

## Terms of Reference

**Title:** UNV-UNDP Youth Programme Final Evaluation Mission

**Number of experts foreseen:** 2 (one international consultant and one national consultant)

**Duty Station:** Bishkek, Kyrgyzstan

**Duration of contract:** 20 working days

**Starting date:** April 2010

### 1. Background

#### 1.1 Background to the UNV Programme

The United Nations Volunteers (UNV) programme is the UN organization that contributes to peace and development through volunteerism worldwide. Volunteerism is a powerful means of engaging people in tackling development challenges, and it can transform the pace and nature of development.

Volunteerism benefits both society at large and the individual volunteer by strengthening trust, solidarity and reciprocity among citizens and by purposefully creating opportunity for participation.

UNV contributes to peace and development by advocating for volunteerism globally, encouraging partners to integrate volunteerism into development programming and mobilizing an increasing number and diversity of volunteers. Including experienced UNV volunteers throughout the world.

UNV embraces volunteerism as universal inclusive, and recognizes volunteerism in its diversity as well as the values that sustain it: free will, commitment, engagement and solidarity

In most cultures volunteerism is deeply embedded in long-established, ancient traditions of sharing and support within the communities. In this context, UNV volunteers take part in various forms of volunteerism and play a role in development and peace together with co-workers, host agencies and local communities

In all assignments, UNV volunteers promote volunteerism through their action and conduct. Engaging in volunteer activity can effectively and positively enrich your understanding of local and social realities, as well as create a bridge between yourself and the people in your host community. This will make the time you spend as UNV volunteer even more rewarding and productive.

#### 1.2. Background to the project/country to be evaluated/reviewed

This programme was implemented jointly by UNV and UNDP, and funded by UNDP and the UNV Special Volunteer Fund, with additional donor resources. It built on prior UNV experience in Kyrgyzstan in strengthening volunteerism for development through previous and ongoing experiences under the UNDP Poverty Reduction Programme, Local Governance / Democratic Governance Programme and UNV Strengthening Youth Volunteerism Project 2004 - 2006. It aimed to ensure the **active and ongoing involvement of youth** in developing state **youth policy**, with practical demonstration of the **role of youth in community development and peace building** through volunteerism at the local level. The programme tried to explore using Online Volunteering as an effective means for volunteers with expertise in youth policy and development to contribute to supporting Kyrgyzstan.

The main expected results were:

- i) a policy 'White Paper' setting out clear and achievable recommendations for state youth policy,
- ii) demonstration of youth community development and peace-building initiatives linked to the MDGs
- iii) development of a national youth volunteer network.

The approach and strategy can be divided into three main components, linked to the three main expected results:

##### i. Youth policy

The main intended output of the youth policy component is a **White Paper** of concrete policy recommendations, which provided the basis for a new national youth strategy. The White Paper framed

at the level of national policy, but seeks to encompass and reflect the full range of local policy recommendations developed through the national consultation of youth, which is the initial focus of this component of the programme.

This component involved a set of facilitated consultations with youth and key stakeholders at local, provincial and national levels. The consultations focused on finding out how youth can be enabled to achieve their full potential to contribute to community development. This exercise included participatory mapping of local community needs and resources, including gaps and obstacles in service provision for youth. Each round of consultation feed into the next from the bottom up – starting with focus groups at local community level, the results of whose discussions analyzed and discussed at provincial round tables, culminating in a national conference at which overall conclusions reached, and which provided the basis for drafting the youth policy. The methodology for facilitation of focus groups and round tables were developed by a group of experts recruited by the Programme Management Unit in Bishkek. The actual facilitation were carried out by teams of volunteer facilitators working in all provinces, trained and recruited in by the five National UNV Province Coordinators, and supported by the group of experts in Bishkek.

To complement this main direction of implementation in-country, an additional team of five Online Volunteers (OVs) were recruited from different countries<sup>1</sup>, with expertise in youth policy and participatory approaches to working with youth, to offer the benefit of their diverse experience.

