

Strengthening Nehru Yuva Kendra Sangathan (NYKS) and National Service Scheme (NSS)

Terminal Evaluation

By

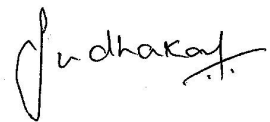
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Project Information		
Project title	Strengthening Nehru Yuva Kendra Sangathan (NYKS) and National Service Scheme (NSS)	
Atlas ID	00107642	
Corporate outcome and output	<p>Outcome: By 2022, institutions are strengthened to progressively deliver universal access to basic services, employment and sustainable livelihoods in poor and excluded rural urban areas.</p> <p>Output: Poor and vulnerable have the capacity, options and opportunities to move out of deprivation</p>	
Country	India	
Region	RBAP	
Date project document signed	14 th August 2018	
Project dates	Start	Planned end
	January 2019	December 2022
Project budget	\$ 4,596,193	
Project expenditure at the time of	\$ 4, 186,453	
Funding Source	Government Financing by MoYAS	
Implementing Party ¹	UNDP/UNV	

Evaluation Information		
Evaluation type (project/outcome/thematic/country programme etc)	Project	
Final/Mid Term/ Other	Final	
Period under evaluation	Start	End
	January 2019	December 2022
Evaluators	Sudhakar Yedla	
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Evaluation dates	Start	End
	June 2022	December 2022

¹ The entity that has overall responsibility for implementation of the project (award), effective use of resources and delivery of outputs in the signed project document and work plan

Executive Summary

The United Nations Volunteers (UNV) programme in India has been implementing the Project on “Strengthening Nehru Yuva Kendra Sangathan (NYKS) and National Service Scheme (NSS)” in collaboration with the Ministry of Youth Affairs and Sports, Government of India and United Nations Development Programme (UNDP) since September 2014. This effort made in two phases (Phase I from 2014 – 2018 and Phase II from 2018-2022) aims to support NYKS and NSS, the two most important youth volunteer schemes of the Ministry of Youth Affairs and Sports (MoYAS), Government of India. With NSS having more than 3.86 million student youth volunteers and Nehru Yuva Kendra Sangathan (NYKS) with 8.43 million non-student youth volunteers through 1,25,000 youth clubs these programmes have more than 12 million youth engaged in the country (Prodoc, UNDP, 2018).

This project aimed to strengthen the national youth volunteer infrastructure of the Ministry of Youth Affairs and Sports (MoYAS) by forming a Project Monitoring Team comprising of one National Project Manager along with Five Management Associates at national level and 58 UNV District Youth Coordinators (UNV-DYCs) in as many districts in India (Prodoc referred to them as District Youth Coordinators but during the implementation period, MoYAS/NYKS has designated all the District Youth Coordinators as District Youth Officers). Hence they are referred to as DYOs, henceforth). Various knowledge products are generated and skilling and capacity building programmes are organized under this project. UNV/UNDP has mandated a terminal evaluation of the project activities and make recommendations for the future course of action.

DAC evaluation criteria of UNDP are followed for this evaluation and they include (a) relevance (b) efficiency (c) effectiveness (d) sustainability and (e) impacts. A cross cutting criterion of gender equality, was also selected to assess the gender-sensitivity of the project. The evaluation was carried out within the UNDP evaluation policy and procedures. Data was collected from various project related documents such as Prodoc (project document), AWP, results frameworks, progress reports, minutes of PSC meetings, various publications, knowledge products and reports and through semi-structured interviews & FGDs with stakeholders representing the Ministry of Youth Affairs and Sports, NYKS, UNV, State Directors of NYKS, District Administration, UNV-DYOs, Regular DYOs, National Youth Volunteers, Youth Club Members, beneficiaries of skill development programmes, PRI functionaries (Ward Member, civil society, and NSS among others). Reported data by the DYOs as compiled by UNV was also examined for the analysis.

Evaluation was carried out based on DAC evaluation criteria and the following are the conclusion drawn:

1. This project has **performed well** in achieving greater participation of youth in volunteering and civic engagement, integrating youth volunteers in developmental schemes of the Government of India, enhancing employability for youth through life skilling and social entrepreneurship and promoting gender equality and social inclusion through volunteering. Through its 58 DYOs, this project has made significant contribution towards the larger objective of “re-energizing” youth and volunteerism in the country through NYK’s activities, though such an effort did not reach a self-sustaining stage and needs further handholding.
2. The project is **highly relevant** to the objectives of National Youth Policy 2014 and UNV Strategic Plan. The project is aligned well with the UNV Strategic Framework (2018-2021 and 2022-2025) and supports the efforts of the Government of India to deliver on the Agenda 2030 through volunteerism as an effective means of implementation and people engagement. It is also aligned

with the United Nations Sustainable Development Framework Outcomes, UNDP's Country Programme Document (2018-2022). Its activities are very relevant to the national aspirations of addressing sustainable development challenges, and using youth as drivers of change and development. A major contribution of the project is bringing together youth from marginalized sections of society like scheduled castes, scheduled tribes, minorities, HIV positive persons and youth with physical disabilities and make them part of various national efforts of inclusion such as its efforts towards integrating youth into the national initiatives such as *FIT India, Atmanirbhar Bharat, Sabka Satha Sabka Vikas, Bheti Padav Bheti Bachav*.

3. The project has been **very effective** in re-energizing NYKs. It was opined by all stakeholders, particularly the ones at the top of governance that UNV-DYOs bring a lot of vibrancy, enthusiasm and innovation to NYKs. They found to be doing great job and placing them at NYKs has restored the lost importance and recognition. This is also evident from the fact they are now involved in district development activities in almost all 58 districts.

Overall, the project has been very effective. It was effective in strengthening the infrastructure for volunteerism and enhancing recognition for youth volunteering largely due to the invaluable contributions made by UNV-DYOs. It achieved integration of volunteers as an important input in development programmes / campaigns and also in district and village level planning committees. It is also effective in skilling the youth inclusively and strengthen the youth clubs towards making the youth active and bring them into civic engagement.

The strengthening aspect of NSS as given in the project title could not be observed in the project activities except as a "piggy backing" exercise in some initiatives. The project proponents may give a close look and thought while devising the next phase of the project.

4. This project has been **very efficient** in output delivery. With about 88% budget (total of USD 4.096 M) coming from the government counterpart, this DIM project is a perfect model under the DSS that the UNDP has embarked onto in the present cycle of CPD. It essentially rides on the strengths of UNDP i.e., procurement and providing technical knowhow in capacity building and development of knowledge products. Enjoying the strong ownership from MoYAS this project got immensely benefited from UNDP's top procurement process and project implementation. This, to begin with is an efficient project development. The fact that the Project is significantly funded by the Government of India through DSS modality can be seen as a sign of efficiency embodied in it.

The project has had a delayed start in January 2019 instead of June 2018 due to some administrative and procedural delays. But more seriously, the COVID Pandemic has disrupted the project activities during 2020 and 2021. Project implantation has slowed down during this period. However, it is appreciable fact that course correction measure were taken up by UNV and online mode of operation was adopted to take the programmes forward. However, some of the programmes included on the suggestion of PSC such as "Economic Valuation of Volunteerism" and "Development of Accreditation System for Volunteering" were not implemented successfully. These important components may be continued in the subsequent phase of the project.

Overall, the project has been implemented efficiently and both financial and human resources are put to the best use. Project implementation modality in itself brought efficiency. A few suggestions on DYOs reach out to the district administration and reporting and project staff monitoring is made that might help to overcome the shortcomings in the future.

5. **Project design was good** and the choice of district to instate UNV DYOs was also well orchestrated with a perfect balance of geographical spread and socio-economic status of the districts including 33 aspirational districts. The fact that the choice of districts for evaluation study covered rural (Sikar, Rajasthan, Kannauj, Uttar Pradesh), urban (Ernakulum, Kerala), and semi-urban (South-Kolkata, West Bengal) as well as aspirational (Vijayanagaram, Andhra Pradesh) districts ensured that the seeds of change are strategically and uniformly spread which could help in scaling up/cascading effect in the years to come. However, it should have focused more on the continuity in design from Phase I and towards scaling up.
6. This project has not reached the “self-sustaining” stage and hence the positive change achieved **may not sustain** unless hand-held further. During the field trips it was observed that the NYKS structure is very thin with only two bearers in the office, one DYO himself/herself and an accountant. Therefore, the change that was brought in by the UNV DYOs would not be institutionalized and on his/her leaving the office, system would fall back to its original state.

The enrolment of youth volunteers has increased during the first and second phases of the project. However, to make it sustain long it is important to retain the motivation levels of the youth volunteers alongside increasing the enrollments. Exiting at this stage would flatten the curve of change.

7. This project has been **Gender sensitive** in more than one way. They are significantly benefited from SUTP activities and women-centric campaigns. A pan-India activity for Volunteering for Women’s Empowerment where a training module was developed would go long way in promoting women’s role in volunteerism. Rural areas still have social restriction on women participating in volunteer work and UNV-DYOs have been doing good work in breaking such taboos and get women into volunteer work. Women are however less forthcoming to participate in youth club activities and even less to take on leadership positions.
8. A Number of **partnerships** were made successfully with government departments, organizations, corporates, NGOs and research institutes. This has helped in reaching out to a larger audience for promoting participation of youth volunteers. However, such partnerships happened more at DYO level and not significantly at youth club level. Partnerships involving CSR funds are not very significant. From the structure of NYK and Youth Clubs it is also evident that such engagement needs structural adjustments with Youth Clubs.
9. Strengthening of NYKS and NSS project over its two phases has certainly **impacted** the youth in a big way at individual level. It led to establishment of large number of youth clubs and even larger number of volunteer enrolled which indicates the rejuvenation of volunteerism. This goes as a significant impact emerging from the two phases of the project. However, it is important to enhance the enrollment rate in the years to come.

Youth’s interaction with the society and societal perceptions on youth also underwent a change in the past eight years of the project implementation as youth connected more positively to the social issues through various campaigns and programmes. Their affiliation to NYKS gave them visible confidence and a much needed anchor that comes with brand of Government of India. It is far from making large claims that the society got impacted by this project. However, the impacts that are observed at individual levels could slowly snowball into larger magnitudes.

10. The project has shown **mixed financial performance** with some funds remaining unspent from the proposed budget as on Dec 2020. Annual budgeting as proposed in the Prodoc was readjusted due to the unforeseen conditions of COVID Pandemic and re-budgeted for 2021 and subsequently for 2022. But the return on investment has been rated high by various stakeholders.

As the COVID Pandemic has restricted the project activities significantly during 2020 and 2021 and that could be reason for skewedness in expenditure. Online mode has taken up in 2020 and hence the activity could peak during 2020 in spite of having Pandemic effect. UNV/UNDP needs to be appreciated for such a makeup in short time.

Recommendations

Based on the data analysis, field observations, FGDs and consultation with all important stakeholders, it is concluded that this project may be continued into its third phase. However, during its next phase there should be a well-designed exit policy with clear activities ensuring its continuity. Based on the evaluation, the following recommendations are made for future course of the programme and ensure its sustainability.

1. This project aims at strengthening of NYKS and NSS Programmes. However, synergy between these two programmes needs further strengthening in the project design, and at ground level implementation for larger outreach and impact for youth development. These two programmes bring together two planes of rural and urban youth, student and non-student volunteers. Such integration has to be reflected in the programme design and the future efforts have to ensure such multi-pronged integration of these activities for a larger collective benefit.
2. Double reporting – one to MoYAS through the state director and the other to UNV seems to have been affecting the DYOs negatively. A common and integrated reporting framework should be employed for future reporting. Technological solutions for real-time reporting and monitoring should be adopted.
3. It has been observed during the field trips that the volunteers are seen as “Free work force”. This attitude towards Volunteerism need to be changed and their efforts should be recognized.
4. With the dynamic nature, UNV-DYO's get too enthusiastic and get into too many activities. It is necessary that they remain focused and make “augmented” contributions towards the objective.
5. Youth Resource Centers (YRC) should emerge into Rural Resource Centers (RRC) where science experimentation and innovations are encouraged along with the skill development and trainings. Such RRC can act as focal points during disasters. This was also opined by UNV DYOs to expand the network of YRCs in a way to have at least one YRC for every five NYKs. YRCs should be promoted as a Phygital (blending of physical and digital learning) space to connect the unconnected rural youth with skilling and learning opportunities.
6. Future phase of the project may focus more on SDGs, which is a bit lacking in the present phase. It should encourage UNV-DYOs to promote SDGs at district level as localization of SDGs is critical for their achievement. It would be useful to have an inter-programme integration between volunteer

programme and SDGCCs under UNDP portfolio for a better outcome in the common districts of operation.

7. Scaling up of innovation/best practices documented during this phase of the project may be attempted for example upscaling of Youth Resource Centre, Piloting of volunteering journey, Fellowship/internship at district level etc.
8. Increasing Volunteer enrolment was one of the main objectives of the project. However, retaining the interest of the enrolled volunteers is an important aspect and the next phase of the project must include this aspect. Policy level decision needs to be taken in consultation with MoHRD to provide academic credit or accreditation similar to that of NSS and NCC would help in both ways. Such credits should be considered in employment as well. This would increase the enrolment significantly. The same opinion was echoed by many during the field observation.
9. It was opined by many youth club members that certificate of recognition by NYK would be a big incentive for the volunteer to get onto volunteerism. Innovative ways of incentivization/recognition of volunteers should be worked out to retain and promote the interest of young people in volunteering journey.
10. Some basic training similar to that of UN Volunteers may be provided to National Youth Volunteers in addition to their regular training programmes to make a common denominator. This was also echoed by many on the ground. The trainings curricula at induction as well as during the refresher programmes being imparted to the UNV DYOs should not only limited to them but should be extended to the regular DYOs in the next phase for effective outreach and outcomes of the volunteering schemes.
11. Youth clubs suffer from basic infrastructure and funds. There could be some facilitation from the government through NYK towards their establishment costs and that would increase the volunteering activity significantly.
12. Disaster risk reduction (DRR) is one common activity among all youth club members. It was observed during the field visits, everyone would want to have some basic training on attending to the disaster struck situation. In light of more frequent natural disasters both in rural and urban area, this may be considered favourably. Village level committees that are made mandatory under the Disaster Management Act 2005 and disaster management plans at district, block and village level may be integrated with the Youth Clubs. The services of volunteers in such situation have always been well appreciated in response and preparedness.
13. More gender mainstreaming in rural areas should be emphasized. Various socio-economic and cultural conditions that prevent women from participating in volunteer work have to be addressed in order to bring them to volunteerism.
14. The quantum of work put up by UNV DYOs goes beyond the implementation of the NYKS Annual Action which is being generally undertaken by regular DYOs. There were suggestions by the UNV DYOs that such additional efforts be recognized appropriately. UNV DYOs may be compensated in some form such as incentives or recognitions for their additional efforts towards nation building through volunteerism.

15. Based on comparative analysis, UNV DYO appear to be performing much better towards the objective of “re-energizing volunteerism”. UNV DYO are seen as a resource themselves. MoYAS has to find some mechanism to carry the positive impact brought by UNV DYO to the regular DYO. Rotation of UNV and regular DYO is one possibility towards that. Another possibility is to use the services of UNV DYO, after their term is over, as mentors for the regular DYO.
16. It was observed during the field visit that there is no platform for a regular interaction between UNV and regular DYO except during the state review meetings. This has been depriving the possible spinoffs. MoYAS may tailor some structured platform for cross-learning amongst the both UNV DYO and regular DYO for up scaling of innovative/good practices in volunteerism.
17. The change in youth has been observed clearly. It is time to take up the volunteerism in a big way. NYKS is designed to be a facilitation platform. As the volunteerism has picked up the momentum, thanks to the two phases of this project, it is strongly recommended that MoYAS should consider changing the plane of operation for NYKS.
18. Though MoYAS has been putting efforts towards volunteerism, it needs to reinvent the NYKS and NSS institutions to feed into the changing eco-system of volunteerism. With limited budgetary allocation and a very thin structure with only one DYO and one Accountant/Assistant Programme Supervisor (APS) for each NYK reconfirms the need that these institutions should evolve to take volunteerism to the next plane of its presence and contributing towards developmental objectives of the country.

Table of Content

Project and Evaluation Information	2
Executive Summary	3
1. Background	10
1.1. Institutional Arrangement of Volunteerism	10
1.2. Strengthening of NYKS and NSS – A National Programme by UNV	11
2. Methodology of Evaluation	12
2.1. Purpose, Scope and Process of Evaluation	12
2.2. Criteria followed	14
2.3. Analysis of the findings	15
3. Evaluation Findings	16
3.1. Outcome Based Programmatic Performance	16
3.2. Key Results and Findings around the Evaluation Criteria	26
3.2.1. Relevance	26
3.2.2. Effectiveness	28
3.2.3. Efficiency	34
3.3. Cross-cutting criteria of Sustainability, Partnerships and Gender Sensitivity	37
3.3.1. Sustainability	37
3.3.2. Gender Responsiveness	39
3.3.3. Partnerships	39
3.3.4. Impact	40
3.4. Financial Performance	41
3.5. Comparative analysis of UNV and non-UNV DYOs	42
4. Conclusions and Recommendations	47
4.1. Recommendations	50
4.2. Lessons Learnt	54
5. Annexures	56
Annexure 1: TOR of the Terminal Evaluation	
Annexure 2: Inception Report	
Annexure 3: List of Documents Reviewed	
Annexure 4: Semi structured Interview Schedule	
Annexure 5: List of Stakeholder Consulted and Meetings Organized	
Annexure 6: Acronyms	

1. Background

1.1. Institutional arrangement of Volunteerism

The demographic dividend that India enjoys is well known. “Young population” in India has immense potential to contribute to the growth of the country not only on the professional front but also as volunteers. Globally, youth forms the core of volunteerism. Realizing their potential and to etch out their contributions, the government of India has established Nehru Yuva Kendras (Nehru Youth Centers) in the year 1972 with the objective of providing rural youth the avenues to take part in the process of nation building by helping them in the personality and skill development. These centers are further institutionalized by setting up Nehru Yuva Kendra Sangathan (NYKS) as an autonomous organization under the Ministry of Youth Affairs and Sports (MoYAS). NYKS oversees the working of Nehru Yuva Kendras since 1987. While NYKS forms the structure of youth volunteerism in India, youth clubs that are established in villages under the coordination of Nehru Yuva Kendras form the critical mass for the volunteerism in the country.

Prior to the establishment of Nehru Yuva Kendras (NYK), the Government of India under the Ministry of Youth Affairs and Sports has started National Service Scheme (NSS) in the year 1969 with an objective of involving college and university students in the community service and development of social consciousness. Government of India has come up with a National Youth Policies in 1988, 2003 and subsequently in 2014 which recognizes the need for creating a productive workforce in the country that can make sustainable contribution to India’s economic growth, develop a strong and healthy generation equipped to take on future challenges, support youth at risk and create equitable opportunities for all disadvantaged & marginalized youth, facilitate participation and civic engagement and instill social values and promote community service to build national ownership.

The National Youth Policy (NYP 2014) clearly articulated the role of volunteer schemes run by the Government of India such as Nehru Yuva Kendra Sangathan (NYKS), National Service Scheme (NSS), National Cadet Corps (NCC), Bharat Nirman Volunteers (BNVs). These schemes have been phenomenal in their penetration into the youth of the country with NSS having more than 3.86 million student youth volunteers and Nehru Yuva Kendra Sangathan (NYKS) with 8.43 million non-student youth volunteers through 1,25,000 youth clubs. NSS has spread over more than 300 universities in the country and has benefitted since inception close to 37 million students from various activities (Prodoc, UNDP, 2018). NSS and NYKS are the institutionally structured backbone of youth involvement/volunteerism in the country providing valuable services to the country and helping the youth in their skill and personality development at the same time.

1.2. Strengthening of NYKS and NSS – A National Programme by UNV

Together these two national initiatives have more than 12 million youth enrolled in them (Prodoc, UNDP, 2018). National Youth Policy developed by Government of India has highlighted the need to strengthen these programmes and provide necessary support. As a development partner for the Government of India, United Nations Development Programme (UNDP) along with the Ministry of Youth Affairs and Sports (MoYAS) has started a project titled “*Strengthening Nehru Yuva Kendra Sangathan (NYKS) and National Service Scheme (NSS)*”, which is implemented by the United Nations Volunteer Programme (UNV), India. The project was initiated in September 2014 and provided support to the two flagship Youth Volunteer Schemes i.e. Nehru Yuva Kendra Sangathan (NYKS) and National Service Scheme (NSS). It seeks to strengthen the volunteering infrastructure at the cutting-edge level and facilitate greater participation of youth in development programmes. Recognizing the importance of youth engagement in the socio-economic development arena, it supported the implementation of various government schemes and action plans developed on the key strategic areas of the National Youth Policy 2014. The project had its beginning in 2014 with the phase I implementation from 2014-18. During the initial phase of the project the national youth volunteer infrastructure of operational under MoYAS has been strengthened by establishing a project management unit and 29 UNV District Youth Coordinators (DYCs) in 29 Indian states/UT.

Apart from carrying out the core activities planned annually by MoYAS viz. Youth Club Development Programme (YCPD); Training on Youth Leadership and Community Development (TYLCD); Promotion of Sports; Skill Upgradation Training Programme (SUTP); District Level Promotion of Art and Culture; Observance of Days of national Importance, National Youth Day and Week; District Youth Convention; Awards to Outstanding Youth Clubs at District, State and National Levels; Mahatma Gandhi Yuva Swachhta Abhiyan evan Shramdaan Karyakram; Yuva Aadarsh Gram Vikas Karyakram, the District Youth Coordinators (DYCs) deployed by UNV are expected to carry out activities such as coordination with other departments / ministries; supporting initiatives of the district/state administration; and promoting SDGs at the district level as a UNV. After successful completion of Phase I, the project activities were carved out for more pragmatic contribution and formulated into Phase II with its original implementation period of June 2018 to December 2020.

