



**MID-TERM EVALUATION OF STRENGTHENING THE CAPACITY OF
VOLUNTEERISM FOR DEVELOPMENT IN VIETNAM (VDVN) PROJECT**

PROJECT NO. UN10.00051097

FINAL REPORT

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Abbreviations and Acronyms

GoV	Government of Viet Nam
HCYU	Ho Chi Minh Youth Union
ILO	International Labour Organisation
IUNVs	International United Nations Volunteers
MOET	Ministry of Education and Training
MOF	Ministry of Finance
MOFA	Ministry of Foreign Affairs
MPI	Ministry of Planning and Investment
MOLISA	Ministry of Labour, Invalids and Social Affairs
PMU	Project Management Unit
PSC	Project Steering Committee
SEDP	Socio-Economic Development Plan (of Vietnam)
SJ Vietnam	Solidarite Jeunesse in Vietnam
TNAs	Training Needs Assessments
UNIDO	United Nations Industrial Development Organisation
UNV	United Nations Volunteers programme
VDVN	Volunteerism for Development in Vietnam Project
V4D	Volunteerism for Development
VIOs	Volunteer Involving Organisations
VVIRC	Vietnam Volunteer Information Resource Centre

EXECUTIVE SUMMARY

The client engaged a team of two consultants (1 national, 1 international) to undertake a mid-term evaluation of the Strengthening Capacity of Volunteerism for Development in Vietnam (VDVN) project. The assignment was executed from 12th August to 5th September, 2011. This is a “stand alone” executive summary of the main report summarizing the context of the evaluation, purpose, scope, methodology, main findings, conclusions, recommendations and lessons learned.

Context of the Evaluation

The VDVN Project is a project focusing on the promotion of volunteerism in Vietnam. Currently, the project run by the Ho Chi Minh Youth Union (HCYU) is comprised of 4 sections with a staff of 12, 6 of them part-time contributed by the HCYU, and has 3 vacant volunteer positions (2 international and 1 national). Effectively the project commenced in April 2009, although the Government of Vietnam approved the project in January 2009. The review therefore assessed the implementation of project activities and performance for a period of 16 months (April 2009 to August 2011). It is envisaged that a “no cost” extension of the project will be granted extending the project life time to December 2012 depending on the recommendations of this mid-term evaluation.

Key stakeholders include UNV, MoLISA, MoET, REDCROSS, SJ VIETNAM, UNIDO, and the ILO. UNV programme and UNV headquarters provide the technical and financial support to the project while the other stakeholders are partners playing key roles in volunteerism in Vietnam. These provided key informants during the review. Beneficiaries of the project were also consulted.

A total of 25 days were allocated to the review, with 50% of the time set aside for field work in Hanoi, Thai Nguyen, and Hue. The rest of the time was for literature review, travel time, interviews, meetings and presentations, as well as preparation of the Draft and Final Reports.

Evaluation Purpose and Scope

The purpose of the review was to:

- i) Assess the project performance and achievement against its objectives;
- ii) Identify gaps in project management, coordination mechanisms, and technical support to the project;
- iii) Examine the contribution to and promotion of volunteerism achieved by the project.

In addition, the consultants were also required to evaluate the institutional relationships developed throughout project implementation, and assess the extent to which the project took into account dimensions of gender and human rights in project formulation and implementation.

The evaluation scope was broad encompassing issues of project relevance (responsiveness), attainment of objectives (effectiveness), efficiency in the utilisation of project resources, impact (project effects), sustainability, as well as a closer examination of items ii and iii above.

Methodology

Qualitative study was mainly applied in this study and it included;

- 26 Key Informant Interviews with persons considered knowledgeable on the VDVN project
- 4 Focus Group Discussions with a total of 24 beneficiaries
- Site visits in selected areas where the project has been implemented (Hanoi, Thai Nguyen, and Hue). Interviews were held with opinion leaders in these areas.
- Observation of one training course in session in Hue at the time of the evaluation.

A total of 20 documents and the VVIRC website were also reviewed.

Main findings

i) Responsiveness / Relevance

The project activities whose core was the creation of a national volunteer centre were relevant and appropriate to the country's SEDP, the UN One Plan, and strategic in meeting the UNV mandate. In particular the formulation of the Policy on Youth Volunteerism, currently with the Office of the Prime Minister is a key enabling framework for V4D. With the exception of the private sector, other beneficiaries highly rated the VDVN project responsiveness to their needs. Project management has been responsive and efficient. However, issues of poverty, youth vulnerability, and low status of volunteerism in Vietnam were not explicitly included in the Project activities and work-plans and therefore have not been addressed adequately by the project.

ii) Effectiveness

A number of training of trainers courses have been conducted, 1 National Conference on Volunteerism organised, as well as the establishment of the VVIRC and the VVIRC website. Although work has begun on a number of project outputs and activities, most of this remains work in progress and not very effective in terms of attainment of project objectives. This is partly attributed to a large number of

vacant and part-time posts as well as high staff turnover. The late start of the project was another limiting factor. As such the project has not yet achieved all the stated objectives as per Project Document.

iii) Efficiency

Project resources have been used in a cost-effective manner. The project has been efficient in the use of most resources. However, the human resource seems inadequately motivated.

iv) Impact

Some impact has been created by the VDVN project as is reflected in better coordination of volunteers both from the supply and demand side, reduced overlaps and duplication of effort in volunteer management work, improved networking, communication and awareness, higher degree in volunteerism professionalization, skills provision, and enhanced experience and confidence levels in youth volunteers. There is however a lot of untapped volunteer potential.

v) Sustainability

Capacity has been developed by way of training trainers but financial sustainability has not been addressed.

No measures have been put in place to guarantee project sustainability after the completion of the project life cycle in April 2012.

vi) Management gaps

Gaps exist in the day-to-day management of the project. Only the Administrative Assistant is full-time while the rest of the Project Management Unit members are only available on part-time.

vii) Added value to promotion of volunteerism

The Project has added value to the promotion of volunteerism in Vietnam by establishing and operationalising the VVIRC, recruitment of international and national UNVs, as well as through several capacity building trainings, workshops, and Conference on volunteerism management and volunteerism for development.

viii) Institutional strengthening

The capacity of HCYU has been strengthened as a youth mass organisation. Government Ministries, departments and agencies, as well as volunteer involving organisations have benefited from the capacity building initiatives of the VVIRC.

ix) Cross-cutting issues

x) Gender issues have by default (and not by design) been addressed.

Conclusions

The VDVN project has performed fairly satisfactorily to satisfactory on the criteria assessed as summarised below;

- Project relevance / responsiveness - Satisfactory
- Project attainment of objectives (effectiveness) – Fairly Satisfactory
- Project use of resources (efficiency) – Highly Satisfactory
- Project effects (impact) – Fairly Satisfactory
- Project sustainability - Satisfactory
- Gaps identified in Project Management, Coordination, and Technical Assistance – Fairly Satisfactory
- Added value of Project to Volunteerism - Satisfactory
- Strengthening of Institutional relationships - Satisfactory
- Gender and Human Rights mainstreaming – Although fairly satisfactory for both gender and human rights, the latter was not an explicit objective indicated in the Project Document.

Overall the project implementation can be described as being on track. However a number of issues were identified and these include:-

- i) High staff turnover and inability to attract well qualified and experienced staff;
- ii) Implementation and attainment of objectives hindered by vacant and part-time posts in the project office;
- iii) Key Policy (Volunteer) and many Plans and Manuals (e.g Training Manual) not in place. They remain work-in-progress;
- iv) Bureaucratic delays (both UNV and HCYU) impinge on project effectiveness;
- v) Limited scope, coverage and quality of Training of Trainers program (inexperienced trainers, short courses, lacking in practice, one-off courses);
- vi) VVIRC website not widely known; interface of the website (e.g hotline) and its content is limited; limited to volunteer recruitment and volunteer work opportunities only; Vietnamese and English versions not consistent and not frequently updated;
- vii) Communication bottlenecks in structures, teams, organisations;
- viii) Not much ground work has been done to prepare for project financial sustainability on donor exit; and
- ix) Gender and human rights issues have not been given attention by the project.

Recommendations

The main recommendations for the variety of stakeholders involved in the project are;

Rec 1. Attract and retain a cadre of sufficiently qualified and experienced staff through provision particularly non-monetary incentives (improve orientation and induction programs, better working conditions, enhance motivation - provide feedback, improve formal and non-formal communication, etc).

Rec. 2 Expedite process of formalising project extension period and recruit competent Project Advisor in addition to key staff - M&E Specialist, ICT Advisor, and consider engaging a full-time Coordinator.

Rec. 3 Fast-track the endorsement of the Policy on Youth Volunteerism, review the DPO/Document and develop and implement an Operational / Business Plan (covering the following components; Capacity Development Plan for project staff, Training Plan and Manuals, Sustainability Plan, Resource Mobilisation Plan, Publicity blitz and the M&E Framework) for the remaining period of the project.

Rec. 4 Appoint a small Working Group to study and recommend on how best to “un-bureaucratise” some of the practices and regulations inhibiting project progress by implementing agency (HCYU) and technical assistance (UNV).

Rec. 5 Diversify course content and coverage (localities/ social groups), focus on training of Coordinators, improve training methodologies and address issues hampering quality of training delivery.

Rec. 6 Increase access and internet connectivity in rural areas and connection of unlinked provinces to VVIRC, regularly update website, improve and appropriately contextualise content of site.

Rec. 7 Develop a communication strategy, improve organisational synergies and team-sprit (esprit de corps)

Rec. 8 Seek new partners / mainstream in Ministries / Local Authorities / VIOs. In the interim, grant the project extension of eight months requested by the implementing agency.

Lessons learned

Lessons learned include;

- Close and open communication channels are crucial for project success;

- Research on sensitivities in cultural, organizational, and personal differences and aspirations need to be addressed to ensure project success;
- Its crucial to galvanise effort of government to succeed;
- Good plans are needed prior to implementation;
- Proper situation analysis, problem identification, TNAs lead to success;
- New and innovative training methodologies are crucial;
- More diversified approach to development of volunteerism in Vietnam required, because current project mainly addresses training needs while there are other factors for success;
- Orientation of international UN Volunteers is important;
- “Queen-bees” or champions need to be selected to drive projects to success;
- Utilisation of “social networks” can be an effective vehicle in mobilizing volunteerism in students;
- Team-work is important in project implementation.

EVALUATION REPORT

1.0 INTRODUCTION

This is a mid-term report for the results of a mid-term evaluation of the project Strengthening Capacity of Volunteerism for Development in Vietnam (VDVN). The project implemented with the support of UNV Vietnam and UNV headquarters is implemented by the Ho Chi Minh Youth Union (HCYU) and began in April 2009. It should be noted that a request for a “no-cost” project extension until December 31st 2012 has been formally requested by HCYU. It is anticipated that the project extension request will be granted depending on the recommendations of this report.

1.1 INTRODUCTION TO THE PROJECT

Vietnam is the easternmost country on the Indochina Peninsula in Southeast Asia. It is bordered by People's Republic of China to the north, Laos to the northwest, Cambodia to the southwest, and the South China Sea, referred to as East Sea, to the east. The result of Census April 1, 2009 shows the population of Vietnam more than 85.8 million. With an estimated current population of over 89 million, Vietnam is the 13th most populous country in the world. It is divided into 58 provinces and 5 centrally controlled cities existing at the same level as provinces.