#### **Additional innovative activities under Public Policy Component:**

##### **a. Capacity Building of government youth structures.**

The intended output of this activity will be to ensure that the main partner in this project, the government's Youth Department (under the State Agency for Sport, Physical Education, Youth and Child Protection), and its local structures, will have the long-term capacity to sustain the achievements of this programme. The approach to capacity building involved a combination of joint training with government partners in the state agency for youth policy at all levels and close collaboration with the state agency in project implementation and policy development. This activity implemented with technical support from the UNDP Democratic Governance Programme Expert Suiunbek Syrdybaev, the local specialist who have considerable experience of building the capacity of government structures.

To ensure that implementation of national youth policy at local level is adequately resourced, the programme is also working at central level to strengthen the capacity of the state agency for youth policy through collaboration in developing a new vision and practical strategy for a national youth programme. There also concerted efforts to lobby at higher levels of decision making, both the President Administration's office and through the Parliament, for greater priority to be given to youth policy.

**b. Summer School of Democracy:** This is a major innovation in the public policy component, for which additional donor funds have been mobilised<sup>2</sup>. This activity supported the overall aim of strengthening youth involvement in policy making by raising the civic awareness, leadership skills and critical thinking skills of youth. Young community leaders were selected for participation on a competitive basis, with a quota of places reserved for the most active representatives of project groups in the communities targeted in this programme. In addition a number of places were reserved for youth leaders from other Central Asian countries, which will help youth participants identify and address the challenges of peace building in the region as well as community development. Local, regional and international civic education experts, politicians, ambassadors and businessmen were invited to contribute to seminars and lead debates on issues including politics, economics, human rights, gender, diversity and culture. UNDP Democratic Governance, Environment and Peace and Development Programmes assisted in ensuring high-level participation of local experts.

<sup>1</sup> Online Volunteers will be recruited through an appeal for volunteers who have relevant skills and experience, which will be registered on the UNV Online Volunteers website, with links posted on other websites including the World Volunteer Web. Candidates will be selected by Youth Programme staff, following screening of CVs sent in response to the appeal, with email or telephone interviews as follow-up if needed. Recruitment of Online Volunteers will target in particular countries in transition and countries recently acceded, or soon to accede, to the European Union.

<sup>2</sup> Donors who have pledged support for the Summer School of Democracy are DFID (UK), the Swiss Cooperation Office and Soros Foundation Kyrgyzstan and UNDP TRAC Fund.

## ii. Youth-led demonstration projects

The main intended output of this component was strengthened capacity of youth to be active participants in development and peace-building initiatives at community level. This output contributed to the overall outcome of the programme (active involvement of youth in developing state youth policy) by demonstrating how the key youth policy recommendations, developed in the first component of the programme, can be implemented in practice. The projects developed and implemented by youth-led project groups at local community level. They were eligible to apply for small grants of \$500, administered by the Youth Programme. The unifying theme of all projects is that they demonstrate the potential for youth to actively contribute to community development, and / or peace building.

## iii. Development of national youth volunteer network

The intended output of this component was a sustainable national volunteer infrastructure, supported by a web-enabled network and database, which facilitates volunteer recruitment and strengthens the capacity of its members through providing and exchanging expertise and resources. Members of the network represented two categories: individual (actual or potential) volunteers, who will be invited to register with the recruitment database, and local volunteer involving organisations (LVIOs).

**National volunteer database development:** Development of web-enabled network and database

**National volunteer network activities:** In addition to helping develop the national infrastructure to support volunteerism, the UNV-UNDP Youth Programme helped initiate and fund a number of opportunities for network strengthening through specific joint activities.

- **National Volunteer Forum:** this two day event, organized in partnership with the volunteer-based NGO, Community Development Alliance<sup>3</sup>, were take place early in the timetable of implementation (April 21, 2007). It brought together 100 volunteers from local volunteer involving organizations in all provinces of the country, including representatives of YP pilot youth initiative groups. The main result of the forum was agreed two resolutions: establishment of the national volunteer network (including criteria for membership), and a concluding statement on the role of volunteers in achieving MDGs.
- **Volunteer Work Camps:** advice and support on funding and organising volunteer work camps was made available under this component for local and provincial volunteer groups who wish to come together to initiate such activities. The the project's financial and technical support for a series of volunteer work camps presented a much needed opportunity for local volunteers to join with volunteers from other parts of the country in implementing practical projects (such as rehabilitating sites of ecological interest, or repairing community facilities).
- **National campaigns to promote volunteerism** and strengthen the volunteer network (International Volunteers Day and where other opportunities arise).
- **'Volunteers for Youth Entrepreneurship' scheme.** This activity was build on the success of the UNV 'Strengthening Youth Volunteerism' Project's two 'summer programmes' in 2005 and 2006 for which students from Bishkek were competitively selected, trained and sent to rural communities across the country to help develop local youth groups and run youth community service and cultural activities. This approach was adapted in this programme to focus on developing the knowledge and skills of rural youth in small business development, thus enhancing their capacity to contribute to strengthening of the local economy and create local employment opportunities.

