** the following:

1. An incentivizing system should be introduced to motivate MoEYS's implementers both at national and provincial level. Further analysis on the types of incentives should be conducted based on the internal context of MoEYS. For example, non-monetary motivational measure such as providing special attention and quicker responses from high level government officials could be one of them;
2. Create a seed fund to develop proposals to ensure that some parts of the volunteerism program can be sustained by focusing on points such as:
 - i). Mobilizing technical support for the implementation of the volunteerism program from experienced volunteerism partners at both the national and international level to ensure continuous and innovative approaches;

- ii). Providing technical support to MoEYS both national and provincial level in the area of monitoring and evaluation so that they are able to produce insightful and quality reports that have applicable value; and
 - iii). Seeking financial support for both mini-projects and the larger-scale mobilization of youth volunteers.
3. For project continuation, a better administrative and financial practice should be determined based on lessons learned in order to ensure effective and transparent operation and to avoid demotivation following the hard work of stakeholders at all levels.
 4. Drawing in part on the findings of this evaluation, do a cost benefit analysis and socio-economic impact study of the 61 mini-projects – (25 implemented by P3 youth volunteers and 36 by VMC youth volunteers) – in order to capitalize on the achievements and for use as a policy and advocacy mechanism to obtain future funding from both the government and development partners.
 5. Ensure more inclusiveness of the vulnerable youth by establishing improved selection criteria and appropriate procedures that would open opportunities to them in order to redress an imbalance favouring city and more experienced youth.
 6. Being a South-South Cooperation project, there should be more strategic, attention and focus on further strengthening and promotion of South-South activities such as following up on the benefits of SSC activities and further actions on SSC to be planned in the future.

The evaluation identified a number **of lessons learned** from the implementation:

- The attraction of volunteerism: The commitment inherent in a volunteerism is seen not only as a good in itself for youth, but it also inspired community people to participate actively in the volunteerism program. This volunteerism aspect inspired the community people to join the activities introduced and facilitated by the youth volunteers.
- Empowerment and ownership: Project implementation was conducted through a consultative process with stakeholders (from the individual to the institutional level) such that it created a successful buy-in and sense of ownership among participants. The design of the piloted programs under all outputs was discussed and developed through consent and approval with relevant stakeholders including institutions rather than through top-down approaches.
- Transparency and integrity: Transparency and integrity of purpose were additional strengths in the implementation process in the eyes of the stakeholders and beyond. The concern regarding politically motivated activities within the volunteerism programs was also minimized thanks to the transparency of information fully shared with stakeholders about the intention of the program. As a consequence, volunteerism activities received substantial support from a wide range of stakeholders in the public and private sectors as well as at the community-civil society level.
- Youth-driven program: The project focussed on youth but actual implementation was more than just the promotion and building of capacity among youth. Youth volunteers

were the core of a wider implementation of initiating, driving and leading volunteerism activities that had a multiplier effect. The youth-based program thrived in part by harnessing the three pillars of youth potential: capacity & skills, employability, and leadership.

- Competition-based: Volunteerism activities were embedded in a healthy competitive environment. Youth volunteers performed at their highest levels when performing tasks competitively in mini-projects of their own making.
- Systematic volunteerism program: The implementation of this volunteerism program was systematic and continuous events rather than a single event type process. Though a series of inter-connected actions, the project developed the knowledge and skills of youth volunteers that will be felt beyond the completion of the program.

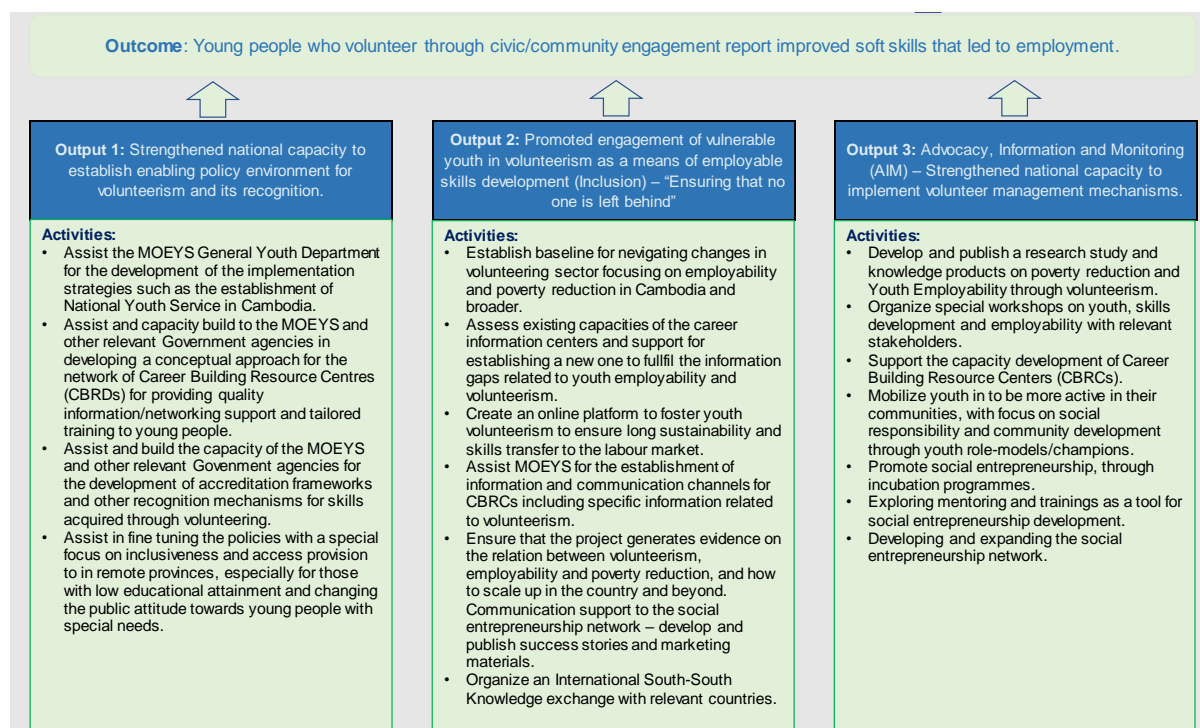
1. INTRODUCTION

1.1 Background and Context

“Poverty reduction among youth in Cambodia – development of youth volunteers’ skill sets for increased employability” was a 2-year project aimed at promoting youth employability through structured voluntary activities incorporating the acquisition of skills and enhanced capacity for young people to find decent work. The volunteerism pathway acts as a bridge toward better skills, connections, and recognition of youths’ potentials. As a result, youth will be better placed in terms of economic development at both the personal and national levels. The project received financial support from the India, Brazil, and South Africa (IBSA) Fund during the implementation period between July 2017 and June 2019. Two no-cost extensions were requested and approved through December 2019 and March 2020 respectively. United Nations Volunteers (UNV) in Cambodia was the lead agency in implementing the project in close cooperation with the Ministry of Education, Youth and Sports (MoEYS).

As per the project document, the result framework of the project was broken down into three outputs and one outcome. The summary of the project’s result framework is depicted below:

Figure 1: The project result framework



With the project period ending on 31 March 2020, the end of project evaluation is required to support UNV Cambodia’s implementing team and the implementing team at MoEYS’ General Department of Youth in enhancing and expanding volunteerism programs defined and established during the project period.

1.2 Evaluation Objectives

The purpose of the evaluation is to assess the performance of the project in achieving its objectives through the outcomes and outputs reflecting the DAC’s evaluation criteria---namely,

relevance, effectiveness, efficiency, impact and sustainability. Specifically, the evaluation had the following objectives:

- Assess progress achieved or being made toward the achievement of outputs 1, 2 and 3 (Figure 1 above),
- Provide recommendation on sustaining and enhancing achievements of the project, and,
- Document lessons learned, success stories and good practices in order to maximize the experiences gained.

1.3 Scope and Limitations

The evaluation assessed the project's achievement of outputs 1, 2, 3 in 17 provinces covering the entire project implementation period between July 2017 to March 2020. There are some limitations of the evaluation which should be carefully considered prior to utilization of the findings.

- The selection of the sample for the youth volunteers depended on the support of the UNV Cambodia team in coordination with the Youth Centres; the eight provinces under Volunteers for My Community (VMC) for the evaluation were selected randomly; and the response rate of the youth volunteers was achieved on a voluntary participation basis.
- Statistical procedures were not fully applied in the evaluation. Collected data were used as a source of information for verifying and validating the existing reports rather than a full representation. General findings do not constitute an exhaustive view of the project's achievements.
- Many of the data on project achievements relied on the existing monitoring reports and not all information could be verified from the field visit and face-to-face interviews because (i) accessing relevant stakeholders was not always easy, and (ii) the short timeframe of the evaluation.
- The evaluation mainly depended on the perception of the youth volunteers as the sources of quantitative data while the rest was based on semi-structured interviews encompassing personal views and perceptions from individuals.

2. EVALUATION APPROACH AND METHOD

The evaluation employs both quantitative and qualitative methods and strives to be evidence-based, transparent and participatory. It complies with the UNDP Evaluation Guideline in conducting project evaluations and is guided by the Terms of Reference (ToR) as prepared by UNV Cambodia.

2.1 Evaluation Criteria and Questions

As per the ToR, the evaluation follows the DAC's Evaluation Criteria focusing on four criteria: Relevance, Effectiveness, Efficiency, and Sustainability. The criteria are used to assess performance of the project in all stages: formulation, implementation and closing. Full list of questions to be responded for each criterion provided in the ToR are:

Table 4: Evaluation matrix - key evaluation questions, methods and sources of data

Evaluation Criteria & Questions	Data Sources	Data Collection Methods	Methods for Data Analysis
Relevance			
1. To what extent has the project responded to the needs and priorities of Cambodian youth in accessing decent employment? 2. To what extent has the project responded to the Government of Cambodia's needs and priorities in strengthening national volunteering structures? 3. Were the expected project outputs relevant and realistic to the situation and needs of youth? 4. What criteria was used to select areas and beneficiaries, and how valid were these criteria for the purpose for which the project was designed?	Desk research (DR) <ul style="list-style-type: none"> - Project document, - Annual progress reports (APR), Key informant interviews (KII) <ul style="list-style-type: none"> - Senior Government officials, - Project partners, and - UNV staff 	<ul style="list-style-type: none"> - Reviewing the background of the project searching for the context of the project, - Interviewing on youth volunteers how they were selected, and needs being responded - Interviewing government officials and project partners on their perception toward the project, and how it addressing the youth employability and priority in the government agenda 	<ul style="list-style-type: none"> - Data synthesise, and - Source triangulation by comparing data from different sources - Method triangulation by using different methods to obtain results to compare between the findings
Effectiveness			
5. To what extent has progress been made toward outcome and output achievement? 6. How have the achieved project outputs contributed to the outcome level changes? 7. What have been the key results and changes attained? 8. What are the greatest achievements of the project? 9. How can the project build or expand on these achievements? 10. Which output of the project has the least achievements? How can they be overcome? 11. How have key stakeholders been involved in the project? What is their level of satisfaction? 12. What alternative strategies would have been more effective in achieving the expected results? 13. What unintended outcomes might be occurring because of the project?	Document Reviews <ul style="list-style-type: none"> - Annual progress reports (APR), - Monitoring Reports, - Activity Reports, Key informant interviews (KII) <ul style="list-style-type: none"> - Project partners, - UNV staff, - Youth Volunteers 	<ul style="list-style-type: none"> - Reviewing reports finding out achievement as per each indicator, - Interviewing stakeholders on what they benefited from the project, changes - Online Questionnaire with youth volunteers on their achievement and benefits from the project 	<ul style="list-style-type: none"> - Data synthesis, and - Source triangulation by comparing data from different sources - Method triangulation by using different methods to obtain results to compare between the findings - Descriptive statistics

Evaluation Criteria & Questions	Data Sources	Data Collection Methods	Methods for Data Analysis
14. How did the project deal with these outcomes? 15. To what extent has UNV been able to form and maintain partnerships with other actors to leverage results? 16. Does the delivery of outputs conform to the indicators in the project design? If not, comment on deviations.			
Efficiency			
17. Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve results? 18. Have the project's funds and activities been delivered in a timely manner? 19. How could the activities in output 1, 2 and 3 have been delivered with fewer resources without reducing their quality and quantity? 20. How integrated is the project into the government structure and how far is the Royal Government of Cambodia (RGC) driving it? 21. Are the administrative, operational, management and oversight structures for the project efficient and effective? 22. How robust is the M & E system used for the project?	Document Reviews <ul style="list-style-type: none"> - Project documents, - Annual progress reports (APR), - Monitoring Reports, - Activity Reports, Key informant interviews (KII) <ul style="list-style-type: none"> - Project partners, - UNV staff, 	<ul style="list-style-type: none"> - Reviewing financial flow and modality in getting fund, - Interviewing project staff regarding fund arrangement and response to requests - Interviewing youth centers regarding resources being used and allocated, financial flows, - Interviewing M&E staff on M&E system of the project 	<ul style="list-style-type: none"> - Matching challenges found from the report to what being reported by stakeholders, - Source triangulation by comparing data from staff and documents available to find out the current practice vs - Method triangulation by using different methods to obtain results to compare between the findings
Sustainability			
23. What is the likelihood that the benefits that result from the project will continue at national and subnational levels? 24. To what extent do national partners have the institutional capacities in place to sustain the results? 25. What is the level of ownership of the project by its key stakeholders? 26. What mechanisms/ arrangements been put in place to sustain the outcome of the program in future?	Document Reviews <ul style="list-style-type: none"> - Project documents, - Annual progress reports (APR), Key informant interviews (KII) <ul style="list-style-type: none"> - Senior Government Officials - Project partners, - UNV staff, 	<ul style="list-style-type: none"> - Document Reviews, and financial overviews - Question Guides - Key Informant Interview with General Department of Youth, and Youth Center Department, youth centers and provincial office of youth 	<ul style="list-style-type: none"> - Data synthesis, and - Source triangulation by comparing data from different sources - Method triangulation by using different methods to obtain results to compare between the findings
South-South Cooperation (SSC)			
27. To what extent has South-South cooperation contributed to the results attained? 28. National Leadership and Ownership: Was the project sourced through a demand-driven approach? 29. How did the government demonstrate its ownership of the projects? 30. Mutual Benefit: To what extent the project supported mutual benefits through sharing of knowledge and experiences,	Document Reviews <ul style="list-style-type: none"> - Annual progress reports (APR), - Concept notes, - Activity reports by partners Key informant interviews (KII) <ul style="list-style-type: none"> - Senior Government Officials - Project partners, - UNV staff, 	<ul style="list-style-type: none"> - Reviewing reports searching for level of ownership being taken by the government - Interviewing General Department of Youth, Youth Center Management, provincial office of youth 	<ul style="list-style-type: none"> - Collecting feedbacks on the cooperation, - Analysing benefits of cooperation, responsibility of the government, - Matching the expectation against achievement - Drawing conclusion after

Evaluation Criteria & Questions	Data Sources	Data Collection Methods	Methods for Data Analysis
<p>training, technology transfer? Are there mutual gains?</p> <p>31. Equality and Horizontality: To what extent the project utilized mutual exchange between developing countries?</p> <p>32. To what extent partners cooperated as peers; considering each other as equals and their relationship as horizontal (non-hierarchical)?</p> <p>33. Complementarity to North-South Cooperation: To what extent the project served as complementary to North-South cooperation?</p>			matching relevant data

2.2 Project Performance Rating

The results from data analysis were used for matching with the listed criteria. Then, a conclusion was made and used as the basis for rating the performance of the project specific to each criterion. The rating system was guided by the Global Environment System (GEF)¹ evaluation guideline revised to be applicable for this evaluation. The rating system provided here was for **relevance, effectiveness and efficiency** of the project's performance as follows:

- Highly satisfactory (HS): Level of achievement clearly exceeds expectations and/or there were no short comings.
- Satisfactory (S): Level of achievement was as expected and/or there were no or minor short comings.
- Moderately Satisfactory (MS): Level of achievement more or less as expected and/or there were moderate short comings.
- Moderately Unsatisfactory (MU): Level of achievement somewhat lower than expected and/or there were significant shortcomings.
- Unsatisfactory (U): Level of achievement substantially lower than expected and/or there were major short comings.
- Highly Unsatisfactory (HU): Only a negligible level of achievement and/or there were severe short comings.
- Unable to Assess (UA): The available information does not allow an assessment of the level of outcome achievements.