The project in its phase II focuses on volunteering within a larger framework of goals for young people – creating a productive workforce, developing a strong and healthy generation, instilling social values, promoting community service and facilitating civic engagement. Second phase of this project aims to strengthen the youth volunteer infrastructure further by up-scaling the deployment of District Youth Officers to 58 districts. It seeks to increase participation of youth

in developmental activities through youth clubs affiliated with NYKS. Creation of opportunities for enhanced civic engagement and economic activities through youth clubs in the project districts which results into enhanced access and participation of youth to various schemes and services forms the core of this phase of the project. The expected outcomes of the project includes

- i. Greater participation of youth in volunteering and civic engagement;
- ii. Integration of youth volunteers in development schemes of the Government of India;
- iii. Enhanced employability for youth through life skilling and social entrepreneurship; and
- iv. Promoting gender equality and social inclusion through volunteering.

Specific outputs carved out for this project are:

1. Strengthening of Volunteer Infrastructure in 58 districts across 27 States leading to formation of new youth clubs, activation of dormant youth clubs;
2. Youth Clubs strengthened and Youth Resource Centres established in select districts to serve as one stop shop for youth in rural areas leading to enhanced capacity of youths;
3. Contribution of Youth Volunteering recognized and skills for employability are built.

The perceived engagements in the project towards the objectives is multi-pronged and includes engagement at the Central, State and District level for building an ecosystem and greater participation of youth as volunteers and reimagine volunteering journey that facilitates and enables youth development through active volunteering in the country. Collaborative partnership with all stakeholders has been emphasized as an important and strategic component in the project.

2. Methodology of Evaluation

2.1. Purpose, Scope and Process of Evaluation

This evaluation is to assess the project's success in terms of its ground level impacts. It will examine the progress made in implementing various activities and assesses the results obtained under the project. In addition, it will attempt to identify what has worked well in the project, what did not and what lessons can be taken forward to improve future programming. Following are the specific objectives of this evaluation, as per the TOR provided by UNV/UNDP.

- Assess how adequately the project has achieved its stated development objective and purpose across intervention districts of the project ;
- Measure how effectively and efficiently the project outcomes and outputs have progressed in attaining the development objective and purpose of the project, both technically and financially;
- Gather insights to promote greater participation of youth in youth leadership development and volunteering through youth clubs/Mahila Mandals in the country;

- Gather key findings and lessons learned to inform youth leadership development volunteering interventions which could be replicated across districts/states;
- Capture what works and what doesn't and why in the context of youth volunteering infrastructure in the country;
- Make a comparison between the functioning of District Youth Officers supported by UNV with the other districts which might be useful for future augmentation of "non-UNV" DYOs in the country;
- Make recommendations for the future interventions related to youth volunteering.

Scope (System boundary of evaluation)

This evaluation covers the Phase II implementation period of September 2018 to December 2020. The subsequent extension periods of the project, first from December 2020 to December 2021 and then to December 2022 would also be covered. This evaluation covers the project implementation in 58 districts spread over 27 Indian States. As per the terms given in the TOR, five districts are selected with the help of the PMU for a detailed ground level interaction with stakeholders. The detailed terms of reference (TOR) is given in [Annexure 1](#).

Process

Following the guidelines, rules and procedures established by UNDP as reflected in the UNDP Evaluation Guidance, the following six stages are included in this evaluation:

1. Framing the evaluation with management and preparing an inception report in consultation with the project management unit (PMU).
2. Desk review of all relevant documents
3. UNV-India internal team consultations
4. Consultations with key partners including National Project Director at MoYAS, State Directors of NYKS, Programme Officers of NSS and field visits to the pre-identified districts where UNV has stationed District Youth Officers (DYOs)
5. Presentation of draft findings and recommendations
6. Submission of the draft report and final report

A kick-off meeting was held with UNV Team virtually at 3-5pm on 6th July 2022 to discuss the evaluation modalities, scope and methodology of evaluation. The progress made in the project was presented by PMU team as a power point presentation. Based on the discussion and desk review of pro-doc, an inception report was submitted to UNDP on 18th July 2022 detailing the methodology, scope, evaluation questions and criteria of evaluation. Upon review by the PMU on July 29th and then on 18th August, the methodology of assessment was finalized on 18th August 2022. The inception report submitted to UNDP is included in the [Annexure 2](#). Another

virtual meeting was held at 4:30-6:30pm on 24th August 2022 to identify the states/districts for a detailed field study it was collectively decided to include Sikar (Rajasthan), Kannauj (Uttar Pradesh), Ernakulum (Kerala), Vijayanagaram (Andhra Pradesh), and South Kolkata (West Bengal) for the field observation. One of the criteria used for the selection is to cover North, South, East and West of the country along with urban, peri-urban and rural geographies and inclusion of aspirational district. A regular interaction was maintained with the PMU team throughout the evaluation process. Following the UNDP guidelines on evaluation, a mixed method of obtaining information through desk review, FGDs and field interviews was employed for this evaluation. The information so collected is used for triangulation of data and the participatory approaches provided direct perspective from the ground.

2.2. Criteria followed for Evaluation

The assessment of the outcomes listed in the pro-doc is done on the basis of relevance, effectiveness, efficiency, impact, and sustainability along with cross cutting issue of gender equality. The evaluation provides a strategic opportunity for UNV and its core partners. This will entail a discussion that leads to inclusive assessment of the current programme. It will also make a contribution to further thinking of UNV's direction beyond the life of the current project.

The standard DAC evaluation criteria as follows were used:

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

Effectiveness: Evaluate how successful has the Project been in achieving the outputs that contribute to the overall outcome.

Efficiency: Examines the use of resources, financial and human, for achieving the results.

Impact: Have the project activities brought desired impacts in changing the lives of the people and their communities as stated in the result framework?

Sustainability: How sustainable are the project initiatives in long run and is there any exit policy scripted and executed in the project?

Gender equality: How Gender sensitive are the project components and did they reach the desired outcomes?

2.3. Analysis of the Findings

The evaluation is based on both qualitative and quantitative data obtained by employing mixed methods of data collection. The facts about the project performance are obtained in the forms of indicators identified and reported in documents such as UNDAF, CPD, UNDP and UNV Strategic Framework, Pro-Doc, Results Framework, Annual Work Plans and Progress Reports, Proceedings of Steering Committee Meetings, State of Volunteering Reports, draft National Policies and other Knowledge Products generated during the course of the project. The list of documents referred to for the collection of quantitative data is presented in [Annexure 3](#).

A semi-structured interview schedule as given [Annexure 4](#) was used to gather qualitative data from various stakeholders of the project. Stakeholder consultation was carried out in the form of one-one and group meetings with partners such as MoYAS, State partners such as State/Regional Directors of NYKS, NSS Officers and the local level Panchayati Raj institution members. Complete list of consultation and the details of stakeholders consulted are given in [Annexure 5](#).

Consultation with the most important stakeholders' viz., District Youth Officers, National Youth Volunteers, the Youth Club members and NGOs including project beneficiaries were conducted by a detailed field work during September – November 2022. The districts included in the field work are Sikar (Rajasthan), Kannauj (Uttar Pradesh), Ernakulum (Kerala), Visakhapatnam and Vijayanagaram (Andhra Pradesh), and South Kolkata (West Bengal) covering all geographical regions of the country. The details of the field work trips are given in [Annexure 5](#). For the purpose of interviews during the field visit the semi-structured interview schedule as given in [Annexure 4](#) was used.

A Focus Group Discussion (FGD) was also held on 19th November 2022 with the UNV District Youth Officers covered under the project to collect valuable feedback on the progression of the project and also to gather information the future needs and prospects. In order to highlight the effectiveness and value addition of the DYO (District Youth Officers) supported by UNV, a comparative analysis was conducted between UNV supported DYOs and the regular DYOs. It was done by consulting some of the regular DYOs in districts like Visakhapatnam and also by discussing with the State Directors in some states.

Qualitative data collected from the documents and the qualitative data/information derived based on the consultations was used to triangulate the facts and make inferences on the effectiveness, efficiency and longevity of the project activities/initiatives.

3. Evaluation Findings

Having been successful in revitalizing youth clubs and mobilizing youth volunteers to support the ongoing schemes of the government during the phase I (2014-18), the second phase of the project was implemented with the initial period of implementation as June 2018 to December 2020. However, due to operational and administrative procedural delays the project has started in January 2019. After having successful year of 2019, this action oriented project was severely impacted by COVID pandemic and accordingly got a no-cost extension till December 2021 from the Project Steering Committee (PSC). Based on the financial progression largely influenced by COVID Pandemic during 2020 and 2021, Ministry of Youth Affairs and Sports has given a further no-cost extension till 31st December 2022. Following section present the output based programmatic evaluation.

3.1. Output Based Programmatic Performance

The project has a well-crafted result framework with clear indicators for all the project outcomes and also performance markers for individual outputs. Following table presents the performance of the project at output level and it has accomplished all the targets in spite of COVID Pandemic. All three outputs have been achieved more than 100%.

Project Outcome:

Outcome Indicator	Base line (2018)	Targets (2020)	Results (Till 30 th Sept 2022)	% Rating (Results / Targets x 100)	Remarks
Output-1: Volunteer Infrastructure of MOYAS Strengthened including the Youth Clubs in 58 districts in 29 States/UT.					
Indicators:					
# of Districts with UNV-District Youth Officers	29	58	58	100 %	DYO's, Management Associates as NUNVs & National Project Manager – 64
# of new Youth Clubs formed	3,273	6,500	20,666	318 %	
# Youth enrolled in the Youth Clubs	23,500	50,000	1,95,145	390 %	
					31,66,270 volunteers mobilised for different youth

					development activities
Output-2: Capacity of Youth Clubs strengthened to serve as one stop shop for youth in rural areas Indicator : # of Youth Resource Centres	5	5	5	100 %	
Output-3: Contribution of youth volunteering recognized and skills for employability are built Indicator: # of partnerships established	0	5	6	120 %	

The activities have been carried out as per the annual work plan with some delay in implementation due to COVID pandemic which has resulted in extension of the project. Following are the activities as proposed in the pro-doc:

Output 1

- Place UNVs at national and district level for NYK and NSS
- Training and capacity building of UNVs
- Developing status of youth reports for identification of progress against targets of NYP 2014
- Workshop on advocacy for promoting SDGs at district level
- Promoting youth development activities through designing high and impactful IEC material
- National, State and Regional consultations and international youth day
- Documentation of good practices

Output 2

- Promotion of flagship programmes with focus on Rights of Persons with disability and digital and financial literacy
- Setting of Youth Resource Centre and capacity building of Centre's staff
- Establishing market linkages/places for SHG through youth clubs

Output 3

- Promoting partnership through consultative meetings with key stakeholders including government and private institutions
- Conduct studies on key areas of intervention for youth development
- Consultation workshops with ministries/departments to promote youth volunteerism in India

UNV has conducted all the above listed activities with efficiency. As part of course correction the following new activities were proposed by the Secretary and Project Steering Committee has approved them.

- Documentation of innovative practices
- Pilot project on volunteering journey in 5 aspirational districts of Gumla (Jharkhand), Ribhoi (Meghalaya); Waynard (Kerala), Haridwar (Uttarkhand) and Rajnandangaon (Chattishgarh).
- Preparation of draft on National Policy on Volunteering
- Measuring economic value of volunteerism
- Creating data and evidence on volunteerism
- Accreditation procedure for volunteerism
- Social innovation challenge
- Women empowerment through volunteerism

This course correction according the emerging needs is well appreciated. While some of the above activities were carried out successfully some initiatives such as Accreditation procedure for volunteerism and measuring economic value of volunteerism and creating data and evidence for volunteerism did not make enough progress. Given the importance of these activities towards the overall objective of the project, they may be included in the subsequent phases of the project. The following section presents the analysis of results output wise.

Output 1: Strengthening of Volunteer Infrastructure in 58 districts across 27 States leading to formation of new youth clubs, activation of dormant youth clubs.

Activities under this output have been extensive and the project had accomplished more than 100% in all the activities which is evident from the table below.

Output Indicator	Baseline	Targets	Results	% Rating (Results / Targets x 100)	Remarks
Number of new youth clubs formed	3273	6,500	20,666	318 %	DYOs, Management Associates as NUNVs & National Project Manager-64
Number of youths enrolled in Youth Clubs	23500	50,000	1,95,145	390 %	31,66,270 volunteers mobilised for different youth development activities
Number of districts with UNV-District	29	58	58	100 %	

Youth Officers					
Number of policies/action plans that integrate volunteerism	0	1	2	2	

A national management team comprising of one National Project Manager and five National UNV Management Associates were in place and all the 58 UNV-DYOs have been placed in 29 districts. All the project activities are monitored and controlled by a national project steering committee headed by the Secretary of Youth Affairs at MoYAS. The DYOs were given induction training to ready them for conducting the activities at NYKs. A *training module* was developed which was well drafted to help the national youth volunteers. This module which can be used by any volunteer and by online mode also is a great addition to the capacity building activity.

During the project period, despite the challenging COVID pandemic situation, 20,666 new Youth Clubs were formed which is almost twice the target and existing Youth clubs were also re-vitalized. Over 31,66,270 youth from rural areas particularly from poor and vulnerable sections of society participated in the network of youth clubs activities and provided opportunities to participate in youth leadership and community development activities during the year. This enrolment ensured participation from women and differently able along with socially and economically deprived classes. The project has been successful in re-invigorating the volunteerism in the country.

In an effort to enhance the replication and scaling up this project has undertaken the documentation of innovative practices from various UNV-DYOs and some of the include Livelihood generation through beekeeping (Apiculture) in Malda where 20 local youth volunteers were trained on appropriate technologies and practices and handheld for on beekeeping; “Meals on Wheels”- distributing food to vulnerable groups during the lockdown period in Palamu; A campaign against child marriage which successfully stopped 165 child marriages during lockdown in Ananthapuramu; A Poshan Vatika (Nutrition Garden) was made by a youth advocate to counter the issue of malnutrition in local community in Rajnandgaon; A Women’s Group in Kannauj was supported to make handmade files from recycled paper to counter the problem of paper wastage and deforestation in Kannauj; Yasika - Sanitary Pads – which is a small enterprise that was established with the support of the youth clubs a local women-led group that aimed for better women’s health, hygiene, and thereby fulfilling their economic and social needs as a source of livelihood too; Digital & Financial Literacy Empowering Rural Youth in Sikar, Rajasthan; and Sthree Sakhthi – Empowering women through entrepreneurship apart from others. Uploading these for ready reference on the NYKS government partner’s website enhanced the reach and impact of this project. This activity

which was added to the original list of activities proposed in the Pro-Doc adds immensely to the strengthening of Volunteer infrastructure and capacity.

COVID pandemic though presented a great challenge for the project implementation it also gave a unique opportunity for the volunteers to showcase the real value of volunteerism. COVID relief action by volunteers in 2020 and 2021 was exemplary and intensive by way of UNVs support to COVID-related messaging, leveraging the extensive network of youth volunteers. 322,651 youth were reached by way of 2158 COVID relevant interventions. Volunteer's participation in information transmission to communities, supplied food, medicines, groceries, pensions, to senior citizens, help in making protective gear, combat stigma, sanitizing public areas, and spreading preventive messaging has received praise from all corners and district administration of various districts holds this effort at high repute. It earned respect to national volunteers and youth club members. The fact that 800,000+ people (online/offline mode) were reached in lockdowns in just March-April 2020 alone and online campaigns under the V Force platform reached 1 million+ people via 15000+ registered V-force volunteers demonstrates the exemplary contributions made. It in a way demonstrates the "strengthening" of youth volunteerism.

In specific response to the COVID pandemic and its resulting food insecurities, a new intervention – **The 'Social Innovation Challenge'** in partnership with Ministry, UNDP, Youth Co Lab was launched under the aegis of the ministry. This is set to promote entrepreneurial innovations that volunteers devised across the food value chain for ensuring robust food security for the largely agrarian rural and sub-urban communities in India.

National and District Youth Parliaments organized under this project have been tremendously successful which was appreciated very much the DYO's during the FGD. Heavily attended youth parliaments have provided the youth with a unique opportunity to experience the democratic process where the entire network of rural and sub-urban youth participating was live via zoom sessions and continually connected to district, state and national teams of UNV India. A Handbook on Conducting Youth Parliament was also prepared. The proven success of this online parliament format for conducting District Youth Parliaments and social media attention garnered, has required the UNV to technically support the Ministry of Youth Affairs in conducting its National Youth Parliament 2020-21. Such unique model has the potential to help the other country youth under south-south cooperation and hence may be included in the next phase of the project.

Organization/celebrating important days has been one of the important component of this project and the days celebrated include International Youth Day 2020 where 5 workshops were

organized to build capacity of volunteer prior to the main event; International women's day; World Environment Day where 3400 youth volunteers were involved; World Youth Skills Day; and International Volunteers Day. Most of these programmes have attracted large number of volunteers and the course correction of moving onto online mode in case of many of these events was well appreciated by all actors involved during the evaluation interaction. Organizing and participating in such event helped youth in confidence building and imbibing leadership qualities. Particularly so for the youth from rural areas.

While the National Youth Policy 2014 was the central pillar of the present project, it has attempted to bring out an improved version of the policy providing technical inputs to MoYAS and help in drafting the National Youth Policy 2022-2032 based on the inputs received from the public domain as well as inter-ministerial consultation. The draft has been submitted and it would go long way in promoting volunteerism in the country. The technical inputs provided by UNV in drafting this policy are well appreciated by MoYAS.

In another interesting and important initiative proposed as a course correction is the Pilot program on volunteering experiences and the journey of selected NYKS and NSS volunteers in 5 Aspirational Districts namely Gumla (Jharkhand), Ri-Bhoi (Sikkim), Haridwar (Uttarakhand), Rajnandgaon (Chhattisgarh), Wayanad (Kerala). This programme aimed at providing soft skills to 130 volunteers to become youth advocates and work for 800 'volunteering hours' in the year towards holistic development and employability of youth (15-29 years). Under this project program, 130 volunteers carried out varied volunteer activities for raising community awareness on COVID, health and nutrition, agriculture, education etc.

This is a unique programme where the youth development and contribution is monitored and document to provide an inspiration story for others to follow. It has success, however due to the testing conditions of COVID Pandemic, only 70% (90 of 130) volunteers could launch their Micro Social Action Projects and completed their 800 hours of volunteering journey undertaking relevant campaigns for youth for skilling and personality development workshops, livelihood generation etc. This programme has great potential to contribute in a significant way and hence, may be considered for an extended execution during the next phase of the project.

In its quest to strengthen Youth Volunteering in the country, the project has proposed to develop a National Policy on Volunteerism in order to create an enabling environment for promoting volunteering in India and mainstreaming volunteerism into the national development strategy as one of the 3 building blocks of the ecosystem for volunteering, apart from institutional structures and capacity building. The 'Status of Volunteering in India report' developed as part of this initiative is a significant addition to the literature on volunteerism in

the country. The report that highlights the current gaps and needs for such a national-level policy on volunteering was made on the information collected through nation-wide survey with VIOs and volunteers (44,815 volunteers and 2,490 VIOs). This rigorous exercise has resulted in drafting of an inclusive document on National Policy on Volunteerism. An action plan may be developed for its implementation and the next phase may include this as an outcome.

Other initiatives that made significant contributions towards strengthening volunteerism include technical trainings such as Capacity Building Workshop for NSS Youth Volunteers for the youth affiliated with NSS India; provided technical assistance to MoYAS in organizing 7th BRICS Youth Summit where BRICS countries i.e. Brazil, Russia, India, China and South Africa congregated for the 7th BRICS Youth Summit and youth and discussed on 5 thematic areas i.e. Youth Engagement, Education and Capacity Building, Youth Entrepreneurship & Employment Youth for Health, fitness, Culture and Well Being, Social Justice and Inclusion for Youth.

This goes as South-South Cooperation under this project where the knowledge created on volunteerism is shared with other countries with similar aspiration. The present project did not include this as its objectives or outcomes. It may be included in the future phases as the material/knowledge products/capacity developed towards volunteerism in the first and second phase of the project is invaluable. It was observed the “volunteers exchange programme” did not deliver completely in the previous phase and it would have been apt to include that component in the second phase. It was observed that leaving out on such important components without acquiring critical levels would not result in cascading effect. Care may be taken on these aspects.

Gender sensitization is an important issue in volunteerism and strengthening it institutionally. Towards this objective the project has taken up some gender specific initiatives which include a pan-India activity of Gender Sensitization Trainings for volunteers towards the objective of volunteering for women’s empowerment, facilitated through local agencies (NGOs) and resource persons, who are experts on women’s issues. This was part of campaign around Women Empowerment and 1144 national youth volunteers of NYKS from 51 districts participated and got trained. More such programmes may be included for better the participation of women volunteers.

Overall, the project has delivered significantly towards this output 1 with new initiatives added to the project plan as course correction. Major budget is allotted to this output and the activities reported justify this allocation. However, some programmes such as Piloting on volunteering journey need to be augmented further in the next phase. The choice of pilots for innovative practices seems to continue on “own judgment” and there is no validate criteria to

choose them and the process of review and validation is missing in their selection process. This may need to be considered while scaling them these activities.

Output 2: Youth Clubs strengthened and Youth Resource Centres established in select districts to serve as one stop shop for youth in rural areas leading to enhanced capacity of youths.

This component of the project addresses the strengthening of youth clubs while the previous component focuses on establishing youth clubs and their volunteer enrolment. During the previous phase of the project five youth resource centres were established at Nahan (HP), Mahendragarh (Haryana), Ernakulam (Kerala), Nuapada (Odisha), and Kanyakumari (Tamil Nadu). They are expected to cater for various training and entrepreneurial needs of youth from youth clubs, particularly on livelihoods and skilling. The present phase of the project is tasked with making these centers operational and provides as much support as possible to uplift the skill sets, abilities and organization skills among you. As shown in the table below, the project has delivered well on all the target indicators with over twice and thrice accomplishment when compared to their respective targets.