This innovation was made possible through close collaboration with the Bishkek Business Club (BBC), which proposed to UNV the original project concept, technical and financial support from the International Labour Organisation (ILO) and financial support OSCE. The Youth Programme and BBC recruited volunteers from Bishkek, carried out selection and training, using ILO and Educational Network training materials and expertise. Ten pairs of youth volunteers, with expertise in business development, were each allocated a rural community, which they visited to provide an initial intensive three week period of training. The rural youth business trainees have the opportunity to apply for small grants for business development<sup>4</sup>.

<sup>3</sup> CDA is the beneficiary of a grant under the UNV MDG Facility to implement the project 'Promoting of Volunteerism for Planning and Achieving Millennium Development Goals'

<sup>4</sup> Bishkek Business Club has successfully applied to OSCE for the funds to cover the small grants to youth entrepreneurs.

### **Intended output:**

To ensure active and ongoing involvement of youth throughout the country in developing state youth policy, especially young women and girls

### **1.3. Current Status**

UNV handed over management of the project to UNDP in 2009 when almost all activities under the original project document were completed. UNDP has incorporated this project within its broader UNDP Youth Programme which aims to ensure active and ongoing involvement of youth in development of a national youth policy.<sup>5</sup>

## **2. Justification**

The final evaluation of projects financed through UNV's Special Voluntary Funds is a UNV requirement. It will provide vital information on project progress and results for the main national counterpart, the State Agency for Physical Culture, Sport, Youth Affairs and Child Protection. The timing of the evaluation, at the end of the original project life cycle and one year into a new phase solely under UNDP management and its Youth Programme, is crucial in providing much needed qualitative and quantitative data on achievements, strengths, weaknesses of the existing project and recommendations for a possible follow up initiative for UNDP. At the same time UNV needs to evaluate overall 4 years of its work in the youth field in the country, including reflection of recommendation provided in the first phase evaluation in the second phase of implementation and overall progress results.

## **3. Objectives of the Review/Evaluation**

### **Primary objective:**

To evaluate the project's relevance, effectiveness, efficiency, impact and sustainability (*as defined below*); in doing so, measuring progress against the original and revised project objectives.

### **Secondary objectives:**

- To generate knowledge about good practice in the area of youth policy development and volunteer promotions
- To evaluate the need for an extension of the project, and make recommendations for priorities and directions of the new project cycle.
- To identify how to maximise existing positive impacts in the extension and expansion of the project.

## **4. Key areas of focus: questions to be answered**

*The evaluation should recognize the constraints under which pilot projects function. They do not always and automatically translate into development outcomes.*

The main questions are:

- Was the project developed to address the right problems and did it use the most effective approach to address those problems or issues?
- Did the project respond to anticipated risks indicated in the ProDoc and managed achievement of sustainability and through what?
- What were the most significant changes and results that the project has contributed to generate?

**Specific aspects** of the project's implementation and intended results which it is hoped the evaluation can focus on include:

- Project Management Unit (PMU - in Bishkek).
- Project Implementation Units (PIUs - National UNVs and volunteer trainers in 5 provinces).
- National youth volunteer network, including the youth volunteer centres in all provinces.

<sup>5</sup> The project document and a brief summary of the current phase of the Youth Project can be found in the Annex.