Rating System for **Sustainability** was assessed by taking into account the risks related to financial, socio-political, institutional, ownership and sustainability of project outcomes. The overall sustainability was assessed using a four-point scale:

- Likely (L). There is little or no risks to sustainability.
- Moderately Likely (ML). There are moderate risks to sustainability.

¹ <https://www.gefio.org/sites/default/files/ieo/evaluations/files/gef-guidelines-te-fsp-2017.pdf>

- Moderately Unlikely (MU). There are significant risks to sustainability.
- Unlikely (U). There are severe risks to sustainability.
- Unable to Assess (UA). Unable to assess the expected incidence and magnitude of risks to sustainability.

2.3 Sources of Data

2.3.1 Secondary data

Available documents and reports at the project level included project documents, quarterly progress reports, annual progress reports, activity and assessment reports, reflection reports, and concept notes. They were reviewed to generate understanding about the project and used as an important source for quantifying the results and triangulating field findings. For a list of the reviewed documents see **Annex 1**.

2.3.2 Primary data

Responses from institutions, groups, and individuals served as validation and triangulation sources for assessing the validity and quality of the project's reported achievements. Qualitative and quantitative data collections were conducted via an online survey questionnaire, face-to-face interviews, consultations, and discussions with project stakeholders. The analysis of the data was conducted by assessing the criteria and the listed questions.

2.4 Data Collection

2.4.1 Samples

To collect primary data, the evaluator consulted continuously with the project team based in Phnom Penh. In addition, discussions and interviews took place with project stakeholders in Phnom Penh and the selected provinces. List of the samples is provided below.

Table 5: Samples in the evaluation

#	Stakeholders (Samples)	Location	Number
Face to Face Interviews			33
1	UNV Cambodia	Phnom Penh	4
2	General Department of Youth (GDY) of MoEYS	Phnom Penh	1
3	Youth Center Management of MoEYS	Phnom Penh	2
4	Cooperative Committee for Cambodia (CCC)	Phnom Penh	1
5	Youth Centers (YC) of MoEYS	Siem Reap	1
		Kampong Cham	1
		Banteay Meanchey	2
6	Provincial Offices of Youth of MoEYS	Battambang	1
		Pursat	1
		Banteay Meanchey	2
7	Youth Volunteers	Battambang	5
		Pursat	2
		Kampong Cham	3

		Siem Reap	2
8	Tourism Community Leader	Banteay Meanchey	1
9	School Principal	Battambang	1
10	Drop-out Child	Battambang	1
11	Farmers (Household)	Pursat	2
Online Survey – Youth Volunteers			137
Grand Total			170

2.4.2 Field Visits

Three provinces including Banteay Meanchey, Battambang, and Pursat were visited for discussions and interviews with stakeholders including: Provincial Youth Office, Youth Volunteers, and Community People who are the beneficiaries of mini-projects operated by the youth volunteers. The field visit was conducted between 01 – 05 Mar 2020. The schedule and list of individuals consulted are provided in **Annex 2**.

2.4.3 Tools

To construct the evaluation tools, the consultant reviewed relevant documents of the project, including and especially the LogFrame, to draft the questionnaire and survey tools. This was followed by three consultations with the project team. All key questions listed above were incorporated and deployed in the questionnaire. Evaluation questions provided in the ToR were digested and broken down into more understandable questions by aligning respondents' background situations and relevance to the project. The process was to ensure that no essential points were excluded from the evaluation. The developed tools were:

- Online Survey Questionnaire for Youth Volunteers: An online questionnaire was developed and shared to the youth volunteers through a KoboToolBox survey form. The questionnaire, attached in **Annex 3**, covered the following points:
 - (i) Personal profile,
 - (ii) Activities being involved,
 - (iii) Selection – criteria, process, and decision making - how they were selected, how the program motivated them to participate in the activities, how they decided to participate, families' perception toward their decision,
 - (iv) Participation – activeness, duration and frequency, types of skills, and engaged organizations,
 - (v) Changes – what actions or activities they have changed after joining the program, families' perception toward them, and anything else they expect to changes,
 - (vi) Employability – any skills, attitude and behavioural changes being contributed to higher employability rate, and
 - (vii) The comparisons: differences between them and those who did not participate-, why they did not participate, any differences in terms of the outcome aspects (knowledge) in actual practice at the moment and possibly in the future.

After the completion of the questionnaire construction, the questionnaire was sent to five P1, P2, P3 provinces and eight VMC provinces. The selection of the VMC was to represent the geographical coverage of the project. Table 6 provides the proposed numbers of youth volunteers while the responded participants are only those with valid responses.

Table 6: Requested and responded samples in the evaluation

#	Provinces	Requested	Responded	Response Rate
	P1, P2 & P3	125	106	85%
1	Siem Reap	25	11	44%
2	Kampong Thom	25	30	120%
3	Kampong Chhnang	25	40	160%
4	Kampong Chham	25	17	68%
5	Takeo	25	8	32%
	VMC	70	31	44%
6	Banteay Meanchey	10	9	90%
7	Battambang	10	5	50%
8	Ratnakiri	10	2	20%
9	Pursat	10	0	0%
10	Kampong Speu	10	7	70%
11	Kampot	10	3	30%
12	Kratie	10	2	20%
13	Phnom Penh	0	3	-
	Grand Total	195	137	70%

- Question Guide for Key Informant Interviews: A list of questions was developed for interviews with stakeholders at all levels: policy, implementation and beneficiaries. The list is attached in **Annex 4**.
 - a) Policy Level: These included MoEYS; General Department of Youth, and Youth Centre Management Department
 - b) Implementation Level: UNV, YEAC, Youth Centers (YC), Provincial Office of Youth
 - c) Beneficiary Level: Youth Volunteers, local authorities and community people.

The aspects covered for the stated stakeholders included:

- (i) Activities of the project in which they were involved;
- (ii) Arrangement and organization of activities, if they were the host;
- (iii) Youth selection process;
- (iv) Impressions (appreciation and feedbacks) on each type of activity-;
- (v) Project achievement, issues and challenges, lessons learnt;
- (vi) Changes for volunteerism and employability of youth;
- (vii) Benefits and impacts obtained from the voluntary activities on youth, community, and the country; and
- (viii) Points to be considered if the activities were to scale-up and expand.

2.5 Data Triangulation and Analysis

Triangulation is a core principle in mixed-method data collection as it ensures that the results are linked into a coherent and credible evidence base. This evaluation mainly relied on:

- Source triangulation: The comparison of information from different sources, i.e. at all management levels (both policy and implementation) made after obtaining all relevant data;
- Method triangulation: The comparison of information collected by different methods, e.g. face to face interviews, group interviews, online survey questionnaire, and document reviews;
- Consultation: The preliminary observations and findings from field visit were briefed to the UNV project team and the findings were also presented to relevant stakeholders through a mini-workshop prior to making a final conclusion. All processes were conducted to validate the preliminary findings.

Simple statistical procedures such as frequency, cross-tabulation, multiple responses, and numeric descriptive statistics were employed for the report preparation. The qualitative data from face-to-face and telephone interviews were synthesized and triangulated with the findings from the online survey.

3. FINDINGS

3.1 Relevance and Appropriateness

3.1.1 The project design and its development context

The goal of the project, as stated in the ProDoc, was “to increase Cambodian youth ability to build their skills and find decent work through volunteerism as well as contribute better to their own development and the economic development of their country by reducing poverty amongst youth.” The project aimed at improving youth’s capacity, both technical and life-skills, through a series of voluntary activities organized in systematic ways, including the involvement of relevant stakeholders in the implementation and endorsement of volunteer activities. The activities are as a result expected to provide solutions to redress the relatively limited education and skills among Cambodian youth as well as their low employment rate. The current socio-economic context of the country indicates a limited awareness of volunteerism as a concept and appreciation of its importance. The promotion of volunteerism as a concept was an integral part of the project design. A more systematic understanding of volunteer activities as a qualifying apprenticeship mechanism was introduced for formal recognition as a component integrated into the educational system of the country. Although theory-based teaching and lecturing were not to be minimized, transferable skills matched to the labor market are crucial to the enhancement of opportunity for youth in the labor market and for trade expansion.

The ProDoc indicated **the project was designed to contribute to a series of country strategies** that are central to RGC’s development agenda. These strategies include:

- The Rectangular Strategy Phase III (2013-2018). With the title Rectangular Strategy for Growth, Employment, Equity, and Efficiency, the strategy highlighted the employment of youth **in its strategic objective # 2** stating that “creating more jobs for people especially the youth through further improvement in Cambodia’s competitiveness to attract and encourage both domestic and foreign investments”.
- The National Policy on Cambodian Youth Development (2011), which promotes volunteerism as one of the 12 strategies in the policy. In 2016, the National Action Plan on Youth Development was developed, with this project contributing to strategic action # 10 on the promotion of volunteerism itself and other strategic actions such as # 4 on entrepreneurship and # 6 on youth participation.
- The National Employment Policy (2015 – 2025) is addressed by three broad goals on employment contributed by this project: i) to increase decent and productive employment opportunities, ii) to enhance skills and human resource development, and iii) to enhance labour market governance.
- Industrial Development Policy (2015 – 2025), of which the fourth pillar of the policy pertains to the development of human capital and skills development.

In addition, the project was aligned and contributed to a number of larger UN development objectives including:

- Sustainable Development Goals (SDGs). There were 65 SDGs' targets identified as relevant and aligned to this project. Twenty youth-specific targets under six SDGs were relevant to this project's interventions.
- United Nations Development Assistance Framework (UNDAF) for 2016-2018, on supporting the formulation of policies and strategies for the creation of productive jobs and improved income and employment opportunities for the current labour force in the industrial and service sectors.
- UNV's Strategic Framework 2014-2017 outcome # 1, on supporting volunteerism in their programs; and **outcome # 2**, on integrating volunteerism into national frameworks.
- UNV's Volunteer Infrastructure Global Programme outcome # 1, on countries and relevant partners integrating volunteerism into their national development plans, policies, legislation, UNDAFs, UN joint programming, and post-2015 Sustainable Development strategies; and **outcome # 2**, on expansion and diversification of volunteer engagement in peace and development initiatives. This programme was also part of the UN Joint Programme on 'Youth Employment Promotion in Cambodia 2016-2018' which has a number of objectives. The designed outcomes of this project contribute to the UN Joint programme for **objective # 1**, on access to quality education and technical/vocational skills; **objective # 2**, on entrepreneurial/business skills for sustainable enterprises; and **objective # 3**, on reducing abuse and discrimination at the workplace.

Recognizing these agendas, this project was formulated and designed jointly between UNV and MoEYS to address the issues of volunteerism in the country, focusing on the skills sets needed for the improvement of employability of youth, specifically in order for them to be able to obtain decent jobs after leaving schools or participating in the program.

3.1.2 Analysis of the theory of change (ToC) and result framework

The conceptual framework prepared within the ToC was found by the evaluation to be simple and concrete in terms of project's intention of setting the pre-conditions for the achieving the ultimate goal of the project. Minor duplication between the long-term goal and objectives were observed within the ToC. Overall, the ToC was well organized and can be used as guidance for the development of the result framework.

The result framework on pages 24-29 of the ProDoc were found to be clear and easy to understand. All indicators at output level were SMART, with the exception of the outcome level. It was reported that the project design agreed to use the Outcome 1 and Outcome 2 of the UNDAF 2016 - 2018 development objectives for this project. Those outcome indicators were:

- Outcome #1. By 2018, people living in Cambodia, in particular youth, women and vulnerable groups, are enabled to actively participate in and benefit equitably from growth and development that is sustainable and does not compromise the well-being, natural and cultural resources of future generations;
- Outcome #2. By 2018, more people, especially vulnerable, poor and marginalized groups, are equitably benefiting from and contributing to affordable, sustainable and

quality social services and protection, and have gained enhanced skills to achieve and contribute to social and human development.

In the evaluator's view, the two outcomes represented the overall goal of the project. The timeframe of the project was designed to take place between 2017 and 2019 while the timeframe of the two outcomes was up to 2018 only. There was only one indicator at outcome levels to represent the two outcomes - "Percentage of total employed population that is employed in the formal sector, disaggregated by age, location and sex Baseline (2013): 40.6% Target (2018): 50%". Indeed, this indicator is broad and does not really reflect the achievement of this project. Throughout the implementation period the progress of the indicator was not reported. There was only a brief qualitative description for the indicator in the final project progress report which observed to be a more qualitative basis which was inadequate and unclear as per the statement of the indicator.

3.1.3 The Arrangement and Partnership

To ensure effectiveness and ownership of the project, the project utilized a participatory approach involving close engagement with stakeholders. Throughout the implementation period, the project identified and partnered with a number of organizations, as follows:

- National Level: There were four categories of partners at this level; UN Agencies, government institutions, Volunteer Involving Organizations (VIOs), Private Sector.
 - UN Agency: International Labour Organization (ILO) was the UN Agency being contractually partnered with the project. The partnership with ILO related mainly to the joint training on Community Based Entrepreneurship Development (CBED). The cooperation took place at national level, then extending to the provincial level.
 - Government Institutions:
 - Youth Center Management (YCM), General Department of Youth (GDY) of MoEYS was the implementing partner. This was to help ensure that volunteerism would be recognized and accredited in the educational system of the Royal Government of Cambodia (RGC).
 - Cambodian Scouts and IT department of MoEYS was a partner being involved in the development and upscaling of the online youth volunteering platform.
 - Ministry of Labour and Vocational Training (MoLVT) was a consulting partner in which National Employment Agency (NEA) was in particular invited for some consultations on matters such as youth skill sets and employability.
 - VIOs: There are two partners in this category. Voluntary Service Overseas (VSO) and Australian Volunteer Programme (AVP).
 - VSO was an active partner contributing to a number of activities such as providing an international volunteer support at the early stage of the development of the accreditation framework. Then, VSO also joined in the development of the Pilot 3 program, promotion of volunteerism and providing support for institutional capacity building at the youth centres and the participating Provincial Office of Education (PoE).

- Australian Volunteer Programme (AVP): AVP provided technical support to the project through provision of an international volunteer for 9 months to assist with the M&E team.
 - WEduShare: This partnership supported the development of a youth employability platform with Microsoft and the organization of volunteerism mobilizing campaigns.
 - Cooperation Committee for Cambodia (CCC): The CCC was new in the volunteerism activity and it was involved in the implementation of the Youth Ambassador Program in support of the project's goals. It consisted of a package of activities relating to youth promoting Sustainable Development Goals (SDGs). A grant of USD10,000 from the project was allocated and the CCC reported adding a package of USD16,000 to the program to ensure smooth project implementation.
- Private Sector: Young Entrepreneur Association of Cambodia (YEAC) was an organization providing services to entrepreneurship development. The partnership with YEAC was conducted to help implement the youth entrepreneurship incubator program for the outstanding young volunteers selected from the pilot 2 - youth volunteering for social entrepreneurship. The incubation program promoted volunteerism and self-employment among young volunteers for purpose of acknowledging the value of volunteerism for skills strengthening, income-generation, and sustainable growth of youth-led small and micro businesses. To ensure smooth operation of the program, YEAC contributed USD 76,858 for implementing the program and USD 2,000 in kind to the business winner.
- Provincial Level: At the provincial level, the Youth Centers or Provincial Youth Office of the Provincial Department of Education, Youth and Sports (PDoEYS) were the focal points for all volunteerism programs and activities. At the beginning of the project, six Youth Centers were selected and engaged in six provinces: Takeo, Kandal, Kampong Cham, Kampong Thom, Kampong Chhnang and Siem Reap. Toward the end of the project (quarter 8), MoEYS launched the Volunteer for My Community (VMC) program in 12 provinces: Kampong Speu, Prey Veng, Banteaymeanchey, Kratie, Kampot, Pursat, Uddar Meanchey, Stung Treng, Preah Sihanouk, Battambang, Thbong Khmum and Rattanakiri. All 12 Provincial Youth Offices of PDoEYS were involved in the implementation of the VMC.