The Vietnamese became independent from China in AD 938 until it was colonized by the French in the mid-19th century. Efforts to resist the French eventually led to their expulsion from the country in the mid-20th century, leaving a nation divided politically into two countries. Fighting between the two sides continued during the Vietnam War, ending with a North Vietnamese victory in 1975. Emerging from this prolonged military engagement, the war-ravaged nation was politically isolated. In 1986, the government instituted economic and political reforms and began a path towards international reintegration. By 2000, it had established diplomatic relations with most nations. Its economic growth has been among the highest in the world in the past decade. These efforts resulted in Vietnam joining the World Trade Organization in 2007. These economic reforms also introduced inequality in many spheres of life in Vietnam, especially income distribution.

Vietnamese people, of which: the so-called "Viet" or "Kinh" is nearly 73,6 million, account for 85.8% of the population. Their population is concentrated in the alluvial deltas and coastal plains of the country. A homogeneous social and ethnic group, the Kinh exert political and economic control. There are 54 ethnic minority groups throughout the country, but the Kinh are purveyors of the dominant culture. Most ethnic minorities, such as the Muong, a closely related ethnic of the Kinh, are found mostly in the highlands covering two-thirds of the territory. The Hoa (ethnic Chinese) and Khmer Krom are mainly lowlanders. The other largest ethnic minority groups include the Hmong, Dao, Tay, Thai, and Nung.

Vietnam is an agricultural civilization based on wet rice cultivation with ancient Dong Son culture as one of its defining aspects. The major stimulation of Vietnamese culture's development comes from indigenous factors. Vietnamese social is structured from units named *làng* (English: villages). Regarding national solidarity, all Vietnamese have a common ancestor death anniversary on the 10th day of the 3rd Lunar month.

Vietnam's culture is a part of Sinosphere that Confucianism and Laoism set the frameworks for Vietnam's feudal political systems and philosophy Vietnam was partially indianized for some certain periods of time, mostly by Buddhism. Through history, Cham culture, Cambodian culture, the culture of Tai people and other minority ethnic groups in Vietnam have been integrated with Vietnamese culture in correlated effects. Vietnam's contemporary culture is also influenced by Western culture, for example, American, French and Russian cultures.

Through its long development history, the tradition of community support for “weak people” has been practiced in Vietnamese society, which is the social baseline for the volunteerism in this country. In the Vietnam War (1945- 1954 and 1954 - 1975), youth volunteers played very important role in either military or civil works. In times of social- economical development, the volunteers provided remarkable contributions to overcoming impacts of natural calamity and disasters. Recognising this reality, the Government of Vietnam (GoV) encourages the implementation and expansion of volunteerism in all the social activities. The concept of “socialising” volunteerism has been enforced by the GoV for more than a decade.

Among the volunteers in Vietnam, the youth in general, and the Youth Union in particular, are a key player. Their well known advantages consist of i) quantity of the volunteers, ii) their availability and broad spread in all regions of the country, which helps them to respond very quickly to community needs and iii) their organisation and cooperation.

The VDVN project is meant to contribute to the Millennium Development Goals (MDGs) and the country's Social and Economic Development Plan (SEDP) by way of professional volunteerism in various sectors of the economy. The project seeks to address social inequalities in the population and particularly youth vulnerability as well as the low status of volunteerism in Vietnam.

The key stakeholders in the project are reflected in the composition of the Project Steering Committee whose membership comprises of;

- HCYU -being the implementing body and supplying 50% of VDVN staff
- UNV

- MoLISA
- MoET
- REDCROSS
- SJ VIETNAM
- UNIDO
- ILO

Issues to be addressed by the VDVN Project as outlined in the project document are;

- i) Poverty levels which are relatively high (at above 32% according to the 2005 Living Standards Measurement Survey). The widening gap between the richest and poorest quintiles of 8.9 times shows the extent to which the poor are lagging behind. Poverty is widespread among ethnic minority groups, in rural areas, mountainous areas (lack of opportunities and lack of resources) and urban areas (problem of un-registered migration).
- ii) Youth constitute a sizable portion of the country's demographic structure and are a vulnerable group. Factors that increase young people's vulnerability are being from a poor family, being a young woman from an ethnic minority group, living in a remote area, being a migrant, having a physical or intellectual disability, or living with HIV/AIDS. Compounding the problems experienced by disadvantaged young people is the lack of a comprehensive social and protection service system targeting young people, especially those who are most vulnerable. Young people affected by poverty are less likely to attend school, more likely to be forced into hard labor, to fall victim to human trafficking and are more likely to engage in risky behavior, such as sex work and drug use. Despite significant reductions in the proportion of the population living in poverty over the past two decades, there are still many young people affected by poverty.
- iii) Low status of the volunteerism sector in Viet Nam caused by among others, lack of a national volunteer centre. Many volunteer candidates do not find any appropriate volunteer opportunity where they can make a meaningful contribution to the development of their country. Many VIOs do not find the volunteers that are most suitable to contribute to their organization, and many development organizations do not involve volunteers at all despite the often great potential and need.

It was also acknowledged in the Project Document that although there are many local volunteering initiatives, voluntary contributions are mostly overlooked, under-utilized and not appropriately recognized.

Also, volunteer efforts were largely uncoordinated, and that their impact is often too scattered to be really substantive and lasting.

VDVN project was approved by Government in January 2009. In February 2009 HCYU and UNV signed the VDVN Project Document, while in March 2009 VDVN PMU was established by HCYU Board of Secretaries. The VDVN Project is a project focusing on the promotion of volunteerism in Vietnam. It is housed in the HCYU premises and is comprised of 4 sections with a total staff position of 12 persons and 3 vacant positions; the Project Advisor (an International UNV), the Monitoring and Evaluation Specialist (also an International UNV), and the Information Technology Specialist, which is a national UNV position. Among the current staff, 7 of them are from the HCYU and are all part-time except for the Office Manager. The Policy section consists of 1 part-time staff, the Communication and Training sections each have 3 staff (2 full-time and 1 part-time) while the Project Management Unit has 4 staff (one full-time and the rest being part-time staff from the HCYU. Effectively the project commenced in April 2009 when a Project Inception Workshop was organized by UNV and the PMU and a 10 member PSC was introduced. Being a three-year project, closure is expected in April 2012. HCYU is the implementing agency while UNV provides technical assistance. The main funding sources are UNV Headquarters US \$530,000 and the One UN Plan Fund (OPF) \$188,458. Other funding in kind is generated from HCYU \$166,200. The project mobilizes international and national UNV volunteers, and international volunteers from other agencies. VSO committed \$46,000 VIDA \$84,000 AVI \$40,000. Viettel has not met its obligation of \$35,000. UNV has a history of collaboration with HCYU in the SVF funded Cultural Heritage Preservation Project (2004-2006). Currently there are 24 UN volunteers in Viet Nam and a number of these are serving in the VDVN project.

1.2 INTRODUCTION TO THE EVALUATION

The purpose of the evaluation is three-fold:-

- iv) To review the project performance and achievement against its objectives;
- v) To identify gaps in project management, coordination mechanisms, and technical support to the project;
- vi) To assess the contribution to and promotion of volunteerism achieved by the project.

The Terms of Reference also required the Consultants to evaluate the institutional relationships developed throughout project implementation, and assess the extent to which the project took into account dimensions of

gender and human rights in project formulation and implementation. The Terms of Reference (TORs) are attached to this report as Annex G.

The scope of the evaluation therefore covered an assessment of a 9-point evaluation criteria stated in the TORs and the assignment entailed the following;

- Development of an evaluation matrix with key questions for the evaluation, indicators, and means of verification;
- Elaboration of the methodology;
- Development of tools / instruments for the field work;
- Formulation of an elaborate Work-Plan (Annex A).

The above deliverables were presented in the Inception Report delivered as the first output by the Consulting team.

After the acceptance of the Inception Report, the team simultaneously embarked on the field mission and continued review of literature, culminating in an Aide Memoire on presentation of key findings and main recommendations to the Project Steering Committee (PSC) as the quality assurance body for the evaluation. The Draft and Final Reports incorporating the comments of stakeholders were prepared in the home office.

Evaluation process and methodology

The project aim is to strengthen the capacity of Vietnam Volunteer Information Resource Center (VVIRC) to become a permanent and sustainable national institution for the promotion and support of volunteerism for development (V4D) to better assist youth and other vulnerable populations in Viet Nam. The evaluation process was participatory involving key stakeholders (project staff, the Project Management Unit, the PSC, and target group / beneficiaries).

Qualitative methods were mainly used for this study. These included:

- Key Informant interviews
- Focus Group Discussions, and
- Visits and Observations.

In the field, 3 locations were visited (Hanoi capital, Thai Nguyen Province, and Hue City). Table 1 below provides a summary of the field work mission.

Based on data collected from the review of literature, these sources of information provided triangulation mechanisms to collaborate and or check on information already known by the consulting team. The tools used for the study are attached as Annex D.

Table 1: Summary of the field mission exercise

Region / Type of Methodology / Approach	Key Informants met	Focus Groups held
Hanoi	15	1 group (7 people)
Thai Nguyen Province	10	2 groups (12 people)
Hue	1	1 group (5 people)
TOTAL PERSONS MET	26	4 groups (24 people)

Responses were therefore obtained from a total of 50 persons. Focus groups were comprised of VDVN staff (Hanoi), youth volunteers (Thai Nguyen Province-Phu Luong district, On Luong commune) and participants in a training course being conducted at the time of the evaluation (Hue).

Annex E indicates the various documentation reviewed by the evaluation mission while Annex F is a bullet by bullet summary of main points captured from these documents.

There were a few limitations that constrained the study. These include;

- Unavailability of some Key Informants during the period of the evaluation mission. Useful lessons and or information therefore may have been missed by the evaluation team.
- Insufficient time to consult external stakeholders (communes, volunteers themselves). Impact analysis was therefore curtailed by time.

The following is a report of the findings based on criteria availed to the Consulting team.

2.0 EVALUATION FINDINGS

2.1 Relevance / responsiveness

Both dimensions of external and internal coherence of the project were assessed. The Consulting team assessed the extent to which the objectives

and design of the project are suited to locally defined stakeholders' needs and priorities, to government policies, to other development agencies' efforts. They also examined the extent to which the objectives and design of the project are suited to UNV's strategic goals and priorities, to the country programme, and to regional strategy. On a question by question basis (as provided in the TORs), the following were the findings related to relevance:-

211 Were the project's activities relevant, appropriate and strategic compared to the national goals and UNV mandate in promotion of volunteerism for development?

Viet Nam Socio-Economic Development Plan (2006-2010) and the One Plan (2006-2010) both include youth as a major focus for development and aim to promote youth volunteerism. The strategic objective for the UNV Programme in Vietnam is to "promote volunteerism for development (V4D) particularly youth volunteers through the mobilization of youth volunteers". This is aimed at expanding and diversifying volunteer options for Vietnamese people, and advocate for and facilitate the creation of an enabling framework for volunteerism for development.