Output Indicator	Baseline (2018)	Targets (2020)	Results (till September 2022)	% Rating (Results / Targets x 100)
Number of Youth Resource Centres (YRCs) with 5 UNV YRC Coordinators	5	5	5	100 %
Number of Youth Development activities	30	50	586	1172%
Number of Social Action Projects	0	75	160	213 %

Training and capacity development of youth in rural and sub-urban areas was instrumental in promoting various entrepreneurial ideation and livelihood promotion training options that encouraged positive changes in the lives of young people. This was observed in a number of cases during the field visits. The training domains of these YRCs include Employment and Career Services (Career Guidance Programme, Coaching for identified Jobs, Career guidance and counselling, public speaking, resume writing, Leadership training, Micro Enterprise Literacy and promoting entrepreneurial skills among youth etc.); Computer related skills (Digital Literacy Programme, Training sessions on soft skills /language proficiency, Microsoft excel, Creativity and designing skills etc.); Information Services (Information Dissemination Sessions, Developing

IEC Materials for youth Empowerment, Disseminating IEC Materials for youth Empowerment etc.); Financial Awareness & Livelihood Services (Entrepreneurship Building Programme); Life skills and counselling (Youth Counselling through YRC ; Life skills program ; Personality development ; Training in 21st century skills etc.); Youth Advocacy and legal awareness programs; Innovative activities such as Yuva Grama Sabha, E-Youth Panchayats, SIYB (Start and Improve Your Business). These YRCs could organize more than 500 youth development activities and programme which is almost 10 times the target number.

However, the strengthening of youth club could have been better placed at the end of the project. Only 5 YRC would not be able to serve all 58 UNV districts, leave alone all regular districts. UNV and MoYAS should think of scaling up this initiative of YRC to cater for all district's NYKs. This emotion was echoed by DYOs during the FGD. There should be at least one YRC for 5 districts so that all the up skilling needs of youth can be catered for.

As per the MoYAS communication to the states, it is up scaling the YRCs through their 75+ Youth Hostels across the country to connect youth with skills and guidance for work and quality of life.

With more than 8100 youth were engaged out of which 3563 were young women who participated in various activities implemented by the Youth Resource Centres the project ensure gender neutrality in the training activities. More women oriented training may be included in the spectrum of training programmes. Overall, more than 30000 young people were reached through more than 500 youth empowerment initiative under the overall initiative of YRC.

Output 3: Contribution of Youth Volunteering recognized and skills for employability are built

This component of the project aims to establish the standing of volunteers by establishing partnerships with reputed organizations and institutions and in turn help the youth with increased skills and employability. The project has seen great success in this aspect which is evident from the output indicators presented below.

Output Indicator	Baseline	Targets	Results	% Rating
Number of partnerships established for youth development	2	5	6	120%

Establishing partnerships not only enhances the outputs but also helps in developing confidence among youth and in acquiring organizational and leadership qualities. One of the

most impactful partnerships established is the partnership with International Labour Organization under which “Start and Improve Your Business” (SIYB) course was launched for youth in collaboration. Fifteen (15) GYB and SYB Training under SIYB Training module were conducted with 335 participants. These courses seed on helping to establish and develop small businesses by youth, for creating a multiplier effect of employment livelihoods for better engagement of women and men, particularly in vulnerable rural and sub-urban areas. This partnership was successful and over 50% of participants have initiated micro/small businesses.

This is an exemplary achievement where the project was able to achieve transformational change under this output by imparting Entrepreneurs Training in collaboration with ILO. In partnership with ILO, the “Start Your Own Business” training was implemented for rural and sub-urban youth in 15 project districts. A total of 335 young women and men were trained on youth entrepreneurial skills.

Other partnerships developed towards skilling and entrepreneurial abilities in youth include Partnership with VartaLeap and CommuTiny-the Youth Collective where 84 youth volunteers were encouraged for undertaking “Voluntrepreneurial” endeavours with training and mentorship support under the project to nurture their entrepreneurship skills through volunteering; partnership with AFS Intercultural Program, India where several employment and career services (Career Guidance Programme, Coaching for identified Jobs, Career guidance and counselling, public speaking, resume writing, training etc.) ; and partnership with Cyber-Peace Foundation to mark the celebrations of the National Cyber Security Awareness Month, observed every October which focused on sensitization on Cyber-Security Awareness was organised on October 29, 2021, where the Founder and the Global President of the Cyber-Peace Foundation, as the facilitator, raised awareness on the Do's and Don'ts of cyberspace, especially how youth and young women can be more vigilant towards the soaring cyber-attacks in the digital age.

In more social awareness domain the project has worked out partnerships with a number of organizations such as Youthopedia for engaging youth in life skills, personality development and 21st century skills etc.; Partnership with Sustainable Development Solutions Network (SDSN) / SDG Academy and Orion Square providing orientation on various SDGs; Partnership with Humsafar Trust working towards awareness raising about inclusion and sensitization session on the LGBTQ community; Partnership with World Food Programme (WFP), International Rice Research Institute (IRRI), National Bank for Agriculture and Rural Development (NABARD), and Bihar Rural Livelihoods Promotion Society where a Panel discussion was organized to highlight the central role of youth as fundamental contributors and partners for new, innovative solutions and its implementation, for promoting sustainable food value chains for the planet.

Partnerships developed with UNV involvement have been good over the past three years. However, most of them appear to be a onetime event and that puts a question their continued impact on the strengthening of Youth and Volunteers abilities. Long term partnerships would have resulted in deep rootedness in capacity building and the dividends would have been richer. Partnerships are going to be the key for capacity enhancement and development of entrepreneurial abilities apart from bringing the visibility and recognition to the volunteers. The project may consider emphasizing partnerships of long term in nature in the future phases.

Partnerships at youth club levels are also crucial for the activities of volunteers particularly the ones with the aim of uplifting livelihoods. However, partnerships at youth club levels don't seem to be happening to a significant level and that may be addressed in the next phase. Partnerships with NGO happen at DYOs level initiatives. It was observed that they do happen at youth club level in field trip districts such as Vijayanagaram, Ernakulum and South Kolkata, however it was opined by youth club members that more partnerships need to be developed including that of CSR funds from corporates for more impactful contribution at youth club level.

3.2. Key Results and Findings around the Evaluation Criteria

This section presents the performance of the project activities based on DAC evaluation criteria viz. Relevance, Effectiveness, Efficiency, Impact, Sustainability, and Gender responsiveness etc.

3.2.1. *Relevance*

In the context of demographic dividend that India enjoys, it is extremely important to tap the youth as a resource towards India's development objectives. This project is strategically placed in the following ways: It supports the NYKS core programmes that are implemented by Nehru Yuva Kendras (NYKs) in all the 58 districts identified for the project implementation; help in implementing National Youth Policy 2014 and provide technical support in preparing draft National Youth Policy 2022-32; and handhold the district youth officers towards reviving NYKS and re-energizing the youth volunteers towards nation building. This is very relevant to the country's ambition of making the demographic dividend as a foundation for the India's aspiration to be a developed nation. The same was articulated in the National Youth Policy (NYP) 2014 as "to empower youth of the country to achieve their full potential and through them enable India to find its rightful place in the community of nations". Such an objective was ably supported by this project by the UNV supported DYOs in the project districts who are implementing a number of activities under Skills Up-gradation Training Programme (SUTP) of NYKS, linking youth to technical training institutions and facilitating their placement or helping them to set up their own enterprises.

Government of India has been implementing a number of flagship and development schemes namely Swachh Bharat Mission, Beti-Padhao-Beti Bachao, DDU-GKY, Prime Minister Kaushal Vikas Yojna among others and this project goes with an objective of integrating youth volunteering into these development schemes of the GoI through greater participation of rural youth particularly those from marginalized communities. This is not only relevant to the national developmental goals but also extremely important and impact making. The Project is also relevant and contributes to the objectives of PM Kaushal Vikas Yojana, under the Ministry of Skill Development and Entrepreneurship, aimed at enabling a large number of (10 million in four years) youth to take up industry-relevant skills training that will help them in securing a better livelihood. UNV supported DYOs have been actively engaged in motivating and mobilizing youth to attending skills training at various skill development corporations.

This project makes relevant contributions to the Fit India Movement by the government of India by developing a strong and healthy generation by motivating youth to participate in the sports events at village, block and district levels. Many talented youth have been identified to play at national / international levels. Some DYOs such as Sikar in Rajasthan, South Kolkata in West Bengal and Ernakulum in Kerala have made significant inroads towards motivating youth into professional sports apart from rigorous yoga training and practice.

COVID has provided an opportunity for the volunteerism to show its inherent potential and the contribution from Youth Volunteers in almost all UNV-Districts in vaccination as well as addressing the issues of vaccine hesitancies during COVID Pandemic is not only relevant but path breaking in such situations. It was observed during the field visit to the some of the UNV-districts that National Youth Volunteers and Youth Club members make significant contributions in national campaigns like on cleanliness (*Swachh Bharat Abhiyan*), vaccination (*Indradhanush*) and girl child (*Beti Bachao, Beti Padhao*) besides blood donation camps, plantation etc.

In line with the Prime Minister's vision of *sabka saath, sabka vikas* this project has particularly focused on the youth at risk and promoted inclusion and social justice by linking differently abled youth to skills training and self-employment activities and encouraging youth women from minorities and youth from scheduled castes and scheduled tribes to join the skills training programmes.

On programmatic and strategic planes the project is aligned with the Three-Year Action Agenda (2018-2020) of the NITI Aayog. It is also aligned with the United Nations Sustainable Development Framework Outcome 1: By 2022, institutions are strengthened to progressively deliver universal access to basic services, employment, and sustainable livelihoods to the poor and excluded, in rural and urban areas and UNDP's Country Programme Document (2018-

2022), Output 2.2: Poor and vulnerable have the capacity, options and opportunities to move out of deprivation under the thematic area of social inclusion. The project is also aligned with the UNV Strategic Framework (2018-2022) and supports the efforts of the Government of India to deliver on the Agenda 2030 through volunteerism as an effective means of implementation and people engagement.

The increasing visibility for the volunteers and DYOs and demand for volunteers from various domains of the system such as district administration reflects the relevance and timeliness of this effort towards re-energizing volunteerism and strengthen the youth clubs in rural areas. Appreciation from all quarters/stakeholders during the field trips testimonies the enthusiasm by the volunteers and recognition they enjoy due to this project. Their efforts towards educating underprivileged children in Kannauj district of UP and South Kolkata district of West Bengal and helping sex workers out of their misery in South Kolkata are a few examples of the invaluable contributions made by the volunteers and their contribution towards inclusive development.

Though this project, enjoys the anchoring and national ownership from the Ministry of Youth Affairs and Sports, its design is not well articulated for the application of “theory of change”. Though the first phase and the second are well connected and sequential, it may not be possible to apply “theory of change” to cull out the transformations and the way forward to a meaningful exit strategy.

With its activities clearly linked with the national development and strategic plans and policies the project is highly relevant. It is furthered by the fact that the choice of districts was to include rural, urban and semi-urban districts so that youth from all these three geographic domains are included apart from most vulnerable youth in mainstreaming into civic engagement.

3.2.2. Effectiveness

Overall outcome of this project is aligned with the first outcome under UNSDF - strengthen the institutions, by 2022, to progressively deliver universal access to basic services, employment, and sustainable livelihoods to the poor and excluded, in rural and urban areas. This also coincides with the CPD output of “Poor and vulnerable have the capacity, options and opportunities to move out of deprivation”. With these as overall objectives, the project aimed to achieve 1) strengthened volunteer infrastructure in 58 select districts leading to promotion of youth volunteerism as a modality for social mobilization and outreach; 2) youth volunteering integrated in development schemes of the GoI through greater participation of rural youth particularly those from marginalized communities in various national flagship schemes such as

Swachh Bharat Mission, Beti-Padhao-Beti Bachao, DDU-GKY, Prime Minister Kaushal Vikas Yojna among others; 3) employment and livelihood opportunity created for youth through skilling and social entrepreneurship; 4) partnerships established among government and non-government agencies for youth development bringing convergence and synergy of the ongoing schemes of the government related to youth; and 5) gender equality and social inclusion promoted through volunteering.

After detailed assessment based on the review of project documents and wide consultation with the stakeholders including the Government officials involved and the field observations, the project appears to be effective in realizing the objectives and made significant contributions towards the intended outcomes as listed above. Effectiveness is explained particularly by probing into whether the planned results have been accomplished; what are the influencing factors in such attainment; what worked and what not; what changes have to be made in the plan to achieve the desired outcomes; what are the lessons learnt.

One of the prime objectives of the project including its first phase is to re-energize the Nehru Yuva Kendras (NYKs). According to the National Youth Policy 2014, the Nehru Yuva Kendras in the districts are meant for the mobilization of youth and harnessing the youth energy for nation building and for their own gainful employment. However, these NYKs headed by a District Youth Officer and assisted by an Accountant got sluggish with no recruitment since 1993 and ended up having one DYO taking care of multiple NYKs. This has resulted in lack of leadership which led to loss of recognition and visibility of NYKs. To revive the situation, UNV with financial support from MoYAS has placed 29 DYO in 29 States/UT (total of 58 DYO in 27 States over two phases) to re-energize the NYKs and position them as key vehicle to mobilize youth energy through youth clubs, sports activities, implementation of ten core programmes of NYKS, including Skills Up-gradation Training Programme (SUTP), and actively participating in campaigns for creating awareness, and observance of days of national importance. Even though the primary role of the DYO is to motivate youth to connect with and contribute to the society, their active participation in youth club activities also builds their personality, gives them confidence, experience and leadership quality, and makes them good citizens of the country.

The project has been very effective in reaching this objective of re-energize the NYKs. It was opined by all stakeholders, particularly the ones at the top of governance that UNV-DYO bring a lot of vibrancy, enthusiasm and innovation to NYKs. They are better trained and motivated and have the drive to prove themselves. They found to be doing great job and placing them at NYKs has restored the lost importance and recognition. This is also evident from the fact they are now involved in district development activities in almost all 58 districts.

As a process of regaining their glory, NYKs have to ensure to have recognition, get integrated into the system and in the process mobilize the youth at rural and urban setups. Effectiveness

in re-energizing can be gauged better by looking at these aspects. The district level officials and the state and regional directors of NYKS have recognized the contributions of the DYOs and National Youth Volunteers in awareness campaigns on social issues, observance of days of national importance, youth mobilization and linking them to skills and productive activities, promotion of sports at village and block level leading to identification of sportspersons to play at higher levels, and response to urgent needs such as elections and disasters response. This recognition to DYOs and National Youth Volunteers led to including them in district planning boards, village planning committees and gram sabha. This was observed during the field trips to Ernakulum, Vijayanagaram and South Kolkata.

Particularly in rural districts the youth were treated as a liability and now due to the positivity spread by UNV-DYOs and the kind of civic engagement they get into, the youth are considered to be the change agents. This welcome change has been observed in almost all districts visited as part of the evaluation which is an indication of recognition for volunteers and positivity towards volunteerism.

However, national youth volunteers face a serious problem in some states in the form of conflict between state and central government organizations. As NYKS is a central government organization, some of the state departments show some kind of indifference in involving these volunteers. This is particularly expressed by almost all DYOs interviewed that while celebrating important days such an issue of state and central relevance was observed. In some case of political difference between the state and central governments, the volunteers did face some situations.

Though recognition for Youth Volunteers is getting better by the day, there are still some districts such as Sikar and even Ernakulum where the youth volunteers mentioned some issues regarding the recognition and ready acceptance and involvement. Better awareness about NYKS and youth volunteers would go a long way in people recognizing their official status and further mainstreaming of volunteerism in sustainable development efforts. Many NYVs stated that they associated with NYKS because it was a government outfit which gives them better recognition.

In some districts, the youth volunteers have started Youth Clubs which have evolved into full-fledged NGOs. Theresa Club in Vijayanagaram and another NGO (Mahatma Mathrubhumi) in Ernakulum districts are examples such scaled up model of youth volunteers. This demonstrates the integration part of volunteerism into main stream civic engagement. With the aim of integrating volunteerism into development schemes and policies, this project by means of their champion DYOs in 58 districts has motivated youth volunteers and youth club members and linked them to various programmes such as Clean India Mission, yoga day, sports events,

immunization (*Indradhanush*) in Health and Sanitation sector; *Jandhan Yojana* under Financial inclusion; Action Plan on Engaging Youth Volunteers in Disaster Risk Reduction and Environment Management under Disaster Risk Reduction strategies; National and District Youth Parliaments; motivating dropouts to go back to school under Right to Education Act; Skills Upgradation Training Programme (SUTP), Prime Minister Kaushal Vikas Yojana, Action Plan on Social Entrepreneurship under Skills and employment; SUTP, Beti Bachao, Beti Padhao, campaign against early marriage, Action Plan on Engendering the National Youth Policy under Gender equality; and Action Plan on Social Inclusion, inclusion of youth with disabilities, youth from minority communities, women, sex workers under social inclusion of youth apart from others.

Skilling youth towards better employment opportunities and livelihoods with particular emphasis on women and underprivileged is one major objective of this project and the project activities have been very effective in attaining this outcome. The skills development activities and entrepreneurship programmes are the most popular ones for the UNV-DYOs to organize as they attracted large number of participants. DYOs have partnered with the local skill development corporations and other training institutions to maximize the benefits for the volunteers. The training programmes have been inclusive of gender, age group and socio-economic status. The spectrum of programmes organized is very wide and a few are given below.

- Paper file making (Kannauj, UP)
- Development, operation and maintenance of water treatment system in Sikar, Rajasthan)
- Tailoring and computer course for women in Vijayanagaram district
- Curriculum Vitae and profile making (Ernakulum)
- Candle making (Kannauj and South Kolkata)
- Financial literacy (Sikar and Ernakulum)
- Self-defense (South Kolkata)
- Sports training (Sikar and Ernakulum)
- Disaster risk reduction (Sikar and South Kolkata)

Youth are involved in these training programmes in two levels: One as trainees and the other as trainers of training. While many youth clubs, take the help of DYOs and National Youth Volunteers in organizing training programmes which inculcates leadership qualities in them, some others such as the case of Theresa Center in Vijayanagaram rely heavily on non-youth members. Imbibing leadership qualities is one of the major objectives of such activities and hence more youth may be involved in organizing the programmes. It would be incomplete if we

bring to the fore the need to have an anchor at the youth club as the turnaround period for youth volunteers is rather high.

By means of skilling and training programmes, this project is expected to make the youth play a role in income augmentation abilities within rural population along with the youth themselves. Though such augmentation was observed in the case of paper file making in Kannauj district and craft products making in South Kolkata both with women self-help group (SHG), such income augmentation at large scale is not observed. Efforts may be made in the future phases to design the programmes in such a way to leave a mark on such indicator. A key aspect in that direction is the last mile accomplishment. For instance, most SUTP activities organized for women relate to tailoring but with no clearly thought out plan for trainees to use these skills for earning incomes these training fail to result in income augmentation (though there were some cases where such support is extended, in majority cases the last mile impact was achieved). Attempts are made in some districts to organize women to undertake economically productive activities like sewing school uniforms during academic season (Vijayanagaram for instance). But this needs to be followed up by UNV-DYOs and attempts made to diversify skills training for women as much as possible keeping the social context in mind and ensure the last mile is also achieved to bring in more effectiveness to the program.

Role that youth volunteers play in the times of disaster are highly appreciated by the district administration. Regional Director of Uttar Pradesh has categorically appreciated the role that the youth volunteers are playing at the time of disasters including covid 19.

Strengthening youth clubs and providing one stop resource centers is one of the major objectives of the project. All the five Youth Resources Centers are found to be doing well with a wide range of services/resources extended to the youth volunteers. However, it was opined by some DYOs in the Focus Group Discussion (FGD) that more such resources centers be developed at least one for every five districts if the activity of skilling has to be inclusive by space and variety.

The objective of the project to strengthen youth clubs through volunteerism not only of youth but also in turn of the community has been achieved partially. Since the deployment of UNV-DYOs in the districts, 20,666 new youth clubs have been formed in 58 districts with over 31,66,270 volunteers mobilized for youth development programmes. The Programme is effective in achieving this intended outcome. UNV has put in efforts to make the enrollment details of Youth Volunteers at NYK level. However, at the level of youth clubs the information of the members may need to be updated on a regular basis. The composition of youth clubs keeps changing as some members migrate in search of jobs and leave the clubs; some cross the upper

age of youth (29 years) or otherwise establish their families and cannot devote any time for youth club activities and hence leave. Some youth clubs exist on paper only as they have not held any activities for some time. Therefore, the number of youth clubs may need independent verification. UNV-DYOs were asked to activate youth clubs, collect data from them and establish new clubs. UNV-DYOs have done well in establishing new youth clubs and re-activate the old and existing youth clubs. During the field visit it was observed that number of functional youth clubs vary across even UNV-DYO districts. The composition of new youth clubs is uploaded on NYKS website.

Formation of youth clubs seems to be having various difficulties in different states. Though MoYAS provide basic funding to NYKS and training to the DYOs, there is no systemic arrangement of seed funding or training of members in the case of youth clubs. This seems to be a limiting factor both for their formation and maintenance. Their institutional standing also poses certain constraints for funds mobilization under CSR funds etc. Youth clubs can perform much better if these bottlenecks are removed.

Government may consider clearing administrative and institutional limitation in having access to CSR funding particularly when the Youth clubs are aspiring to implement environmental and resources conserving initiatives in rural areas. Another issue that affects the performance of youth clubs is the involvement of political fraternity. In villages it is a practice to attach youth to various political parties and the youth do have ambition of joining political parties. It is observed that such a situation can dampen the inclusivity in youth club activities.