The partnerships between the project and project partners were overall observed to be strong, thanks in part to having jointly gone through a series of steps and consultations. Participatory methods were used to facilitate, mobilize and generate cooperation among partners to ensure feedback and inputs, which in turn were adequately incorporated into the development of new initiatives and effective use of available expertise within the country. VSO, for example, was consulted for support in the development of the volunteerism program. The cooperation between the contracted implementing partners and the project was assessed to be positive in part because CCC's appreciation of the project has led to further investments in the program.

3.1.4 Implementation approaches

Different approaches were observed as having been used throughout project implementation. Some observables were:

- Ownership: UNV was the implementing agency leading the activities. The ownership of MoEYS has been gradually built. Finally, most of activities under the newly established program - Volunteer for My Community (VMC) – have been implemented and led by MoEYS while UNV focused more on the facilitation and administration of the process. This was a foundation for smooth, effective implementation of volunteerism at all levels and activities in the foreseeing future.
- Participatory: Participatory approaches were utilized since the formulation and design stage of the project for benefit of replication and scaling-up. Stakeholders at all levels ranging from youth volunteers to government institutions were consulted, and inputs were taken into account in the construction of the project's products.
- Youth driven programs: Youth volunteers were given opportunities to lead and organize a range of activities such as event organization, international days participation, and intra-project activities.
- Process-based output: To produce outputs such as an accreditation framework and volunteerism programs, the project facilitated a series of consultations that resulted in revisions for improvement having been made. There tended to be no particular model being applied in the consultations to obtain mutual agreement among relevant stakeholders.

Overall, the project served as per the demand of the country both the context and needs of the Royal Government of Cambodia's development policies. Its partnership approach helped ensure that existing resources could be mobilized as needed to address identified issues and constraints. Participatory action was the driver in the ownership and sustainability of the project through the exit phase. The "theory of change" was found to be simple but concrete in spite of some confusion regarding the design of the result framework for reporting, a weakness that did not affect the relevance and appropriateness of the project.

3.2 Effectiveness

The presentation of the evaluation on the effectiveness of the project follows the order of the three outputs.

3.2.1 The Achievement at Output Level

3.2.1.1 Output 1 - Strengthened national capacity to establish enabling policy environment for volunteerism and its recognition

Pilot Programs

As part of National Youth Service (NYS) activity, three pilot volunteerism programs were prepared for trials. The establishment of the programs was an ongoing-task for the project to deliver as one of the project's outputs resulting from the implementation. After almost one year, the design of the three volunteerism programs, called P1, P2, and P3, were completed

and pilot tested beginning in mid-2018. This meant that the timeframe for trial of the programs was one year and half.

- **Pilot 1 - Youth Volunteering for Community Services:** The program was listed the first but came last in terms of project intervention. It was implemented between March and December 2019, mobilizing a total of 148 youth volunteers, aged between 16 and 32 years old, including 101 women, from Kampong Cham, Kampong Thom, Kampong Chhnang, Takeo, Siem Reap and Phnom Penh. After mobilization, they were trained and then placed into 59 host agencies in their respective communities as per Figure 2 Below.

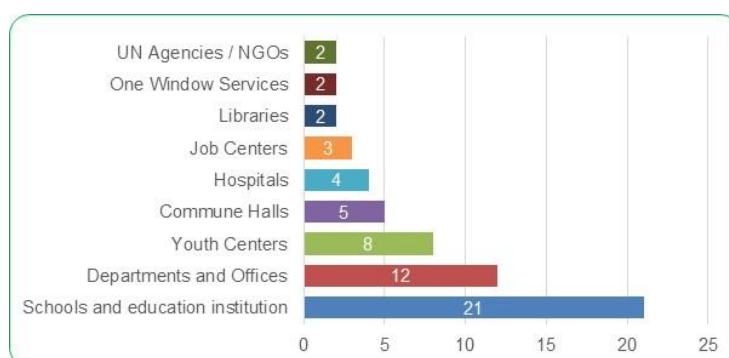


Figure 2: The host agencies for the placement volunteers²

- As the figure indicates, there was no visible participation from private sector institutions reported for the volunteers to practice their volunteerism activity. This limitation was attributed to two factors: (i) limited experiences of youth centers as provincial governmental bodies in engaging with the private sector and running placement activities; and (ii) the existing networks of youth centers were stronger with the public sector. Youth centers therefore led to promote placement activities with public institutions.
- The findings from the evaluation report of the P1 program, with the participants' response rates of 26% and 42% during the pre and post program, respectively, showed positive changes in the youth's perception of their knowledge and skills. The abbreviated results are shown in Figure 3.

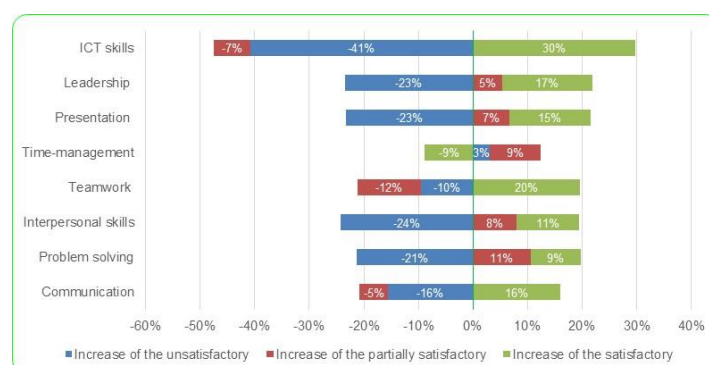


Figure 3: The brief changes of skill sets for the volunteers in P1³

² Activity Report – Youth Volunteering for Community Services – Pilot 1

³ Activity Report – Youth Volunteering for Community Services – Pilot 1

- Pilot 2 - Youth Volunteering for Social Entrepreneurship:** The program was implemented between January and May 2019 in Kampong Cham, Kampong Thom, Kampong Chhnang, Takeo and Siem Reap province. A total of 51 (of which 33 women) youth volunteers, aged between 20 and 26 years old, were selected to train on soft skills and entrepreneurship education and experiences. These volunteers were trained and provided with an eight-week-long placement. At the end of the program, they were required to deliver training based on what they learned to other youth. 26% and 42% of the youth volunteers responded to the pre- and post- evaluation of the program, respectively. The result showed significant changes in terms of the volunteers' perception of their knowledge and skills

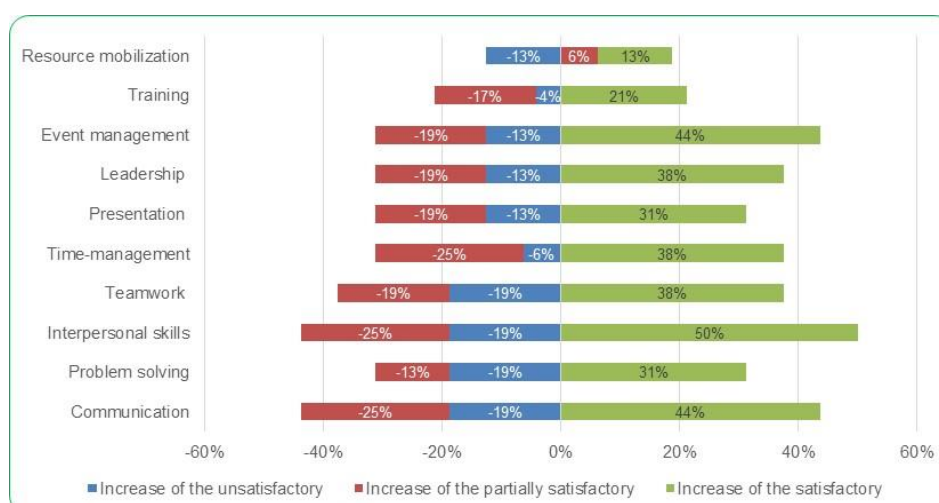


Figure 4: The brief changes of skill sets for the volunteers in P2⁴

- A total of 938 (of which 590 women) youth across the program areas participated in the training delivered by the 51 trained youth volunteers. A total of 386 participants (41%) responded to the assessment at the end of the training. The results indicate that the youth participants acquired practical knowledge for preparing them to be socially responsible entrepreneurs in the future. Their overall understanding of training topics is provided in Figure 5 below.

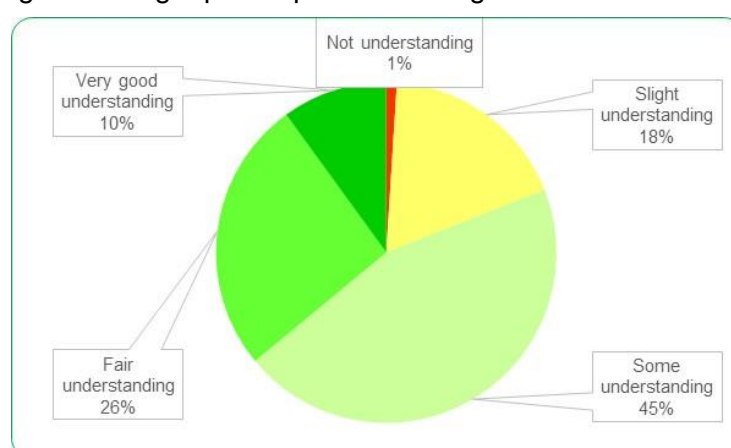


Figure 5: Understanding of the participants in the training delivered by youth volunteers⁵

⁴ Activity Report – Youth Volunteering for Social Entrepreneurship - Pilot 2

⁵ Activity Report – Youth Volunteering for Social Entrepreneurship - Pilot 2

Another finding of the report indicated that 94% of the youth participants agreed that the training had helped them making clearer future career decision, 96% agreed that the training was useful for their daily life, work and/or study, and 95% agreed that they wanted to be an entrepreneur in the future.

- **Pilot 3 - Pilot Volunteering Program During National School Holidays:** Though listed as the third, this program was implemented as the first between September and October 2018. The program mobilized 191 young volunteers (122 women) of which 22 were from Phnom Penh while the 169 were from the five provinces.
 - P3 implementation modality involved training and initiation of mini-projects that could benefit the participants' communities. There were 25 mini-projects implemented impacting at least 1,435 key beneficiaries, 255 of whom were volunteers.
 - As per the evaluation report of the P3, the volunteers acquired different sets of skills necessary for their future endeavours as per Figure 6 below. In addition, results from discussions with Kampong Cham and Siem Reap Youth Centres indicated that the activities were highly appreciated among the community participants.

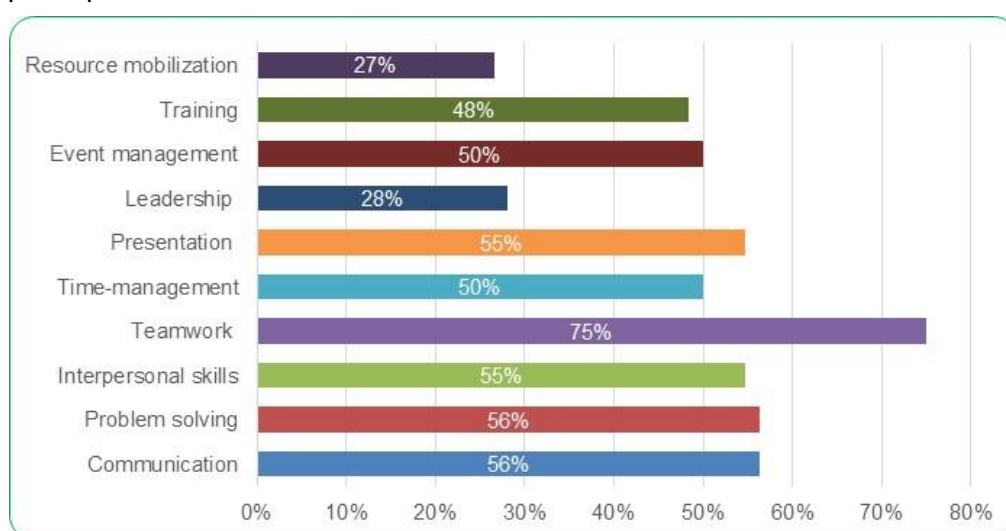


Figure 6: Skills acquired from the program⁶

- **Volunteer for My Community (VMC):** As the youngest pilot program, the VMC was implemented between March and December 2019. It was initiated and led by MoEYS based on the experiences gained of P1, P2 and P3. The program was implemented in 12 provinces: Kampong Speu, Prey Veng, Banteaymeachey, Kratie, Kampot, Pursat, Uddar Meanchey, Stung Treng, Preah Sihanouk, Battambang, Thbong Khmum and Rattanakiri. It recruited 27 focal youth volunteers in Phnom Penh and 12 local focal youth volunteers at the provincial level to coordinate the implementation of the program. The program then recruited 180 youth, both in-school and out-of-school, and divided them into 36 groups of five individuals. Each group was required to propose one mini-project for implementation that was used in a competition among them. As a

⁶ Impact Evaluation Report - Pilot Volunteering Program During National School Holidays – Pilot 3

result, there were three best A projects and three best B projects accorded in the final round of competition.

- As per the findings from the VMC Activity Report, there were positive improvements recorded among youth volunteers in a number of areas, including skills, networking, and future goals. The impacts on the communities were substantial, with the total beneficiaries reported to be 4,375 people in which 2,345 are women. These achievements were a major factor in program's recognition by the government, which subsequently decided to roll out VMC into 18 provinces in 2020.
- The perceived positive contribution of VMC program on various capacity and skills of youth includes community engagement (97%), knowledge changes (94%), relationship for future employment (88%), and opportunity to network (96%).
- Youth Ambassador: The Youth Ambassador Program was implemented by CCC with a financial allocation of 10,000 USD from the project and another 16,000 USD from CCC. The activities under the program were designed to promote the roles of youth in SDGs awareness raising and promotion.
 - The program recruited 26 volunteers (of which 16 women) to be youth ambassadors working together to represent the voices of youth in volunteerism.
 - There were a series of meetings with high ranking government officials, representatives of INGOs and NGOs, and ambassadors held during which time trainings were also delivered to them.
 - The achievements of the ambassador program dealt more with the acknowledgement of youth representation in SDGs, which is expected to lead to more invitations to join forums, conferences, or trainings in relevant topics. Another achievement was the agreement of the Ministry of Planning in preparing a leaflet on SDGs for distribution as per the request of the youth ambassadors.

Accreditation Framework

Under the support of UNV's technical assistant, the work of developing accreditation frameworks evolved in a gradual way. Initially, three accreditation frameworks were considered to provide a framework for the recognition of the volunteerism program as an educational tool by MoEYS. The concept was not clearly understood at first and more direction was provided through a series of consultations. Later, the ministry considered providing official recognition of the volunteerism program outside an accreditation framework. It held that the development of accreditation could materialize only if there was a certified acknowledgement in terms of quality for the volunteerism program from stakeholders in all sectors including public, private, civil society and education. In this regard, improvement of the quality of volunteerism program, particularly the VMC, was considered the best strategy, starting with the development of the "soft skills manual" through which volunteers would gain specific soft skills as per the manual. At the present time, the ministry is coordinating collaboration with a number of institutions, including academic, (I)NGOs, and private companies. The preparation of agreements was underway at the end of the project period. The basic idea is to move toward the acceptance of the program by qualifying volunteers from the program in a number of

specified skills, including soft skills and certified apprenticeships. Online recognition of the program is expected to be included in this recognition process.

Partnership and Public Private Partnership (PPP)

Throughout the project period, the project initiated and partnered with five organizations including WEduShare, International Labor Organization (ILO), Young Entrepreneurs Association of Cambodia (YEAC), Voluntary Service Organization (VSO), Australian Volunteer Program (AVP) and Cambodia Scouts to streamline and enhance the implementation process. The partnership with WEduShare involved organizing an online campaign to reach out to youth on the concept of volunteerism, on the acquisition of important skills, and to announce trainings. Their campaign included video productions, photo and story albums, articles, E-Newsletter, and WEduTalk Live Video on Workshops and Trainings. These public awareness campaigns reached an estimated 79,500 people. Their impacts were not adequately documented or assessed in this evaluation.