The project activities whose core was the creation of a national volunteer centre were relevant and appropriate to the country's SEDP, the UN One Plan, and strategic in meeting the UNV mandate. In particular the formulation of the Policy on Youth Volunteerism, currently with the Office of the Prime Minister is a key enabling framework for V4D.

Majority of the key informants consulted confirmed this view, and the respondents in the Focus Group discussions held alluded to their improved professionalism in development work at various levels; national, provincial, districts and communes. A major limitation of this Policy however, is the focus on youth rather than for all age groups in all sectors.

212 What was the quality and logic of project rationale and design?

Project rationale was of good quality. Issues of poverty, youth vulnerability, and low status of volunteerism in Vietnam are indeed significant in Vietnam. The project contributes to outcome 2 of the One UN Plan Fund, namely "Quality social and protection services are universally available to Vietnamese people" through UNV Output that "Volunteerism provides a mechanism for participation and involvement of Vietnamese youth". This therefore provides project logic in terms of the results framework. Issues of poverty, youth and vulnerability are however not adequately covered through the VDVN Project activities although recognized by the document at the design stage. This matter was acknowledged in the Annual Project Progress Report (APPR) – December 2010.

213 Are the project activities benefiting the beneficiaries as defined in the project document?

Project activities are benefitting the beneficiaries. The main beneficiaries of this project are HCYU, VIOs and government entities utilising and supporting volunteers, and youth volunteers. For example the VVIRC has been physically set up within the HCYU premises with a number of staff and the VVIRC website is fully functional. VIOs, at national and lower level administrations are benefitting from the Training of Trainers courses conducted in all regions. Over 500 volunteers have participated in these courses. MOLISA, MOET are some of the government entities utilising and supporting volunteers that have benefitted from some of these courses. MOLISA has several programs and activities with volunteer activities and many joint programs with HCYU. MOET enables students to join volunteer activities and collaborates with HCYU and Vietnam Students Association. Volunteers play a key role in activities conducted by Red Cross. Many joint programs with HCYU exist but more needs to be done to mobilize volunteers. A national Conference held in Hanoi in June 2010 and whose theme was “Strengthening Our Future Together” benefitted over 150 participants from the beneficiaries.

However, the private sector which was identified as a secondary beneficiary, since the project may lead to increased involvement in Public/Private Partnerships; improved quality and increased opportunities for Social Corporate Responsible initiatives; increased pool of experienced youth to meet labour demands through volunteerism and employability initiatives; increased opportunities for employees to engage as volunteers; and increased corporate engagement in addressing national and local development objectives seems not to be benefitting from the project. Not enough information has been availed to the private sector as is exemplified in the following statement from the country representative who has been on the job since February 2011.

“We are not aware of the VVIRC website, yet we have a huge demand for volunteers in our core areas of activities aimed at provision of technical assistance to industry”.

2.2 Effectiveness / achievement of planned objectives

The following were the stated objectives of the project; physically setting-up VVIRC under HCYU, capacity development of VVIRC, HCYU, volunteer involving government agencies and other organizations, and youth volunteers, facilitation of partnerships between HCYU and other mass organizations, the Ministry of Labor, Invalids and Social Affairs (MOLISA) and

other government agencies, UN agencies, volunteer involving organizations, and private sector, development of a public information strategy including establishment of a web site, development of networks among stakeholders, conduct of research surveys on volunteerism, and organization of annual volunteerism promotion campaigns, and the development of policy recommendations that will result in the drafting of regulations on volunteerism. On a question by question basis, the following were the evaluation findings:-

221 To what extent have project objectives been achieved?

- i) The VVIRC has been physically set up under HCYU;
- ii) Capacity of VVIRC, HCYU, volunteer involving government agencies and other organizations, and youth volunteers has been developed particularly through TOT courses on volunteerism management conducted in various locations nationally (Refer to Annex F for all trainings, workshops, and Conferences held).
- iii) Partnerships between HCYU and other mass organizations, the Ministry of Labor, Invalids and Social Affairs (MOLISA) and other government agencies, UN agencies, volunteer involving organizations have been facilitated through the establishment of the Project Steering Committee since April 2009. The various roles and commitment of some PSC members however are not explicit. The partnerships with the private sector are yet to be built.
- iv) The VVIRC web site has been up and running since December 2009.
- v) A research survey on the impact of volunteerism, commissioned in July 2011, is underway and the results are expected in December 2011.
- vi) Recommendations have been obtained from various stakeholders and fora and the Policy on Youth Volunteerism submitted to the Prime Minister's office for endorsement.

Notwithstanding the above accomplishments, the VDVN has been beset with some implementation challenges including, the inability to attract and retain qualified staff, many part-time and vacant positions, failure to formulate Capacity Development Plan for project staff, Training Plan and Manuals, Sustainability Plan, Resource Mobilisation Plan, Publicity Strategy, and lack of availability of a dedicated full-time Project Manager from HCYU. The latter factor has rendered the role of HCYU as an implementing organization to make VVIRC work less effective. In addition, the process of securing the endorsement of the Volunteer Policy on Youth Volunteerism has been slow, the website is reported to be not widely known; with limited interface (e.g hotline) and content, limited to volunteer recruitment and volunteer work only, Vietnamese and English versions not consistent and not frequently updated. With regard to capacity development, there were concerns from the

beneficiaries on limited scope, coverage and quality of Training of Trainers program (inexperienced trainers, poor training methodologies, short courses, lacking in practice, and one-off courses). The consulting team also heard of too much bureaucracy the VDVN project operates in. For example, the endorsement of the Policy on youth volunteerism and the authorisation of the project extension request needed the blessing of several ministries, departments and agencies within the GoV. This partly explains why only 62% disbursement rate had been achieved by the project in December 2010 according to the external audit report. It was also reported that the UNV programme would not recruit additional volunteer staff if sufficient long term contracts cannot be drawn due to the remaining short duration of the project.

222 What progress has been made towards the achievement of development results including the review of the results and resources framework and implementation of better processes to achieve those results?

According to the Q1 and Q2 (April-June) 2011 Progress report covering the results and resources framework for 20 indicators;

- The VDVN project office is in good working condition
- Project Support Specialist NUNV recruited March 2011
- Recruitment of a M&E specialist was not successful since selected candidates were not satisfied with monthly allowance provided by the UNV
- IT specialist NUNV recruited July 2011
- Training Specialist NUNV left the project because of personal reasons
- Completed Draft proposal for the organizational chart and working modality of the VVIRC
- V4D workshop was organized on 7 April with participation of 30 participants from provincial HCYUs, volunteer groups/ clubs in Hochi Minh City and southern provinces
- Limited project duration is also another difficulty relating to the recruitment of a Project Advisor. The project needs completing extension procedures for validity of 1 one-year contract at this post. The PMU is submitting a letter for project extension to relevant ministries (MOFA, MPI and MOF) and the PM's office for approval of the project extension to Dec 2012.
- Internal audit results indicated strict compliance of the project implementer with financial regulations of the government and of the UN
- The English and Vietnamese updates of the VVIRC website are not consistent since the Editor is overloaded when working as an administrator as well
- Many web users comment that the interface of the website and its features are not friendly
- Communication products of the VVIRC were delivered at meetings, workshops and sent to 73 provincial HCYUs and VIOs

- Posters of the Green Summer Campaign initiated by HCYU were designed and printed with information relating to the VVIRC
- VVIRC logo was designed
- Advocacy of the VVIRC has been done through several joint-activities between the VVIRC and partners. For example, the information about the VVIRC was printed on the products of Hello Summer Campaign and Military Practicing Course
- A database was set up with over 80 volunteer organizations, clubs and groups registering as a member of the website.
- Some volunteer organizations and groups posted volunteer opportunities on the website and joined in the social network
- The training course on VVIRC took place on the 8th of April in Hochi Minh City with 20 participants from southern HCYUs and volunteer clubs
- Exposure trip to France, Belgium and Sweden was organized in May 2011 to get information and establish relations with partners, especially typical ones such as CCIVS, volunteer network of the EU, Peace Work - the largest volunteer organization in Sweden, France Volunteers.
- Membership application was sent to the CCIVS and IAVE for acceptance
- Information sharing workshop held in April for 47 representatives from volunteer groups/ clubs in Hanoi and surrounding provinces
- A contract between the PMU and the Sociology Department of the Institute on Journalism and Communication was signed on 30 June 2011. Accordingly, the contract to research on the impact of volunteerism will be performed within 04 months. The final report will be submitted in November 2011.

The above latest progress report therefore shows several scheduled results remain “Work-In-Progress”. A detailed results sheet is attached to this report as an Excel file.

223 To what extent has the project contributed to addressing problems stipulated in the project rationale: Poverty Situation, youth and vulnerability and current status of volunteerism in Viet Nam?

The VDVN project has not done much to address the problems of poverty situation, youth and vulnerabilities as stipulated in the project rationale due to a limited number of activities formulated in the work-plans to address these issues. On the other hand, the project has substantially contributed to addressing the status of volunteerism in Viet Nam because the Policy on Youth Volunteerism is about 85% accomplished after extensive consultations, and there has been a change from traditional approaches of volunteerism to V4D. Consensus has now emerged on the meaning and significance of the concept, that is, harnessing volunteers’ willingness (desire) to contribute towards supporting the Government to achieve the National Development Goals for the betterment of communities and society at large. It is based on voluntary participation among volunteers and beneficiaries with a focus on

sustainability and transferability. Courses in volunteerism management have been organized and executed by the implementing body for a wide spectrum of beneficiaries.

2.3 Efficiency / use of resources

Efficiency refers to the input-output ratio with regard to the “7Ms” – Money, Manpower (human resources), materials, machinery, minutes (time), MIS, and markets (external stakeholders). The Consulting team took cognizance of the way these resources have been used, and on a question by question basis as stipulated in the TORs, the following were the findings:-

231 Were activities cost efficient?

The activities were cost efficient. Since 2010, the Harmonised Project and Programme Management Guideline (HPPMG), a set of harmonised management procedures, was launched and applied by the Project, which helps to standardise the management practices and improve the management effectiveness for V4D project. According to the external audit report of December 2010, no major issues arose from the use of project resources during the implementation of activities.

232 Were output/objectives achieved on time?

Most of the project objectives occurred behind schedule arising to mainly the lack of a full complement of staff at VDVN project. The website for instance was established about 1 year after the scheduled time, while the Policy on Youth Volunteerism, considered to be the lynch-pin of VDVN project success still drags on. A majority of Plans remain to be formulated. These include Capacity Development Plan for project staff, Training Plan and Manuals for courses, Project Sustainability Plan, Resource Mobilisation Plan, Publicity Strategy and the M&E Framework. Lack of availability of a dedicated Project Manager from HCYU ought to explain some of these implementation shortfalls.

233 Was the project implemented in the most efficient way compared to alternatives?

Given the level of human resources available for the project during implementation, the project has been implemented efficiently. However, implementation and achievement of objectives would have been more efficient if key Project staff were in place. This situation has been compounded by the large number of part-time staff particularly the Project Management Unit (PMU) associated with the VDVN project.

234 Was the efficiency of implementation and costs utilization based on the activities outlined in the project document?

No activities have been implemented outside the project document.