Overall, the project has been very effective. It was effective in strengthening the infrastructure for volunteerism and enhancing recognition for youth volunteering largely due to the invaluable contributions made by UNV-DYOs. It achieved integration of volunteers as an important input in development programmes / campaigns and also in district and village level planning committees. It is also effective in skilling the youth inclusively and strengthen the youth clubs towards making the youth active and bring them into civic engagement.

Though the project has NSS participating in various NYKS activities as demonstrated in Ernakulum, South Kolkata and Vijayanagaram districts, the programme could have planned better to involve NSS more comprehensively in the project activities. The strengthening aspect of NSS as given in the project title could not be observed in the project activities except as a “piggy backing” exercise in some initiatives. The project proponents may give a close look and thought while devising the next phase of the project.

3.2.3. Efficiency

Efficiency here refers to the efficiency in programme implementation. It assesses the efficiency on the use of resources both human and financial towards the program outcomes. Such an assessment includes the implementation arrangements, monitoring, reporting system of the project and the quality of reporting, organizational structure and operational procedures and risk management.

This project is implemented by UNV in close consultation with MoYAS and UNDP under Direct Implementation Modality (DIM) with the Government of India, Ministry of Youth Affairs and Sports providing significant funding under DSS arrangement. UNV/UNDP as the Implementing Partner (IP) is responsible for implementing the project and effective use of financial and human resources to achieve the project outcomes and outputs, with support from MOYAS. UNV/UNDP is responsible for overall management and the implementation of the project activities is guided by the annual work plans (AWP) developed by UNDP Project management unit (PMU). MoYAS also helps in facilitating the establishment of partnerships and coordination with other relevant central ministries and state governments as required. As part of this evaluation, AWP's of 2019, 2020, 2021 and 2022 are considered for review.

With about 88% budget (total of USD 4.096 M) coming from the government counterpart, this DIM project is a perfect model under the Development Support Service modality that the UNDP has embarked onto in the present cycle of CPD. It essentially rides on the strengths of UNDP i.e., procurement and providing technical knowhow in capacity building and development of knowledge products. Enjoying the strong ownership from MoYAS this project got immensely benefited from UNDP's top procurement process and project implementation. This, to begin with is an efficient project development. The fact that the Project is significantly funded by the Government of India through DSS modality can be seen as a sign of efficiency embodied in it. UNDP/UNV is responsible for carrying out activities under the Annual Work Plan to achieve the desired development results. A Project Management Unit (PMU) was set up in the MoYAS with One Project Manager, Five Project Management Associates, One Communication Associate and One Finance cum Administration Assistant. The PMU provided the supporting to UNDP in project implementation and quality assurance. PMU also provided technical assistance to the District Youth Coordinators/Officers in carrying out various activities. PMU monitored closely the project activities and collected compiled and submitted monthly, quarterly and annual reports Project Steering Committee (PSC). The strategy of embedding UNV national team within MoYAS (to work closely with NYKS) has not only been cost-effective but also ensured national ownership. This also provided logistical advantage and helped in establishing UNV as a credible partner.

As part of major output, the project placed 29 UNV-District Youth Officers (DYO) in 27 states (making it a total of 58 UNV-DYOs over two phases) to administer the activities of Nehru Yuva Kendras (NYK) under MoYAS. Without disturbing the structure of governance of NYKs, the project retained the organizational structure of NYKs with DYO and Accountant/Assistant Programme Supervisor (APS) assisted by a number of National Youth Volunteers. Not introducing a parallel structure within NYK, UNV/UNDP has achieved a great deal of integration with NYK structure. This helped in efficient resources utilization.

The choice of district to instate UNV DYOs was also well orchestrated with a perfect balance of geographical spread and socio-economic status of the districts including some aspirational districts. The fact that the choice of districts covered rural (Sikar, Rajasthan), urban (Ernakulum, Kerala), and semi-urban (South-Kolkata, West Bengal) districts ensured that the seeds of change are strategically and uniformly spread which could help in scaling up/cascading effect in the years to come.

PSC provided the overall oversight for the project which was coordinated by the Secretary (Youth Affairs) and UNDP. The PSC was comprised of representatives from MoYAS (Secretary, Joint Secretary who is also national project director), UNV/UNDP (Programme officer of UNV), NYKS (Director General and Director of NYKS), NSS (Director NSS), Rajiv Gandhi National Institute of Youth Development (RGNIYD) and other stakeholders. The PSC made management decisions, approved budgeted annual work plans and staff appointments, monitoring the progress made annually and arbitrating any conflicts within. It also ensured that the agreed deliverables are produced satisfactorily according to plans and timelines. Three PSC meetings took place in the present phase of the project (April 2019, July 2020, and March 2021) to discuss various operational issues apart from the regular progress monitoring. It is an appreciable fact that even during the peak stage of Pandemic the PSC meetings were held without a break.

At the programme level where the project belongs to the Output 2 (Inclusive growth) in CPD, the coordination and oversight are provided by the Outcome Board. The project was included in the Outcome Board meetings whose review and recommendations are fed into the Country Programme Management Board (CPMB) annual strategic review meeting.

A UNDP standard financing agreement was signed with the MOYAS to receive funds in UNDP bank account. UNDP received funds from the MOYAS for the budgeted amount of \$4,096,193. UNDP with its technical and administrative capacity assumed the responsibility for mobilizing and applying effectively the required inputs to reach the expected outputs.

Having implemented Phase I successfully, UNV has developed a strong working relation with the Ministry of Youth Affairs and Sports during this phase of the project and emerged into a trusted partner for MoYAS, which is evident from the reflections from the MoYAS personnel. They are very appreciative of the efforts of the PMU and the UNV-DYOs.

The project has had a delayed start in January 2019 instead of June 2018 due to some administrative and procedural delays. But more seriously, the COVID Pandemic has disrupted the project activities during 2020 and to some extent in 2021. Project implantation has slowed down during this period. However, it is appreciable fact that course correction measure were taken up and online mode of operation was adopted to take the programmes forward. Due to these delays the PSC has granted a no-cost extension for a year (from December 2020 to Dec 2021). As 30% budget remained to be spent PSC has once again given an extension without costs till 30th June 2022 and subsequently to 31st December 2022.

Suffered from lack of properly designed Monitoring and Evaluation baselines during Phase I, the present phase of the project has overcome that problem to have a carefully designed Result Framework (RRF) and M&E framework with clear indicators and corresponding baseline. The reporting of results to the PSC was done satisfactorily in the form of Annual Progress Reports (2019, 2020, and 2021) and quarterly report till Sept 2022.

UNV-DYOs report their progress in a prescribed format covering core programmes of NYKS and other special programmes, partnerships, coordination with others such as NSS, and meetings organized. They add any innovative ideas implemented as well to the reporting. This forms the basis for UNV to compile and prepare quarterly reports shared with MoYAS/NYKS. Parallel to this activity, the DYOs (both regular and UNV) have to submit a report to the regional director who in turn submits it to NYKS HQ. As these formats have some difference the UNV-DYOs are burdened to submit two reports (duplication). Convergence or integration of reporting formats between UNV and NYKS may be attempted to increase the efficiency of reporting. Format of submission also appears to be posing a problem to the DYOs as the State/Regional Director favouring hard copy communication whereas UNV solicits soft communication. Ironing off these gaps would enhance the efficiency of reporting.

An important component of monitoring is the monitoring visits by project staff. This helps in augmentation/validation of the reporting done by DYOs. Partly due to the Pandemic situation coupled with considerable turnover of the project staff monitoring visits have not been sufficient enough. This has compromised to some extent the reporting validation part of the project.

“UNV DYO are hard pressed for time and work”, as opined by many respondents during the field visits by the evaluator. Due to their enthusiasm and dynamisms and an attempt to improve on their performance in terms of activities undertaken these DYOs are drawn more in to no-plan activities by the district administration and getting in to wide spectrum make them hard pressed for time and that in turn can lead to “burn-outs”. Their talent and ability to mobilize youth in large number and in quick time need to be carefully put to use. One has to ensure that the district administration do not treat these Volunteers as “Free resources” that use them judiciously.

Annual reports (2019, 2020 and 2021) developed are comprehensive with appropriate snapshots included and covering all the activities carried out by the UNV team and innovations by DYOs.

Project has a number of risks listed in the Pro-Doc which are sufficiently reported in the annual progress report informing the risk mitigation measures taken up. One of the risks reported is the frequent change of officials in the Ministry which was addressed well by ensuring to have PSC meeting on regular intervals. Another unexpected risk faced was in the form of COVID and that has been addressed aptly by adopting online mode of working and also by extending the project by 24 months. Budget adjustments are also done accordingly.

Overall, the project has been implemented efficiently and both financial and human resources are put to the best use. Project implementation modality in itself brought efficiency. A few suggestions on DYOs reach out to the district administration and reporting and project staff monitoring is made that might help to overcome the shortcomings in the future.

3.3. Cross-cutting criteria of Sustainability, Partnerships and Gender Sensitivity

3.3.1. Sustainability

First phase of the project has started the initiative of placing UNV DYOs at 29 districts and the same is extended to 58 in the phase II. The prime objective of placing these DYOs is to strengthen the volunteer infrastructure in the country under the national programme of Nehru Yuva Kendra Sangathan (NYKS). They have shown significant impact in bringing the volunteerism to the fore both at districts and in village. However, sustainability of this emergence depends largely on the presence of the UNV – DYOs at those respective districts. During the field trips it was observed that the NYKS structure is very thin with only two bearers in the office, one DYO himself/herself and an accountant/Assistant Programme Supervisor. Therefore, the change that was brought in by the UNV DYOs would not be institutionalized and on his/her leaving the office, system would fall back to its original state. From the observations

made during the field visit and opinions collected by different stakeholders, it is clear that the regular DYOs would fall short in performance. Even if the Government of India goes on appointing regular DYOs, it is not clear if UNV-DYOs will compete for these positions of regular DYOs. In case if they don't it would be useful to have them as mentors to the new recruits and that may help in sustaining the positive changes in the system. It helps in building the capacity of the newly recruited regular DYOs.

NYKS has got rejuvenated by the presence of UNV-DYOs in almost all 58 districts. But the horizontal scaling up doesn't seem to be happening. In the absence of such cascading effect, the positive impacts tend to remain local temporally as well as spatially and that doesn't indicate the sustainability. The enrolment of youth volunteers has increased during the first and second phases of the project. However, to make it sustain long it is important to retain the motivation levels of the youth volunteers alongside increasing the enrollments. Exiting at this stage would flatten the curve of change. Therefore, for long term sustainability it is important to continue this programme. But the future programmes must focus more on how to get the snowballing affect and plan a proper exit policy.

The knowledge products generated such as various ICE Material (Standard learning package for NYVs and toolkit on youth engagement, compilation of good practices, module on volunteering for women's empowerment etc.) as part of this project, capacity building carried out and important national documents made such as National Youth Policy 2022-32 and National policy on Volunteerism would certainly help in long run and sustaining the volunteerism in the country.

Skilling is a strong component in the project. However, its longevity in the absence of UNV-DYOs can't be ensured in the absence of strong partnerships established. The project did not meet the critical stage of such partnership building between NYKS at youth club level and the corporates/NGO/Development agencies.

Instatement of V-awards and online registration portal would also go long way in promoting volunteerism in the country and hence help the sustainability of the project efforts.

Partnerships with international, national government departments, NGOs, corporates, and academic institutions play an important role in sustaining the activity and the positivity that UNV-DYOs bring. The present project has seen a large number of such partnerships emerging, largely at national level. More such partnerships at local youth club and NYKS level would make the sustainability claim much stronger.

3.3.2. Gender Responsiveness

This project has been Gender sensitive in more than one way. Majority of the skill development trainings (SUTP) offered under this project has major share of participants from women. The same was observed in rural and peri-urban districts. These SUTPs spanning from tailoring to computer training have women from minority community, marginalized castes, daughters of sex workers and HIV positive women making these SUTPs very inclusive and gender sensitive.

The new pan-India activity for Volunteering for Women's Empowerment was embarked upon under the aegis of the Ministry of Youth Affairs, coupled with a campaign around women's empowerment on International Women's Day. This focused on developing and implementing Gender Sensitization Trainings for volunteers facilitated through local agencies (NGOs) and resource persons, who are experts on women's issues. The training was imparted in 51 districts of the project. 1144 national youth volunteers of NYKS were trained on this module and they developed Social Action Projects on how to volunteer for furthering women's empowerment in their communities. Such modules developed would go long way in promoting women's role in volunteerism.

Number of women UNV-DYOs is less compared to men. However, there is a strong presence of women among National Volunteers. Though there were a few youth clubs organized by women their number is not substantial. There are a number of Women Self-help Groups (WSGs) where all members are women. But women in lead roles in youth clubs is yet achieve a critical level. Rural areas still have social restriction on women participating in volunteer work and UNV-DYOs have been doing good work in breaking such taboos and get women into volunteer work.

3.3.3. Partnerships

UNV-DYOs have been successful in building successful partnerships with governments line departments and agencies responsible for implementing many national and state flagship schemes such as the Atma Nirbhar Bharat Abhiyan, Ayushman Bharat Pradhan Mantri Jan Arogya Yojana, Aarogya Setu App propagation and adoption, Fit India Movement, Swachh Bharat Mission, National Nutrition Mission, Beti Bachao-Beti Padhao, National Health Mission, Pradhan Mantri Kaushal Vikas Yojana, Pradhan Mantri Gareeb Kalyan Anna Yojana, Deen Dayal Upadhyaya Grameen Kaushalya Yojana, Mudra Yojana among others; at the district level to promote various schemes which have been launched by Government of India among youth from the marginalized communities. These partnerships were especially critical for mass mobilization needed during the Corona pandemic.

Organization of days of importance has been one of the important activities of the DYOs and there were many collaborations with UNDP, UNICEF and UN-Women etc. for commemorating the International Youth Day, International Women's Day, World Environment Day, World Youth Skills Day, World International Volunteer Day, 'Social Innovation Challenge' for supporting and training volunteer entrepreneurs etc. They have developed partnerships with academic institutions like Kalinga Institute of Social Sciences, Kalinga Institute of Industrial Technology, Tata Institute of Social Sciences, Rajiv Gandhi National Institute for Youth Development, private sector companies like Cognizant and First Source for promoting volunteerism. This has helped in reaching out to a larger audience for promoting participation of youth volunteers.

3.3.4. Impact

Strengthening of NYKS and NSS project over its two phases has certainly impacted the youth in a big way at individual level. It led to establishment of large number of youth clubs and even larger number of volunteer enrolled which indicates the rejuvenation of volunteerism. This goes as a significant impact emerging from the two phases of the project. However, it is important to enhance the enrollment rate in the years to come.

The Project has positioned itself well to impact on individual volunteers who found an excellent channel to acquire skills, including life skills, and be gainfully employed besides building their own confidence, contributing to nation building and connect better with the communities. This change in outlook is a big impact from the project activities. This has been even more significant with respect to the youth from rural areas and far flung areas.

This project has resulted in improved livelihood to youth in rural areas. Of course it would be exaggeration to extrapolate it to the larger context, but at individual levels these impacts were observed during the field visits.

Youth's interaction with the society and societal perceptions on youth also underwent a change in the past eight years of the project implementation as youth connected more positively to the social issues through various campaigns and programmes. Their affiliation to NYKS gave them visible confidence and a much needed anchor that comes with brand of Government of India. It is far from making large claims that the society got impacted by this project. However, the impacts that are observed at individual levels could slowly snowball into larger magnitudes. The project design for the next phase must include efforts towards achieving such cascading effects.

The impact that UNV-DYOs could bring to NYKS programme is visible and significant. However, their continuity is the key and it was observed during the field visits and stakeholder

consultations that if UNV-DYOs are withdrawn the situation may quickly retreat. Therefore, it is important to continue the association of UNV with NYKS. MoYAS also must put efforts to mainstream lessons from the Project to all the NYKs.

3.4. Financial Performance

On successful completion of Phase I (2014-18) UNDP and MoYAS have signed another MoA for the Second Phase to be implemented during 2018-20 (Starting in August 2018 and ending on 31st December 2020). With a total budget of 4.59 million USD (of which MoYAS contributed 4.09 million USD and 500,000 USD by UNV) this project was implemented under the Direct Implementation Modality (DIM) between MoYAS and UNV with UNDP as the implementing partner. Due to the delays caused by COVID, the project steering committee (PSC) has awarded a no-cost extension of the project till 31st December 2021 and the same was extended further till 30th June 2022 and subsequently till 31st December 2022.

The project has shown mixed financial performance with some funds remaining unspent from the proposed budget at the end of 2020. Annual budgeting as proposed in the Prodoc has been readjusted due to the unforeseen conditions of COVID Pandemic. The following table gives the details of the financial flow in the project. It has shown good expenditure pattern against the adjusted annual budgets. The budget has been adjusted over the extended period of 2021 first and then till December 2022. The project has a spillover of 10% budgeted fund to the year 2022.

Total Project Budget	Expenditure 2018	Expenditure 2019	Expenditure 2020	Expenditure 2021	Budget 2022
Budget in Prodoc (\$4,596,193)	\$1,331,408	\$1,649,807	\$1,614,978	0	0
Expenditure					
MoYAS	\$119,566	\$848,914	\$1,063,965	\$888,404	\$8,55,971
UNV	0	\$179,565	\$209,501	\$72,083	\$30,000
Total Expenditure	\$119,566	\$1,028,479	\$1,273,456	\$960,487	\$8,85,971

Salaries of the 58 District Youth Coordinators (Officers) appointed by UNDP/UNV constitute major share of the expenditure (91%). It has peaked in the year 2020 which indicates that the maximum number of DYOs were in place during 2020 and that indicates certain delays. Expenditure from UNV share of budget which is meant for capacity building and skill development components has also peaked during the year 2020. **As the COVID Pandemic has**

restricted the project activities significantly during 2020 and 2021 and that could be reason for such skewedness in expenditure. Online mode has taken up in 2020 and hence the activity could peak during 2020 in spite of having Pandemic effect. UNV/UNDP needs to be appreciated for such a makeup in short time.

3.5. Comparative analysis of UNV and non-UNV DYOs

Government of India has started the scheme of Nehru Yuva Kendra in the country in the year 1972 and the Nehru Yuva Kendra Sangathan (NYKS) came into existence in 1987 as an autonomous body of the Government of India. It is presently functioning under Department of Youth Affairs, Ministry of Youth Affairs & Sports. Since their inception Nehru Yuva Kendras have seen phenomenal expansion and now have presence in 623 Districts with 29 State Offices at State Level besides its National Headquarter at New Delhi. The activities of NYKS are carried out in districts through District Youth Officer in each of 623 Districts and 2 National Youth Volunteers (NYVs) in each Block. The core strength of NYKS is the network of village level Youth Clubs in 623 districts in India. National Youth Volunteers act as an interface between the District NYK offices and the Youth Clubs.

Nehru Yuva Kendra Sangathan is working at various fronts of youth development with a variety of programmes and schemes of the Department of Youth Affairs, Ministry of Youth Affairs & Sports. However, over a period, a paradigm shift in the utilization of the vast network of NYKS and its field units has commenced. Though NYKS has started as youth development initiative under MoYAS, the coordination and synergy among Government and Administration at National, State and District level has led to positive image building of NYKS. Therefore, in addition to its own core programmes, NYKS has been taking up programmes and schemes in convergence with various other Central Ministries, State Government Departments, United Nations Organizations and other agencies for the development and empowerment of youth. This in a way is offer an opportunity to the youth to undertake development activities across the country.

The annual plan for NYKs devised in bottom up approach has two components viz. Focus Areas and Core Programmes. Six Focus Areas have been identified by NYKS for implementation across the country with lead role of rural youth and NYVs with partnership of village communities and in coordination with various stakeholders, development departments and agencies at different levels. NYKs have 12 sets of Core Programs this year aiming to provide opportunities to youth for awareness, education, capacity building, leadership, personality and skills development, so as to facilitate implementation of focus areas and contribute towards nation building process.

Core Programs included for the present year are Skilling and Handholding (Orientation of Youth; Education in Basic Vocations; Digital Felicitation – prepare a cadre of Bank Mitras; Career Guidance, Career Counseling and Career Mela); Combating COVID-19: Mass Awakening and Action Campaign; Establishing Disaster Risk Reduction & Preparedness Teams; Youth Led Fit India Movement, Youth Wellness and Positive Life Style (Sports Material to Youth Clubs; Block level sports meets; District level sports meets; District level promotion of Arts & Culture); Training of Youth on Clean Village – Green village; Training of Youth on Jal Jagran Abhiyan – Catch the rain; Youth club development campaign – Formation of Action Plan; Observance of Days of National Importance, National Youth Day & Week; District Youth Convention; Celebration of 150th Birth Anniversary of Mahatma Gandhi; Awards to outstanding youth clubs; and Declamation Contest on Patriotism & Nation Building.

As the recruitment of District Youth Officers was not taken up for some operationally of NYKs has taken a dip and the situation has emerged as one DYO holding the charge of multiples NYKs and given the thin structure of NYKs their performance has taken a downward trajectory. In an attempt to revive the functionality and efficiency of NYKs, UNDP and UN-Volunteers have partnered with MoYAS in Strengthening NYKS and NSS and started this programme in the year 2014 and continued till 2022 in two phases. Under this project, UNV/UNDP has appointed District Youth Officers (UNV-DYOs) in 58 Districts (29 in Phase I and 29 in the Phase II). This project also includes a number of capacity building, skill training and development of knowledge products.