The partnership with ILO was created to celebrate the “Cambodia Entrepreneurship Day” in 2018 and 2019. In 2018, the partnership with VSO was established to initiate the Pilot 3 program as well as the accreditation framework process at the earlier stage. In 2019, the partnership with Young Entrepreneurs Association of Cambodia (YEAC) was established to deliver the entrepreneur incubation program, which is reported in a later output.

In addition to partnerships for project implementation, partnership agreements with other organizations to promote volunteerism understanding, collaboration, and recognition was initiated with the Cambodian Federation of Employers and Business Associations (CAMFEBA), Phnom Penh International University, World Vision International, and VSO. With these partnerships, the quality and qualification of the volunteerism program is expected to grow and become a certified program of youth readiness through sets of skills and apprenticeships.

Thematic Workshop

The project reported that a total of 12 thematic workshops were conducted during the project period, reaching to 939 young people. Topics included volunteerism, career guidance, entrepreneurship, soft skills, sustainable development goals and social media. However, the documentation made available to the evaluator were inadequate for verifying on the quality and results of the training or the outreach activities.

In summary, the progress of output 1 is shown in Table below:

Table 7: The progress of output 1 comparing to the result framework

Indicator #	Targets	Description & Level of Achievement	Activities	Achievements and Beneficiaries			
				Benefited People		Volunteers	
				Total	Women	Total	Women
1.1	3 Programs for Piloting	1st draft National Youth Service – 4 volunteerism program - 133 % achieved	1st Draft National Youth Service				
			4 Pilot programs established				
1.2	1,000 youth strengthened their capacity to volunteer through participation in activities of the	Total youth involved was 635 or 64% achieved. Pilot 1: Youth Volunteering for Community Services	Youth placement at public agencies				
				933	558	148	47

	pilot volunteer programs	Pilot 2: Youth Volunteering for Social Entrepreneurship	Cambodia Entrepreneurship Day (ILO)	4,235	2,473	51	33
			Outstanding entrepreneurs			32	17
		Pilot 3: Youth Volunteering During School Holidays	25 mini-projects	1,435	NA	191	122
		Volunteer for My Community (VMC)	36 Community projects by volunteers	4,375	2,345	219	105
			1 Program by CCC			26	16
		Youth Ambassador Program	Youth Conference on SDGs	170	NA		
			Youth in Actions for SDGs	140	NA		
1.3	3 Accreditation frameworks	Drafting official recognition of volunteerism program – 70% achieved	Series of consultation and discussions on the establishment of the official recognition and partnership is establishing				
1.4	6 public-private sector partnerships	Public private partnerships – 83% achieved	5 Partners				
			WEduShare	79,500	NA		
1.5	6 Thematic workshops	Thematic workshop – 200% achieved	12 Workshops	939	NA	26	16

3.2.1.2 Output 2 - Promoted engagement of vulnerable youth in volunteerism as a means of employable skills development (Inclusion) – “Ensuring that no one is left behind”

Study Tours and Sharing Sessions

As per the project's final progress report, two study tours were conducted in Monduliri and Battambang provinces to assess the needs of youth in terms of services that could be provided by government, VIOs and other stakeholders. There were 350 youth participants from 25 provinces and cities across the country. According to the activity report of the study tours, the outputs from the study tours were useful in terms of building capacity in a number of skills such as teamwork, communication, decision making and time management. The results as per earlier stated objectives were not reported. The evaluator was thereby unable to verify and provide comment on these one-off events.

There were six sharing sessions to share the volunteerism experiences from the youth as a way of mainstreaming the concept of volunteerism organized under the project to 1,153 participants (659 women) in Monduliri, Kampong Cham, Stung Treng, Kratie, Rattanakiri and Phnom Penh. There were no concrete verifiable outcomes of the sharing sessions reported.

Stakeholder Engagement

To expand the volunteerism concept, the project consulted with Volunteer Involving Organizations (VIOs) through an NGO Youth Forum attended by 53 NGOs, including 12 VIOs, and fully supported by MoEYS. Partnerships were also developed with academics through meetings with four universities including Royal University of Agriculture, Royal University of Phnom Penh, Asia-Europe University and Singapore International Academy. The institutions demonstrated interest in accrediting students who complete a volunteering activity. Further actions following up on these consultations were not reported on.

Incubation Programs

The incubation program aimed at giving opportunities to youth to have actual experiences regarding entrepreneurship. YEAC was the partner executing the program.

- There were 30 youth (19 women) who participated in the final round of the program. They were given an opportunity to propose a business idea by pitching in a group and competing at the end of the program. The program selected four winning teams who received seed funding to start their businesses. The first winner, Puthi Travel, received USD 5,000, the second, YKC Coffee, received USD 3,000 and third-place winners, Aspor Coffee and To Asia Travel Co., Ltd, received USD 2,000. At the time of evaluation, the four winners are at the very early stage of the operation.
- After the program, youth evaluations indicated improvement in terms of knowledge and regarding a number of skills as illustrated in Figure 7.

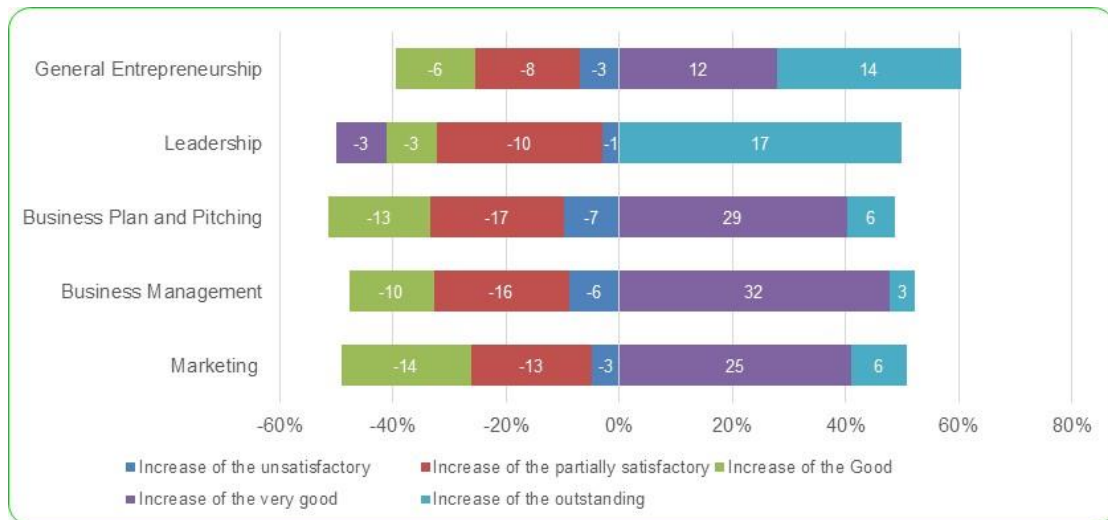


Figure 7: The increase of volunteers' responses for five statement categories - pre- and post-program comparison

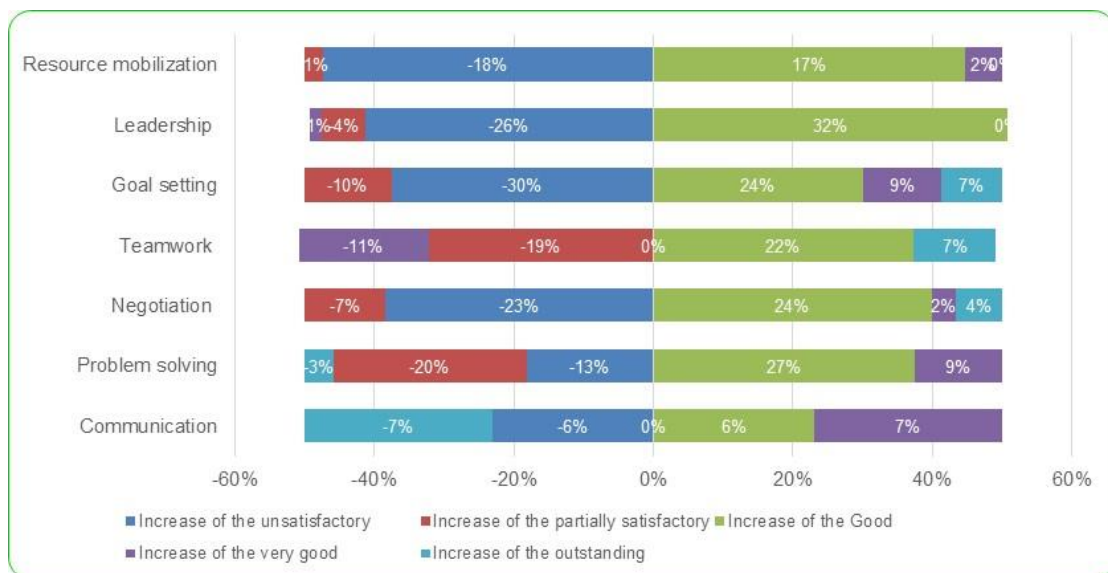


Figure 8: Increased of volunteers' skill levels for soft skills, pre- and post-program

Joint Activities on Entrepreneurship

To raise awareness on entrepreneurship, the project organized two Cambodian Entrepreneurship Day events.

- The first event was conducted in September 2018 in 25 provinces and cities across Cambodia under joint collaboration from UNV, ILO and MoEYS and including in this case some strong support from the private sector. The event recruited 375 volunteers (197 women) who went on to support and facilitate the training of youth in their respective provinces. The trainings reached 3,942 youths (2,297 women).
- The 375 (50.8% women) participant evaluations of the event indicated acquisition of different skills summarized in Figure 9. The expectation for using the acquired knowledge in the future was reported at 97%.

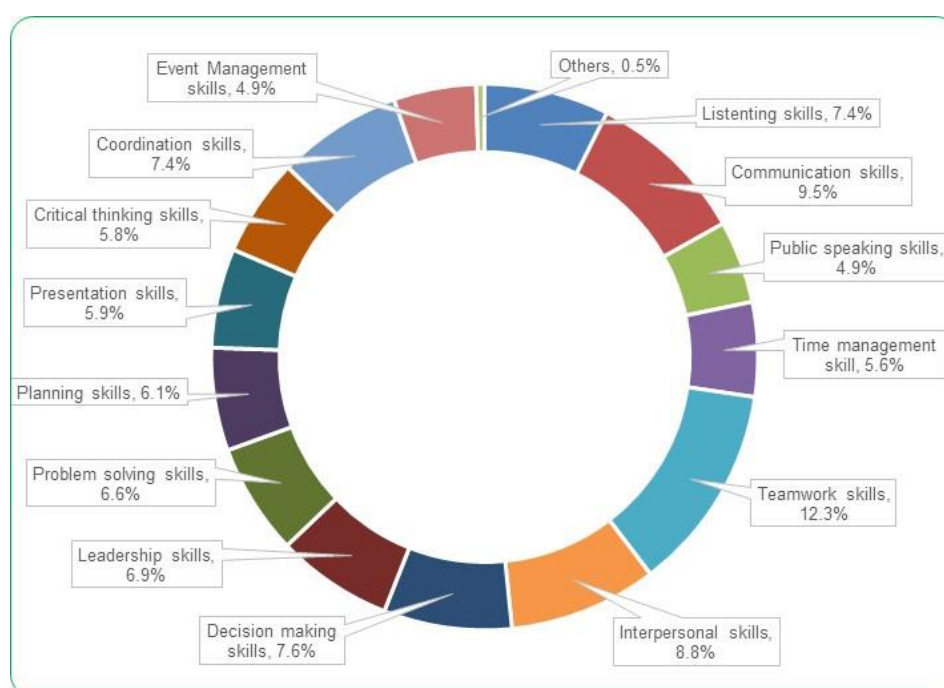


Figure 9: Skills acquired from the program

- In September 2019, the project organized the event again in cooperation with Young Entrepreneurs Association Cambodia (YEAC) with support from MoEYS. This time the event recruited 450 youths (262 women) who conducted trainings that benefited 4,235 youths (2,473 women) with the key topic was Community Based Entrepreneurship Development. There was no clear result or achievement presented in terms of knowledge, skills or perception regarding volunteerism being reported in the activity report. This indicates a limitation in reporting skills by the youth centre management staff.

South-South Knowledge Exchange

South-South knowledge exchange was achieved and the detail of the achievement is provided in section 3.5.

In summary, the progress of output 2 is provided in below Table.

Table 8: The progress of output 2 comparing to the result framework

Indi- cator #	Targets	Description & Level of Achievement	Achievements and Beneficiaries				
			Activities	Benefited People		Volunteers	
				Total	Women	Total	Women
2.1	2,400 local youth volunteers	Local youth volunteers mobilized/consulted (with	6 sharing sessions	1,503	NA	1,153	659

	mobilized /consulted	focus on most vulnerable youth groups) – 1,473 youth consulted or 61% achieved	2 study tours			320	NA
2.2	12 (VIOs), 12 members of academia, social entrepreneurs etc. involved and consulted	100% achieved					
		VIOs involved and consulted (NGO Youth Forum)	12 VIOs				
		Academic institutions involvement and consultation	53 NGOs				
2.3	2 local partner incubation programs on social entrepreneurship developed	Incubation programs on social entrepreneurship - 50% achieved	4 Institutions				
			1 local partner on 1 Incubation Program			32	17
2.4	2 joint activities on entrepreneurship and innovation for young people	Joint activities for youth on entrepreneurship/innovation with partner incubation programs – 100% achieved	4 best business winners - seed fund				
			2 Training workshops on CBED	8,177	4,770	NA	NA
2.5	2 International South-South Knowledge exchange	South-South knowledge exchange – 100 % achieved	3 Exchanges (China, Korea, Thailand, and India)	641	NA	NA	NA
			UNV-IBSA project recognized as a South-South good practice.				

3.2.1.3 Output 3 - Advocacy, Information and Monitoring (AIM) – Strengthened national capacity to implement volunteer management mechanisms

A number of advocacy events were conducted under this output. They began with the creation of a strategy to foster youth employability for guiding the implementation of youth volunteering programs. The project coordinated six advocacy events to promote understanding of volunteerism and the use of accreditation frameworks including two National Forums on Volunteerism (2017 and 2018): three International Volunteer Day events (2017, 2018 and 2019); and one International Youth Day event (2018). The events reached 4,275 participants, though there was no gender aggregated data reported. There were limited results from the events conducted in 2017 and 2018 reported, especially regarding the perception or the importance of volunteerism, while the result from the IVD 2019 indicated that 81.3% (37.5% strongly agree; 43.8% agree) of the survey respondents demonstrated strong willingness to volunteer after the event.

The project published two issues of an English-Khmer edition of “Dream Magazine” on youth employability and distributed a total of 9,500 copies of the magazine through 11 provincial job centers with support from the National Employment Agency (NEA). The magazine was also shared on the NEA website and social media channels.

Capacity building activities in the form of trainings for government officials involved with implementation of youth volunteerism programs were also delivered to target officials from five provinces on youth and volunteerism-related topics. Officials from 17 provinces participated in pilot programs and the Volunteer for My Community on subjects relating mainly to resource mobilization.

The Youth Volunteer for Cambodia online platform was launched by MoEYS in late 2019. The link to the platform is <https://yvc.moeys.gov.kh/>. The number of registered youths on the platform (accessed on 21 Mar 2020) was 925 while there were only six organizations

registered. MoEYS expects the platform will serve not only to connect volunteers with volunteerism organizations, but also as a platform for official recognition of the volunteerism program.

Outreach was also conducted at two career fairs, the Fulbright and Undergraduate State Alumni Association of Cambodia (FUSAAC) Major and Career Fair 2018 and the National Employment Agency (NEA) Career and Productivity Fair 2019. The two events attracted 228 registered participants who through UNV received further information about volunteerism.

Summary of the progress of output 3 is provided in Table below.