2.4 Impact / visible changes attributed to project

With regard to project effects, the following findings were obtained:-

- i) There is limited impact due to delays in implementation
- ii) Although it was noted that there is better volunteer spirit and coordination via VVIRC website, not much has been done to enhance volunteerism spirit. A lot of potential exists.
- iii) 1-2 day courses are not effective. Not much practice is done by volunteers

On the other hand, positive statements from respondents interviewed and observations from the field visits indicate that;

- i) There is better coordination of volunteers both from the supply and demand side. The project has reduced overlaps and duplication of effort in volunteer management work
- ii) There is improved networking, communication and awareness via workshops, meetings, conferences, the website, etcetera. An estimated 50% students from the Foreign Trade University for instance were reported to be aware of VDVN.
- iii) Project has paced up volunteer activities in Vietnam
- iv) VDVN has enhanced experience and confidence levels in youth volunteers
- v) Skills provision to various VIOs and Government agencies in volunteerism
- vi) Project professionalized traditional volunteer system

It is to be noted that the results of research on the impact of volunteer activities on economic-social development in Vietnam will be submitted in November 2011.

2.5 Sustainability / future

On sustainability, two dimensions were assessed, technical sustainability and financial sustainability. The following findings were made on questions raised in the TORs:-

That the project will be sustainable technically on donor exit since tremendous capacity has been developed with a number local partners at the centre as well as in the local authorities and lower levels of the HCYU in the provinces and districts. However, financial sustainability was not evident.

251 What mechanisms and plans has the project put in place to ensure its continuity beyond the project cycle?

An exit strategy has not been developed and there is no sustainability plan in place yet.

252 Has YU developed any financial and technical strategies and plans for the sustainability of the project activities beyond the project cycle?

The YU has not developed any financial and technical strategies and plans for the sustainability of the project activities beyond the project cycle.

2.6 Gaps in PMU, Coordination, Technical Assistance

The following are the findings based on questions raised in the TORs:-

261 What have been some of the challenges and limitation to manage and implement the project activities?

Gaps exist in both the PMU, coordination as well as in Technical Assistance. Management style at PMU lacks in consultations and can be improved by encouraging more consultations and ownership by all stakeholders. There is limited CSO involvement. The varying perceptions on a national volunteer body has been a major constraint. Most posts have not been fully staffed by the technical staff. The high rate of staff turnover and inability to fill key positions has created implementation hiccups.

262 How did the project management unit tackle these challenges and limitations?

Use of available staff sometimes leading to work overload has been resorted to in addressing the challenge of limited staff. A number of capacity development workshops and a planning retreat has been held to address the issue of varying perceptions on key concepts in VDVN.

263 What are the plans and strategies to avoid or mitigate the challenges in the future?

It is planned that the Project Steering Committee will meet more regularly and get more committed in their engagement with the VDVN project. The

challenges faced by the project are planned to be circumvented if the project extension period sought is granted. During this extension, the project would also acquire the lacking staff who need longer contracts to be recruited.

264 What are the specific recommendations for future planning and implementation of the project?

These are contained in the general recommendations in section 4 of this report.

2.7 Contribution to and promotion of volunteerism

UNV recognizes that volunteering means different things to different people and that there is a wide range of motivations for becoming a volunteer. The following are the findings with respect to the criteria of added value of the VDVN project to volunteerism:-

- Professionalism has been introduced into volunteerism via the concept of V4D.
- Volunteerism concept has been strengthened through effective communication / information system
- Exposure visits and networking internationally taken place
- Changed volunteerism practices (e.g Student Unions address insurance for student volunteers)
- Local VIOs supported and brought on board plus NGOs, UN agencies. Ministries partnerships and collaboration improved.
- VDVN has attracted more volunteers and raised awareness
- Capacity building initiatives have increased
- Improved management of voluntary work in the provinces, districts, and communes
- Enhanced coordination at national level – VVIRC

271 What is the distinctive contribution or added value of UNV volunteers to the outcomes of the project?

International practices portrayed by some IUNVs have led to better outputs of the project. The UNV volunteers have stimulated local volunteerism and a wider perception adopted leading to formulation of policy / legislation.

272 Without the involvement of UNV volunteers, what would have been different? Would the outcome have been the same, slower, negative, not happened at all?

The outcome would either be slower or not happened at all. Volunteerism in Vietnam would have remained traditional and less professional without the involvement of UNV volunteers.

273 How did UNV in the project contribute to stimulating local volunteerism?

Through support to capacity development particularly through the operationalisation of the VVIRC and the VVIRC website.

274 What were the helping and hindering factors to the stimulation of volunteerism in the project?

The helping factors were;

- i) The tradition of volunteerism already existing in Vietnam
- ii) The role of the HCYU as a highly recognized and firmly established mass organization across Vietnam.

The hindering factors were;

- i) High turnover of Project Advisors and lack of staff in some key positions
- ii) Poor communication between the partners
- iii) Delays in securing endorsements and approvals from Government in time

2.8 Institutional relationships and how they can be strengthened

On institutional relationships, the Consulting team found out the following:-

281 What institutional relationships have been developed throughout the project particularly in supporting partnerships development, building capacity for targeted stakeholders, and promoting participatory approaches?

UN and Government agencies and departments as well as VIOs have worked together with HCYU on the Project Steering Committee. These partnerships have enabled the project to thrive. International volunteer organizations like VSO have been mobilized to participate in building the capacity for stakeholders. The pilot Training of Trainers courses held for voluntary work managers in various regions of Vietnam has greatly facilitated participatory approaches.

282 How can these institutional relationships be strengthened in the future?

It is advised that the roles and responsibilities of members of the Steering Committee be further clarified. There is need to seek new and more

partnerships particularly from local VIOs, and CSOs to guarantee project sustainability. Finally, the endorsement of the Policy on youth volunteerism will in the future go a long way in streamlining and harmonizing the institutional relationships of the partners and stakeholders in the VDVN project.

2.9 Gender and Human Rights engendering

To what extent did the project take the dimension of gender and human rights, in particular, did the project promote gender sensitive and a rights-based approach in its formulation and implementation?.

The project advocated for gender sensitivity in its formulation. During implementation however, there has been no conscious effort to mainstream gender issues given the peculiarity of volunteerism by definition.

With respect to human rights, this was neither a consideration at project formulation nor an issue addressed during project implementation. The consulting team was informed that these issues should not be of great concern in the evaluation of the VDVN project.

3.0 CONCLUSIONS

Overall the project is rated as having performed fairly satisfactorily to satisfactory, with the following breakdown against each criteria evaluated:-

Table 2 depicting brief assessment of each criteria

No.	Criteria	Assessment
1	Project relevance / responsiveness	Satisfactory
2	Project attainment of objectives (effectiveness)	Fairly satisfactory
3	Project use of resources (efficiency)	Highly satisfactory
4	Project effects (impact)	Fairly satisfactory
5	Project sustainability	Satisfactory (more for technical sustainability but less for financial sustainability)

6	Gaps identified in Project Management, Coordination, and Technical Assistance	Fairly satisfactory
7	Added value of Project to Volunteerism	Satisfactory
8	Strengthening of Institutional relationships	Satisfactory
9	Gender and Human Rights mainstreaming	Fairly satisfactory for gender and fair for Human rights; the latter was not an explicit objective indicated in the Project Document.

The following are issues of significance related to key areas mentioned in the TORs.

Issue 1: High staff turnover and inability to attract well qualified and experienced staff;

Issue 2: Implementation and attainment of objectives hindered by vacant and part-time posts in the project office;

Issue 3: Key Policy (Youth Volunteerism) and many Plans and Manuals (e.g Training Manual) not in place. They remain work-in-progress;

Issue 4: Bureaucratic delays (both UNV and HCYU) impinge on project effectiveness;

Issue 5: Limited scope, coverage and quality of Training of Trainers program (inexperienced trainers, short courses and traditional training methodologies, lacking in practice, one-off courses);

Issue 6: VVIRC website

Not widely known; interface of the website and its content is limited; limited to volunteer recruitment and volunteer work opportunities only; Vietnamese and English versions not consistent and not frequently updated;

Issue 7: Communication bottlenecks in structures, teams, organisations;

Issue 8: Sustainability on donor exit

4.0 LESSONS LEARNED

Lessons learned from this project include:

- Close and open communication channels are crucial for project success
- Research on sensitivities in cultural, organizational, and personal differences and aspirations need to be addressed to ensure project success
- Its crucial to galvanise effort of government to succeed
- Good plans needed prior to implementation
- Proper situation analysis, problem identification, TNAs lead to success
- New and innovative training methodologies are crucial.
- More diversified approach to development of volunteerism in Vietnam; current project mainly addresses training needs while there are other factors for success
- Effective orientation of international UNVs on cross-cultural sensitivities prior to deployment is important
- “Queen-bees” or champions need to be selected to drive projects to success
- Utilisation of “social networks” can be an effective vehicle in mobilizing volunteerism in students
- Team-work is important.

5.0 RECOMMENDATIONS

The following is a recommendations matrix adopted from the management response matrix. It incorporates, the issue, a corresponding recommendation, the action, responsible unit / organisation, as well as the proposed implementation time-line.

Table 3: Summary of recommendations

Issue & Recommendation	Key Actions	Timeframe *	Responsible unit(s)
<p>Issue 1: High staff turnover and inability to attract well qualified and experienced staff</p> <p>Rec. Attract and retain a cadre of sufficiently qualified and experienced staff through provision of particularly non-monetary incentives (improve orientation and induction programs, better working conditions like provision of timely feedback, appreciation and recognition of tasks contained in officers TORs, enhance motivation, improve formal and non-formal communication, etc)</p>	<p>Staff Recruitment -Advertisement / Selection / Staff Retention -Mentoring and Staff Development and Management</p> <p>The orientation should include expectation of community on volunteerism, on Vietnamese culture, behaviour/ habits/ living conditions of/ in Vietnam and in area, which IUNVs will visit/ work for rather than a limited focus mostly on the project and its activities.</p>	Short-long term	PMU
<p>Issue 2: Implementation and attainment of objectives hindered by vacant and part-time posts in the project office</p> <p>Rec. Expedite process of formalising project extension period and recruit competent Project Advisor in addition to key staff - M&E Specialist, ICT Advisor, and consider engaging a full-time Coordinator in the absence of a dedicated full-time Project Manager from HCYU.</p>	Follow-up with relevant structures	Medium term	PMU and PSC
<p>Issue 3: Key Policy (Volunteer) and many Plans and Manuals (e.g Training Manual) not in place</p>			

<p>Rec. Fast-track the endorsement of the Policy on Youth Volunteerism, review the DPO/Document and develop and implement an Operational / Business Plan (covering the following components; Capacity Development Plan for project staff, Training Plan and Manuals, Sustainability Plan, Resource Mobilisation Plan, Publicity blitz and the M&E Framework) for the remaining period of the project</p>	<p>Aggressively pursue this objective as a key determinant in its decisive phase up to completion</p> <p>Develop and implement in a business-like manner One VDVN Plan (Sept 2011-Dec 2012) with “SMART” indicators and in particular issues of poverty, youth vulnerability, and low status of volunteerism in Vietnam be captured more explicitly in upcoming project activities and work-plans</p>	<p>Short-term</p>	<p>PMU</p>
<p>Issue 4: Bureaucratic delays (both UNV and HCYU) impinge on project effectiveness</p> <p>Rec. Reduce bureaucratic red-tape for instance the need to have longer contract periods for staff if UNV were to recruit volunteers for the project, and the multiple permissions required by HCYU to get the Policy on Youth Volunteerism endorsed</p>	<p>Appoint a Working Group to study and recommend on how to “un-bureaucratise” some of the practices and regulations inhibiting project progress by implementing agency (HCYU) and technical assistance (UNV) entities</p> <p>Make formal requests to Principal destinations with regard to some outstanding issues</p>	<p>Medium-term</p>	<p>PSC HCYU and UNV</p>