While the national action plan remains the same for UNV-DYOs and regular DYOs, and so is their thin structure of just one DYO and an accountant/Assistant Programme Supervisor (APS) their functioning, outputs and impact generation varied significantly. An attempt to study the difference in their contributions and degree of impact was made based on a few case studies (Visakhapatnam, Ernakulum and Kolkata) where the UNV DYO was observed in the presence of a control sample (regular DYO). Basing on the criteria of “ability to form partnerships including tapping of CSR funds”, “degree of integration in other line ministries/department at district levels/village administration level”, “Leadership provided to Youth Volunteers”, “Effectiveness in core activities” and “Pro-activeness in additional skilling programmes”, the following observations are made:

- The overall impression is that the UNV DYOs are dynamic, more informed, smart, positive in attitude and demonstrates leadership qualities. This may be due to the extensive training/induction programme conducted by UNV. In addition to the lack of training and capacity building opportunities, the regular DYOs hold charge of multiple NYKs and in its thin structure are over stretched.

- Enhancing the visibility and recognition to volunteers is one of the overarching objectives of this project and it has been successful in that. Visibility of NYKs has improved significantly with the UNV involvement. MoYAS has to develop mechanisms to transfer the good reputation developed by UNV DYOs to the regular ones. It was opined by some stakeholders that Circulating UNV DYOs and non-UNV DYOs may lead to such a transformational effect.
- **Leadership provided to Youth Volunteers** – Leadership can be seen in two ways here. One is to lead from the front and present an example/role model and the other is to provide platform and guidance to develop leadership skills among volunteers. Due to competitive recruitment process along with screening of applicants with development background, individuals selected as UNV-DYOs possess those leadership qualities and overall carry a positive aura that inspires the rural youth. Therefore, UNV-DYOs are successful in providing that example of “Leadership” which is very important for the rural backdrop.
- There is a transformation of small youth clubs into NGOs in some districts, mostly driven by the National Youth Volunteers. They are very few such transformed ones but they are large in their operations. This has been observed in the case of regular DYOs where as such transformations were not observed in the districts lead by UNV-DYOs. It could be because of the fact that such transformations happen over a long period of time and UNV-DYOs are in existence only for 8 years now.
- It was opined by some of the DYOs interviewed that the UNV DYOs are encouraged to take initiatives beyond the annual action plan and regular activities with stress on forging local level partnership and innovation, which was not so much observed in the regular DYOs. This is an important observation that brings out the difference between these two groups working towards the same cause.
- UNV DYOs appear to be giving more opportunities to national youth volunteers to get engaged in organizing various training and capacity building programmes which helps them in cultivating leadership qualities. Social service activities such as organizing blood donation camps and organizing sporting activities such as cycling, self-defense among girls and yoga are such example.
- **Effectiveness in core activities** – One of the major objectives of NYKS is to increase the volunteer enrolment. UNV-DYOs have been successful in achieving high enrollment of volunteers. Even the registration of youth clubs is in regular DYO districts with only 580 YCs in the large district of Visakhapatnam where only 50-60 youth clubs remaining active, for

instance as informed during the interactions. Another core activity is the celebration of days of National Importance and both groups of DYO's seem to be equally engaging.

- **Degree of integration in other line ministries/department at district levels/village administration level** – Nehru Yuva Kendras are funded by the Government of India, located at the district and need to work closely with the district administration and local bodies. This has been the biggest challenge for the effective functioning of NYKs. As expressed by many DYO's during the field visit interactions, **State governments doesn't own** the activities of the NYKS and non-cooperation and / or indifference was felt from the State Government on a number of cases, particularly while celebrating the Day of National Importance. With constant engagement for collaborative activities, UNV DYO's have tried successfully to overcome this challenge and were found to be involved in planning and execution of a number of activities by the district administration. It was observed in all the field visit districts viz. Sikar, Kannauj, Ernakulum, Vijayanagaram and South Kolkata. DYO's were contacted in case of any natural calamities such as floods, cyclones etc. This was quite visible during the COVID 19 pandemic. They were actively involved in blood donation camps and other awareness campaigns by the district administration.
- UNV DYO's have managed to have such integration at youth club level as well. For instance, in the district of Ernakulum, Spatan Football Club in Kattuvalli managed to have close interaction and integration with the gram panchayat. They were used during Covid time and also during floods as members of rescue team. Volunteer teams were integrated into planning team and were placed on various working groups of gram panchayat as youth representatives. The Gram panchayat has always wanted them to come forward and express their opinion on various issues and activities. As part of working group they could put forward their ideas which eventually become part of the action plan of the gram panchayat for the next financial year. Gram panchayat has taken the innovative ideas from the Volunteers and organized job fairs and also galvanized funds for startups. Such integration of volunteers at gram panchayat level is a huge success of this project.
- **Ability to form partnerships including tapping of CSR funds** – UNV DYO's have been successful in forming a number of partnerships with institutions, government departments, NGOs and corporates. Such partnerships were observed in capacity building activities, skilling that include computer training, sports, self-defense, gender mainstreaming and schooling and education. Regular DYO's should also attempt to bring in such partnerships.

- However, it is observed that both UNV and regular DYO could not delve deep into garnering CSR funds for the volunteering activities. MoYAS may focus on this issue for the next phase of the project.
- **Pro-activeness in additional skilling programmes** – UNV support the DYO in capacity building and skilling by designing and developing the programmes and material. UNV DYO gets benefitted immensely by this and deliver quality skilling programmes to the volunteers and other beneficiaries. They help in getting resources persons and support from international development agencies such as ILO, UNICEF, UN-Women etc. Regular DYO are deprived of such valuable partnership and handholding. **MoYAS may attempt to create a “Mentorship” provision to regular DYO where terminating UNV DYO continue to serve Mentors to regular DYO.**
- UNV-DYO are observed to be a resource themselves. For instance, the DYO in South Kolkata has been giving training on Photography and File management to the National Youth Volunteers so that they feel more equipped and trained to carry out activities independently. The same was observed in the case of Sikar district where he DYO was giving leadership technique to the volunteers in administrative ways to raise issues to the authorities. No such “lead from the front” by regular DYO has been observed.
- Both UNV and regular DYO help in organizing job and career mela in partnership with other organizations and corporates. But the niche of UNV DYO is that the DYO directly liaisons with the employers and get the job matching easier as it was demonstrated in the case of South Kolkata.
- Regular DYO also engage in capacity and skilling activities as it is one of the core activities of NYKs. For instance, regular DYO in Visakhapatnam district has conducted plan activities including Yuva Mahotsav; Rain water harvesting and help in e-commerce of forest products. They have organized training programmes at MSME training center and collaborated with HPCL for skilling. However, in spite of having a large tribal population in this district, there are no specific programmes organized for the tribal youth.
- It was observed during the field visit that there is not platform for a regular interaction between UNV and regular DYO. This has been depriving the possible spinoffs. MoYAS may tailor some structured platform for the cross learning amongst regular and UNV DYO.

4. Conclusions and Recommendations

The evaluation was carried out based on DAC evaluation criteria and the following are the conclusion drawn:

1. This project has **performed well** in achieving greater participation of youth in volunteering and civic engagement, integrating youth volunteers in developmental schemes of the Government of India, enhancing employability for youth through life skilling and social entrepreneurship and promoting gender equality and social inclusion through volunteering. Through its 58 DYOs, this project has made significant contribution towards the larger objective of “re-energizing” youth and volunteerism in the country through NYK’s activities, though such an effort did not reach a self-sustaining stage and needs further handholding.
2. The project is **highly relevant** to the objectives of National Youth Policy 2014 and UNV Strategic Plan. The project is aligned well with the UNV Strategic Framework (2018-2021 and 2022-2025) and supports the efforts of the Government of India to deliver on the Agenda 2030 through volunteerism as an effective means of implementation and people engagement. It is also aligned with the United Nations Sustainable Development Framework Outcomes, UNDP’s Country Programme Document (2018-2022). Its activities are very relevant to the national aspirations of addressing sustainable development challenges, and using youth as drivers of change and development. A major contribution of the project is bringing together youth from marginalized sections of society like scheduled castes, scheduled tribes, minorities, HIV positive persons and youth with physical disabilities and make them part of various national efforts of inclusion such as Its efforts towards integrating youth into the national initiatives such as *FIT India, Atmanirbhar Bharat, Sabka Satha Sabka Vikas, Bheti Padav Bheti Bachav*.
3. The project has been **very effective** in re-energizing NYKs. It was opined by all stakeholders, particularly the ones at the top of governance that UNV-DYOs bring a lot of vibrancy, enthusiasm and innovation to NYKs. They found to be doing great job and placing them at NYKs has restored the lost importance and recognition. This is also evident from the fact they are now involved in district development activities in almost all 58 districts.

Overall, the project has been very effective. It was effective in strengthening the infrastructure for volunteerism and enhancing recognition for youth volunteering largely due to the invaluable contributions made by UNV-DYOs. It achieved integration of volunteers as an important input in development programmes / campaigns and also in district and village level planning committees. It is also effective in skilling the youth

inclusively and strengthen the youth clubs towards making the youth active and bring them into civic engagement.

The strengthening aspect of NSS as given in the project title could not be observed in the project activities except as a “piggy backing” exercise in some initiatives. The project proponents may give a close look and thought while devising the next phase of the project.

4. This project has been **very efficient** in output delivery. With about 88% budget (total of USD 4.096 M) coming from the government counterpart, this DIM project is a perfect model under the DSS that the UNDP has embarked onto in the present cycle of CPD. It essentially rides on the strengths of UNDP i.e., procurement and providing technical knowhow in capacity building and development of knowledge products. Enjoying the strong ownership from MoYAS this project got immensely benefited from UNDP’s top procurement process and project implementation. This, to begin with is an efficient project development. The fact that the Project is significantly funded by the Government of India through DSS modality can be seen as a sign of efficiency embodied in it.

The project has had a delayed start in January 2019 instead of June 2018 due to some administrative and procedural delays. But more seriously, the COVID Pandemic has disrupted the project activities during 2020 and 2021. Project implantation has slowed down during this period. However, it is appreciable fact that course correction measure were taken up by UNV and online mode of operation was adopted to take the programmes forward. However, some of the programmes included on the suggestion of PSC such as “Economic Valuation of Volunteerism” and “Development of Accreditation System for Volunteering” were not implemented successfully. These important components may be continued in the subsequent phase of the project.

Overall, the project has been implemented efficiently and both financial and human resources are put to the best use. Project implementation modality in itself brought efficiency. A few suggestions on DYOs reach out to the district administration and reporting and project staff monitoring is made that might help to overcome the shortcomings in the future.

5. **Project design was good** and the choice of district to instate UNV DYOs was also well orchestrated with a perfect balance of geographical spread and socio-economic status of the districts including 33 aspirational districts. The fact that the choice of districts for evaluation study covered rural (Sikar, Rajasthan, Kannauj, Uttar Pradesh), urban (Ernakulum, Kerala), and semi-urban (South-Kolkata, West Bengal) as well as aspirational

(Vijayanagaram, Andhra Pradesh) districts ensured that the seeds of change are strategically and uniformly spread which could help in scaling up/cascading effect in the years to come. However, it should have focused more on the continuity in design from Phase I and towards scaling up.

6. This project has not reached the “self-sustaining” stage and hence the positive change achieved **may not sustain** unless hand-held further. During the field trips it was observed that the NYKS structure is very thin with only two bearers in the office, one DYO himself/herself and an accountant/Assistant Programme Supervisor. Therefore, the change that was brought in by the UNV DYOs would not be institutionalized and on his/her leaving the office, system would fall back to its original state.

The enrolment of youth volunteers has increased during the first and second phases of the project. However, to make it sustain long it is important to retain the motivation levels of the youth volunteers alongside increasing the enrollments. Exiting at this stage would flatten the curve of change.

7. This project has been **Gender sensitive** in more than one way. They are significantly benefited from SUTP activities and women-centric campaigns. A pan-India activity for Volunteering for Women’s Empowerment where a training module was developed would go long way in promoting women’s role in volunteerism. Rural areas still have social restriction on women participating in volunteer work and UNV-DYOs have been doing good work in breaking such taboos and get women into volunteer work. Women are however less forthcoming to participate in youth club activities and even less to take on leadership positions.
8. A Number of **partnerships** were made successfully with government departments, organizations, corporates, NGOs and research institutes. This has helped in reaching out to a larger audience for promoting participation of youth volunteers. However, such partnerships happened more at DYO level and not significantly at youth club level.
9. Strengthening of NYKS and NSS project over its two phases has certainly **impacted** the youth in a big way at individual level. It led to establishment of large number of youth clubs and even larger number of volunteer enrolled which indicates the rejuvenation of volunteerism. This goes as a significant impact emerging from the two phases of the project. However, it is important to enhance the enrollment rate in the years to come.

Youth's interaction with the society and societal perceptions on youth also underwent a change in the past eight years of the project implementation as youth connected more positively to the social issues through various campaigns and programmes. Their affiliation to NYKS gave them visible confidence and a much needed anchor that comes with brand of Government of India. It is far from making large claims that the society got impacted by this project. However, the impacts that are observed at individual levels could slowly snowball into larger magnitudes.

10. The project has shown **mixed financial performance** with some funds remaining unspent from the proposed budget at the end of 2020. Annual budgeting as proposed in the Prodoc was readjusted for the year 2021 and subsequently for 2022 due to the unforeseen conditions of COVID Pandemic. But the return on investment has been rated high by various stakeholders.

As the COVID Pandemic has restricted the project activities significantly during 2020 and 2021 and that could be reason for skewedness in expenditure. Online mode has taken up in 2020 and hence the activity could peak during 2020 in spite of having Pandemic effect. UNDP/UNV needs to be appreciated for such a makeup in short time.

4.1 Recommendations

Based on the data analysis, field observations, FGDs and consultation with all important stakeholders, it is concluded that this project may be continued into its third phase. However, during its next phase there should be a well-designed exit policy with clear activities ensuring its continuity. Based on the evaluation, the following recommendations are made for future course of the programme and ensure its sustainability.

1. This project aims at strengthening of NYKS and NSS Programmes. However, synergy between these two programmes needs further strengthening in the project design, and at ground level implementation for larger outreach and impact for youth development. These two programmes bring together two planes of rural and urban youth, student and non-student volunteers. Such integration has to be reflected in the programme design and the future efforts have to ensure such multi-pronged integration of these activities for a larger collective benefit.
2. Double reporting – one to MoYAS through the state director and the other to UNV seems to have been effecting the DYOs negatively. A common and integrated reporting framework should be employed for future reporting. Technological solutions for real-time reporting

and monitoring should be adopted. A Web-based Application and a mobile app to collect volunteer related data/information pertaining to NYKS and NSS Scheme should be developed to enable automated data input, management, and retrieval of information for evidence-based monitoring and decision making. This technological solution will be provisioning data entry and report generation at different administrative level from national to volunteer level. This integrated End-to-End Management Information System to register, track, report and monitor the functioning of volunteers on real time bases as well as provide a platform for self-registration by volunteers, uploading the data related to their initiatives/projects, number of hours completed (in the case of NSS), good case studies, photographs etc.

3. It has been observed during the field trips that the volunteers are seen as “Free work force”. This attitude towards Volunteerism need to be changed as it and their efforts should be recognized.
4. With the dynamic nature, UNV-DYO’s get too enthusiastic and get into too many activities. It is necessary that they remain focused and make “augmented” contributions towards the objective.
5. Youth Resource Centers (YRC) should emerge into Rural Resource Centers (RRC) where science experimentation and innovations are encouraged along with the skill development and trainings. Such RRC can act as focal points during disasters. This was also opined by UNV DYOs to expand the network of YRCs in a way to have at least one YRC for every five NYKS. YRCs should be promoted as a Phygital (blending of physical and digital learning) space to connect the unconnected rural youth with skilling and learning opportunities.
6. Future phase of the project may focus more on SDGs, which is a bit lacking in the present phase. It should encourage UNV-DYOs to promote SDGs at district level as localization of SDGs is critical for their achievement. It would be useful to have an inter-programme integration between volunteer programme and SDGCCs under UNDP portfolio for a better outcome in the common districts of operation.
7. Scaling up of innovation/best practices documented during this phase of the project may be attempted for example up scaling of Youth Resource Centre, Piloting of volunteering journey, Fellowship/internship at district level etc.
8. Increasing Volunteer enrolment was one of the main objectives of the project. However, retaining the interest of the enrolled volunteers is an important aspect and the next phase

of the project must include this aspect. Policy level decision needs to be taken in consultation with MoHRD to provide academic credit or accreditation similar to that of NSS and NCC would help in both ways. Such credits should be considered in employment as well. This would increase the enrolment significantly. The same opinion was echoed by many during the field observation.

9. It was opined by many youth club members that certificate of recognition by NYK would be a big incentive for the volunteer to get onto volunteerism. Innovative ways of incentivization/recognition of volunteers should be worked out to retain and promote the interest of young people in volunteering journey.
10. Some basic training similar to that of UN Volunteers may be provided to National Youth Volunteers in addition to their regular training programmes to make a common denominator. This was also echoed by many on the ground. The trainings curricula at induction as well as during the refresher programmes being imparted to the UNV DYOs should not only limited to them but should be extended to the regular DYOs in the next phase for effective outreach and outcomes of the volunteering schemes.
11. Youth clubs suffer from basic infrastructure and funds. There could be some facilitation from the government through NYK towards their establishment costs and that would increase the volunteering activity significantly.
12. Disaster risk reduction (DRR) is one common activity among all youth club members. It was observed during the field visits, everyone would want to have some basic training on attending to the disaster struck situation. In light of more frequent natural disasters both in rural and urban area, this may be considered favourably. Village level committees that are made mandatory under the Disaster Management Act 2005 and disaster management plans at district, block and village level may be integrated with the Youth Clubs. The services of volunteers in such situation have always been well appreciated in response and preparedness.
13. More gender mainstreaming in rural areas should be emphasized. Various socio-economic and cultural conditions that prevent women from participating in volunteer work have to be addressed in order to bring them to volunteerism.
14. The quantum of work put up by UNV DYOs goes beyond the implementation of the NYKS Annual Action Plan which is being generally undertaken by regular DYOs. There were suggestions by the UNV DYOs that such additional efforts be recognized appropriately. UNV

DYOs may be compensated in some form such as incentives or recognitions for their additional efforts towards nation building through volunteerism.

15. Based on comparative analysis, UNV DYOs appear to be performing much better towards the objective of “re-energizing volunteerism”. UNV DYOs are seen as a resource themselves. MoYAS has to find some mechanism to carry the positive impact brought by UNV DYOs to the regular DYOs. Rotation of UNV and regular DYOs is one possibility towards that. Another possibility is to use the services of UNV DYOs, after their term is over, as mentors for the regular DYOs.
16. It was observed during the field visit that there is no platform for a regular interaction between UNV and regular DYOs except during the state review meetings. This has been depriving the possible spinoffs. MoYAS may tailor some structured platform for cross-learning amongst the both UNV DYOs and regular DYOs for up scaling of innovative/good practices in volunteerism.
17. The change in youth has been observed clearly. It is time to take up the volunteerism in a big way. NYKS is designed to be a facilitation platform. As the volunteerism has picked up the momentum, thanks to the two phases of this project, it is strongly recommended that MoYAS should consider changing the plane of operation for NYKS.
18. Though MoYAS has been putting efforts towards volunteerism, it needs to reinvent the NYKS and NSS institutions to feed into the changing eco-system of volunteerism. With limited budget and a very thin structure with only one DYO and accountant/Assistant Programme Supervisor for each NYK reconfirms the need that these institutions should evolve to take volunteerism to the next plane of its presence and contributing towards developmental objectives of the country.

4.2 Lesson Learnt

1. **Incentivization of volunteering activities:** In order to retain the interest of the youth in the youth club/volunteering activities, it is important to incentivize their engagement. The strategies for incentivizing the interest of the youth to continue their engagement with the youth clubs should be beyond certificate of participation.
2. **Promoting individual volunteerism:** Many youth are eager to serve as an individual volunteer apart from the National Youth Volunteers (NYVS). A structured internship mode programme for individual youth other than NYVs should be introduced for different duration (3-12 months) in partnership with the universities/academic

institutions etc. This could also address the issue of limited HR capacities at the NYK level.

3. **Demand driven skilling/training programmes:** Apart from the regular training programmes, NYKs should also assess the local skilling needs of the youth and accordingly, the skilling/training schedule should be prepared and conducted in partnership with the local resource institutions.
4. **Youth role model:** Going forward, brand ambassadors/role models should be identified and used for promoting volunteerism. Further, outstanding youth awards need to be introduced similar to that of outstanding youth club award to promote youth leadership.
5. **Self-sustainable youth clubs:** Focus should be on making the youth clubs self-sustainable so that they don't get underpinned by the lack of financial resources from the NYKS. This should be done by linking them with economical/livelihood activities with appropriate training.
6. **Mentoring of youth clubs:** It is observed that the youth clubs are functioning efficiently wherever there is a mentor who was earlier the part of the youth club. Therefore, it is important to provide mentoring for youth clubs.
7. **Strengthening of result-based monitoring:** A web-based application and a mobile app to collect volunteer related data/information pertaining to NYKS and NSS Scheme should be developed to enable automated data input, management, and retrieval of information for evidence-based monitoring and decision making.
8. **Taking partnerships** from national to district and to block levels on youth development and promotion of volunteerism is important.
9. **Convergence with District Administration:** UNV (PMU) should meet district administration of NYK district and other partners regularly to strengthen relationship and to know about the various programs which can be beneficial for the volunteers as well as convergence.
10. **On-ground synergies between NYKS and NSS Programmes** needs to be built in the project design and there should be one meeting in a month between DYO and NSS

officer to ensure such multi-pronged integration of these activities for a larger collective benefit of the NYKS and NSS volunteers.