Table 9: The progress of output 3 comparing to the result framework

Indi -cator #	Targets	Description & Level of Achievement	Achievements and Beneficiaries				
			Activities	Benefited People		Volunteers	
				Total	Women	Total	Women
3.1	1 Strategy	Strategy to foster youth employability – 100% achieved	1 Strategy				
3.2	6 advocacy events to promote understanding and use of accreditation frameworks	Advocacy events on volunteerism and accreditation frameworks – 100% achieved	2 National Forums on Volunteerism (2017 and 2018)				
			3 International Volunteer Day events (2017, 2018 and 2019)	4,275	NA	199	NA
			1 International Youth Day event (2018)				
3.3	2 national-level advocacy events	3 National advocacy and capacity development for stakeholders on benefits of volunteering – 150% achieved	Dream Magazine	9,500			
			Campaign on Leadership and management skills	NA	NA	NA	NA
			Training on Resource Mobilization skill	NA	NA	NA	NA
3.4	2 CBRCs supported and their staff trained to include volunteering information in their services	5 Youth Centres (YCs - previously Career Building Resource Centres - CBRCs) supported – 250% achieved	5 YCs supported				
			Center Staff Trained	55	NA		
			Volunteers involved			12	NA
3.5	An online platform to facilitate information sharing on volunteer opportunities	Reaching Youth through Online Platform – 100% achieved	1 Online Platform developed				
			Youth registered			925	NA
3.6	100,000 young people reached through the online platform	Reaching out to youth – 100% achieved	Social media (FUSAAC) Major and Career Fair 2018	152,699	NA		
			(NEA) Career and Productivity Fair 2019	228	NA	NA	NA
						NA	NA

3.2.2 Progress Toward the Project Development Objectives

The two project outcomes were adopted from the UNDAF while the outcome indicator was “Percentage of total employed population that is employed in the formal sector, disaggregated by age, location and sex Baseline (2013): 40.6% Target (2018): 50%”. The achievement for this indicator was at the country level and could not be adequately reported on for the evaluation. There were no specific data from the UNDAF report to confirm the specific employment rate directly related to the contribution of this project. However, the employment rate and other project impacts on youth volunteers, community people and institutions are provided as per the evaluation survey and anecdotal evidence acquired from the field visits, as indicated below:

3.2.2.1 At Youth Volunteer Level

Youth participants were engaged in different types of interventions as the ultimate beneficiaries of the project. Knowledge, perception, and skills for employability were the focus. The changes and impacts of the interventions are described below:

Knowledge and skills

As reported earlier, youth participants learned sets of skills under the capacity building processes through volunteerism activities. The online survey with 137 youth volunteers indicated that the proportion of participants who perceived being learned at least three topics included almost all (90%). They perceived what they learned was also useful and that the percentage applied for at least three aspects that would help them in their daily lives and education (80%), in their job application (76%) and in their higher education and employment (85%).

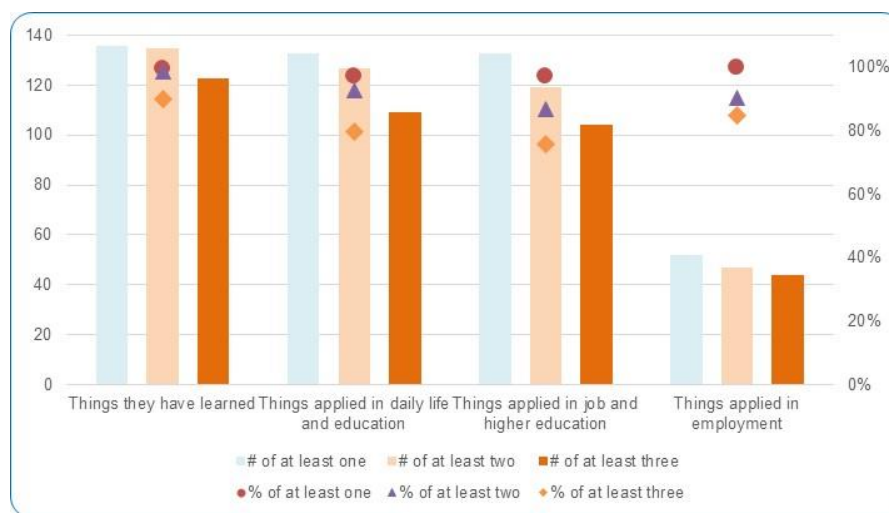


Figure 10: The project structure

In terms of what they learned, teamwork and leadership skills ranked at the top in their responses. The top 10 items they learned is provided in Figure 11, indicating that the youth participants learned important skills meaningful for their lives and their future work.



Figure 11: Things they have learned

To trace this a bit further, the application of skill learned were asked in the online survey. The result illustrated in the chart below indicates that communication and networking were the most used skills for them in daily life and education, while confidence and courage were the most applicable in their job search and higher education.



Figure 12: Things they have applied in daily life and education



Figure 13: Things they have applied in job search and higher education

With more than a third of the youth volunteers (38%) certifiably employed at the time of the evaluation, the participants reported that what they have learned was being used within their work environment. Figure 14 below documents this claim.



Figure 14: Things they have applied in employment

Employability

The ultimate goal of the project was to increase youth employability. Figure 15 verifies the employment rate that 38% (52) out of the 137 surveyed youth volunteers are employed at the moment. Interestingly, 18% of the employed volunteers are students, being employed while studying. Moreover, Figure 16 indicates that 79% of the employed youth perceived that their employment is attributable to the volunteerism activities. In addition to the employment, there were other positive impact on youth relevant to their future employability including: good knowledge on CV preparation, having more connections, more confidence in job interviews, having appropriate skills for a job, and being in a stronger position to get a job.

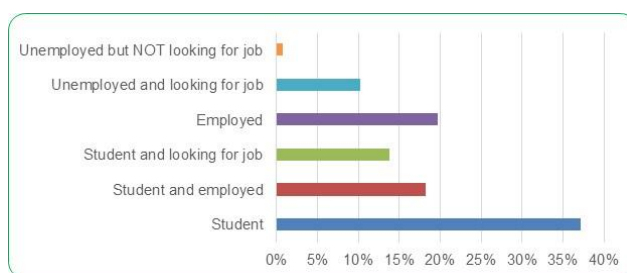


Figure 15: Employment status of youth volunteers

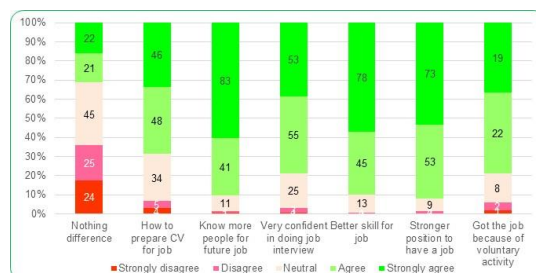


Figure 16: Impact of volunteerism on youth

More Volunteerism

The participation and commitment of youth volunteers in delivering services to host agencies and communities have raised the values and recognition of volunteerism among the host agencies as well as people in the communities they served. An example of the attraction of more volunteers is a mini-project in Kampong Thom province which could managed to mobilize 400 youth participants within his representative community to be part of the project. It was also observed that youth volunteers contributed to the volunteering spirit by helping their fellow volunteers overcome problems faced during their volunteering assignment.

Social Capital and Positive Pathway

The interviews with youth volunteers indicate that prior to participating in the volunteerism program, they had little or no experience in working with government institutions. Requesting letters of support from government institutions appeared alien to them. After the volunteer experience, tasks for many youth participants have become simpler and easier in terms of interfacing with different government institutions ranging from local to provincial level. They have built connections and the ability to network, including and especially with government institutions and officials. The volunteerism experience was a life changing event for a number of the youth volunteers. These youth feel they are parts of solutions that include working more to support people who are in need rather than blaming the government. Many see their new roles and responsibilities in positive terms that include contributions to society.

Leadership

The focus of the project was more on skills for employability rather than leadership. Results from field discussions and interviews with youth volunteers suggest the achievement had a value-added dimension beyond employability. A small but significant minority of the youth volunteers have shown themselves to be the leaders in the making, especially those who were selected as group leaders in the mini-project completion with other groups. A few among those interviewed have become leaders in their communities. They took actions on issues for which they proposed solutions with little or no hesitation and mobilized whatever resources were available to ensure their tasks succeeded.

Social Linkage and Change

Field visits to three provinces under the VMC program to research achievements indicated that the roles of most youth volunteers were noteworthy. They have shown themselves more confident and courageous to work with government authorities and institutions as a result of having participated in the program. They can be described as social entrepreneurs in and between communities, local authorities, governments and the private sector. Dedicated work

without financial compensation brought them into a stronger position to mobilize resources and win community and public trust. This achievement cannot be generalized to include all cases and provinces as only three provinces were visited. From what was observed during the evaluation, most youth volunteers revealed themselves to be the agents of change building contributing to society in positive and helpful ways.

Political Motivation-Free

The question of underlying political motivations emerged during the field visit, in part given the high involvement of local and provincial authorities, higher government officials and institutions, along with some private companies. Queries and observations were made to explore the causes and motives behind the support and cooperation that was observed. Political partisanship issues were not readily evident, but political motivations may be seen in the context of four contributing factors:

- Volunteerism mentality: The first and most important factor is the mental foundation of the program. For example, the mini-projects led by the youth volunteers were not carried out on the basis of partisanship or based on the profit motive. Youth volunteers demonstrated to stakeholders the commitments that did not necessarily expect anything in return. This caught the attention of community peoples and leaders, who saw the activities benefiting their communities, which in turn elicited their participation in the project. An example is the case of youth volunteers persuading parents to send their children back to school after they had dropped out. They demonstrated a kindness in impressing parents to sacrifice for the benefit of their children.
- The government internal system: The design and layout of the pilot program was conducted by and through the government. In this regard, no-one suspected the good intention of the program. The official administrative flow of each program activity generated support and became an enabling environment for the youth volunteers to conduct their mini-projects without obstacles, including and especially political ones.
- Motivational support: An important factor in the success of the project was the tireless support from youth officers responsible for each youth office. They were the prime motivators and coaches for the youth volunteers. With their high potential and ongoing guidance, support, and mentoring they were the catalysts that helped ensure the success of the youth volunteer activities. It can be stated that they demonstrated a spirit of mutual aid and trust among the youth participants, project staff, and the local and higher officials.
- Transparency and integrity: The transparency and integrity of the program implementation, especially during the selection of youth volunteers and during allocation of the funds to each province, did not appear to show any politically motivated bias. The self-motivation for volunteerism among the youth volunteers also showed no underlying political motivations. This transparent operation of the program contributed to the attraction of financial contributions from stakeholders regardless of their political affiliation.

3.2.2.2 At Institutional and National Level

There were a number of observed and reported impacts at the governmental institutions both provincial and national levels. The impacts of the project here include:

- Perceptions on volunteerism: Volunteerism went through a series of debates to determine its standing in the mind-set of the country's policy-makers. Although it has long been considered part of the national development agenda, its acceptance and integration into the system at the higher level remained limited. The implementation of this project served as a catalyst to change that mind-set and there have been changes in perception toward volunteerism at all levels within MoEYS, both at the national and sub-national levels.
- Institutional responsibility and performance: The services of the youth volunteers were valued as they have since been placed in various agencies such as youth centres, youth offices, job centres, district councils and provincial departments. The implementation of the project also reportedly served to improve the capacities of implementing institutions in terms of their technical capacity, budget management, and monitoring and evaluation practices. These institutions have acquired the capacity to administer volunteerism programs in the country.
- Systematic integration of volunteerism: With the acknowledgement of volunteerism as an important activity, the General Department of Youth managed to persuade MoEYS to integrate VMC as a distinct program activity of the ministry for implementation beyond the project's target areas. It was also reported in the National Volunteer Review report that the Prime Minister officially pointed to the establishment of a volunteering network at the grassroots level as one of the five strategic recommendations at the 2019 National Education Congress. This has opened the way to a greater readiness for future youth capacity development and employability through volunteerism activities.

3.2.2.3 At Community Level

The impact at the community level was more visible than had been expected. The findings from discussions and interviews with stakeholders regarding community impacts were impressive for provinces such as Stung Treng, Rattanakiri, Battambang, Banteay Meanchey, and Pursat, not least in the three visited provinces. Unfortunately, these impacts were not adequately documented apart from anecdotal human-interest stories and the reports on each pilot program. The latter were found to be of limited value as evidence in claiming a huge achievement at the community level. The observable changes and impacts at the community level, as per results of discussions and interviews with youth volunteers, government institutions, and communities, are provided below:

- Perception toward volunteerism: An understanding of the importance of volunteerism was observed and reported among community youth volunteers' parents. Figure 18 below shows that 89% of youth volunteers' parents were proud and pleased by the achievement of their children after joining the volunteerism activities, slight improvement from the 84% prior to the youth participation program. The other changes related to hesitation and worries, which was found to be 39% before the participation, with 14% of the parents having preferred for their children not to have join the

volunteerism activities. The changes of public perception and community people toward volunteerism were also reported but with no statistical data to quantify the change.

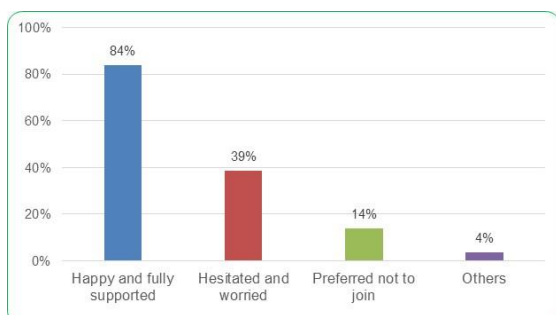


Figure 17: The perception of youth volunteers' parents toward volunteerism before the program



Figure 18: The perception of youth volunteers' parents toward volunteerism after the program

- **Volunteerism benefits:** The ultimate beneficiaries of the youth volunteerism services through the host agencies were community people. The most visible benefits that emerged from the implementation of the 25 mini-projects by P3 youth volunteers and the 36 mini-projects by VMC youth volunteers focused in areas such as health, water & sanitation, education, environment and tourism. There were qualitative reports to confirm the benefits but these were not translated in quantifiable terms.
- **Realization of financial potential:** The contribution of financial resources from participating stakeholders was reported to be USD 38,912 as per figures provided from the VMC, but this figure is likely to increase somewhat as some mini-projects were still active at the end of the project period. There were a range of financial resources that provided invaluable ownership inputs as well as a sense of solidarity and social responsibility within areas where reliable financial collection were present. One anecdotal quote from a provincial youth official was that “the money is everywhere and unlimited. What we don’t have is the reliable program to attract the source”.
- **Health benefits on communities:** Among the benefits from the implementation of the mini-projects and volunteerism activities were the services and physical infrastructure provided and developed in the communities. The direct economic and social benefits in the communities were not adequately documented for this evaluation. However, there were a number of positive feedbacks obtained during the face-to-face interviews on particular benefits, such as the construction of 10 wells in Rattanakiri for and indigenous community, solving the problem of waste in Stung Treng province, and eco-tourism activities in Banteay Meanchey. No socio-economic or cost-benefit analyses of the mini-projects were conducted to provide adequate evidence for the capital investments generated from the mini-projects.
- **Liveable society:** The willing nature of youth volunteerism motivated community people to become actively involved in the program, in part by contributing their limited resources in both time and money to the volunteerism program. The communities clearly appreciated the not-for-profit oriented behaviour of the volunteers. Such attitudes elicited a social sense of caring without conditions and inspired youth volunteers to devote more of their efforts for the benefit of the larger society.

Overall, the project was highly effective in delivering outputs. All outputs were achieved or under-achieved for justifiable reasons. The changes of initial ideas at the design stage over the course of implementation lowered achievement levels of some indicators. But in most of these cases, they were replaced by a more contextualized concept and attendant program activities. For example, the accreditation framework concept was changed to an official recognition of volunteerism program and the original three pilot programs were added to by a new program owned by MoEYS and rolled out in a larger coverage area. In other words, the achievements of the project development objectives were substantial and attained some unexpected successes at various levels, including with the youth volunteers, governmental institutions and communities.

3.3 Efficiency

3.3.1 Adaptive management

Project reports indicate that the managerial response and mechanism was a flexible one based on evident needs at the ground level. Ongoing monitoring and evaluation played an important role in mitigating shortcomings as they arose. There were some reflections and discussions on various issues and challenges of project implementation. On-going consultations and discussions with MoEYS took place on a continuous and regular basis to both inform and seek support for activities as they progressed. The institutional setting was robust enough to respond to the needs of the project implementation. The issues were solved or minimized in part through use of the Telegram communications platform. It was used effectively to both inform and report on the progress of all activities, allowing in most cases for more or less immediate responses and interventions. The Telegram platform had its constraints when messages were back-logged, leading to delayed responses and missing information when immediate action was needed.