<p>Issue 5: Limited scope, coverage and quality of Training of Trainers program (inexperienced trainers, short courses and traditional training methodologies, lacking in practice, one-off courses)</p> <p>Rec. Diversify course content and coverage (localities and social groups), focus on training of Coordinators, improve training methodologies, and address issues hampering quality training delivery.</p>	<p>Add more modules, provinces, target groups, and improve on delivery of training and workshops</p>	<p>Medium term</p>	<p>Training Department</p>
<p>Issue 6: VVIRC website</p> <ul style="list-style-type: none"> -not widely known; -interface of the website and its content is limited; -limited to volunteer recruitment and volunteer work only -Vietnamese and English versions not consistent and not frequently updated <p>Rec. Increase access and internet connectivity in rural areas and connection of unlinked provinces to VVIRC , improve content of site regularly update website</p>	<p>Provide more real-life content e.g. on upcoming training courses, skills training methodologies for volunteers, etc and enhance consistency between English and Vietnamese versions by contextualising the material</p>	<p>Immediate</p>	<p>Communication Department</p>

			UNESCO
<p>Issue 6: Communication bottlenecks in structures, teams, organisations</p> <p>Rec. Develop a communication strategy, improve organisational synergies and team-sprit (esprit de corps)</p>	<p>Hire Communication Consultant and improve inter-departmental cooperation and frequent team-building exercises, increased PSC meetings and commitment and clarification of roles of members</p>	<p>Short -long term</p>	<p>PMU</p>
<p>Issue 7: Sustainability on donor exit</p> <p>The VDVN Project Manager retorted several times that the VVIRC will work sustainably. The Consulting team did not see any action for integrating the activities of this Centre into HCYU operation in the future.</p> <p>Rec. Seek new partners / mainstream in Ministries / Local Authorities / VIOs</p>	<p>Request for an annual budget-line</p> <p>Develop Exit Strategy Consolidate gains made in existing systems and structures</p>	<p>Short-term</p> <p>Long-term</p>	<p>HCYU</p> <p>UNV PSC / PMU</p>

Legend / key * Short-term recommendations – Implement Sep – Dec 2011, Medium term recommendations – Implement Jan – April 2012, Long term recommendations – Implement April – Dec 2012 (project extension period, if granted)

Annexes

- A. PROGRAMME OF EVALUATION
- B. TIMETABLE OF FIELD WORK
- C. LIST OF PEOPLE INTERVIEWED/MET
- D. DATA COLLECTION INSTRUMENTS
- E. LIST OF IMPORTANT DOCUMENTATION CONSULTED
- F. DESK STUDY REPORT
- G. TERMS OF REFERENCE OF THE EVALUATION
- H. RESULTS AND RESOURCES FRAMEWORK – PROGRESS REPORT
JUNE 2011 (EXCEL FILE)

A PROGRAMME OF EVALUATION

No	Date	Time of appointment	Names	Organisation	Designation / Title
1	15.08	0900	Dzung Ms Do Thi Kim Hoa	HCYU	VDVN Manager Administrative Assistant
2	15.08	1030	Ruby Banez	UNV Program	UNV Program Officer / Team Leader UNV Hanoi Office
3	16.08	1230	Steven Tait Luu Thi Lam Giang	HCYU	Communication / Training, Working Groups
4	16.08	1430	Ta Van Ha	HCYU	Policy / Legal team
5	16.08	1530	PMU	HCYU	Project Manager / Deputy Manager / Accountant / Administration Assistant
6	17.08	9.00	Mr Ha	Policy Advisor	HCYU
7	17.08	13.00	Ms Phuc	Director of SJ Meeting in VDVN office	SJ Vietnam
8	17.08	1500	Ms Hang PSC member	RED CROSS UN AGENCIES (IOM)	Youth Department head and Volunteer Depart of Red Cross
9	18.08	0930	Ms Hoai Phuong	Vietnamese Student Association (former trainee)	President of Vietnamese Student Association of Foreign Trade University
10	18.08		PSC member	GOVT. MINISTRIES (MOLISA, MOET, MOHA)	

12	19.08	0900	PATRICK GILABERT Key Informant to be identified	UNIDO PARTNERS (AVI, VIDA, WOMEN UNION)	UNIDO Representative
12	22.08	Am	Key Informant to be identified	VIOs (CCIV*) and VSO REP. (Ms Chung now at UNV)	
13	22.08	0930am	Site visit	Thai Nguyen **	Beneficiaries (Youth / Women/ Commune Head)
14	23.08-24.08		Site visit	Hue **	Beneficiaries (Ex-trainees and current workshop)
15	25.08	0900	Presentation of findings	Hanoi	PSC
16	30.08		Submission of Draft Report	Home –office and e-mail	Consulting team / Stakeholders input
17	05.08		Submission of Final Report	Home –office and e-mail	Consulting team

Legend / Key

- * Coordinating Committee for International Volunteer Service -CCIVS (VIO) to be contacted via e-mail.
- ** Focus Group Discussions with Volunteer Groups / Trainees (Former and current)

B TIMETABLE OF FIELD WORK

FIELD –TRIPS						
1	22.08	1100		Thai Nguyen – FGDs - On Loung Commune	Beneficiaries (Youth / Women/ Commune Head)	By car – 2 -3 hours with Ms Hoang
		1400		HCYU office		
2	23.08	1630		Hue KII	Beneficiaries (Ex-trainees and current workshop)	Flight at 1300
	24.08	1030		Hue FGD		Return flight 1500

C LIST OF PEOPLE INTERVIEWED/MET

No.	Names	Organisation	Title
1	Ruby Banez	UNV	Programme Officer
2	Sandra Veloso	UNV (via skype)	formerly PO
3	Patrick Gilabert	UNIDO	Country Representative
4	Nguyen Manh Dzung	VDVN /PMU	Project Manager
5	Do Thi Kim Hoa	VDVN / PMU	Project Assistant / Office Manager
6	Nguyen Dinh Quoc Huy	VDVN / PMU	Project Accountant
7	Ta Van Ha	VDVN	Legal Advisor
8	Steven Tait	VDVN	Communications Advisor
9	Luu Thi Lam Giang	VDVN	Training Assistant
10	Duong	HCYU	Staff Pioneer Department
11	Tung	HCYU	Staff Pioneer Department
12	Do Thi Phuc	SJ Vietnam	Director
13	Tran Thu Hang	Vietnam Red Cross	Director of Youth and Dissemination Department
14	Mrs Nga	Vietnam Red Cross	Dissemination Officer
15	Nguyen Thi Hoai Phuong	FTU Students Association	President
16	Dao Anh Tu	FTU Students Association	Vice President
17	Phan Thanh Ngoc	On Luong Commune, District, Thai Nguyen Province	Secretary of Commune Youth Union
18	Hoang Ngoc Hung	Provincial Youth Organisation of Thai Nguyen Province	Head Youth Movement Department
19	Ma Dac Kien	Provincial Youth Organisation of Thai Nguyen Province	Vice Head Youth Department

20	Le Minh Hieu	Provincial Youth Organisation of Thai Nguyen Province	Staff of Youth Department
21	Nguyen Van Thao	On Luong Commune, District, Thai Nguyen Province	Deputy Secretary of Commune Youth Union
22	Mr. Thuy		Chairman of Commune People Committee
23	Mr. Cung		Secretary of Commune Party Organisation
24	Ms. Bau		Chairperson of Commune Women Union
25	Ms. Dang Thi Ly		Chairperson of Commune Farmer Association
26	Cong Tran Gia	Hue	Head Communications Department

D DATA COLLECTION INSTRUMENTS

UNDP / UNV QUESTIONNAIRE

1. Was the Project Implementation extension request (April 2009 – April 2012) from the Project Steering Committee granted?
2. Was this a “No Cost” extension?
3. Is there an M&E Strategy in place yet?
4. How about filling the post of M&E Specialist?
5. How about the Resource Mobilisation Strategy?
6. What are the likely causes of high UNV staff turnover?
7. How effective is the implementation modality involving Youth Union staff into the PMU activities?
8. To what extent has the VDVN Project contributed to the One UN Plan Fund Outcome 2: “Quality social and protection services are universally available to Vietnamese people”?
9. Refer to TOR 3 and related questions
10. On a 1-5 scale how would you rate the following parameters of the project todate (1 being the lowest and 5 the highest):-
 - i) Relevance / responsiveness
 - ii) Attainment of project objectives
 - iii) Resource use
 - iv) Impact / changes
 - v) Sustainability
11. Any lessons you would like to share with us?
12. Can you provide 3 main recommendations for project improvement(s) over the remaining time of the project?

VDVN STAFF / PROJECT MANAGEMENT UNIT

1. Is the VVIR website generating substantial volume after it was successfully launched as planned on 9th December 2010?
2. Is VSEC or the UN IT Specialist responsible for its maintenance and operation / improvements?
3. Was the Project Management Refresher training to PMU and staff included in the 2011 AWP?
4. Has it been conducted?
5. What are the other key capacity development needs of staff?
6. Have the Training Manual, Training Plan, and Training Strategy following the Training Needs Assessments in Thai Nguyen, Ben Tre and Nghe Anh provinces been done?
7. What are the likely causes of high staff turnover?
8. Which of the following reasons hold true for inadequate project implementation:-
 - a. lack of human resources
 - b. weak coordination
 - c. complex administrative procedures / internal structure of YU.
 - d. poor communication
 - e. limited commitment on the part of PSC members
 - f. lack of Volunteer Policy
 - g. too many changes.
9. Refer to TOR 2 and the related questions
10. On a 1-5 scale how would you rate the following parameters of the project to date (1 being the lowest and 5 the highest):-
 - i. Relevance / responsiveness
 - ii. Attainment of project objectives
 - iii. Resource use
 - iv. Impact / changes
 - v. Sustainability
11. Any lessons you would like to share with us?
12. Can you provide 3 main recommendations for project improvement(s) over the remaining time of the project?
13. What % age of your staff establishment are female?