Annexures

Annexure 1: TOR of the Terminal Evaluation

(Included separately at the end)

Annexure 2: Inception Report

(Included separately at the end)

Annexure 3: List of Documents Reviewed

1. Project Document – Strengthening NYKS and NSS
2. Minutes of 5th, 6th and 7th Project Steering Committee meetings
3. 2022 Annual Work Plan
4. Annual reports for 2018, 2019, 2020, 2021 and quarterly report till June 2022
5. Draft National Youth Policy 2022-2032
6. Draft State Youth Policy Gujarat
7. Draft State Youth Policy Tripura
8. Draft State Youth Policy Uttarakhand
9. English – Handbook – Volunteering for Women’s Empowerment
10. English – Module – Volunteering for Women’s Empowerment
11. Final Report NYKS-NSS Project – Mid-Term Evaluation
12. Handbook for Conducting Youth Parliament
13. Report on IYEPL 2018
14. Report on Youth Policies of Indian States
15. UNV Strategic Framework 2018-2021
16. UNV Strategic Framework 2022-2025
17. UNDP Country Program Document (CPD) 2018-2022
18. YRC Flyer
19. Handbook on Volunteering for Women’s Empowerment
20. Facilitator’s guide
21. UNV-NYV Participants Handbook
22. NSS Brochure
23. Annual Action Plans of NYKS 2021-22
24. Compiled data of number of district as reported by DYOs for the year 2021-22
25. UN Sustainable Development Framework

Annexure 4: Semi structured Interview Schedule

District Youth Officers
What are your activities (innovative and core) Outcomes?
What are the innovation practices
Contribution to the national initiatives?
Any tangible contribution?
How important is UNV's support for the effective functioning of DYO
How frequently do you interact? Is it enough or do you need more interaction?
How is the technical support extended by UNDP?
How is the capacity building of volunteers?
What is the annual budget
How do you contribute to the other NYCs
Is your annual plan done on time?
Do you need funds augmentation?
Does the funds flow uniformly or clustered towards FY ending?
Source of funds for RRC?
What are the partnerships made successfully
Is it needed to make financial partnership?
CSR funds? Did you make any?
What support do you extend to VYC?
Are the NYC institutionalized in the governance?
Are you actively engaged with other line ministries/dept, are you approached or do you approach
Is there any ownership? UNV or Government of India or State government?
Sustainability of NYC in long run (will the performance continue, how long should UNDP support what should be done to make it sustain)
What should be the focus in the next phase
What areas should NYKC should focus more in the future
What more is needed to achieve outcome at YCs? (What do we have to do to YC?)
Do you think rotation of DYO would help in Sustainability?
Contribution to gender aspect
For UNV volunteers
Is the training given to UNV volunteers enough? Or do you need more intense trainings, / CB
How is the CB of village volunteers?
What changes did you bring in the village? Innovation and capacity building and livelihood enhancement
Village Centre
How did you help the villages increase their incomes, awareness and empowerment?
Do you receive brochures and printed material on government schemes?
State director
Is Government giving sufficient importance to youth empowerment?
Does NYC have financial freedom?

Annexure 5: List of Stakeholder Consulted and Meetings Organized

S. No.	District	Details of field visits, stakeholders & meetings
1	Sikar 11-09-2022 to 12-09-2022	A. Interaction with UNV-District Youth Officer -Mr.Tarun Joshi , NYVs, beneficiaries and youth club members.
		B. Visited Vivekanand Navyuvak Mandal to see the spring water initiatives and Knowledge Centre at Harsh Youth club
2	Kannauj 16-09-2022 to 17-09-2022	A. Interaction with Mr. N.K.Singh, Regional Director, NYKS, Uttar Pradesh
		B. Meeting with DYO-Mr.Rohit Tripathi, National Youth Volunteers to understand their activities; how they have made an impact through volunteering, their challenges and enhancing the outreach of youth, etc
		C. Visited youth club, Karanpur where women are trained to make handmade files and selling them through convergence initiative by the DYO.
		D. 'Humari Pathshala' initiatives where the interaction was done with the youth club members, beneficiaries and other stakeholders
3	Ernakullam 25-10-2022 to 27-10-2022	A. Interaction with National Youth Volunteers at the NYK office and the Youth Resource Centre, Ernakulum. Interactions with NYVs, club members, beneficiaries included to share experiences on volunteerism, challenges, understanding their activities; how they have made an impact through volunteering, their challenges, and enhancing the outreach of youth, etc.
		B. Interaction with NSS Officer, Ernakullam
		C. Visited Spatan Football club, Kottuvally an award-winning youth club
		D. Meeting with Mrs. Prasheela Benny, 17 th Ward Member Kottuvally Grampanchayat, Pravoor Block
		E. Visited Mahatma Matrubhumi Study Circle functioning since 1989, Best Youth Club in the years 2020-21 serving as a Model Youth Club.
4	Vijayanagaram 30-10-2022 to 01-11-2022	A. Meeting with DYO, Vishakhapatnam, Mr. G. Maheswara Rao (a non-UNV), and other office functionaries

		B. Meeting with Dharam Social Welfare Society and an NGO to understand the collaboration and support being provided by NYKS. Mr. B. Hari Venkata Rammanan, Secretary of the NGO informed that their collaboration with NYKS mainly for mobilization of youth in their activities.
		C. Visited Teresa Club at Vijayanagaram to discuss about the exiting collaborations with NYKS and potential opportunities for partnerships for youth development.
		D. Meeting with DYO, Vijayanagaram and other office functionaries of NYKS office at Vijayanagaram- G. Vikramaditya. The UNV -DYO shared about various initiatives being undertaken by them in addition to the regular activities of Annual action plan.
5	Kolkata 03-11-2022 to 05-11-2022	A. Meeting with DYO, Kolkata, National Youth Volunteers and youth club members. The DYO shared about various initiatives being undertaken by her in addition to the regular activities of Annual action plan. The NYVs shared that they take a pride to be associated with NYKS, it has created a binding with the youth clubs. They were also actively involved in Kolkata makeover project. They shared a need to have technical trainings like for web development, java etc to become more technically sound.
		B. Visited 'Hind Sangha', youth club. The club is active in imparting outcome-based trainings and created economic independence amongst women.
		C. Meeting with Mr. Amit Roy, Secretary of Amitra Foundation, an NGO who started Bengal defense academy for creating awareness amongst youth specially from marginalized section and training them for defense forces.
		D. Visited 'Jugnoo club' which is working relentlessly for the slum & street children. NYKS is facilitating mobilization of youth.
		E. Meeting with Mr. Naved, Secretary from HUM NGO who shared collaboration with NYKS in youth development activities.

Other Stakeholders consulted:

1. Shri. Sushil Chaudhary, Country Coordinator, UNV
2. Ms. Parul, Malik, Project Officer, UNV
3. Shri. Abhishek Mishra, Programme Associate, UNV
4. Shri NK Singh, Regional Director, NYKS, Uttar Pradesh
5. NSS Coordinator, Ernakulum
6. Ward Member Kottuvally Grampanchayat, Pravoor Block, Ernakulum

Annexure 6: Acronyms

Abbreviation	Definition
AWP	Annual Work Plan
CPD	Country Program Document
CPMB	Country Programme Management Board
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
DAC	Development Assistance Committee
DDU-GKY	Deen Dayal Upadhyaya Grameen Kaushalya Yojana
DIM	Direct Implementation Modality
DRR	Disaster Risk Reduction
DSS	Development Support Services
DYO	District Youth Officer
FGD	Focus Group Discussion
GYB	Generate Your Business Idea
IEC	Information Education Communication
ILO	International Labour Organization
IP	Implementing Partner
LGBTQ	Lesbian, Gay, Bisexual, and Transgender
MoA	Memorandum of Agreement
MoHRD	Minister of Human Resources Development (Ministry of Education)
MoYAS	Ministry of Youth Affairs and Sports
NCC	National Cadet Corps
NGO	Non-governmental Organization
NSS	National Service Scheme
NYKS	Nehru Yuva Kendra Sangathan
NYP	National Youth Policy
PMU	Project Management Unit
PSC	Project Steering Committee
SDGCC	Sustainable Development Goals Coordination Centre
SDSN	Sustainable Development Solutions Network
SHG	Self-help Group
SIYB	Start and Improve Your Business
SUTP	Skill Upgradation Training Programme
TOR	Terms Of Reference
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNICEF	United Nations International Children's Emergency Fund

UNV	United Nations Volunteers
VIO	Volunteer Involving Organisation
WFP	World Food Programme
WSGs	Women Self-help Groups
YRC	Youth Resource Center

Terms of Reference

Evaluation of Ministry of Youth Affairs and Sports, Govt of India and UNV- UNDP Project titled “Strengthening NYKS and NSS”

Location	:	New Delhi (Home based)
Type of Contract	:	Individual Consultant
Post Level	:	National Consultant
Languages Required	:	English
Duration	:	40 days (across May to June 2022)

1. Background and context

Youth in the age group of 12-29 years comprise 27.5% of the population¹. India’s population will continue to grow beyond 2025 and the trend is likely to persist well into the future. The National Youth Policy 2014 recognised the need for creating a productive workforce that can make sustainable contribution to India’s economic growth, develop a strong and healthy generation equipped to take on future challenges, support youth at risk and create equitable opportunities for all disadvantaged & marginalized youth, facilitate participation and civic engagement and instil social values and promote community service to build national ownership. The Policy clearly articulated, the role of volunteer schemes run by the Government of India such as Nehru Yuva Kendra Sangathan (NYKS), National Service Scheme (NSS), National Cadet Corps (NCC), Bharat Nirman Volunteers (BNVs) among others.

National Service Scheme (NSS) with more than 3.6 million student youth volunteers and Nehru Yuva Kendra Sangathan (NYKS) with 8.43 million non-student youth volunteers through 1,25,000 youth clubs are two flagship volunteer based programmes of the Government of India.

The United Nations Volunteers (UNV) in India is implementing the project on “*Strengthening Nehru Yuva Kendra Sangathan (NYKS) and National Service Scheme (NSS)*” in collaboration with the Ministry of Youth Affairs and Sports, Government of India, and United Nations Development Programme (UNDP). The project was initiated in September 2014 and provides a catalytic support to the two flagship Youth Volunteer Schemes run by the Ministry of Youth Affairs and Sports in the country i.e. Nehru Yuva Kendra Sangathan (NYKS) and National Service Scheme (NSS). It seeks to strengthen the volunteering infrastructure at the cutting-edge level and facilitate greater participation of youth in development programmes. The project recognises the importance of youth engagement in the socio-economic development arena and seeks to support implementation of various government schemes and action plans developed on the key strategic areas of the National Youth Policy 2014.

The Project has two distinct phases. In Phase-I (2014-2018), the national youth volunteer infrastructure of the Ministry of Youth Affairs and Sports (MoYAS) was strengthened in the 29 districts which has been further upscaled to 58 districts in Phase-II (2018-2022). The project focuses on volunteering within a larger framework of goals for young people – creating a

¹ Data as per Census of India 2011

productive workforce, developing a strong and healthy generation, instilling social values, promoting community service and facilitating civic engagement. The project seeks to increase participation of youth in developmental activities through youth clubs affiliated with NYKS. It further seeks to create opportunities for enhanced civic engagement and economic activities through youth clubs in the project districts resulting into enhanced access and participation of youth to various schemes and services.

The expected outcomes of the project includes (i) greater participation of youth in volunteering and civic engagement; (ii) integration of youth volunteers in development schemes of the Government of India; (iii) enhanced employability for youth through life skilling and social entrepreneurship; and (iv) promoting gender equality and social inclusion through volunteering.

The outputs of the project are:

- Strengthening of Volunteer Infrastructure in 58 districts across 27 States leading to formation of new youth clubs, activation of dormant youth clubs, ;
- Youth Clubs strengthened and Youth Resource Centres established in select districts to serve as one stop shop for youth in rural areas leading to enhanced capacity of youths; and
- Contribution of Youth Volunteering recognized and skills for employability are built.

The project has adopted a multi-pronged strategy for promoting volunteering in the country including:

- Engagement at the Central Government level for building an ecosystem for the reimagined volunteering journey that facilitates and enables youth development through active volunteering in the country.
- Engagement at the state and district levels for greater participation of youth as volunteers
- Making volunteerism more aspirational for young people leading to mainstreaming youth volunteers in the development agenda of the country
- Establishing collaborative partnerships amongst government, private sector, and civil society for promoting volunteerism among youth.
-

The Terminal Evaluation (TE) will be conducted according to the guidelines, rules, and procedures established by UNDP as reflected in the UNDP Evaluation Guidance (<http://web.undp.org/evaluation/guideline/>)

In this regard, the UN Volunteers in India is looking for a Consultant to carry out a comprehensive terminal evaluation of the project “Strengthening NYKS and NSS”. The evaluation will assess the achievement of project results against what was planned and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement for strengthening of Volunteer Infrastructure in the country. The evaluation will promote accountability and transparency and assesses the extent of project accomplishments. The evaluation will seek to be independent, credible, and useful, and will adhere to the highest possible professional standards in evaluation. The evaluation will be conducted in a consultative manner and will engage the participation of all key stakeholders.

The evaluation will consider the Quarterly Progress Reports, Annual Progress Reports and, also the Mid-term Evaluation conducted for this project. It will also consider the gender equality and women empowerment mainstreamed throughout all aspects of the evaluation.

The Ministry of Youth Affairs & Sports and Nehru Yuva Kendra Sangathan (NYKS) and National Service Scheme (NSS) will be the major partners in the evaluation contributing both through data from 58 project districts and validation of the evaluation results. The Project Steering Committee chaired by the Secretary (Youth Affairs), Ministry of Youth Affairs & Sports will guide this evaluation along with the Joint Secretary who is the National Project Director of “Strengthening NYKS and NSS”. The Evaluation will use the United Nations Evaluation Groups (UNEG) Standards criteria viz; *relevance, effectiveness, efficiency, sustainability, coherence and impact of results*.

2. Evaluation purpose, scope and objectives

Purpose

The purpose of the evaluation is to assess the project’s success in terms of its impact on the ground. The evaluation will critically examine the progress made in implementing various activities and measure achievements made and results obtained under the project. In addition, the evaluation aims at critically reviewing and identifying what has worked well in the project, what challenges have been faced, what lessons can be learned to improve future programming.

The evaluation will focus on six key evaluation criteria: relevance, efficiency, effectiveness, impact, sustainability, and coherence. The evaluation should provide credible, useful, evidence-based information which will help the Ministry of Youth Affairs & Sports, UNDP and UNV in designing and implementing youth leadership and volunteering interventions in future.

Objectives

The objectives of the evaluation are:

- (i) Assess how adequately the project has achieved its stated development objective and purpose across intervention districts of the project ;
- (ii) Measure how effectively and efficiently the project outcomes and outputs have progressed in attaining the development objective and purpose of the project, both technically and financially;
- (iii) To gather insights to promote greater participation of youth in youth leadership development and volunteering through youth clubs/Mahila Mandals in the country.
- (iv) To gather key findings and lessons learned to inform youth leadership development volunteering interventions which could be replicated across districts/states.
- (v) To capture what works and what doesn’t and why in the context of youth volunteering infrastructure in the country.
- (vi) To make recommendations for the future interventions related to youth volunteering.

Scope of Work and Timelines

This evaluation covers the project implementation in 58 districts

- (i) To examine the project design to draw lessons for the future interventions.
- (ii) To measure contributions of outputs and activities undertaken under the project towards strengthening volunteering infrastructure.
- (iii) To examine the cross-cutting issues and the global UN programming principles e.g. leaving no one behind (LNOB), gender equality and women's empowerment, sustainability, and accountability.
- (iv) To consider emerging issues such as, virtual or online volunteering, other methods for volunteering and volunteering in the post COVID-19 world
- (v) Partnerships Management and operational issues (M&E systems, financial systems, etc)

The scope of the work for the consultant will include but not be limited to:

Phase	Scope of work of Consultant	No. of Days	Timing
Inception Phase	<ul style="list-style-type: none">• Desk review of existing documents, including project document, mid-term evaluation, project progress reports, strategies developed by the project, reports and documents developed by the project and write-ups on the project initiatives• Drafting of the inception report, including evaluation methodology, timeline, evaluation matrix, and data collection tools• Development of data collection tools (i.e. KII checklists and short questionnaires) Presentation of the inception report to UNV/UNDP	05 Days	Within 2 weeks of signing contract
Data Collection Phase	<ul style="list-style-type: none">• A briefing session by UNV/UNDP• Consultation with the key stakeholders in the Government of India• Travel to field for consultation and KIIs with the stakeholders and partners (DYO, State Directors, NYV, Volunteers etc.)• Debriefing the UNV/UNDP CO and key stakeholders on the key findings	20 Days	Within 10 weeks of signing the contract
Reporting Phase	<ul style="list-style-type: none">• Aggregation of findings from desk review and stakeholders consultations and KIIs	15 Days	Within 16 weeks of signing the contract

	<ul style="list-style-type: none"> • Drafting and presentation of the evaluation report inclusive of key findings and recommendations • Review by UNV/UNDP for quality assurance • Incorporation of comments and revision of the report • Submission of the final report 		
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3. Evaluation criteria and key guiding questions

The evaluation questions define the information that must be generated as a result of the evaluation process. The answers will provide key basis to the intended users of the evaluation in making informed decisions, taking actions or adding knowledge. Some of the tentative questions can be as follows:

Relevance

- To what extent was the project aligned with the UNV's Strategic Framework, UNSDF, UNDP Country Programme and the youth development agenda of the MoYAS especially under the National Youth Policy of India 2014 ?
- To what extent were lessons learned from other relevant projects and partnerships considered in the project's design?
- To what extent does the project contribute to gender equality, the empowerment of women and the human rights-based approach?
- To what extent has the project been appropriately responsive to youth development agenda in the country?

Effectiveness

- To what extent did the project contribute to the UNV's Strategic Framework and country programme outcomes and outputs and broad objectives of the National Youth Policy of India 2014?
- To what extent were the project outputs achieved?
- What factors have contributed to achieving or not achieving intended project outputs and outcomes?
- What have been the supporting factors? What have been the constraining factors and why? How can or could they be overcome?
- To what extent has the project contributed to gender equality and the empowerment of women and human rights?

Efficiency

- To what extent was the project management structure helped in achieving project results?
- To what extent have the project implementation strategy and execution been efficient and cost-effective?
- To what extent have project funds and activities been delivered in a timely manner?
- To what extent the project leveraged its resources and developed partnerships?

Sustainability

- To what extent are lessons learned being documented by the project team on a continual basis and shared with key stakeholders who could learn from the project?
- What is the risk that the level of stakeholders' ownership will be sufficient to allow for the project benefits to be sustained?
- To what extent do stakeholders support the project's long-term objectives?
- What could be done to strengthen exit strategies and sustainability?

Coherence

- To what extent do other interventions (including policies) support or undermine the intervention, and vice versa? It includes internal coherence and external coherence.

Impact

- Have the projects brought changes in the lives of the people and their communities stated in the result framework?
- Is there any positive/ negative change in target beneficiaries, their communities, and duty bearers as a result of the projects? How many were to benefit?

Evaluation of Cross-Cutting Issues:

Leave no one behind and gender aspects will be considered well in evaluation questions as well the evaluation process. Gender analysis, including gender disaggregated data need to be incorporated in the evaluation. The evaluation will also aim to answer the following questions

- To what extent have poor, indigenous and physically challenged, women and other disadvantaged and marginalized groups benefited from the project?
- To what extent have gender equality and the empowerment of women been addressed in the design, implementation, and monitoring of the project?
- Is the gender marker data assigned to this project representative of reality?
- To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?

Way forward

- Have any good practices, success stories, lessons learned, or transferable examples been identified? Please describe and document them.
- Based on the achievements to the date, provide forward looking programmatic recommendations for UNDP/UNV support to the MoYAS and other key stakeholders to promote volunteerism.

4. Methodology

It is strongly suggested that the evaluation should use a mixed method approach – collecting and analyzing both qualitative and quantitative data using multiple sources in order to draw valid and evidence-based findings and conclusions and practical recommendations.

The Consultant is expected to employ a combination of both qualitative and quantitative evaluation methods and instruments. This could involve review of all relevant documents, mid-term evaluation report, key informant interviews, data collection, data review & analysis, field visits and on-site validation of key tangible outputs and interventions. The method for field level data collection will be dependent upon the COVID-19 pandemic situation. The

current situation of the COVID-19 crisis in the country needs to be considered when proposing data collection tools. The consultant is expected to present alternative means of data collection as viable options.

The consultant is expected to propose and determine a sound evaluation design and methodology (including detailed methodology to answer each evaluation question including the cross cutting issues) and submit it to UNV in the inception report following a review of all key relevant documents and meetings with UNV/UNDP. Final decisions about the specific design and methods for the evaluation will be made through consultation among the UNV, UNDP, the evaluator and key stakeholders about what is appropriate and feasible to meet the evaluation purpose and objectives as well as answer the evaluation questions. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with stakeholders

Methods to be used by the evaluation team to collect and analyze the required data shall include but not limited to:

- **Desk Review:** This should include a review of inter alia
 - Project document
 - Annual Work Plans
 - Result/M&E Framework
 - Annual Reports
 - Highlights of Project Steering Committee meetings
 - Social media engagement
- **Semi-structured interviews** with key stakeholders including UNV, UNDP, Project Team, Government partners (MoYAS, NYKS, NSS), UN colleagues, development partners, youths, so on:
 - Development of evaluation questions around relevance, effectiveness, efficiency, sustainability, coherence, impact and cross cutting issues and designed for different stakeholders to be interviewed
 - Key informant interviews with relevant stakeholders from government agencies, donors, UN Agencies, youth groups
 - All interviews should be undertaken in full confidence and anonymity. The final evaluation report should not assign specific comments of individuals
- Data review and analysis of monitoring and other data sources and methods: ensure maximum validity, reliability of data (quality) and promote use; the evaluation team will ensure triangulation of the various data sources
- Data and evidence will be triangulated with multiple sources to address evaluation questions. The final methodological approach including interview schedule and data to be used in the evaluation should be clearly outlined in the inception report and fully discussed and agreed with UNV & UNDP and the consultants.