3.3.2 Cost Efficiency

During its operation, the project's main activities covered half of the country while some activities covered the entire country. The project directly benefited to at least 636 youth, provided training to at least 938 youth under P1, P2, P3, VMC and Youth Ambassador program and directly benefited to at least 5,810 community people. Additionally, there were 8,177 youth trained across the country on Community-Based Enterprise Development, while other youth, numbering of 4,275, participated in the project forums covering a variety of topics. Moreover, the awareness and media outreach managed to reach out to an estimated 152,699 people.

With regard to cost-effectiveness, there were a number of mechanisms applied in the project to minimize expenses while maximizing efficiency. This included (i) the utilization of international and national volunteers from different organizations such as UNV, VSO and AVP to support the project, (ii) using youth volunteers to organize and lead various volunteerism activities such as entrepreneurship training and volunteers during school holiday, (iii) lending the authority of government institutions at the national and provincial levels to operate various activities which were less cost consuming, and (iv) volunteerism activities mobilized additional

contributions from a number of stakeholders, whether public or private, individual or institutional.

As per the outputs and outcomes covered in the previous section, the project overall was considered to be cost effective and efficient for the following reasons:

- The contributions of the three pilot programs were instrumental as driving forces for the recognition of volunteerism, including and especially the formation of the VMC as a national volunteerism program. This is where the official recognition process for volunteerism started and paved the way for volunteerism to become a potentially significant contributing factor to employability.
- The project was effective in benefiting not only youth volunteers but also the implementing institutions and the communities where the activities took place. Youth volunteers were trained and equipped with sets of employable skills. Some of them have even become leaders in the making and have started to act as social change agents. The 61 mini-projects provided significant benefits to the involved communities, who acknowledged volunteerism as a source of hope and aspiration.
- The utilization of youth volunteers as leaders in implementing mini-projects maximized the benefits attainable from the available budget. The budgets needed for the projects appeared modest relative to the benefit of the program's impacts. The involvement of youth as volunteers contributed to cost efficiency, not only for the pilot program and VMC but also across nearly all program events conducted under the project.
- The VMC was initiated by and incorporated into the long-term implementation plan of MoEYS. This is an assurance for the sustainability of the program and in extending the efficiency of investments. The employability of youth in the immediate and near future will improve based on the contributions provided by this program.

In some instances, project implementation encountered delays and some activities remained incomplete at the end of the project period. Some ongoing activities have spilled beyond the project's timeframe, among them the official recognition of volunteerism as a certified activity and the Youth Ambassador Program of the CCC. Within the timespan of the project was ambitious in many aspects but was able to with some limitations to accomplish its objectives as planned.

3.3.3 Monitoring & Evaluation and Reporting

The project devised a series of initiatives regarding the development of monitoring and evaluation tools. The effort given to M&E was dedicated and there was an acknowledgement from the Youth Centers on improved M&E skills facilitating project implementation. There were adequate tracking and records regarding the number of project stakeholders including partner institutions, youth volunteers, and youth beneficiaries. There were also some shortcomings observed regarding the M&E design and project implementation including:

- Participatory designed interventions: The volunteerism program including pilots 1, 2, 3, and the Volunteer for My Community (VMC) were developed by the project and were not ready-designed interventions. This included the design of monitoring and evaluation tools at the time of project implementation. As experienced M&E professionals were required for this task, delays occurred when participating M&E

project staff were part of a number of staff turn-overs at the beginning and during project implementation.

- Late findings/result tracking: Monitoring reports stated that there were at least 26 M&E tools developed and utilized through the course of the project. The tools were designed at prior to each activity and program, which meant that M&E tool development was a time-consuming task. As a result, some monitoring reports for activity implementation were late and some findings on issues and challenges of the project could not be used or adequately addressed on time.
- Systematic and automated reporting: The project relied on on-going reporting from implementers at the provincial level through the youth management centres. These included official reports such as quarterly reports and activity reports and informal reporting through the Telegram platform. There was no real-time tracking of the activity from the field or user-friendly automated platforms for relevant stakeholders to inform and report on the progress of the work. Such platforms can be used to check at a time of need, a function which is not available on the Telegram platform.
- Insightful monitoring: In spite of the adaptive feature of the project's management, the quality of the reporting was found to lack the insight. The monitoring activities and reports focused more on the overall achievement of each event or program while only providing a few cases of a more insightful understanding of the achievements. For example, the results of the 61 mini-projects were reported without pointing to factors contributing to the success or failure of the projects and what lessons were learned from the projects. Additionally, the social and economic benefits of the mini-projects were not adequately covered in the reporting.

Overall, the implementation modality of the project remained efficient, allowing for the project to manage and utilize volunteerism services at both the technical and administrative levels. Within the 2.5-year timeframe, the project managed to contribute to the establishment of a national volunteerism program that is about to roll out across much the country. This was made possible by the efficient and adaptable management system adopted in the project implementation. Large part of this success was a communications system via an informal platform through which issues were addressed more or less immediately. Overall, the project also managed to provide with some limitations adequate monitoring tools and methods for measuring the achievements of the project.

3.4 Sustainability

Volunteerism as an education & training activity has already been included in the activity plan of the MoEYS, a ministry that has demonstrated a strong commitment to the program and the likelihood of its further development upon project completion. Reasons for this include:

- The success of the project is to a significant extent attributable to the active backstopping support of the MoEYS for the project implementation of volunteerism activities at all levels. MoEYS initiated and took the lead in shaping the new VMC program. MoEYS played a significant role in facilitating the operation of various

aspects of volunteerism program, including in areas of technical capacity at field level and budget management.

- The financial contribution of MoEYS during the project period was reported to be USD 85,400. This was a modest figure relative to its actual contribution in the form of ownership and responsibility in overseeing the program across the country during implementation. The budgetary contribution for 2020 is to be another USD 85,450.
- The importance and potential of volunteerism has been recognized at many levels of MoEYS, where steps had been taken in the final stages of project implementation by MoEYS to shift from being an implementing partner to executing leadership in all implementation processes. The initiative of the VMC program has put the ministry in the forefront in innovating, solving, and owning the program.
- The rolling out of VMC in 12 provinces in 2019 to 18 provinces in 2020 will ensure programs sustainability beyond the project period. Volunteerism activities have begun even without materialized support for the next steps. Additionally, the ministry has demonstrated the willingness to seek further financial support from both the government and development partners to support the new roll-out activity.
- With recognition of its importance, volunteerism is in the process of being systematically formalized and integrated as a certified educational tool for employability in the country. This represents the ultimate assurance of volunteerism as a method for improving youth employability in the country.

Apart from these strengths, there are also concerns in areas needing improvement regarding the implementation of volunteerism activity. These include:

- MoEYS has the internal capacity to implement a ready-made pilot program but may be limited in terms of further innovation in the volunteerism field. To be specific, MoEYS has inadequate team of research in the field of volunteerism to explore, learn and improve the program either from others' practices or new inventions.
- The ministry's technical capacity in areas such as monitoring & evaluation and results reporting, especially regarding the capacity to produce insightful and quality monitoring reports, needs improvement.
- Resource mobilization both financial and technical is a concern. Mobilizing experienced volunteerism partners both within and outside the country was not a particular strength of the ministry. Additionally, the ministry has not taken an adequate lead in mobilizing external financial support to further strengthen the existing volunteerism effort.
- There were some limitations in the financial allocation. The financial contribution from the ministry for implementing the volunteerism activity was limited. Funding for mini-projects was not available and large-scale mobilization of youth volunteers has not been supported by the ministry.
- The incentivizing system with MoEYS for volunteerism activity implementation is at risk of leaving the program with diminished financial support. It was reported that the implementers raised the issue of limited incentives and motivational actions for their tireless support in the implementation of the volunteerism activity. There is the further risk of financial shortages in supporting mini-projects and other activities being interrupted.

Broadly stated, the volunteerism program is likely to continue for a number of related reasons covered in this report. The ministry has already developed a guidebook for VMC and the program is already listed as a governmental program. A modest budget has been allocated and implementation for 2020 has begun in spite of the risk of insufficient financial support. Without adequate financial support, the roll-out and operation of the program will be curtailed or possibly interrupted with regard to i) mobilization of technical external support at the national level, ii) financial support for mini-projects, and iii) quality monitoring & evaluation for program implementation.

3.5 South-South Cooperation

South-South Cooperation was to share and learn the experiences of project implementation with and from other developing countries. There were three exchange programs conducted during the project period with four countries: China, Thailand, India, South Korea and Australia who had come to work with the project. The project also participated in a few knowledge sharing events including the Global South-South Development (GSSD) Expo and the 15-Year Anniversary Celebration of the India Brazil South Africa Fund (IBSA) held at the UN Headquarters in New York on 26-30 November, 2018, where a video about UNV-IBSA Project was shown. Another event was a Regional Consultation on the Plan of Action on Integrating volunteerism into Agenda 2030 in Asia and the Pacific, held at the end of March 2019, and the 2019 Economic and Social Council of the United Nations (ECOSOC) Youth Forum held in April 2019.

The report on the 3rd International Youth Exchange through Peer Learning (IYEPL) For Youth Volunteers from India indicated series of volunteerism concepts and inputs being shared and supported to the volunteerism program in Cambodia as well as the learning of volunteerism practices in Cambodia. The accomplishments of the project were acknowledged and appreciated through those sharing events and a blog on achievements were published. The sharing activities raised the visibility of the project at the international level, including praise from the Indian Embassy on the achievement and positive sign for continuation of financial support to the project. These international projects heightened conceptual understanding of volunteerism in the context of a broader global effort among MoEYS representatives and the project team. They motivated the Cambodian participants with ideas for improved implementation and promotion of volunteerism in Cambodia. The success cases of IBSA projects were also highlighted in the Cambodia's Voluntary National Review 2019 on the Implementation of the 2030 Agenda for Sustainable Development.

Additionally, the project was developed and driven largely by a demand from MoEYS. The initiation of the VMC provided room for the ministry to take the lead in project implementation rather than sticking to the original project design, where project implementation was accorded to Youth Center Department, General Department of Youth. This generated the MoEYS ownership of the project. Such ownership has driven the willingness of learning and sharing, which was also the contribution to the South-South Cooperation.

In spite of the these sharing activities and events and achievements, there are no reports on how the knowledge being replicated or applied in each country and the same to the level of complementarity to North-South cooperation.

3.6 Issues and Challenges

Although project implementation operated according to the plan, a number of issues and challenges were faced throughout the project period and within specific volunteerism programs. Issues and challenges were found both at the project level in Phnom Penh and at the implementation of the volunteerism programs and activities on the ground.

3.6.1 At Project Level

- Staff turn-over: Throughout the implementation period, the project faced issues of staff turn-over including key managerial staff. This hampered and created a negative effect on a series of implementation activities. The issue added to an already limited staffing situation. It was reported that many or most of the positions were the volunteer ones, where they received an allowance as volunteers but were given roles and responsibilities as full-time paid professionals. After accumulating some experience, the volunteers left for a better-paying work, in part also because many of their contracts were for only six months. This was an untenable situation for project implementation in part also because time was lost in the transition for handing and taking over the work.
- Private sector participation: Participation from the private sector was observed as having been limited to a handful of actors. While positively reported, in actual practice there were non-private companies who were contacted for placement of youth volunteers. Given this limited participation, it was difficult to evaluate the value they added to the accreditation of volunteerism. The perceptions and actual inputs from the private sector into the recognition of the volunteerism program were not adequately represented.
- Delay of volunteer certificates: The preparation and release of the official certificates for youth volunteers was not accomplished in a timely manner, which has caused some demotivation among volunteers after a long period of hard and dedicated work.
- Delays in releasing funds: The delayed release of the budget for the youth centres held back project implementation as per the work plan. Changes in the UNDP financial procedures was reported as the cause for the delay. This presented a burden for implementers to themselves solve the issues, which included lending personal funds for implementation activities.
- Maintaining program momentum: At the end of the project period, MoEYS continued implementing the VMC using ministry funds. The status of ongoing financial support remains unclear especially with regard to the sponsorship of mini-projects. The expectation was there and if it did not materialize as expected, it would result in a loss of momentum for the VMC.

3.6.2 At Pilot Program and Activity Level

- Administrative delays: Among issues raised in the program activity reports was a delay in the issuance of administrative letters of authorization from the MoEYS, which caused delays in operation of the program.

- Financial delays: Delays in the release of funds at the project level posed constraints for project implementation in the field. Some volunteers reported using their own financial resources to implement activities while waiting for release of project funds.
- Level of capacity: The capacity of implementers at the start of the project was limited in some aspects, including in the areas of monitoring & evaluation and financial management. It required some time to build and improve capacity for a smoother and more efficient project implementation.
- Limited incentives: A system of incentives was not brought into place to motivate implementers. They at times had to solve monetary issues on their own and these and other delays and constraints served to distract their efforts on behalf of the project. The lack of adequate financial support caused difficulties in ensuring the smooth operation of the work.
- Limited inclusiveness: One of the project's targets was the vulnerable youth population, including those who had dropped out of school and disadvantaged youth not prone to participate in a volunteer program. The recruitment of such youth understandably proved a challenge. Dropouts were difficult to locate or identify and they had limited or no access to information about the volunteer program. Many of those who came forward faced difficulties with what they saw as unfavourable recruiting criteria for selection.

3.6.3 At Youth Volunteer Level

- Levels of capacity: The selection process favoured youth from different social backgrounds and areas. This created issues of having to deal with great variation in terms of capacities and the ability to absorb the materials and skills delivered by each program.
- Different schedules: As the selected youth volunteers were from varied backgrounds including students from different grade levels and schools, the schedules made available for them also varied. There were challenges in organizing them according to a specifically coordinated schedule of implementation.

4. CONCLUSIONS

4.1. Conclusions

The implementation context at all levels was favorable for the project's goals and objectives. The rationale and policy foundations were in alignment with the current development agenda and the demand in the country and among youth. The project was originally designed as part of a broader UN Joint Programme Framework on Youth Employment in Cambodia, which involved five different UN agencies. This project complemented and contributed to both the achievements of the UN Joint Programme and the government's existing mechanisms in relevant ministries, particularly the Ministry of Education, Youth and Sport (MoEYS) and Ministry of Labor and Vocational Training (MoLVT). In addition to its appropriateness in the context of both national and global agendas, the project's design processes were participatory, with close, back-to-back support from MoEYS. The ministry has since become the lead agency in implementing the activities and most of the interventions at the ground. The organization and setting of the project were found to be robust and flexible, allowing for some immediate actions and changes to happen in response to challenges as they arose in time. There remained some challenges regarding the administrative and financial operation due to bureaucratic constraints in the system of both MoEYS and the UN.

In spite of the challenges, most of the project targets were achieved. The few project indicators that could not be accomplished or under-achieved were offset by alternate activities that added value over the course of the project. Additionally, the programs and activities implemented were found to be of good in terms of both quantity and quality. Youth volunteers were given opportunities at various levels of implementation ranging from community to national with set of roles and responsibilities that contributed to a sense of project ownership. The enabling environment of using youth volunteers for some aspects of all project interventions helped make the project more cost effective and efficient. Issues and challenges were effectively dealt with during the implementation through flexible, formal and informal problem-solving techniques. Among such issues were the heterogeneity of the youth volunteers in terms of their capacity, background, and time availability, and the limited incentivizing system provided for the youth centers to operate their activities.

Nearly all interventions both one-off and series of events were adequately monitored and the level of benefits from those interventions were measured and recorded. Thanks to the continuous development of M&E tools and methods, responses to specific activities both qualitatively and quantitatively in the measurement of the outcomes and impacts of the interventions were adequately documented. There remained some important aspects of project implementation that were left without monitoring and documenting, including the tracking of socio-economic benefits of the 61 mini-projects implemented by the youth volunteers.