PROJECT STEERING COMMITTEE

1. To what extent has the VDVN Project contributed to the MDGs and SEDP goals?
2. What are the key capacity development needs of the members of the Steering Committee?
3. Are the functions and responsibilities of the VVIRC within the HCYU structure clear?
4. How best can the current roles of Project Advisor / Coordinator and Project Director and Project Manager be improved?
5. How can project management be best improved particularly given the additional responsibilities some staff (7) in the PMU have in the YU?
6. Has a selection criteria for project sites in the provinces and districts been developed yet?
7. Are two regular meetings per year sufficient for committee business?
8. Has the Draft Policy on Volunteerism been submitted to the Office of the Prime Minister as originally planned for January 2011?
9. What are the likely causes of high staff turnover?
10. Which of the following reasons hold true for inadequate project implementation:-
 - a. lack of human resources
 - b. weak coordination
 - c. complex administrative procedures
 - d. poor communication
 - e. limited commitment on the part of PSC members
 - f. lack of Volunteer Policy
 - g. too many changes.
11. Refer to TOR 2 and the related questions
12. On a 1-5 scale how would you rate the following parameters of the project to date (1 being the lowest and 5 the highest):-
 - i. Relevance / responsiveness
 - ii. Attainment of project objectives
 - iii. Resource use
 - iv. Impact / changes
 - v. Sustainability
13. Any lessons you would like to share with us?
14. Can you provide 3 main recommendations for project improvement(s) over the remaining time of the project?
15. How many members of the PSC are female?

PARTNERS
(VIOs, Local Universities, Local Authorities and UN / Government Agencies)

1. What do you consider to be the key capacity development needs of your agency / organization?
2. What are the likely causes of high staff turnover?
3. Which of the following reasons hold true for inadequate project implementation:-
 - i) lack of human resources
 - ii) weak coordination
 - iii) complex administrative procedures
 - iv) poor communication
 - v) limited commitment on the part of PSC members
 - vi) lack of Volunteer Policy
 - vii) too many changes.
4. Refer to TOR 2 and the related questions
5. On a 1-5 scale how would you rate the following parameters of the project to date (1 being the lowest and 5 the highest):-
 - i) Relevance / responsiveness
 - ii) Attainment of project objectives
 - iii) Resource use
 - iv) Impact / changes
 - v) Sustainability
6. Any lessons you would like to share with us?
7. Can you provide 3 main recommendations for project improvement(s) over the remaining time of the project?

BENEFICIARIES / TARGET GROUPS (YOUTH, WOMEN VOLUNTEERS)

1. How often do you visit the VVIRC website?
2. What Capacity Development Needs are evident in your group?
3. Which of the following reasons hold true for inadequate project implementation:-
 - i. lack of human resources
 - ii. weak coordination
 - iii. complex administrative procedures
 - iv. poor communication
 - v. limited commitment on the part of PSC members
 - vi. lack of Volunteer Policy
 - vii. too many changes.
4. Refer to TOR 2 and the related questions
5. On a 1-5 scale how would you rate the following parameters of the project to date (1 being the lowest and 5 the highest):-
 - i. Relevance / responsiveness
 - ii. Attainment of project objectives
 - iii. Resource use
 - iv. Impact / changes
 - v. Sustainability
6. Any lessons you would like to share with us?
7. Can you provide 3 main recommendations for project improvement(s) over the remaining time of the project?

Observation checklist

No	Issue observed	Comments
1	Responsiveness to beneficiary needs	
2	Project objectives attained	
3	Efficiency in utilization of resources	
4	Project visible effects (impact)	
5	Gaps in Management, Coordination, Technical Assistance	
6	Engendering of gender and human rights issues	
7	Volunteerism activities	

E DOCUMENTS REVIEWED

No.	Document Title
1	Project Document – VDVN/VVIRC (Approved Detailed Project Outline - DPO - version in English – March 2009)
2	National Policy on Youth Volunteerism (Draft 2)
3	Annual Project Progress Report (APPR) – January 2010 (by Nguyen Van Nguyen and cleared by Ruby Banez)
4	VDVN 2010 Planning Retreat Report – February 2010
5	Minutes of meeting UNDP Country Director, HCYU Fist Secretary, VDVN National Project Director – 3 rd March 2010
6	VDVN Project Management Unit (Translation) to VDVN Project Steering Committee – May 2010
7	Minutes of VDVN Project Steering Committee meeting- June 2010
8	VDVN Project Management Report on Results of the National Conference on Volunteerism for Development – July 2010
9	Terms of Reference on Research on Understanding the Impact of Volunteerism on Socio-economic Development in Vietnam – July 2010
10	Annual Project Progress Report (APPR) – December 2010 (by Dambaru Ballav Subedi – UNV Project Advisor, VDVN Project)
11	Project VDVN – Halfway (April 2009 – Dec. 2010)
12	Coaching Reports in Summary April 2011 – by Pham Thi Khnh Van and Luu Thi Lam Giang
13	Project Steering Committee documents for 9 th March 2011 meeting
14	UNV 2010 Draft Audit Report by KPMG Limited presented July 2011
15	2011 – Q1 and Q2 Progress Reports
16	Approved Work Plans (AWPs) 2010 & 2011
17	Promoting Greater Involvement of People Living With HIV (GIPA) in Vietnam – April 2011
18	VVIRC website
19	UN Volunteers Viet Nam : Your action speaks louder than words!

F DESK STUDY REPORT

1. Project Document – VDVN/VVIRC (Approved Detailed Project Outline -DPO - version in English – March 2009)

- Project conceived by HCYU in September 2007 after identifying 5 challenges
- Key issues to be addressed by the project
 - i. Poverty situation
 - ii. Youth vulnerability
 - iii. Low status of volunteerism in Vietnam
- Policy, Management and operation structures elaborated
- Key stakeholders and beneficiaries identified
- Results framework incorporated – no substantive baselines

2. National Policy on Youth Volunteerism (Draft 2)

- Short (5 page) document produced after extensive consultations
- Easy to read and explicit regulatory / enabling framework
- Good incentive structure for participating youth and VIOs
- Restricted to youth – a main challenge for the endorsement of the policy which is blamed for being “restrictive”.

3. Annual Project Progress Report (APPR) – January 2010 (by Nguyen Van Nguyen and cleared by Ruby Banez)

- Reporting period (Jan – Dec. 2009)
- Previous report – May 2009
- UNV had a history of collaboration with HCYU in the SVF funded Cultural Heritage Preservation Project (2004-2006).
- Contribute to UNDAF / One Plan outcome and UN agency outcomes / outputs
- Staff recruited
- Project Board and project team trained on V4D
- Training for over 500 (250 northern region, 250 southern region) MOLISA community-based volunteer networks organized
- Plans for National Conference on Volunteerism for Development finalized.
- Challenges
 - i. Delays due to Government rules on ODA receipt and use
 - ii. Delays in recruitment and resignations of key officers
 - iii. Limited time of HCYU staff on project management team to oversee project activities
- ATLAS Financial Reports

4. VDVN 2010 Planning Retreat Report – February 2010

- Retreat held 7th January 2010
- VVIRC vision to be maintained as in the Detailed Project Outline (DPO)
- Consensus
 - V4D implies harnessing volunteers' willingness (desire) to contribute towards supporting the Government to achieve the National Development Goals for the betterment of communities and society at large. It is based on voluntary participation among volunteers and beneficiaries with a focus on sustainability and transferability.
 - Promotion of synergies and more regular information sharing between technical teams and senior management
- Presentations of 2010 Department Work-Plans

5. Minutes of meeting UNDP Country Director, HCYU Fist Secretary, VDVN National Project Director – 3rd March 2010

- What next after the VVIRC website has been developed?
- Management of the volunteer resources generated from the VVIRC website. Main function of VVIRC is to gather and provide information on volunteer activities.
- Wider definition of volunteerism adopted rather than Youth Volunteers by HCYU .
- All Departments of the MHYU to comprise the set up of the VVIRC.
- Local Universities assigned to find the social resources to implement volunteer activity.
- Volunteer activities in Vietnam to be expanded from the limited scope covering:-
 - a) Assistance during natural disasters
 - b) Medical assistance for young mothers in hinterland
 - c) Agricultural training such as animal husbandry and farming
 - d) Assistance to old people and children
 - e) Environmental protection
- Noted differences in perception with regard to the VVIRC and its need.
- Also noted that HCYU limits itself only to coordinating the volunteering activities of its members.

6. VDVN Project Management Unit (Translation) to VDVN Project Steering Committee – May 2010

- Proposal to increase project staff from 15 to 16.
- Agreement on replacing VIDA and Viettel sponsorships
- Agreement for delegation of signing powers by National Project Director to Project Manager
- Quarterly Work Plans to be approved in line with Annual Work Plans
- Remove the activity “Organisational diagnosis of HMYU”
- Proposal for timeframe and project period extension April 2009 – April 2012.

7. Minutes of VDVN Project Steering Committee meeting- June 2010

- 12 PSC members
- MOLISA has several programs and activities with volunteer activities and many joint programs with HCYU
- MOET enables students to join volunteer activities and collaborates with HCYU and Vietnam Students Association
- Volunteers play a key role in activities conducted by Red Cross. Many joint programs with HCYU exist but more needs to be done to mobilize volunteers in all 7 areas of their activities
- IOM recently became part of the UN country team. There is a strong connection between migrants and volunteers. Volunteers can assist migrants adapt better especially in cases of displacement.
- VSO is an international development agency established to fight poverty. Has 2000 volunteers in 40 countries.
- UNV recruits 6000 volunteers globally and has 27 Volunteers in Vietnam. The UNV core project of VDVN sees to establish the VVIRC.
- UNIDO supports sustainable development and works with volunteers in projects and pilot programs in an adhoc manner. UNIDO will set up activities aimed at mobilising the private sector to join volunteer programs.
- ILO provided technical assistance to partner organizations in addition to labor market database, vocational training, employer-employee relations, labour safety issues, assistance to disadvantaged groups, empowerment for workers and women groups, and providing enabling environment to disabled persons and reduction of child labour. Collaboration with the Young Entrepreneurs Club to develop employment creation for young people exists.
- Some lessons to be learnt from the Red Cross Volunteer Policy

- Discussion on PSC Terms of Reference (Functions and Responsibilities)
- Other issues
 - i. Project progress affected by late approval of project, lack of human resources, weak coordination, complex administrative procedures, and limited commitment on the part of PSC members.
 - ii. Proposals to modify some components of the Project document
 - iii. Strategies for youth development in SEDP
 - iv. HCYU project to establish islands run by young people, and projects to establish social training centres for the youth

8. VDVN Project Management Report on Results of the National Conference on Volunteerism for Development – July 2010

9. Terms of Reference on Research on Understanding the Impact of Volunteerism on Socio-economic Development in Vietnam – July 2010

- i. To prepare a detailed Research Proposal that entails clear research plan and methodology including viable research tools and plan and share with the coordination team of VDVN project
- ii. Develop a set of questionnaire and will submit to the Committee for approval
- iii. Organise a research methodology workshop in order to receive comments and input from wider stakeholders including government and non- government partners and stakeholders of VDVN project
- iv. Incorporate feedback and comments received from workshop participants to finalise the research methodology and tools
- v. Train field workers for data collection
- vi. Conduct a desk-based review of literature on volunteer actions, policies and existing practices by government and non- government sector and incorporate the review in the report
- vii. Conduct a field visit for data collection