- Training providing to volunteer trainers, and subsequently by those trainers to partners and beneficiaries.
- Youth initiative groups trained, supported and financed by the project.
- Partnership with the Youth Department under the State Agency for Physical Culture, Sport, Youth Affairs and Child Protection.
- Links and partnership built with other UN agencies, international and local NGOs and other key partners.
- Key innovative components of the project including:
  - White Paper on Youth Policy development supported with advocacy campaign
  - Capacity building activities of government counterparts
  - Summer School of Democracy (2007 and 2008).
  - Practical Demonstration projects – conflict prevention and local development youth initiatives.
  - Web enabled volunteer Database
  - Youth Entrepreneurship scheme (summer 2007 and 2008), linking urban youth volunteers with rural peers in local communities.
  - Volunteer work camps – training, advice and financial support (grants < \$2,000) provided for VIOs to mobilise local and national volunteers on summer work projects.

**Key performance criteria** to be applied in evaluation of all aspects of the project:

1. **Relevance:** "The extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donors' policies. Retrospectively, the question of relevance often becomes a question as to whether the objectives of an intervention or its design are still appropriate given changed circumstances."
2. **Effectiveness:** "An aggregate measure of (or judgment about) the merit or worth of an activity, i.e. the extent to which an intervention has attained, or is expected to attain, its major relevant objectives efficiently."
3. **Efficiency:** "A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results."
4. **Impact:** "Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended."
5. **Sustainability:** "the continuation of benefit from a development intervention after major development assistance has been completed"

### **Volunteerism**

UNV recognises that volunteering means different things to different people and that there is a wide range of motivations for becoming a volunteer. Within this context, the evaluation should cover two aspects of volunteering;

- what is the added value that the UN Volunteers bring to the project that an international or national consultant / staff could not bring
- how UNV and volunteers in the project contributed to stimulating local volunteerism.

### **Gender**

Assess whether and to what extent the project took the gender dimension into account and if the project promoted a gender sensitive approach to formulation and implementation.

### **Human Rights**

Assess whether and to what extent the human rights dimension was taken into account, and if the project promoted a rights-based approach to formulation and implementation.

## **5. Process of the Evaluation**

**Timetable of steps in country** (more detailed programme will later be provided):

- **Desk review and preparation of evaluation methodological plan: 1 day**
- **Planning and initial consultations with PMU (including feedback on/refinement of methodological plan), meetings with stakeholders: 3 days**

- **Field evaluation:** 10 days (including travel to 4 main provinces where project was implemented).
- **De-briefing and initial feedback (in PMU):** 2 days
- **Finalising report (time for incorporation of feedback from UNDP/UNV):** 4 days

**TOTAL:** 20 days

**Methodology:**

- **Desk review** (including project document and progress reports, existing project research on the views and situation of youth (including results before and after project implementation) and other relevant literature, sent in advance to the evaluator);
- **Preparation of evaluation methodological plan and matrix**
- **Planning meeting** to discuss and agree the process and focus of the evaluation at the outset, on arrival in Bishkek, together with all PMU and PIU staff (including all NUNVs).
- **Interviews** with all key stakeholders, and representatives of all major groups of stakeholders;
- **Participatory focus groups** with groups of stakeholders and beneficiaries in the field;
- **Questionnaires** distributed to participants of focus groups and other key stakeholder, to ensure better triangulation of results and a set of written responses yielding both quantitatively and qualitative data;
- **Final meeting with staff** to present the preliminary findings/recommendations to UNV YP staff at the end of the mission's work.

## **6. Evaluation team roles and responsibilities**

**The international consultant will:**

- lead the evaluation team;
- arrive adequately prepared, following thorough desk review and background research;
- be responsible for the preparation of the evaluation methodological plan, including all instruments and tools to be used in the collection and analysis of information;
- be responsible for successful conduct of the evaluation;
- Compile and submit the evaluation report, by end of assignment in country (5 May 2010).