The major achievements of the project were the accomplishment of its goal in acknowledging and obtaining official recognition of volunteerism as an important education & training tool to increase youth employability; of youth volunteerism activity simultaneously benefiting community people in the coverage areas; and maximization of stakeholder institutions involved in the process. The project interventions were shown to have contributed to drawing out the best of youth potential. Youth volunteers were shown to have not only achieved the

ability to acquire their current and future decent jobs, but also become leaders in the making while working with people at the community level. The program contributed to changing the perception and attitudes toward volunteerism at all levels of project implementation.

At the end of the project period, the MoEYS has committed to the further development and roll-out of the program to other coverage areas in the country. The program, which became operational in 12 provinces in 2019, is expanding to 18 provinces in 2020. The effort to formalize volunteerism in the country's education accreditation framework made progress during project period, which is a major indication of the program's sustainability.

4.2. Rating of Project Performance

Rating Indicators	Rating	Reasons for the Rating
Relevance and Appropriateness <ul style="list-style-type: none"> Demand-driven as per the country's situation and development agenda Project setting: Structure and Arrangement Implementation approaches 	<i>Highly satisfactory (HS)</i>	<ul style="list-style-type: none"> The formulation of the project was built and driven by the demand from key partners. The process was participatory and full of consultation with relevant stakeholders. There are enough policies documents both national and global levels being considered as relevance to the objectives of the project. The setting found to be appropriate and matched with the context being targeted.
Effectiveness <ul style="list-style-type: none"> Progress against toward objective of youth employability Achievement of outputs <ul style="list-style-type: none"> 1 – Policy 2 – Inclusion 3 – Advocacy, Information and Monitoring Achievement of the outcome Impact on employability of youth, on institution and communities Long-term benefits from the interventions on youth and community 	<i>Satisfactory (S)</i>	<ul style="list-style-type: none"> The IBSA project is completed with plenty of stories and achievements that can be added on the foundation of the context which were claimed to be very relevance at the beginning. The overall achievement found to be under the target to some extent but were justified by the additional changes on the course of the project's circumstances and needs. Each and every output was achieved with acceptable quantity and quality. The youth employability was relatively high as per the finding of 38% employed at the end of the project period while only 34% were still looking for jobs. The benefits from the 61 mini-projects were substantial is releasing various potentials of youth, institutions, and communities.
Efficiency <ul style="list-style-type: none"> Cost efficiency M&E plans and process Project communications Coordination and operational efficiency 	<i>Satisfactory (S)</i>	<ul style="list-style-type: none"> The modality of the project was robust and efficient in response to the urgent need of the project while considering the amount of the budget comparing to the effectiveness for the entire country, it is justifiable.

<ul style="list-style-type: none"> • Quality and timeliness of reporting 	<ul style="list-style-type: none"> • The quality and quantity of the implementation have been properly taken care at program / event level but missing the indepthness which should have been more visualized. • Barriers that slowed implementation were found but adequately solved thanks to the flexibility and robustness of the project management system 		
<hr/> <p>Sustainability</p> <table> <tr> <td data-bbox="193 526 798 911"> <ul style="list-style-type: none"> • Willingness to continue the activity • The possible existence of the programs • Capacity to implement the programs </td><td data-bbox="798 526 1437 911"> <div data-bbox="662 705 774 739"><i>Likely (L)</i></div> <ul style="list-style-type: none"> • Concept and understanding on the importance of volunteerism has been well-established and institutional capacity is ready to carry on the task. • Willing and commitment are strong and the formalization is in the process of being realized; volunteerism is a reality but may be disrupted to some extent without adequate resources to build on the momentum. </td></tr> </table> <hr/>		<ul style="list-style-type: none"> • Willingness to continue the activity • The possible existence of the programs • Capacity to implement the programs 	<div data-bbox="662 705 774 739"><i>Likely (L)</i></div> <ul style="list-style-type: none"> • Concept and understanding on the importance of volunteerism has been well-established and institutional capacity is ready to carry on the task. • Willing and commitment are strong and the formalization is in the process of being realized; volunteerism is a reality but may be disrupted to some extent without adequate resources to build on the momentum.
<ul style="list-style-type: none"> • Willingness to continue the activity • The possible existence of the programs • Capacity to implement the programs 	<div data-bbox="662 705 774 739"><i>Likely (L)</i></div> <ul style="list-style-type: none"> • Concept and understanding on the importance of volunteerism has been well-established and institutional capacity is ready to carry on the task. • Willing and commitment are strong and the formalization is in the process of being realized; volunteerism is a reality but may be disrupted to some extent without adequate resources to build on the momentum. 		

4.3. Recommendations

A number of recommendations based on the findings of this evaluation are provided as follows:

- An incentivizing system should be introduced to motivate MoEYS's implementers both at national and provincial level. Further analysis on the types of incentives should be conducted based on the internal context of MoEYS is required. For example, non-monetary motivational measure such as providing special attention and quicker responses from high level government officials could be one of them;
- Since the demand, the system, and the capacity are already present, seed funding for developing grant proposals to continue and expand the program should be provided. The focus of the next project period should include:
 - i). Mobilizing technical support for the implementation of the volunteerism program from experienced volunteerism partners at both the national and international level to ensure continuous and innovative approaches;
 - ii). Providing technical support for a monitoring and evaluation program oriented to producing insightful and quality reports that have applicable value; and
 - iii). Seeking financial support for both mini-projects and the larger-scale mobilization of youth volunteers.
- For project continuation, a better administrative and financial practice should be determined based on lessons learned in order to ensure effective and transparent operation and to avoid demotivation following the hard work of stakeholders at all levels.
- Drawing in part on the findings of this evaluation report, do a cost benefit analysis and socio-economic impact study of the 61 mini-projects – (25 implemented by P3 youth

volunteers and 36 by VMC youth volunteers) – in order to capitalize on the achievements and for use as a policy and advocacy mechanism for future funding from both the government and development partners.

- Ensure more inclusiveness of the vulnerable youth by establishing improved selection criteria and appropriate procedures that would open more opportunities for them to apply, this in order to redress an imbalance favouring city and more experienced youth.
- Being a South-South Cooperation project, there should be more strategic, attention and focus on further strengthening and promotion of South-South activities such as following up on the benefits of SSC activities and further actions on SSC to be planned in the future.

4.4. Lessons Learned

The project adopted three implementation strategies as listed in the project document. The implementation was successful with a number of lessons learned:

- The attraction of volunteerism: The commitment inherent in a volunteerism is seen not only as a good in itself for youth, but it also inspired community people to participate actively in the volunteerism program. This volunteerism aspect inspired the community people to join the activities introduced and facilitated by the youth volunteers.
- Empowerment and ownership: Project implementation was conducted through a consultative process with stakeholders (from the individual to the institutional level) such that it created a successful buy-in and sense of ownership among participants. The design of the piloted programs under all outputs was discussed and developed through consent and approval with relevant stakeholders including institutions rather than through top-down approaches.
- Transparency and integrity: Transparency and integrity of purpose were additional strengths in the implementation process in the eyes of the stakeholders and beyond. The concern regarding politically motivated activities within the volunteerism programs was minimized thanks to the transparency of information fully shared with stakeholders about the intention of the program. As a consequence, volunteerism activities received substantial support from a wide range of stakeholders in the public and private sectors and at the community-civil society level.
- Youth-driven program: Project implementation focussed on youth volunteers but actual implementation was directed at more than just the promotion and building of capacity among youth. Youth represented the core of a wider implementation of initiating, driving and leading volunteerism activities that had a multiplier effect. This youth-based program thrived in part by harnessing the three pillars of youth potential: capacity & skills, employability, and leadership.
 - Capacity and skill: The process of capacity building for youth was conducted as a series of activities and events requiring their participation as either trainers or leaders for a specific program. In this regard, youth volunteers took each and every

training seriously enough to share the skill and capacity with other people upon completion of the training.

- Employability: With their improved capacity and skills plus positive attitude in dealing with each and every activity placed on their shoulders, youth volunteers demonstrated their confidence in obtaining jobs now and in the near future.
- Leadership: Youth volunteers were given managerial and leadership roles in implementing volunteerism activities, resulting in a thriving for tangible achievements and appreciation from involved community people.
- Competition-based: Volunteerism activities were inserted into a healthy competitive environment. Participants performed at their highest levels when performing tasks competitively in mini-projects of their own making.
- Systematic volunteerism program: The implementation of this volunteerism program was systematic and continuous rather than a single one-off event. Through a series of inter-connected actions, the project developed the knowledge and skills of youth volunteers that will be felt beyond the completion of the program.

5. ANNEXES

ANNEX 1: LIST OF REVIEWED DOCUMENTS

1. 2 Annual Progress Reports – 2017 & 2018
2. 2 Study Tour Reports
3. 4 Human Impact Stories
4. 8 Quarterly Project Progress Reports - Q2, Q3, Q4, Q5, Q6, Q7, Q8 & Q9
5. Activities Report - The 1st NGOs Partnership Forum on Cambodian Youth Development 2019
6. Activity Report - 7th National Forum on Volunteerism and International Volunteer Day 2017
7. Activity Report - 8th National Forum on Volunteerism and International Volunteer Day 2018
8. Activity Report – International Volunteer Day (IVD) 2019 - Volunteer for an Inclusive Future
9. Activity Report – Volunteer for My Community (VMC)
10. Activity Report – Youth Entrepreneurship Programme: Incubation Programme
11. Activity Report – Youth Volunteering for Community Services – Pilot 1
12. Activity Report – Youth Volunteering for Social Entrepreneurship - Pilot 2
13. Blog – on Poverty Reduction among Youth in Cambodia <https://my.southsouth-galaxy.org/en/solutions/detail/poverty-reduction-among-youth-in-cambodia-development-of-youth-volunteers-skill-sets-for-increased-employability>
14. Cambodia's Voluntary National Review 2019 on the Implementation of the 2030 Agenda for Sustainable Development (June 2019)
15. Concept Note on Formulating Accreditation
16. Final Project Progress Report 2019
17. Impact Evaluation Report - Pilot Volunteering Program During National School Holidays – Pilot 3
18. Key ideas on soft skill and official recognition 27 Feb 2020
19. Mid-Year Progress Report 2019
20. Narrative Report of the Volunteer Youth Ambassador Program for the Sustainable Development Goals (SDGs)
21. Programme Beneficiary Data
22. Project document (ProDoc)
23. Story Telling Local Villager Kompong Chnang Povice
24. Summary Report on Cambodia Entrepreneurship Day
25. UN Volunteers (2017). Volunteerism and Youth Employment in Cambodia

ANNEX 2: TIME AND LIST OF CONSULTED STAKEHOLDERS

#	Date	Activities and Stakeholders	Location
1	20 Feb 2020	Inception meeting with project team	Phnom Penh
2	26 Feb 2020	Interviewing Mr. Phearak, M&E of the project	-
3	27 Feb 2020	Interviewing Mr. Meach Bora, Siem Reap National Youth Resource Center in Phnom Penh	-
		Interviewing Ms Eng Chhunleng and Mr. Chhang Sous, Business Incubators	-
		Interviewing Mr. Tin Chhunheng, Kampong Cham Youth Resource Center	-
		Interviewing Ms. Loeung Thavy, Ms. You Chandy, and Mr. Sareth Sovannda, Business Incubators	-
4	02 Mar 2020	Interviewing Ms. Chhouey Sophea, and Mr. Sorn Thoung, Officers, Provincial Office of Youth	Banteay Meanchey
		Interviewing Ms. Kieng Sokea and Ms. Noun Sihoung, Youth Volunteers	-
		Interviewing Mr. Mao Sy, Community Leader, Banteay Chhmar Ecotourism site	-
5	03 Mar 2020	Interviewing Mr. Kao Kimchan, Officer, Provincial Office of Youth	Battambang
		Interviewing Mr. Tha Sovuthdy, Mr. Pheng Dina and their three friends	-
		Interviewing Ms. Sorn Soky, Principal, Ormal Primary School	-
6	04 Mar 2020	Interviewing Mr. Phek Vanny, Deputy Director, Provincial Department of Education, Youth and Sports, Pursat	Pursat
		Interviewing Mrs. Phun Thou, and Mrs. Sath Samorn, Chicken Raiser and Vegetable producers	-
		Interviewing Mr. Penh Porn and Ms. Ou Sany, Youth Volunteer	-
7	05 Mar 2020	Interviewing Mr. Sovanny Ry, Cooperation Committee of Cambodia (CCC)	Phnom Penh

#	Date	Activities and Stakeholders	Location
		Interviewing Mr. Pak Kimchoeun, Consultant for Accreditation Framework	-
8	06 Mar 2020	Interviewing H.E. Chek Lim, Deputy Director General, General Department of Youth	-
		Interviewing Mr. Tang Sovannaroeth, Director, Youth Management Center	-
		Interviewing Mr. Uy Kea, Deputy Director, Youth Management Centre	-
9	10 Mar 2020	Briefing the Findings with Project Team	-
10	24 Mar 2020	Findings Presentation with: Project Team, General Department of Youth, Youth Management Center, and UNV Regional Office	Skype

ANNEX 3: ONLINE QUESTIONNAIRE FOR YOUTH VOLUNTEERS

កម្រងបញ្ជីសំណួរសម្រាប់យុវជនស្ម័គ្រចិត្ត

Introduction: The purpose of this survey is to assist the Ministry of Education, Youth and Sports (MOEYS) and United Nations Volunteers in Cambodia to collect useful information from implementers of volunteerism in Cambodia. The results from the survey will be used to assess the performance of the program while in the meantime draw some key lessons to better plan the activities in the future. The information collected will be kept strictly confidential and will not be disclosed to third parties. This survey might take you around 10 to 15 minutes only.

គោលបំណងនៃការអង្កេតនេះ គឺដើម្បីគាំទ្រដល់ក្រសួងអប់រំ និងអង្គការសហប្រជាជាតិសម្រាប់អ្នកស្ម័គ្រចិត្ត នៅក្នុងប្រទេសកម្ពុជា ដើម្បីប្រមូលទិន្នន័យទាក់ទងទៅនឹងការអនុវត្តកម្មវិធីស្ម័គ្រចិត្តនៅក្នុងប្រទេសកម្ពុជា។ លទ្ធផលដែលទទួលបានពីការអង្កេតនេះ នឹងប្រើប្រាស់សម្រាប់វាយតម្លៃលទ្ធផលនៃការអនុវត្តគម្រោង និងដើម្បីប្រមូលយកមេរៀនសម្រាប់ការរៀបចំផែនការលើកក្រោយ។ ព័ត៌មានដែលប្រមូលបាន នឹងរក្សាជាការសម្ងាត់ ហើយនឹងមិនផ្តល់ដល់ជនទីបីឡើយ។ ការអង្កេតនេះ នឹងចំណាយពេលប្រមាណពី ១០ទៅ ១៥នាទី។

A. Personal Data ព័ត៌មានផ្ទាល់ខ្លួន

1. Last name នាមត្រកូល:
2. First name នាមខ្លួន:
3. Age អាយុ:
4. Gender ភេទ ☐ Male ប្រុស ☐ Female ស្រី ☐ Others ផ្សេងៗទៀត (LGBTIQ)
5. Please share your background as per below description. Check all that applies: សូមផ្តល់ព័ត៌មានផ្ទាល់ខ្លួនរបស់អ្នកដូចខាងក្រោម (ចម្លើយអាចលើសពី ១)៖
 - 5.1 I am part of a minority group ខ្ញុំជាជនជាតិភាគតិច
 - 5.2 I have a disability ខ្ញុំមានពិការភាព (ខ្ញុំជាជនពិការ)
 - 5.3 I live in a rural area ខ្ញុំរស់នៅតំបន់ជាច្រើនស្រយ៉ាង
 - 5.4 I am belong to any group above មិនមានចម្លើយណាមួយត្រូវនឹងខ្ញុំទេ
6. Name of province where your school located at the time of volunteering: សូមផ្តល់ឈ្មោះខេត្ត របស់សាលាអ្នក ដែលអ្នករស់នៅ ពេលដែលអ្នកកំពុងធ្វើការស្ម័គ្រចិត្ត
.....
7. Highest Level of Education កម្រិតអប់រំខ្ពស់បំផុតដែលទទួលបាន

	Current កំពុងសិក្សា	Completed (year) បានបញ្ចប់សូមដាក់ឆ្នាំ
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7.1. Secondary school អនុវិទ្យាល័យ	<input type="checkbox"/>	<input type="checkbox"/> ឆ្នាំ
7.2. High school វិទ្យាល័យ	<input type="checkbox"/>	<input type="checkbox"/> ឆ្នាំ
7.3. Undergraduate មហាវិទ្យាល័យ	<input type="checkbox"/>	<input type="checkbox"/> ឆ្នាំ

8. Employment status: Check all that applies ស្ថានភាពការងារ ចម្លើយអាចមានច្រើន

- 8.1. ☐ Student សិស្ស
- 8.2. ☐ Employed កំពុងធ្វើការ
- 8.3. ☐ Unemployed and NOT looking for employment មិនមានការងារ តែមិនរកការងារទេ
- 8.4. ☐ Unemployed and looking for employment មិនមានការងារ និងកំពុងតែស្វែងរកការងារ
- 8.5. ☐ Other ផ្សេងៗ.....