10. Annual Project Progress Report (APPR) – December 2010 (by Dambaru Ballav Subedi – UNV Project Advisor, VDVN Project)

- Reporting period (1st Jan. 2010 – 31st Dec. 2010)
- Previous report December 2009
- Joint implementation by UNV and HCYU since January 2009. UNV offers human resource (IUNV Project Advisor, UNV Project Support Specialist, UNV IT Specialist, UNV Communication Specialist, UNV Training Specialist, UNV M&E Specialist) and technical expertise for project implementation.
- Funding – UNV Headquarters US \$530,000, One UN Plan Fund (OPF) \$188,458. Other funding in kind: HCYU \$166,200 VSO \$46,000 VIDA \$84,000 AVI \$40,000, Viettel \$35,000.
- Project aims to contribute to One UN Plan Fund Outcome 2: “Quality social and protection services are universally available to Vietnamese people” through UNV Output that “Volunteerism provides a mechanism for participation and involvement of Vietnamese youth”.
- Issues of poverty, youth and vulnerability are however not adequately covered through the VDVN Project although recognized by the document.
- 4 outputs with 20 indicators assessed by the report. Key highlights by the report were:-
 - i. High staff turnover
 - ii. Understaffing
 - iii. National Conference on Volunteerism held in June 2010 attracting 150 participants
 - iv. 2 VD4 Workshops held in Hanoi and Da Lat in August and September respectively. However, the workshops were not gender-balanced.
 - v. VVIRC operationalised in December.
 - vi. Draft policy drafted and discussed in Hanoi and Ho Binh. Covers only youth volunteers (16-30 years) and excluded non-youth volunteers.
- Challenges
 - i. Resource constraints
 - ii. Lack of coordination
 - iii. Lack of human resources to deliver capacity development plan
 - iv. Gender imbalance
 - v. “Restrictive” Draft Volunteer Policy

11. Project VDVN – Halfway (April 2009 – Dec. 2010)

- Lessons learnt by UNV in Vietnam
 - i. Harnessing existing national structures
 - ii. Ensuring national ownership for sustainability
- Key milestones
 - i. Jan 2009 – Government approves project
 - ii. Feb. 2009 – HCYU and UNV signed the VDVN Project Document
 - iii. Mar. 2009 VDVN PMU is established by HCYU Board of Secretaries
 - iv. Apr. 2009 – Project Inception Workshop organized by UNV and PMU and 10 member PDC introduced
- Trainings
 - i. 2009 - 3 Trainings on “Volunteer activity management in Hanoi, Thua Thien Hue, and Cantho
 - ii. 2010 – TNA field visits and pilot Volunteer activity management in provinces – Thai Nguyen, Ben Tre, and Nghe An.
 - iii. Pilot training also organized for Volunteer Managers / Coordinators and student volunteers up to commune level
 - iv. Over 3,000 Secretaries of YUs in communes nationwide trained in volunteer activities management as part of courses run by HCYU
 - v. Aug. 2010 – VDVN Project / CCVIS / Asia Europe Foundation organize Advanced Volunteer management course in Hanoi
 - vi. Oct.2010 Volunteer management training in Ba Ria – Vung Tau in Ho Chi Minh City and neighbouring provinces
- Communication
 - i. Researched on use of IT in volunteer activities in province and cities -Thua Thien Hue, and Cantho
 - ii. Researched on use of IT in volunteer activities in volunteer clubs and organizations in Thua Thien Hue
 - iii. Dec. 2009 – Grand opening of VVIRC website
 - iv. Trained 47 delegated from VIOs
 - v. VVIRC Logo
- Policy
 - i. Sep 2009 VDVN and Young Pioneer Department organized Conference for Evaluation of Young Volunteer Summer Campaign
 - ii. 2010 compiled existing laws and policies on volunteerism in Vietnam and prepared a Draft Policy on Youth Volunteers

- iii. 3 Consultation workshops on Youth Volunteers Policy held in Hanoi, Ba Ria – Vung Tau, and Hoa Binh Province.
- Volunteerism for Development Conference
 - i. June 2010 in Hanoi – “Strengthening Our Future Together” – 150 representatives contributing to policy drafts.
 - ii. 2 V4D concept workshops organized at central (Hanoi Aug 2010) and provincial (Lam Dong Sept. 2010) level
- Investigation, assessment, and preparation of Capacity Building Plan
 - i. Aug. 2009 – investigation and working at YU in Thua Thien Hue (waste management and drainage channels cleaning) and Can Tho city (traffic control)
- Expansion of the network of Partners (government agencies, national and international VIOs)

12. Coaching Reports in Summary April 2011 – by Pham Thi Khanh Van and Luu Thi Lam Giang

On Luong Commune – Phu Luong District (Thai Nguyen Province)

- Training organized in May 2010
- Beneficiaries
 - i. HCYU officials at the province and district level
 - ii. Officials from local Women Association
 - iii. Farmer Association
 - iv. Soldiers
 - v. etc
- 4 Course Modules
 - i. Management and planning volunteer activities
 - ii. Role of leader in volunteer activities
 - iii. Communication skills
 - iv. M&E skills
- Highly rated Content
 - i. Management and planning volunteer activities
 - ii. Communication skills
 - iii.
- Several areas identified as missing in course content
- Course duration, application exercises, and volunteer practice in local area need attention
- Recommended TNA done 1 month ahead of training

Nhan Son Commune – Du Luong Province (Nghe An Province)

- Course held April 2010
- Other responses – similar to Thai Nguyen

13. Project Steering Committee documents for 9th March 2011 meeting

- One additional objective of VDVN – the capacity development of VVIRC, HCYU , volunteer involving government agencies and other organizations, and private sector
- Last PSC meeting May 2010
- 2011 AWP presented.

14. UNV 2010 Draft Audit Report by KPMG Limited presented July 2011

- 62% overall disbursement rate in 2010
- Human resource recruitment and retention problem
- No significant issue identified in procurement
- No significant issue identified in Information Technology
- Many invoices not stamped as “Paid”
- Project had not tagged its fixed assets
- Assets not insured
- Petty cash balances sometimes exceed the permissible ceiling of US \$ 500 for a long time
- Cash count was not done regularly as required although monthly bank reconciliations done
- Late submissions for FACE forms
- No Q1 Work-Plan for 2010
- Project does not declare VAT and perform refund procedures
- Reporting- Draft Report – 8/8/2011, management comments 12/8 and Final Report 20/8/2011.

15. 2011 – Q1 and Q2 Progress Reports

- The VDVN project office is in good working condition
- Project Support Specialist NUNV recruited March 2011
- Recruitment of a M&E specialist was not successful since selected candidates were not satisfied with monthly allowance provided by the UNV
- IT specialist NUNV recruited July 2011
- Training Specialist NUNV left the project because of personal reasons. She has gone for a new job in Thailand
- Completed Draft proposal for the organizational chart and working modality of the VVIRC
- V4D workshop was organized on 7 April with participation of 30 participants from provincial HCYUs, volunteer groups/ clubs in Hochiminh city and southern provinces

- Limited project duration is also another difficulty relating to the recruitment. The project needs completing extension procedures for validity of 1 one-year contract at this post. The PMU is submitting a letter for project extension to relevant ministries (MOFA, MPI and MOF) and the PM's office for approval of the project extension to Dec 2011. Therefore, the project advisor has not been re-recruited so far
- Internal audit results indicated strict compliance of the project implementer with financial regulations of the government and of the UN
- The English and Vietnamese updates are not consistent since the editor is overloaded when working as an administrator also.
- Many web users comment that the interface of the website and its features are not friendly
- Communication products of the VVIRC were delivered at meetings, workshops and sent to 73 provincial HCYUs and VIOs.
- Posters of the Green Summer Campaign initiated by HCYU were designed and printed with information relating to the VVIRC.
- VVIRC logo was designed;
- Advocacy of the VVIRC has been done through several joint-activities between the VVIRC and partners. For example, the information about the VVIRC was printed on the products of Hello Summer Campaign and Military Practicing Course
- A database was set up with over 80 volunteer organizations, clubs and groups registering as a member of the website.
- Some volunteer organizations and groups posted volunteer opportunities on the website and joined in the social network
- The training course on VVIRC happened on the 8th of April in Hochiminh city with 20 participants from southern HCYUs and volunteer clubs
- Exposure trip to France, Belgium and Sweden was organized in May 2011 to get information and establish relations with partners, especially typical ones such as CCIVS, volunteer network of the EU, Peace Work - the largest volunteer organization in Sweden, France Volunteers.
- Membership application was sent to the CCIVS and IAVE for acceptance
- Info.sharing workshop held in April for 47 representatives from volunteer groups/ clubs in Hanoi and surrounding provinces
- A contract between the PMU and the Sociology Department of the Institute on Journalism and Communication was signed on 30 June 2011. Accordingly, the contract will be performed within 04 months. The final report will be submitted in November 2011 as scheduled

16. Approved Work Plans (AWPs) 2010 & 2011.

- Signed Jan. 2011
- Total US \$ 408,100 (UNV 317,100 OPF 40,000 HCYU 51,000 (in kind).

17. Training Needs Assessment Report (May-July 2010)

18. Promoting Greater Involvement of People Living With HIV (GIPA) in Vietnam – April 2011

19. Internet – VIRCS – the international experience, VIRC website (www.vvirc.vn)

20. UN Volunteers Viet Nam : Your action speaks louder than words!

G TERMS OF REFERENCE OF THE EVALUATION

TITLE: INTERNATIONAL CONSULTANT - MID TERM EVALUATION –
VDVN PROJECT

COUNTRY OF ASSIGNMENT: VIETNAM

1. BACKGROUND

1.1. Background to the UNV Programme

The United Nations Volunteer (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 opportunities for participation. UNV contributes to peace and development by advocating for recognition of volunteers, working with 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 and inclusive, and recognizes volunteerism in its diversity as well as the values that sustain it: free will, commitment, engagement and solidarity.

1.2. Background to the project

Viet Nam is in a process of rapid social and economic change. It is foreseen that it will become a middle income country before the year 2010. However, challenges to an equitable and just development still remain. The gap between the very rich and the very poor is increasing, especially between rural and urban populations. To counteract this, the Vietnamese Government has stressed the importance of an inclusive agenda in its Social Economic Development plan (SEDP).

Volunteerism provides a mechanism for participation and involvement of citizens, especially youth. However, no coherent and efficient mechanism for volunteer contributions to Viet Nam's Millennium Development Agenda is currently in place.

The project aims to support the establishment and capacity development of the Viet Nam Volunteer Information Resource Centre (VVIRC) as a

national volunteering infrastructure under the Ho Chi Minh Communist Youth Union (HCYU), which is the largest national volunteering organisation in Viet Nam. VVIRC will coordinate volunteering opportunities, increase capacity in volunteer management and contribute to the development of policy recommendations that will lead to a legal framework for volunteerism. It will thus create an enabling environment for the voluntary participation of a broad spectrum of people and organisations to contribute to an equitable and inclusive social and economic development of the country. VVIRC will provide valuable contribution to the achievement of the MDGs, especially for youth and other vulnerable groups in the rural areas, and gender equality, in particular.

Through this project, UNV as the designated UN programme for the promotion of volunteerism will be fulfilling its mandated role.