**The national consultant will:**

- meet with PMU to carry out initial preparation before arrival of consultant;
- brief the consultant on local conditions, challenges and cultural issues;
- accompany and support consultant in all aspects of the evaluation in-country;
- explain to stakeholders the aims and methods of the evaluation;
- carry out initial data processing and grouping of responses before translation, if required;
- translate and carry out initial analysis of questionnaire results;
- to assist in the compilation of the final evaluation report; edit and translate the summary report for beneficiaries (preferably into Kyrgyz as well as Russian)

## **7. Participation of different stakeholders**

Key stakeholders and main stakeholder groups to be included or represented in the evaluation:

- The President Administration (Social-Economic Department);
- State Agency for Physical Culture, Sport, Youth Affairs and Child Protection (Youth Department);
- UNDP management and programme officers;
- Donor representatives – DFID, SCO.
- Partners – Bishkek Business Club, Soros Foundation Kyrgyzstan
- Other members of steering committee;
- Youth Policy development working group
- White Paper developers
- NHDR developers
- All project management and implementation staff (PMU and PIUs);
- Volunteer trainers and youth entrepreneurship scheme volunteers;
- Youth Initiative Group members and other recipients of training and financial support;
- Local partners: youth organisations and VIOs;
- Local village authorities where youth-initiated projects have been implemented;

The selection of stakeholders will aim to involve a diverse representation of age groups and gender as well as members of local communities beyond the local leadership. Those who contributed to the evaluation, including the beneficiaries in local communities, should be offered feedback on the outcome of the evaluation, not necessarily the results in detail, but on their input and its usefulness. A summary evaluation report for representatives of main beneficiaries and key stakeholders in Russian and Kyrgyz should be produced to recognise their input, to show how their input helped inform the evaluation and to maximise learning.

## **8. Outputs**

### **8.1 Evaluation methodological plan**

An evaluation methodological plan to include:

- detailed description of the methodology to be used;
- evaluation matrix with questions, sources of information, indicators, data collection and analysis methods;
- detailed evaluation work plan with clear timeframe (prepared together and agreed with UNDP/UNV)

This methodological plan should be drafted by the consultants during the desk review and finalised in consultation with PMU, UNDP/UNV during the planning and initial consultation phase.

### **8.2 Evaluation report**

The project expects a report to fit the following requirements:

- Length: absolute maximum 30 pages.
- Executive Summary: 3 / 4 pages, of sufficient quality to stand on its own in capturing all the major findings and recommendations of the evaluation.
- Language – English (national consultant will produce summary version in Russian)
- Report headings to include (see standard UNV format annexed):
  1. Background and methodology
  2. Assessment of performance
  3. Description of best practices
  4. Conclusions
  5. Recommendations

It is expected that electronic and hard copies of the final report in English will be submitted to the UNV HQ, UNV COT and UNDP within a week of completion of the assignment but not later than 5 May 2010.

## **9. Management of the Evaluation**

The overall responsibility for managing the evaluation will be with Portfolio Manager of UNV HQ, in close collaboration with the UNDP Project Team and the UNV Programme Officer.

The continuous involvement of major stakeholders at the country level (including UNDP Resident Representative, Government, and others) should be ensured and maintained throughout the entire review or evaluation process.

The following persons will be closely involved in the evaluation:

Chinara Djumagulova – Programme Manager, UNDP Youth Programme  
Jyldyz Kuvatova - Programme Development Officer, UNDP Country Office  
Achim Merlo - Programme Officer UNV Country Office Team  
Shakirat Toktosunova - Assistant Resident Representative UNDP Country Office  
Michele Tan - Portfolio Manager for Europe CIS, Development Division, UNV HQ

## 10. Requirements

The main responsibilities in this assignment will be contracted to an international expert with experience and knowledge in the substantive areas: youth development and promotion of volunteerism. In addition, the expert should have:

- University degree at the post-graduate level in the social sciences, management or other relevant field of study;
- 8 - 10 years work experience, of which at least five in developing countries, and at least five in the field of youth/social development and/or democratic governance;
- Proven track record in evaluation in the area of youth/social development and/or democratic governance;
- Knowledge and experience of volunteerism with its diverse manifestations and cultural settings;
- Competence in sample survey techniques and computerised data processing;
- Excellent analytical and report writing skills;
- Good people and communication skills;
- Fluency in English (essential), good Russian (desirable).

Requirements for national consultant:

- University degree in social sciences, management or other relevant field of study
- 5 years relevant work experience, of which at least two in monitoring and evaluation of development projects
- Knowledge and experience in volunteerism and youth development (desirable)
- Fluent in English and Russian (essential), Kyrgyz (desirable).