B. Participated Voluntary Activities សកម្មភាពស្ម័គ្រចិត្តដែលអ្នកបានចូលរួម

9. Please tick all volunteerism activities you had ever participated under the program.

សូមគូសចម្លើយសម្រាប់សកម្មភាពស្ម័គ្រចិត្តទាំងអស់ដែលអ្នកធ្លាប់បាន ចូលរួម។

#	Name of the activities ឈ្មោះសកម្មភាព	គូសTick
1	P1 - Youth Volunteering for Community Services P1 - យុវជនស្ម័គ្រចិត្តដើម្បីសហគមន៍	<input type="checkbox"/>
2	P2 - Youth Volunteering for Social Entrepreneurship P2 - យុវជនស្ម័គ្រចិត្តដើម្បីសហគ្រិនភាពសង្គម	<input type="checkbox"/>
2.1	Incubation Program កម្មវិធីប្រឡូកអាជីវកម្ម	<input type="checkbox"/>
3	P3 - Youth Volunteering During School Holidays P3 - យុវជនស្ម័គ្រចិត្តអំឡុងពេលវិសមកាល	<input type="checkbox"/>
4	Volunteer for My Community ស្ម័គ្រចិត្តដើម្បីសហគមន៍របស់ខ្ញុំ	<input type="checkbox"/>
5	Youth Ambassador Program កម្មវិធីទូតយុវជន	<input type="checkbox"/>
6	Study Tour ដំណើរកំសាន្ត	<input type="checkbox"/>
7	Cambodia Entrepreneurship Day ទិវាសហគ្រិនភាពកម្ពុជា	<input type="checkbox"/>

10. Please indicate the date of your latest volunteerism activity. សូមផ្តល់ ខែ ឆ្នាំ សម្រាប់សកម្មភាព ស្ម័គ្រចិត្តចុងក្រោយរបស់អ្នក

11. Have you ever participated any volunteerism activities beside the ones listed above?

តើអ្នកធ្លាប់បានចូលរួមសកម្មភាពស្ម័គ្រចិត្តផ្សេងទៀតក្រៅពីបញ្ជីខាងលើដែរ ឬទេ?

- 11.1. ☐ Yes បាទ

11.2. ☐ No ទេ

12. If yes, please provide the title: បើបាទ តើកម្មវិធីនោះឈ្មោះអ្វី?

.....

C. The Selection Process in Voluntary Activities ដំណើរការជ្រើសរើសក្នុងសកម្មភាពស្ម័គ្រចិត្ត

13. How did you learn about the voluntary opportunity with the program? តើអ្នកបានដឹងពីកម្មវិធីស្ម័គ្រចិត្តដែលអ្នកចូលរួមដោយរបៀបណា?

13.1. Friend ដឹងតាមមិត្តភក្តិ

13.2. Teacher ដឹងតាមគ្រូ

13.3. Youth Center's Facebook Page ដឹងតាមទំព័រហ្វេសប៊ុកមជ្ឈមណ្ឌលយុវជន

13.4. School: information board, leaflets, etc. ដឹងតាមព័ត៌មានសាលា

13.5. Others ផ្សេងៗ

14. Please tick all reasons WHY you were selected for the activities សូមគូសរាល់ចំណុចដែលនាំអោយអ្នកត្រូវបានជ្រើសរើសចូលកម្មវិធី

14.1. Everybody was openly requested to participate and I registered អ្នកគ្រប់គ្នាគឺបើកចំហអោយចុះឈ្មោះហើយខ្ញុំក៏ចុះឈ្មោះ

14.2. I passed the application and the test for the volunteering position ខ្ញុំដាក់ពាក្យជាប់ និងជាប់ការសំភាសន៍ជ្រើសរើស

14.3. I don't know why but I was appointed ខ្ញុំមិនដឹងច្បាស់ទេ តែខ្ញុំត្រូវបានគេដាក់ឈ្មោះ

14.4. I am an outstanding student in the class, so I was appointed ខ្ញុំជាសិស្សលេចធ្លោនៅក្នុងថ្នាក់ ទើបគេដាក់ឈ្មោះខ្ញុំ

14.5. I requested the teacher/program responsible person to include me ខ្ញុំបានស្នើសុំអ្នកទទួលខុសត្រូវកម្មវិធី អោយដាក់ឈ្មោះខ្ញុំចូល

14.6. Others ផ្សេងៗ

15. Please provide up to 3 reasons that made you decide to join the program activities?

សូមផ្តល់ហេតុផលច្រើនបំផុតបី ដែលធ្វើអោយអ្នកសម្រេចចិត្តចូលរួមក្នុងកម្មវិធីស្ម័គ្រចិត្ត?

15.1. I think it was a good opportunity to learn something new ខ្ញុំគិតថា វាជាឱកាសល្អមួយសម្រាប់ការរៀនអ្វីដែលថ្មី

15.2. I wanted to build my capacity ខ្ញុំចង់ពង្រឹងសមត្ថភាពរបស់ខ្ញុំ

15.3. It was recommended by my teacher so I joined កម្មវិធីនេះ លោកគ្រូបានណែនាំដូច្នេះខ្ញុំក៏ចូលរួម

- 15.4. I just followed my friends ខ្ញុំចូលរួមតាមមិត្តភក្តិ
 15.5. I just wanted to have fun ខ្ញុំគ្រាន់តែចង់សប្បាយ
 15.6. Others ផ្សេងៗ.....

16. Please provide up to 3 reactions from your families in your decision to join the activities សូមផ្តល់ហេតុផលច្រើនបំផុតបី ទាក់ទងទៅនឹងប្រតិកម្មពីគ្រួសាររបស់អ្នកក្នុងការសម្រេចចិត្តចូលរួមកម្មវិធីស្ម័គ្រចិត្ត

- 16.1. My family were happy and fully supported me គ្រួសារខ្ញុំសប្បាយចិត្តហើយគាំទ្រខ្ញុំ
 16.2. My family were hesitated and worried but they supported me to join គ្រួសារខ្ញុំស្ទាក់ស្ទើរ និងបារម្ភណ៍ពីខ្ញុំ តែពួកគេគាំទ្រខ្ញុំអោយចូលរួម
 16.3. My family preferred me not to join, but I joined គ្រួសារខ្ញុំមិនចង់អោយខ្ញុំចូលរួមទេ តែខ្ញុំនៅតែចូលរួម
 16.4. Others ផ្សេងៗ

D. The Learning and Changes ការរៀនសូត្រនិងការផ្លាស់ប្តូរ

17. How would you rate your level of agreement to the following statement regarding your voluntary experiences? សូមផ្តល់ពិន្ទុពី ១ ដល់ ៥ (១ មិនឯកភាពទាល់តែសោះ និង ៥ ឯកភាពទាំងស្រុង) ទៅលើបទពិសោធន៍ទាក់ទងទៅនឹងកិច្ចការស្ម័គ្រចិត្តរបស់អ្នក៖

#	Statement យោបល់	1= Strongly Disagree => 5=Strongly Agree ១ មិនឯកភាពទាល់តែសោះ និង ៥ ឯកភាពទាំងស្រុង				
		1	2	3	4	5
(1)	It was a wonderful experience for my life, I would do it again វាជាបទពិសោធន៍ដ៏អស្ចារ្យមួយ សម្រាប់ជីវិតខ្ញុំមានអារម្មណ៍ថា រឹងមាំ និងទទួលបានការលើកទឹកចិត្ត					
(2)	I recommend to everybody to join វាមានសារៈសំខាន់ណាស់ ហើយខ្ញុំសូមណែនាំអោយគ្រប់គ្នាចូលរួម					

(3)	It was ok and I would do it again only if I have nothing else to do វាធម្មតាៗ ហើយខ្ញុំនឹងចូលរួមបើខ្ញុំមិនមានអ្វីធ្វើ					
(4)	It was not necessary; we can just ignore it វាមិនសំខាន់ទេ យើងមិនគួរខ្វល់ពីវាទេ					

18. How could you describe your family feeling toward you after the volunteerism activities? តើអ្នកអាចអធិប្បាយដូចម្តេចចំពោះអារម្មណ៍របស់គ្រួសារអ្នកចំពោះសកម្មភាពស្ម័គ្រចិត្តរបស់អ្នក?

- 18.1. They were happy and proud ពួកគេសប្បាយ និងមានមោទនភាព
- 18.2. Nothing / just the same to before / no change មិនមានអ្វីទេ ធម្មតាៗ មិនមានការផ្លាស់ប្តូរអ្វីទេ
- 18.3. They were disappointed to my decision and my participation ពួកគេមានការខកចិត្ត ដែលខ្ញុំសម្រេចចិត្តចូលរួម
- 18.4. Others ផ្សេងៗ

19. Please indicated three most important things you have learned from your volunteerism activities សូមផ្តល់ចំណុចសំខាន់បី ដែលអ្នកបានរៀនពីសកម្មភាពស្ម័គ្រចិត្តដែលអ្នកបានចូលរួម៖

- 19.1.
- 19.2.
- 19.3.

20. Please indicated three things from the volunteerism activities that you have applied in your daily life or your education សូមផ្តល់ចំណុចបី ដែលអ្នកបានរៀនពីកម្មវិធីស្ម័គ្រចិត្តដែលអ្នកបានយកមកអនុវត្ត នៅក្នុងជីវិតរស់នៅ និងការសិក្សារបស់អ្នក៖

- 20.1.
- 20.2.
- 20.3.

E. Employment ការងារ

21. Please indicated three things from the volunteerism activities that you have applied for your job search/higher education? សូមផ្តល់ចំណុចបី ដែលអ្នកបានរៀនពីកម្មវិធីស្ម័គ្រចិត្ត

ដែលអ្នកបានយកមកអនុវត្តសម្រាប់ការស្វែងរកការងារ និងការសិក្សានៅថ្នាក់មហាវិទ្យាល័យ៖

21.1.

21.2.

21.3.

22. Please indicated three things from the volunteerism activities that you have applied for your employment. សូមផ្តល់ចំណុចបី ដែលអ្នកបានរៀនពីកម្មវិធីស្ម័គ្រចិត្ត ហើយដែលអ្នកបានយកមកអនុវត្តក្នុងការងាររបស់អ្នក៖

22.1.

22.2.

22.3.

23. In terms of capacity for employment, how would rate the following statement after joining the volunteerism activities? ទាក់ទិនទៅនឹងសមត្ថភាពសម្រាប់ការងារ តើអ្នកធ្វើការដាក់ពិន្ទុយោបល់ខាងក្រោមដូចម្តេច សម្រាប់ពី ១ ដល់ ៥ (១ មិនឯកភាពទាល់តែសោះ និង ៥ ឯកភាពទាំងស្រុង)

#	Statement យោបល់	1= Strongly Disagree => 5=Strongly Agree ១ មិនឯកភាពទាល់តែសោះ និង ៥ ឯកភាពទាំងស្រុង				
		1	2	3	4	5
(1)	Nothing difference មិនមានអ្វីខុសគ្នាទេ					
(2)	I know how to prepare CV for job application ខ្ញុំចេះវិធីសរសេរ CV សម្រាប់ដាក់ពាក្យរកការងារ					
(3)	I know more people for future job seeking ខ្ញុំស្គាល់មនុស្សច្រើនជាងមុន សម្រាប់ស្វែងរកការងារនាពេលអនាគត					
(4)	I am very confident in doing job interview ខ្ញុំមានការជឿជាក់យ៉ាងខ្លាំង ក្នុងការធ្វើសំភាសន៍រកការងារ					

(5)	Skills from the volunteerism will give me better chance in getting job ជំនាញដែលខ្ញុំរៀនពីការងារស្ម័គ្រចិត្ត នឹងផ្តល់ឱកាសច្រើនជាងមុនអោយខ្ញុំ បានការងារ					
(6)	I am in a stronger position to have a job in the future ខ្ញុំរឹងមាំជាងមុន ក្នុង ការទទួលបានការងារនាពេលអនាគត					
(7)	I got the current job because of the skill I learned during the voluntary activity ការងារដែលខ្ញុំបានរាល់ថ្ងៃគឺ ដោយសារតែជំនាញដែលខ្ញុំបានរៀនពី ការងារស្ម័គ្រចិត្តនេះឯង					

F. Comparison ការប្រៀបធៀប

24. Please give check all the reasons WHY some of your friends did not participate សូម
ជ្រើសរើសចម្លើយ (អាចលើសពី១) ពីហេតុផលដែលមិត្តភក្តិរបស់អ្នកមិនបានចូលរួម

24.1. They didn't know that there were such opportunities to join ពួកគេមិនបានដឹងថា
មានកម្មវិធីស្ម័គ្រចិត្តទេ

24.2. They were not interested and didn't see the value of voluntary activities ពួកគេ
មិនចាប់អារម្មណ៍ និងមិនបានយល់ពីតម្លៃនៃកម្មវិធីស្ម័គ្រចិត្ត

24.3. The number of volunteers was limited; thus, their requests were rejected ចំនួន
មានកំណត់ទើបពួកគេមិនជាប់

24.4. They were too busy with their family's work and livelihood ពួកគេរវល់ខ្លាំង
ជាមួយគ្រួសារ និងជីវភាពប្រចាំថ្ងៃ

24.5. Other conditions: ផ្សេងៗ

25. Please select the reasons describing the situation of your friend who could not join the activities? Choose all that applies សូមផ្តល់ហេតុផលទាក់ទងទៅនឹងស្ថានភាពរបស់មិត្តភក្តិ
ក្រអួកដែលមិនអាចចូលរួមក្នុងកម្មវិធី (ចម្លើយអាចលើសពី ១)

25.1. I was so sorry they could not participate in the program ខ្ញុំមានការសោកស្តាយ
ដែលពួកគេមិនអាចចូលរួម

- 25.2. They missed very good opportunities **to learn new important skills** ពួកគេបាត់បង់ឱកាសដ៏ល្អក្នុងការរៀននូវជំនាញដ៏សំខាន់ និងថ្មីៗ
- 25.3. They missed very good opportunities **to know people and have more connections and networks** ពួកគេបាត់បង់ឱកាសដ៏ល្អក្នុងការស្គាល់ និងការបង្កើតទំនាក់ទំនងជាមួយមនុស្សកាន់តែច្រើន
- 25.4. Others ផ្សេងៗ
26. Please provide your feedbacks to the program, if any សូមផ្តល់យោបល់របស់អ្នកផ្សេងៗទៀត ចំពោះកម្មវិធី ប្រសិនបើមាន
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ANNEX 4: GUIDE QUESTIONS FOR RELEVANT STAKEHOLDERS

1. Full Name:
2. Title of the person:
3. Organization:
4. List roles and responsibilities regarding the project
5. List the activities of the project he/she have/had involved,
6. Descriptions of how the activities being related to the mandate of the organizations and country and youth context,
7. Arrangement and organization of activities, if they were the host,
 - a. Description on activity arrangement
 - b. Description on financial flow
 - c. Description on support being received
8. Description on the youth selection process,
9. Impression (appreciation and feedbacks) on each type of activities,
10. Description project's achievement, issues and challenges, lessons learnt,
11. Changes for volunteerism and employability of youth,
12. Benefits and impacts being obtained from the volunteerism activities on:
 - a. Youth,
 - b. community,
 - c. The institution and
 - d. The country
13. Points to be considered, if the activities are to scale-up and expand.
14. Others