Project Objective:

The objective of the project is to strengthen the capacity of Vietnam Volunteer Information Resource Center (VVIRC) to become a permanent and sustainable national institution for the promotion and support of volunteerism for development (V4D) to better assist youth and other vulnerable populations in Viet Nam. This will be achieved through:

- Physically setting-up VVIRC under HCYU;
- Capacity development of VVIRC, HCYU, volunteer involving government agencies and other organizations, and youth volunteers;
- Facilitation of partnerships between HCYU and other mass organizations, the Ministry of Labor, Invalids and Social Affairs (MOLISA) and other government agencies, UN agencies, volunteer involving organizations, and private sector;
- Development of a public information strategy including establishment of a web site, development of networks among stakeholders, conduct of research surveys on volunteerism, and organization of annual volunteerism promotion campaigns;
- Development of policy recommendations that will result in the drafting of regulations on volunteerism.

Project Output

1. Well established and functioning VVIRC that is able to ensure successful and sustainable implementation of activities;
2. Available and accessible information on, and increased awareness of, volunteerism for development (V4D);
3. Policy recommendations that will result in the drafting of regulations on volunteerism;

4. Enhanced volunteer management capacity of HCYU, VIOs, and individual volunteers to better assist youth and other vulnerable groups through the promotion of volunteerism for development (V4D).

VVIRC will focus on the following core areas of intervention:

- Coordination, networking and project management – Coordinate contributions of stakeholders, develop national and regional linkages for sharing & support, link with donor agencies, maintain the support from VVIRC Project Board, manage VVIRC staff, coordinate the creation of regional volunteer centres with a focus on rural areas and secure the registration of VVIRC as a statutory body;
- Information and advocacy - Setting up of information & resource centre (including best practices and tools) with a website, creation of networks (volunteers, VIOs, corporate volunteers and trainers network), recruitment & placement of volunteer candidates on database & website, coordination of national events to promote volunteerism (professional conference and volunteer promotion campaign), research on volunteerism for development, and sharing of information on volunteerism legislation and youth related policies (through web-site); establishing a national online volunteering system and facilitate global online volunteering;
- Policy recommendations – Together with HCYU develop policy recommendations in support of volunteerism;
- Legal regulations – Based on policy recommendations, develop draft regulations on volunteerism; these regulations should later serve as input for a legal framework on volunteerism; the legal framework will most likely not be achieved within the project period;
- Coordination and consultation with key stakeholders (including civil society, NGOs, VIOs, and others) and lobbying in close cooperation with ministries to develop such regulations in support of volunteerism;
- Capacity development – Both internally and externally, developing HCYU capacity and suggested structure, and providing trainings for volunteers, VIOs, government and local authorities. This will also include training on how to apply the rights-based approach and making programmes and projects more target based.
- Gender balance and gender equality concerns as identified in initial baseline study conducted at start of the project. The recommendations of the study will be integrated in all elements of the project as a cross-cutting issue. Accordingly, a number of mechanisms will be established to ensure that this project will be gender responsive in all its actions and initiatives. These include:
 1. A target is set to achieve at least 30 % women's participation (and at least 30% men's participation) in the set-up of the Project Management Team/Unit; Project Board; and in every activity organized by VVIRC including workshops, stakeholder consultations; national conferences, trainings, and study tours activities;

2. Make a conscious effort to work with women's organizations and/or women's groups;
3. Support specific campaigns to attract more male volunteers (if this is found to be an issue in the initial based-line study);
4. Raising awareness of gender equality by specific trainings and empowering the leadership of women;
5. Ensuring that all project contractors, trainers and advisory teams are gender balanced; and the produced Information Educational Communication (IEC) and campaign material is gender sensitive avoiding gender stereotypes; and
6. Continuing the collection and management of sex-disaggregated data, for monitoring and evaluation of activities to ensure that gender equality is fully addressed.

2. OBJECTIVES AND SCOPE

The evaluation will closely examine, but not would be limited to, the following objectives:

1. Review of project performance and achievement against its objectives;

This include an assessment and documentation of project progress made so far against the expected results as stipulated in the project document and annual work plans. Apart from that, project's results should be rated in the following aspects:

- Relevance: Responsiveness to the needs and priorities of YU, UNDP and UNV's mandate and beneficiaries' needs. Were the project's activities relevant, appropriate and strategic compared to the national goals and UNV mandate in promotion of volunteerism for development? Quality and logic of project rationale and design? Are the project activities benefiting the beneficiaries as defined in the project document?

- Effectiveness: To what extend project objectives have been achieved? Progress towards the achievement of development results including the review of the results and resources framework and implementation of better processes to achieve those results. To what extent the project has contributed to addressing problems stipulated in the project rationale: Poverty Situation, youth and vulnerability and current status of volunteerism in Viet Nam? (Please refer to approved project document for details)

- Efficiency: Were activities cost efficient? Were output/objectives achieved on time? Was the project implemented in the most efficient way

compared to alternatives? Assess the efficiency of implementation and costs utilization based on the activities outlined in the project document.

- Sustainability: Sustainability assessment includes two aspects: financial and technical, looking at mechanisms and plans the project has put in place to ensure its continuity beyond the project cycle.. Has YU developed any financial and technical strategies and plans for the sustainability of the project activities beyond the project cycle?

- Effects: By the mid term of the project, the positive and negative changes produced by project intervention, directly or indirectly, intended or unintended. The examination should include the positive and negative impact of project intervention, such as changes in terms of understanding and promotion of V4D, volunteer mobilization to various project activities, policy recommendation, relating to volunteerism, to the government of Vietnam; establishment of Vietnam Volunteer Information Resource Center (VVIRC); how VVIRC has planed to benefit volunteers of diverse social background and categories?

-

2. Identification of any gaps in project management, coordination mechanism as well as technical support to the project, and recommendation of workable solutions that can be applied for better project management in future;

This assessment will try to answer, but not limited to, the following questions:

- What have been some of the challenges and limitation to manage and implement the project activities?

- How did the project management unit tackle these challenges and limitations?

- What are the plans and strategies to avoid or mitigate the challenges in the future?

- What are the specific recommendations for future planning and implementation of the project?

3. Assessment of contribution to and promotion of volunteerism so far achieved by the project.

UNV recognizes that volunteering means different things to different people and that there is a wide range of ways to promote volunteerism.

Within this context, the evaluation should cover different aspects of volunteering.

- o What is the distinctive contribution or added value of UNV volunteers to the outcomes of the project?

- o Without the involvement of UNV volunteers, what would have been different? Would the outcome have been the same, slower, negative, not happened at all?

- o How did UNV in the project contribute to stimulating local volunteerism?

- o What were the helping and hindering factors to the stimulation of volunteerism in the project?

4. Assessment as to what extent the project took the dimension of gender and human rights particularly if the project promoted gender sensitive and a rights-based approaches in its formulation and implementation.

5. Evaluation of how the institutional relationships developed throughout the project particularly in supporting partnerships development, building capacity for targeted stakeholders, promoting participatory approaches; how they can be strengthened in the future.

3. SCOPE OF WORK

The international consultant will work together with a national consultant as a team to deliver the final product. The International Consultant will be the Team Leader and will have overall responsibility for the quality and timely submission of the final products. The national consultant will be recruited by UNDP Viet Nam under another TOR (Annex 1c - Attached for reference).

Specifically, the team leader will perform the following tasks:

- o Lead and manage the evaluation mission;
- o Design the detailed evaluation scope and methodology (including the methods for data collection and analysis);
- o Decide the division of labor within the evaluation team;

- o Desk review of all relevant documentation related to the project, including policy and programmatic documents, and monitoring reports;

- o Mapping of stakeholders;

- o Preparation of an inception report;

- o Conduct of meetings and interviews with key project informants, including the UNV country team, YU, MOLISA, Vietnam Red cross and Women Federation, and other relevant Government counterparts, local authorities, Youth Volunteer Groups, community leaders and key partners/ stakeholder representatives.

- o Site visits to areas where the project is implemented, and conduct of focus group meetings with stakeholders.

- o Preparation of mission aide- memoire, draft evaluation report, 2-page evaluation brief and recommendations matrix.

- o Presentation of the draft evaluation report to Project Steering Committee and other relevant stakeholders to get comments, feedback and recommendations.

- o Finalise the evaluation report integrating agreed comments and recommendations from the stakeholders' meeting.

- o Finalize and submit the final evaluation report.

- o Provide lead and guidance to the national consultant on necessary support/assistance the latter should provide to his/her work as IC.

4. DURATION OF ASSIGNMENT, DUTY AND EXPECTED PLACES OF TRAVEL

The international consultant will work with a national consultant to carry out the evaluation for a period of 25 days starting from 11 May to 15 June 2011 tentatively including the field visit to project sites in Ho Chi Minh, Hue and Hanoi. Three days will be allotted to each provincial site including travel time while the rest will be in Hanoi which will include the project area in Hanoi and HCYU Office.

5. FINAL PRODUCT

Expected outputs for this evaluation are:

- o Inception report including:

- o Evaluation matrix with key questions, indicators and means of verification

- o Detailed information on evaluation methods and tools to be used

- o Evaluation work plan

- o Aide memoire of evaluation mission
- o Draft and final evaluation report with executive summary that can be used as stand-alone document
- o Two-page evaluation brief
- o Recommendations/ management response matrix (for UNDP, UNV and YU)

6. PROVISION OF MONITORING AND PROGRESS CONTROLS

Steps in the evaluation process	Estimated # of working days	Deadline for completion
Desk review	3 days	13 May
Stakeholder mapping	2 days	15 May
Briefing meetings and interviews	2 days	19 May
Preparation of inception report and submission to PSC	2 days	22 May
Evaluation mission (including travel time) to project sites	10 days	23 May– 3 June
Preparation of mission aide-memoire, draft evaluation report, 2- page evaluation brief and recommendations matrix; Feedback from UNV to consultant on evaluation report, evaluation brief and recommendations matrix and necessary changes	4 days	7 June ---
Presentation of final evaluation report (including travel time, if necessary)	2 days	9 June
Total:		25 days

Once dates have been confirmed, a detailed plan for the evaluation mission will also need to be prepared in coordination with the UNV country office team and VDVN project team.

7. REQUIREMENTS

The assignment will be contracted to a consultant team with experience in the substantive area and knowledge of volunteerism. The consultant team will include one international and one national (Vietnamese national) consultant.

The international consultant will possess:

- o University degree at the post-graduate level in the social sciences, development, management or other relevant field of study
- o 7 years work experience of which at least three in a developing country
- o Proven track record and experience in evaluating interventions around volunteerism and development
- o Knowledge and experience of volunteerism with its diverse manifestations and cultural settings
- o Excellent analytical and report writing skills evident by provision of 2-3 samples of his/her own reports

The national consultant will possess:

- o University degree in the social sciences, development, management or other relevant field of study
- o 7 years work experience
- o Proven track record and experience in evaluating interventions around volunteerism and development
- o Knowledge and experience of volunteerism with its diverse manifestations and cultural settings
- o Excellent analytical skills
- o Demonstrated ability to effectively interpret and translate between both Vietnamese and English through interpretation/translation experiences reflected in the CV

8. REVIEW TIME REQUIRED AND PAYMENT TERM

First installment of 20% of contract value upon on acceptance of the workplan. Three (03) working days will be required to review the workplan.

Second installment of 80% of contract value upon acceptance of the final assignment report. Ten (10) working days will be required to review the final assignment report.

9. CONSULTANT PRESENCE REQUIRED ON DUTY STATION/UNDP PREMISES

NONE PARTIAL INTERMITTENT FULL-TIME

10. ANNEXES

Approved VDVN Project document