5. Duties & Responsibilities of the Consultant

The Consultant will be responsible for carrying out the following tasks:

- (i) Prepare Inception report which will include
 - i. a design matrix, data collection and analysis methods & tools
 - ii. list of key stakeholders for interviews potential project districts for field visits (if possible given COVID travel restrictions),
 - iii. assess the availability of logistical and administrative support; and
 - iv. identify and collect relevant reference material.
 - v. Share the draft evaluation plan with the UNDP and UNV for approval.
- (ii) Carry out desk review of reference material, documents, reports and any other data and information provided by the UNDP and UNV.
- (iii) Carry out data collection activities as guided by the evaluation plan. S/he will conduct agreed-upon interviews with stakeholders. At the end of the data collection activities, a meeting will be organized by the Consultant to present preliminary findings and obtain feedback from the key stakeholders such as UNDP, UNV, Ministry of Youth Affairs & Sports, NYKS, NSS.
- (iv) Carry out systematic disaggregation of data including by sex, disability, geographical location etc.
- (v) Undertake field visits in keeping with allowable conditions in the COVID context and collect feedback/inputs from the target group and key stakeholders for the evaluation of the project.
- (vi) Prepare a comprehensive Evaluation Report and presentation capturing impact of the project and suggesting measures for improvement.
- (vii) Capture good practices with potential of replication and scaling-up.
- (viii) Benchmark cross cutting issues such as gender and differently abled youth.
- (ix) Share draft Report for factual correction and feedback to key stakeholders.
- (x) Finalize the Evaluation Report based on the feedback/inputs received from UNV, UNDP and Ministry of Youth Affairs & Sports.

Expected Deliverables

The Consultant will be responsible for ensuring the following deliverables to UNV/UNDP as per the agreed work plan:

- 1. Inception Report:** The consultant will commence the evaluation process with a desk review and preliminary analysis of the available information provided by UNV and UNDP. Based on the ToR, initial meetings with the UNV and UNDP and the desk review, the consultant should develop an inception report elaborating evaluation methodologies, including how each evaluation question will be answered along with proposed methods, proposed sources of data, and data collection and analysis procedures. The inception report will include the evaluation matrix. UNV and UNDP will review the inception report and provide useful comments for improvement. This report will serve as an initial point of agreement and understanding between the consultant and UNV and UNDP
- 2. Draft Evaluation Report:** The evaluation report will contain the same sections as the final report and shall follow the structure outlined in UNDP Evaluation Guideline (Evaluation Report Template and Quality Standards of the Evaluation Implementation

of [UNDP Evaluation Guidelines](#)). The draft report will be reviewed by the UNV and UNDP. The draft report will ensure that each evaluation question is answered with in-depth analysis of information and back up the arguments with credible quantitative and/or qualitative evidences.

3. **Presentation/Debriefing:** A meeting will be organized with key stakeholders including UNV and UNDP to present findings, conclusions and recommendations.
4. **Final Evaluation Report:** The final report will incorporate comments and feedbacks from the stakeholders including the feedback provided during the Presentation/Debriefing meeting. Other relevant documents (i.e. data collection tools, questionnaires, datasets, if any) need to be submitted as well.
5. **Evaluation Brief:** A concise summary of the evaluation report will include findings, conclusions and recommendations using plain language targeting wider audience. This concise summary will be not more than 5-6 pages.

6. Qualification and Experience

Education

- Master's degree or equivalent in Development Studies, Economy, Statistics, Social Science, or other relevant fields

Experience

- At least 15 years of experience in strategic planning, project management and M&E related work;
- Professional experiences in conducting evaluations or assessment of large-scale policies and programs funded by government, UN and/or donors;
- Good understanding of both qualitative and quantitative M&E approaches;
- Good knowledge of UN and/or UNDP's system and procedures will be an advantage
- Possess strong analytical and writing skills, with the ability to conceptualize, articulate, write and debate
- Good knowledge of UN and/or UNDP's mandate and socio-political context in the region
- Knowledge of current issues and innovation in results-oriented monitoring including trends, principles and methodology

Corporate Competencies:

- Demonstrates integrity by modeling the UN's values and ethical standards (human rights, tolerance, integrity, respect, and impartiality);
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

Functional Competencies:

- Consistently approaches work with energy and a positive, constructive attitude ;

- Strong interpersonal and written and oral communication skills;
- Strong analytical skills and strong ability to communicate and summarize this analysis in writing
- Has ability to work both independently and in a team, and ability to deliver high quality work on tight timelines.

Skills:

- Strong leadership and planning skills
- Excellent written and presentation skills (English and Hindi)
- Strong communication skills
- Ability to work in the multi-cultural team environment and to deliver under pressure/meet deadlines
- Ability to network with partners on various levels
- The necessary computer skills with competence in MS office package

7. Evaluation ethics

This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The consultant must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners.

8. Management arrangements

The Consultant will have overall responsibility for producing the Project Evaluation Report and for quality and timely submission of the report to the Country Coordinator, UNV. Direct supervision will be provided by the Country Coordinator, UNV with technical and coordination support by the Project Manager of the project Strengthening NYKS and NSS who will be responsible for the day to day implementation of the evaluation. The Project Steering Committee chaired by the Secretary (Youth Affairs) or his/ her designate will provide oversight and guidance for the proper conduct of the evaluation.

The consultant will work closely with the Project Management Unit set up at NYKS HQ and the UNV-District Youth Officers (DYO) stationed at 58 districts under the project. A minimum of 4 district level visits will be organized by the UNV office. All necessary approvals and logistical arrangements will be provided by the UNV Team.

9. Price Proposal and Schedule of Payment

This consultancy assignment is home based with field visits. The duration of the consultancy assignment is for 40 days across the months between May to June 2022. The total amount of the contract will be based on an agreed per day remuneration/ consultancy fee.

The total amount quoted shall be all-inclusive and include all costs components required to perform the deliverables identified in the TOR, including professional fee, and any other applicable cost to be incurred by the consultant in completing the assignment. The contract price will be fixed output-based price regardless of extension of the herein specified duration.

The payment for travel cost for field visits including tickets, lodging and terminal expenses should be agreed upon, between the UNV and Individual consultant, prior to travel and will be reimbursed. The travel cost for undertaking field visits will be reimbursed separately and should not be included in the financial proposal.

Payments will be done upon completion of the deliverables/outputs and as per below percentages:

Deliverables/Output	Payment Schedule
Upon satisfactory submission of the Inception Report including a methodology note and evaluation matrix (based on meetings with the UNV and UNDP, the desk review and preliminary analysis of the available information provided by UNV)	20%
Upon completion of the data collection, satisfactory presentation and submission of draft Evaluation Report including addressing all evaluation questions, findings and recommendations	40%
Upon satisfactory submission of Final Evaluation Report (including evaluation brief, data collection tools, questionnaires, datasets (if any))	40%

10. Impact of COVID-19 on the assignment

The World Health Organization declared COVID-19 a global pandemic on 11 March 2020 as the new virus rapidly spread to all regions of the world. While these extraordinary circumstances present a critical limitation for the conduct of the evaluation, the UNDP/UNV will continue to monitor the situation as it evolves and reserves the right to adjust the evaluation plan as appropriate and in line with UNDP's principles of 'do no harm' and 'duty of care' for its staff and consultants. In line with UNDP's financial regulations, when determined by the UNDP and the Consultant that a deliverable or service cannot be satisfactorily accomplished, that deliverable or service cannot be paid. Due to the ongoing COVID-19 situation and its ramifications, the UNDP/UNV may consider making a partial payment if the Consultant invested time towards the deliverable but was not able to complete it due to circumstances beyond her/his control.

11. Application submission process and criteria for selection

Submission of Proposals

a) Technical Proposal

- Methodology.
- Work plan (key activities with timelines)
- CV , indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;
- Short description of the Consultant's experience in the Monitoring & Evaluation field in line with the required experience

b) Financial proposal

- Financial proposal should include per day remuneration/consultancy fee.

Evaluation Method and Criteria

Individual consultants will be evaluated based on the following methodology:

Cumulative analysis

The award of the contract shall be made to the individual consultant whose offer has been evaluated and determined as a) responsive/compliant/acceptable; and b) having received the highest score out of set of weighted technical criteria (70%). and financial criteria (30%). Financial score shall be computed as a ratio of the proposal being evaluated and the lowest priced proposal received by UNDP for the assignment.

Technical Criteria for Evaluation for National Consultant (Maximum 70 points)

<i>Criteria</i>	<i>Weight</i>	<i>Max. Point</i>
<u>Technical</u>	70%	70
Master's degree or equivalent in Development Studies, Statistics, Economy, Social Science, or other relevant fields	5%	5
At least 15 years of experience in strategic planning, project management and M&E related work	30%	30
Experiences in conducting evaluations or assessment of programs funded by government or international organization	25%	25
Good knowledge of UN and/or UNDP's mandate and development context in the country	10%	10
<u>Financial</u>	30%	30
<u>Total</u>	100%	100 points

Only candidates obtaining a minimum of 49 points (70% of the total technical points) would be considered for the Financial Evaluation.

Financial Evaluation (Total 30 marks)

All technically qualified proposals will be scored out of 30 based on the formula provided below. The maximum points (30) will be assigned to the lowest financial proposal. All other proposals receive points according to the following formula:

$$p = y (\mu/z)$$

Where:

- *p = points for the financial proposal being evaluated;*
- *y = maximum number of points for the financial proposal;*
- *μ = price of the lowest priced proposal;*
- *z = price of the proposal being evaluated.*

Inception Report
For the Terminal Evaluation of the Project titled Strengthening of
NYKS and NSS
(2018 – 2022)

Prof. Dr. Sudhakar Yedla
Evaluation Consultant, UNDP
18th July 2022

Contents

Overview.....	3
1. Framing the evaluation with management / M&E team (Inception report mid-July 2022, revised by the end of July 20222 with the feedback from UNV India)	4
2. Desk review of all relevant documents (from mid-July 2022/mid-August 2022)	4
3. UNV-India internal team consultations (15-16 August 2022).....	4
4. Consultations with key partners (Third week of August 2022), and field visits during the fourth week of August – Second week of September 2022)	5
5. Presentation of draft findings and recommendations (Third week of September 2022).....	5
6. Draft report (8 th October 2022) and final report (End of October 2022)	5
7. Further Details on Methodology	5
Terms of Reference.....	13

Draft Inception Report

Terminal Evaluation of the project “Strengthening NYKS and NSS”

Overview

The United Nations Volunteers (UNV) in India has been implementing the project on “Strengthening Nehru Yuva Kendra Sangathan (NYKS) and National Service Scheme (NSS)” in collaboration with the Ministry of Youth Affairs and Sports, Government of India and United Nations Development Programme (UNDP). The project was initiated in September 2014 and the first phase was concluded in 2018. Aiming to augment the efforts made in the first phase the second phase of the project was rolled out in August 2018 with an objective of further strengthening of NYKS and NSS. The Phase II of the project implemented during August 2018-November 2022 focuses on volunteering within a larger framework of goals for young people – creating a productive workforce, developing a strong and healthy generation, instilling social values, promoting community service and facilitating civic engagement. During the period of implementation the project aimed to achieve the following outcomes:

- (i) Greater participation of youth in volunteering and civic engagement;
- (ii) Integration of youth volunteers in development schemes of the Government of India;
- (iii) Enhanced employability for youth through life skilling and social entrepreneurship; and
- (iv) Promoting gender equality and social inclusion through volunteering.

Following consideration of the Terms of Reference (TOR) for the terminal evaluation of the above project implemented during 2018-22 (given in Annexure I) the following proposal sets out a methodology and work plan for the evaluation exercise. The country level UNSDF and CPD will be consulted closely and a systematic review of other relevant outcome, programme and project documentation will also take place. This being a second phase in continuation to its previous one, reference to the strategic thinking on scalability, repositioning and ‘final mile’ approaches will play an important guiding perspective to this evaluation.

Following the guidelines, rules and procedures established by UNDP as reflected in the UNDP Evaluation Guidance, the following six stages are envisioned in this evaluation:

1. Framing the evaluation with UNV India/ Project Management Team (Inception report mid-July 2022, revised by the end of July 2022 with the feedback from UNV India)
2. Desk review of all relevant documents (from mid-July 2022/mid-August 2022)
3. UNV-India internal team consultations (15-16 August 2022)
4. Consultations with key partners (Third week of August 2022), and field visits during the fourth week of August – Second week of September 2022)
5. Presentation of draft findings and recommendations (Third week of September 2022)
6. Submission of the draft report (8th October 2022) and final report (End of October 2022)

Oversight of the evaluation will be provided by the UNV – India Office and on a day to day basis by the Project Management Unit (PMU).

Drawn from TOR, the evaluation will provide an assessment of performance and bring forward recommendations, in particular:

1. Assess the extent to which key project outcomes outlined in the pro-doc are actually being addressed by carrying out a progress review of the activities. This will be undertaken on the basis of relevance, effectiveness, efficiency, impact, sustainability and coherence. See detailed methodology below.

2. Assess what more/differently UNV could have done to deliver on its targets as set out in the programme. This will include highlighting the components that have performed well and those needing further augmentation.
3. Consult and mobilize further forward thinking on the scalability, re/positioning and ‘final mile’ programme approaches as a way forward for the development of future programmes.

The evaluation will entail a discussion that leads to inclusive assessment of the current project and provide a strategic opportunity for UNV and its core partners on further up scaling of the project.

The Evaluation will use the United Nations Evaluation Groups (UNEG) Standards criteria viz. *relevance, effectiveness, efficiency, sustainability, coherence and impact of results*. Outline of the above stages core to the terminal evaluation of this project:

1. Framing the evaluation with UNV India / PMU (Inception report mid-July 2022, revised by the end of July 2022 with the feedback from UNV India)

This inception report provides the basis of this first stage. It sets out the general plan for undertaking the evaluation and for generating sufficient information through desk review and a semi-structure dialogue, with the respective stakeholders to the exercise.

2. Desk review of all relevant documents (from mid-July 2022/mid-August 2022)

Using Table 1 shown below the evaluation exercise will be able to generate an overview of the programmatic and financial performance of the project. This will also enable a charting of the major points of reference, key project documentation, monitoring framework etc. and overview gauge of progress towards the various outputs and outcomes of the project. This also helps in capturing baseline information about the project to help structure consultations that will subsequently take place with the internal and external stakeholders. The desk review would include pro-doc, project progress reports including quarterly progress reports (QPR) and annual progress reports (APR), mid-term evaluation (MTR), social media and outreach strategies and knowledge products developed by the project, reports and documents developed by the project and write-ups on the project initiatives. Relevant data from the project monitoring system on all 58 districts, youth clubs and youth resources centres would be consulted for an in depth analysis of the project performance. A due consultation to UNSDF and CPD of UNDP India would also be made to draw up the base line indicators for the project.

3. UNV-India internal team consultations (week starting 16th August 2022)

The period of week starting 16th August 2022 will be used primarily for internal UNV discussions on the three-year performance of the project to date (four years including the no-cost extension period). Following is the suggested programme:

- Tuesday 16th August – AM (TBC)
Consultations with UNDP/UNV Field Unit Management;
Consultation with the National Project Director of the Project

- Tuesday 16th August – PM (TBC)
Consultations with the Project Monitoring Unit at UNV India office. List of stakeholders for the consultation and list of project sites both number and locations would be decided during this consultation meeting.

4. Consultations with key partners (Third week of August 2022), and field visits during the fourth week of August – Second week of September 2022)

The period of 16-19 August 2022 will be used for consultations with key Government counterparts and development partners that include UNDP CO, Ministry of Youth Affairs & Sports, NYKS and NSS. Both online and offline modes would be used depending on the COVID situation and the prevailing protocols. PMU will coordinate the logistics of these consultations.

The period 25th August – 15th September 2022 would be used for consultation with the most important stakeholder such District Youth Officers, State Directors and the National Youth Volunteers on the field. Field survey with a semi structured questionnaire would be carried out during this period on 4 districts identified with the help of PMU and the Project Manager. Youth clubs and youth resource centres in the identified districts would be visited for closer observation of the progress made. Stakeholders external to the project such as SDG and Gender portfolio heads under the CPD at UNDP would also be consulted. Table 1 presents the portfolio of questions that would be used during these consultations for a detailed assessment of the progress as per the UNDP Evaluation guidelines.

5. Presentation of draft findings and recommendations (Third week of September 2022)

Stock taking of all consultations from the previous two weeks and presentation (debriefing) of initial findings, analysis and recommendations to PMU/UNV Management. Subsequent refining of recommendations and presentation to UNV/UNDP and the key stakeholders at MoYAS.

6. Draft report (8th October 2022) and final report (End of October 2022)

The initial draft report would be made available for comments by UNV Office by 8-10th October 2022. Subject to fairly swift review by the management team (and Government counterparts), the final report will be submitted by 31st October 2022.

7. Further Details on Methodology

This evaluation would be conducted at two levels. The first level review would focus more on the specific performance of project based on the performance indicators that are presented in the pro-doc, annual work plan and QPR and APRs. The second level analysis tries to uncover the progress made by the project using the basic criteria of evaluation followed by UNDP Evaluation protocols. The necessary data collection over and above the document review would be achieved by a semi-structured interaction/interview with all important stakeholders of the project. Further these two levels of analysis would be used to triangulate the finding and make evidence based recommendations.

Level 1:

Assessment of project outputs as stated in the pro-doc based on an assessment of project performance, achievements, shortfalls, gaps, challenges and the way forward.

This entails a desk review by consulting pro-doc, annual work plans, project progress reports including quarterly progress reports (QPR) mid-term evaluation (MTR)/terminal evaluation of phase 1, annual progress reports (2018, 2019, 2020 and 2021), strategies and knowledge products developed by the project, reports and documents developed by the project, and write-ups on the project initiatives, in addition to minutes of meetings of the project steering committee etc. Relevant data on all 58 districts, youth clubs and youth resources centres would be consulted for an in depth analysis of the project performance. A due consultation to UNSDF and CPD of UNDP India would also be made to draw up the base line indicators for the project.

Scalability, and cross cutting agenda will be assessed by means of personal consultations with the project personnel and other relevant stakeholders, including a state level field visit to view multiple segments of the project, onsite.

Level 2:

Building on the desk review and consultations above, this entails an assessment of outcome and impact on the key strategic components and cross cutting issues to gauge the contribution of the project towards advancing the intended change in volunteering based on actual results from four full years into the project.

This section would be based on both the hard results of the project under review and consultation with core partners of the Government (MoYAS), UNDP, NYKS, NSS as well as other stakeholder groups that include District Youth Officers, Youth Club Members and National Youth Volunteers from some districts selected in consultation with PMU. This stage helps triangulate the appreciation of project performance and results gained in the desk review and lead to a higher level of dialogue about what has worked well, what hasn't, and what need to be adjusted given the changing context globally, nationally and at the state and local levels. In this it has due consideration to the emerging issues such as virtual or online volunteering, other methods of volunteering and volunteering in the post COVID-19 world. It would also encompass the cross-cutting issues and global UN programme principles e.g., leaving no one behind, (LNOB), gender equality and women's empowerment, sustainability and accountability.

It is also critically important for informing partnership development, lessons learned, strategic planning, identifying synergies, scalability and 'extra-mile' endeavours. The core evaluation criteria below will be used to when assessing the contribution of the project to achieving the objectives set forth both in UNDAF/UNSDCF and CPD, as follows.

Relevance

- Is the UNV project and activities aligned with the country's development priorities?
- What is UNV's comparative advantage in this strategic area of volunteering?

- Does any repositioning of UNV's project need to take place in the changing context of volunteering
- If so, what are the options? Do nothing, scale back, scale up, focus etc.

Effectiveness

- Is the rate of progress by the project satisfactory and lead to fulfilling the intended outputs, targets and outcomes by the end of 2022?
- How has the project sought to lever all available resources and partnerships to ensure success?
- What have been the main obstacles, challenges or constraints (external and/or internal) that have impeded faster or more effective implementation and how have they been overcome, if at all.
- What have been the real effects of the project on policies, institutions, systems, teams and people?

Efficiency

- What has been the return on investments (results) made and are these cost-efficient when compared with original goals and/or with other programmes elsewhere in terms of unit costs?
- Were resources used efficiently to deliver the project on schedule, or were there delays and cost/budgetary challenges of what nature?
- What cause the project to be swift and relatively easy to implement, and what else contributed as a brake on progress, whether financial, bureaucracy, misunderstanding, etc.
- Where any break-through course corrections carried out in the life-cycle of the project?

Sustainability

- What is the evidence of national ownership over the project and its continuation with further/without further UNV/external assistance?
- What still needs to be done to secure an enduring legacy for the programme within national, state, local institutions systems and/or civil society or communities.
- What are the constraints that influence the level of ownership/permanence for perpetuation of the initiative, and what steps are critical to ensure the project continues beyond 2022.
- Will the results generated by the project so far be lost or secured in the post-program period assuming the project in its current form comes to an end?
- To what extent are counterparts actively seeking solutions to sustain and integrate results within the national systems, institutions, civil society and communities?

Coherence

- Is the project internally coherent in its design?
- Are there logical linkages between expected results of the project and the project design

Impact

- What was the project impact under different components?
- Are these impacts reversible? Or permanent?
- Were there spinoffs created by the project?

Gender Equality and Women Empowerment

- What are the efforts made in the present project that are specific to women?
- Are different components of the project gender sensitive?
- Do any of the project activities result in women empowerment (particularly economic empowerment?)

Partnership

- Does the project have partnership building as a strategic objective? What level of management gets engaged and how effective is it?
- How reliable and effective is UNV viewed by its project partners and by the development community in India?

Table 1: Project Evaluation Questions

Evaluation Criteria	Questions	Indicators	Sources	Methodology
Relevance: How does the Project relate to the main objectives of the CDP and to the development priorities at the local, regional and national levels?				
Is the project relevant to national priorities and commitments under international conventions?	Does the project adequately taken into account the national realities, both in terms of institutional and policy framework and its implementation?	Existence of national legislation related to sustainable development, climate change and sustainable urban transport development	National and regional strategy and policy documents	Desk review, interviews with Indian government representatives
	How effective is the project in terms of supporting and facilitating volunteerism?	Number of District Youth Officers centres established in the country; Number of youth clubs established	PIRs and information from stakeholders including PMU	Desk review of PIRs and interviews with PMU and stakeholders
	What was the level of stakeholder participation in project design and ownership and project implementation?	Number of stakeholders participating in PPG Number of stakeholders participating in project sponsored training sessions and meetings	Project stakeholder meeting minutes Project designers PIRs	Desk review of PIRs and interviews with project designers, PMU, stakeholders
Does the project provide relevant lessons and experiences for other similar projects in the future?	Has the experience of the project provided relevant lessons for other future projects targeted at similar objectives?	Effectiveness and efficiency ratings of the project by the evaluation	PIRs	Desk review, interviews with PMU and training participants
Coherence: How coherent are the activities of the project in achieving the intended objectives?				
Is the project internally coherent in its design?	Are there logical linkages between expected results of the project (log frame) and the project design (in terms of project components, choice of partners, structure, delivery mechanism, scope, budget, use of resources)?	Quality of outcomes and indicators on log frame	Project document	Desk review
	Even after one extension, does the project achieve its expected outcomes?	Log frame outcome and output targets	PIRs	Desk review, interviews with PMU and training

Evaluation Criteria	Questions	Indicators	Sources	Methodology
				participants
	Did the project make satisfactory accomplishments in achieving project outputs vis-à-vis the targets and related delivery of inputs and activities?	Log frame output targets	PIRs	Desk review, interviews with PMU and training participants
Effectiveness: The extent to which an objective has been achieved or how likely it is to be achieved?				
Does the project been effective in achieving the expected outcomes and objectives?	Whether the performance measurement indicators and targets used in the Project monitoring system are accomplished and able to achieve desired project outcomes by the 30 November 2022?	Effectiveness ratings of the project by the evaluation	PIRs	Desk review, interviews with PMU and training participants
How is risk and risk mitigation being managed?	How well are risks, assumptions and impact drivers being managed?	Content of risk management in PIRs	PIRs and information from PMU personnel	Desk review, interviews with PMU personnel
	What was the quality of risk mitigation strategies developed? Were these sufficient?	Content of risk management in PIRs	PIRs and information from PMU personnel	Desk review, interviews with PMU personnel
	Are there clear strategies for risk mitigation related with long-term sustainability of the project?	Content of risk management in PIRs	PIRs and information from PMU personnel	Desk review, interviews with PMU personnel
Consideration of recommendations and reporting of information	Did the project consider midterm review and recommendations conducted on time and reflected in subsequent project activities?	Content of management responses to MTR/terminal evaluation (Phase I)	PIRs and information from PMU personnel	Desk review, interviews with PMU personnel
What lessons can be drawn regarding effectiveness for other similar projects in the future?	What lessons have been learned from the project regarding achievement of outcomes?	Evaluation assessment of Project effectiveness and efficiency	PIRs	Desk review, interviews with PMU and training participants
	What changes could have been made (if any) to the project design to improve the achievement of the project's expected results?	Evaluation assessment of Project effectiveness and efficiency	PIRs and information from PMU and training participants	Desk review, interviews with PMU and training participants
Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards and delivered results with the least costly resources possible?				
Was project support provided in an efficient way?	How does the project management systems, including progress reporting, administrative and financial systems in monitoring and evaluation systems were operating as effective management tools, aid in effective	Evaluation assessment of M&E design and implementation, and quality of feedback from M&E activities	PIRs and information from PMU personnel	Desk review, interviews with PMU

Evaluation Criteria	Questions	Indicators	Sources	Methodology
	implementation and provide sufficient basis for evaluating performance and decision-making?			
	How effective was adaptive management practised under the Project and lessons learned?	Adaptive management reporting in PIRs	PIRs and information from PMU personnel	Desk review, interviews with PMU
	Did the project logical framework and work plans and any changes made to them used as management tools during implementation?	Adaptive management reporting in PIRs	PIRs and information from PMU personnel	Desk review, interviews with PMU
	Utilization of resources (including human and financial) towards producing the outputs and adjustments made to the project strategies and scope	Annual financial disbursements against each component	PIRs, CDRs and information from PMU personnel	Desk review, interviews with PMU
	Details of co-funding provided and its impact on the activities	Co-financing of each stakeholder	PIRs, CDRs and information from PMU personnel	Desk review, interviews with PMU
	How does the APR/PIR process help in monitoring and evaluating the project implementation and achievement of results?	APR/PIR qualitative assessments	PIRs and information from PMU personnel	Desk review, interviews with PMU
How efficient our partnership arrangements for the project?	Appropriateness of the institutional arrangement and whether there was adequate commitment to the project	Institutional arrangements of the project	PIRs and information from PMU and MoYAS personnel	Desk review, interviews with PMU and MoYAS personnel
	Was there an effective collaboration between institutions responsible for implementing the Project?	Institutional arrangements of the project	PIRs and information from PMU and MoYAS personnel	Desk review, interviews with PMU and MoYAS personnel
	Is technical assistance and support received from project partners and stakeholders appropriate, adequate and timely specifically for the project PMU?	Institutional arrangements of the project	PIRs and information from PMU and MoYAS personnel	Desk review, interviews with PMU and MoYAS personnel
Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?				
Will the Project be sustainable on its conclusion and stimulate replication's and its potential?	How effective is the project in terms of strengthening the capacity of volunteers and volunteerism?	Opinions of training participants	Survey of feedback of training sessions, and testimonial evidence from training	Desk review, interviews with training participants

Evaluation Criteria	Questions	Indicators	Sources	Methodology
			participants	
	Was an exit strategy prepared and implemented by the project? What is the expected situation at the end of the project?	Existence of exit strategy prepared by the project	Report on exit strategy, and information from PMU and MoYAS personnel	Desk review, interviews with PMU and MoYAS personnel
	Appropriateness of the institutional arrangement and whether there was adequate commitment to the project	Number of institutions that have used the training provided under this project augmenting the volunteerism	Progress reports, PIRs, and information from PMU and district youth officers	Desk review, interviews with PMU and district youth officers
Impact: Are there indications that the project has contributed to, or enabled progress toward maximizing the benefits of volunteerism?				
What was the project impact under different components?	<p>To what extent has the project contributed to the following:</p> <ul style="list-style-type: none"> Strengthening of volunteer infrastructure Strengthening of youth clubs and establishment of youth resources centres Enhancing the skills of volunteers for employability 	<p>Indicator targets of Infrastructure strengthening</p> <p>Indicator targets of Youth club strengthening and youth resource centres</p> <p>Indicators of volunteers that have participated in skilling activities of the project</p>	Progress reports, PIRs, and information from PMU	Desk review, interviews with PMU project management monitoring system
What are the indirect benefits that can be attributed to the project?	Were there spinoffs created by the project, if any, as a result of the various activities held, toolkits, case studies developed?	Number of knowledge products created by UNV	Feedback from the trained volunteers and District youth officers	Desk review, interviews with trained volunteers
Impacts due to information dissemination under the Project	To what extent did the dissemination activities facilitate progress towards project impacts?	Number of knowledge products created by UNV	Feedback from the trained volunteers and District youth officers	Desk review, interviews with training volunteers, PMU
Gender and Social Inclusion: Does it promote gender equality and social inclusion?				
Does the project contribute to gender equality and women empowerment and facilitate social inclusion?	What are the efforts made in the present project that are specific to women?	Ratio of male to female in volunteer training mobilized and skilling achieved	Progress reports, PIRs, and information from PMU	Desk review of project monitoring system, interviews with PMU

Annexure I

Terms of Reference

Evaluation of Ministry of Youth Affairs and Sports, Government of India and UNV-UNDP Project titled “Strengthening NYKS and NSS”

Location	:	New Delhi (Home based)
Type of Contract	:	Individual Consultant
Post Level	:	National Consultant
Languages Required	:	English
Duration	:	40 days (across May to June 2022)

1. Background and context

Youth in the age group of 12-29 years comprise 27.5% of the population¹. India’s population will continue to grow beyond 2025 and the trend is likely to persist well into the future. The National Youth Policy 2014 recognized the need for creating a productive workforce that can make sustainable contribution to India’s economic growth, develop a strong and healthy generation equipped to take on future challenges, support youth at risk and create equitable opportunities for all disadvantaged & marginalized youth, facilitate participation and civic engagement and instill social values and promote community service to build national ownership. The Policy clearly articulated the role of volunteer schemes run by the Government of India such as Nehru Yuva Kendra Sangathan (NYKS), National Service Scheme (NSS), National Cadet Corps (NCC), Bharat Nirman Volunteers (BNVs) among others.

National Service Scheme (NSS) with more than 3.6 million student youth volunteers and Nehru Yuva Kendra Sangathan (NYKS) with 8.43 million non-student youth volunteers through 1,25,000 youth clubs are two flagship volunteer based programmes of the Government of India.

The United Nations Volunteers (UNV) in India is implementing the project on “*Strengthening Nehru Yuva Kendra Sangathan (NYKS) and National Service Scheme (NSS)*” in collaboration with the Ministry of Youth Affairs and Sports, Government of India, and United Nations Development Programme (UNDP). The project was initiated in September 2014 and provides a catalytic support to the two flagship Youth Volunteer Schemes run by the Ministry of Youth Affairs and Sports in the country i.e. Nehru Yuva Kendra Sangathan (NYKS) and National Service Scheme (NSS). It seeks to strengthen the volunteering infrastructure at the cutting-edge level and facilitate greater participation of youth in development programmes. The project recognises the importance of youth engagement in the socio-economic development arena and seeks to support implementation of various government schemes and action plans developed on the key strategic areas of the National Youth Policy 2014.

The Project has two distinct phases. In Phase-I (2014-2018), the national youth volunteer infrastructure of the Ministry of Youth Affairs and Sports (MoYAS) was strengthened in the 29 districts which has been further up scaled to 58 districts in Phase-II (2018-2022). The project focuses on volunteering within a larger framework of goals for young people – creating a productive workforce, developing a strong and healthy generation, instilling social values, promoting community service and facilitating civic engagement. The project seeks to increase participation of youth in developmental activities through

¹ Data as per Census of India 2011

youth clubs affiliated with NYKS. It further seeks to create opportunities for enhanced civic engagement and economic activities through youth clubs in the project districts resulting into enhanced access and participation of youth to various schemes and services.

The expected outcomes of the project includes (i) greater participation of youth in volunteering and civic engagement; (ii) integration of youth volunteers in development schemes of the Government of India; (iii) enhanced employability for youth through life skilling and social entrepreneurship; and (iv) promoting gender equality and social inclusion through volunteering.

The outputs of the project are:

- Strengthening of Volunteer Infrastructure in 58 districts across 27 States leading to formation of new youth clubs, activation of dormant youth clubs, ;
- Youth Clubs strengthened and Youth Resource Centres established in select districts to serve as one stop shop for youth in rural areas leading to enhanced capacity of youths; and
- Contribution of Youth Volunteering recognized and skills for employability are built.

The project has adopted a multi-pronged strategy for promoting volunteering in the country including:

- Engagement at the Central Government level for building an ecosystem for the reimagined volunteering journey that facilitates and enables youth development through active volunteering in the country.
- Engagement at the state and district levels for greater participation of youth as volunteers
- Making volunteerism more aspirational for young people leading to mainstreaming youth volunteers in the development agenda of the country
- Establishing collaborative partnerships amongst government, private sector, and civil society for promoting volunteerism among youth.

The Terminal Evaluation (TE) will be conducted according to the guidelines, rules, and procedures established by UNDP as reflected in the UNDP Evaluation Guidance (<http://web.undp.org/evaluation/guideline/>)

In this regard, the UN Volunteers in India is looking for a Consultant to carry out a comprehensive terminal evaluation of the project “Strengthening NYKS and NSS”. The evaluation will assess the achievement of project results against what was planned and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement for strengthening of Volunteer Infrastructure in the country. The evaluation will promote accountability and transparency and assesses the extent of project accomplishments. The evaluation will seek to be independent, credible, and useful, and will adhere to the highest possible professional standards in evaluation. The evaluation will be conducted in a consultative manner and will engage the participation of all key stakeholders. The evaluation will consider the Quarterly Progress Reports, Annual Progress Reports and, also the Mid-term Evaluation conducted for this project. It will also consider the gender equality and women empowerment be mainstreamed throughout all aspects of the evaluation.

The Ministry of Youth Affairs & Sports and Nehru Yuva Kendra Sangathan (NYKS) and National Service Scheme (NSS) will be the major partners in the evaluation contributing both through data from 58 project districts and validation of the evaluation results. The Project Steering Committee chaired by the Secretary (Youth Affairs), Ministry of Youth Affairs & Sports will guide this evaluation along with the Joint Secretary who is the National Project Director of “Strengthening NYKS and NSS”. The Evaluation will use the United Nations Evaluation Groups (UNEG) Standards criteria viz; *relevance, effectiveness, efficiency, sustainability, coherence and impact of results*.

2. Evaluation purpose, scope and objectives

Purpose

The purpose of the evaluation is to assess the project’s success in terms of its impact on the ground. The evaluation will critically examine the progress made in implementing various activities and measure

achievements made and results obtained under the project. In addition, the evaluation aims at critically reviewing and identifying what has worked well in the project, what challenges have been faced, what lessons can be learned to improve future programming.

The evaluation will focus on six key evaluation criteria: relevance, efficiency, effectiveness, impact, sustainability, and coherence. The evaluation should provide credible, useful, evidence-based information which will help the Ministry of Youth Affairs & Sports, UNDP and UNV in designing and implementing youth leadership and volunteering interventions in future.

Objectives

The objectives of the evaluation are:

- (i) Assess how adequately the project has achieved its stated development objective and purpose across intervention districts of the project ;
- (ii) Measure how effectively and efficiently the project outcomes and outputs have progressed in attaining the development objective and purpose of the project, both technically and financially;
- (iii) To gather insights to promote greater participation of youth in youth leadership. Development and volunteering through youth clubs/Mahila Mandals in the country.
- (iv) To gather key findings and lessons learned to inform youth leadership development volunteering interventions which could be replicated across districts/states.
- (v) To capture what works and what doesn't and why in the context of youth volunteering infrastructure in the country.
- (vi) To make recommendations for the future interventions related to youth volunteering.

Scope of Work and Timelines

This evaluation covers the project implementation in 58 districts

- (i) To examine the project design to draw lessons for the future interventions.
- (ii) To measure contributions of outputs and activities undertaken under the project towards strengthening volunteering infrastructure.
- (iii) To examine the cross-cutting issues and the global UN programming principles e.g. leaving no one behind (LNOB), gender equality and women's empowerment, sustainability, and accountability.
- (iv) To consider emerging issues such as, virtual or online volunteering, other methods for volunteering and volunteering in the post COVID-19 world
- (v) Partnerships Management and operational issues (M&E systems, financial systems, etc)

The scope of the work for the consultant will include but not be limited to:

Phase	Scope of work of Consultant	No. of Days	Timing
Inception Phase	<ul style="list-style-type: none"> • Desk review of existing documents, including project document, mid-term evaluation, project progress reports, strategies developed by the project, reports and documents developed by the project and write-ups on the project initiatives • Drafting of the inception report, including evaluation methodology, timeline, evaluation matrix, and data collection tools • Development of data collection tools (i.e. KII checklists and short questionnaires) • Presentation of the inception report to UNV/UNDP 	05 Days	Within 2 weeks of signing contract
Data Collection	<ul style="list-style-type: none"> • A briefing session by UNV/UNDP • Consultation with the key stakeholders in 	20 Days	Within 10 weeks of

Phase	the Government of India <ul style="list-style-type: none"> • Travel to field for consultation and KIIs with the stakeholders and partners (DYOs, State Directors, NYV, Volunteers etc.) • Debriefing the UNV/UNDP CO and key stakeholders on the key findings 		signing the contract
Reporting Phase	<ul style="list-style-type: none"> • Aggregation of findings from desk review and stakeholders consultations and KIIs • Drafting and presentation of the evaluation report inclusive of key findings and recommendations • Review by UNV/UNDP for quality assurance • Incorporation of comments and revision of the report • Submission of the final report 	15 Days	Within 16 weeks of signing the contract

3. Duties & Responsibilities of the Consultant

The Consultant will be responsible for carrying out the following tasks:

- (i) Prepare Inception report which will include
 - i. a design matrix, data collection and analysis methods & tools
 - ii. list of key stakeholders for interviews potential project districts for field visits (if possible given COVID travel restrictions),
 - iii. assess the availability of logistical and administrative support; and
 - iv. identify and collect relevant reference material.
 - v. Share the draft evaluation plan with the UNDP and UNV for approval.
- (ii) Carry out desk review of reference material, documents, reports and any other data and information provided by the UNDP and UNV.
- (iii) Carry out data collection activities as guided by the evaluation plan. S/he will conduct agreed-upon interviews with stakeholders. At the end of the data collection activities, a meeting will be organized by the Consultant to present preliminary findings and obtain feedback from the key stakeholders such as UNDP, UNV, Ministry of Youth Affairs & Sports, NYKS, NSS.
- (iv) Carry out systematic disaggregation of data including by sex, disability, geographical location etc.
- (v) Undertake field visits in keeping with allowable conditions in the COVID context and collect feedback/inputs from the target group and key stakeholders for the evaluation of the project.
- (vi) Prepare a comprehensive Evaluation Report and presentation capturing impact of the project and suggesting measures for improvement.
- (vii) Capture good practices with potential of replication and scaling-up.
- (viii) Benchmark cross cutting issues such as gender and differently abled youth.
- (ix) Share draft Report for factual correction and feedback to key stakeholders.
- (x) Finalize the Evaluation Report based on the feedback/inputs received from UNV, UNDP and Ministry of Youth Affairs & Sports.

Expected Deliverables

The Consultant will be responsible for ensuring the following deliverables to UNV/UNDP as per the agreed work plan:

- 1. Inception Report:** The consultant will commence the evaluation process with a desk review and preliminary analysis of the available information provided by UNV and UNDP. Based on the ToR, initial meetings with the UNV and UNDP and the desk review, the consultant should develop an inception report elaborating evaluation methodologies, including how each evaluation question will be answered along with proposed methods, proposed sources of data, and data collection and

analysis procedures. The inception report will include the evaluation matrix. UNV and UNDP will review the inception report and provide useful comments for improvement. This report will serve as an initial point of agreement and understanding between the consultant and UNV and UNDP

- 2. Draft Evaluation Report:** The evaluation report will contain the same sections as the final report and shall follow the structure outlined in UNDP Evaluation Guideline (Evaluation Report Template and Quality Standards of the Evaluation Implementation of [UNDP Evaluation Guidelines](#)). The draft report will be reviewed by the UNV and UNDP. The draft report will ensure that each evaluation question is answered with in-depth analysis of information and back up the arguments with credible quantitative and/or qualitative evidences.
- 3. Presentation/Debriefing:** A meeting will be organized with key stakeholders including UNV and UNDP to present findings, conclusions and recommendations.
- 4. Final Evaluation Report:** The final report will incorporate comments and feedbacks from the stakeholders including the feedback provided during the Presentation/Debriefing meeting. Other relevant documents (i.e. data collection tools, questionnaires, datasets, if any) need to be submitted as well.
- 5. Evaluation Brief:** A concise summary of the evaluation report will include findings, conclusions and recommendations using plain language targeting wider audience. This concise summary will be not more than 5-6 pages.

4. Management arrangements

The Consultant will have overall responsibility for producing the Project Evaluation Report and for quality and timely submission of the report to the Country Coordinator, UNV. Direct supervision will be provided by the Country Coordinator, UNV with technical and coordination support by the Project Manager of the project Strengthening NYKS and NSS who will be responsible for the day to day implementation of the evaluation. The Project Steering Committee chaired by the Secretary (Youth Affairs) or his/ her designate will provide oversight and guidance for the proper conduct of the evaluation.

The consultant will work closely with the Project Management Unit set up at NYKS HQ and the UNV-District Youth Officers (DYO) stationed at 58 districts under the project. A minimum of 4 district level visits will be organized by the UNV office. All necessary approvals and logistical arrangements will be provided by the UNV Team.

5. Price Proposal and Schedule of Payment

This consultancy assignment is home based with field visits. The duration of the consultancy assignment is for 40 days across the months between May to June 2022. The total amount of the contract will be based on an agreed per day remuneration/ consultancy fee.

The total amount quoted shall be all-inclusive and include all costs components required to perform the deliverables identified in the TOR, including professional fee, and any other applicable cost to be incurred by the consultant in completing the assignment. The contract price will be fixed output-based price regardless of extension of the herein specified duration.

The payment for travel cost for field visits including tickets, loading and terminal expenses should be agreed upon, between the UNV and Individual consultant, prior to travel and will be reimbursed. The travel cost for undertaking field visits will be reimbursed separately and should not be included in the financial proposal.

Payments will be done upon completion of the deliverables/outputs and as per below percentages:

Deliverables/Output	Payment Schedule
Upon satisfactory submission of the Inception Report including a methodology note and evaluation matrix (based on meetings with the UNV and UNDP, the desk review and preliminary analysis of the available information provided by UNV)	20%
Upon completion of the data collection, satisfactory presentation and submission of draft Evaluation Report including addressing all evaluation questions, findings and recommendations	40%
Upon satisfactory submission of Final Evaluation Report (including evaluation brief, data collection tools, questionnaires, datasets (if any))	40%