

Youth Challenge Vanuatu Evaluation

Final Report



Youth Challenge Vanuatu and Oxfam in Vanuatu

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Independent research and evaluation

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ACRONYMS

APTC	Australian Pacific Technical College
ILO	International Labour Organisation
NGO	Non Government Organisation
VNYC	Vanuatu National Youth Council
VRDTCA	Vanuatu Rural Development Training Centre Association
VYTAL	Vanuatu Training and Youth Livelihood Centre
YCV	Youth Challenge Vanuatu

1. PREFACE

This report for the evaluation of Youth Challenge Vanuatu (YCV) programs over 2010-14 was prepared for YCV and Oxfam in Vanuatu by Susanna Kelly.¹The report includes:

- The evaluation purpose, objectives and questions
- Evaluation data sources
- Data collection methodology
- Analysis and evaluation findings
- Appendices, including evaluation tools.

The evaluation report follows the plan outlined in the evaluation plan (YCV 2015). The report is based on a review of key documents relating to YCV programs, in-depth stakeholder interviews, focus groups and online surveys. The evaluation was undertaken collaboratively with YCV staff to increase evaluation research capacity in a participatory evaluation process with YCV program coordinators and managers in Port Vila and Santo (Shirley Abraham, Priscilla Samson, Etha Kaltapas, Anita Samana, Mini Muliu and Talinda Meto).

The evaluation team thanks and acknowledges the contribution of evaluation participants who generously gave their time and insights to the evaluation process.

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2. EXECUTIVE SUMMARY

2.1 YOUTH CHALLENGE VANUATU

Vanuatu is facing a huge demographic challenge with approximately one third of its population aged between 12 and 30 years. In the face of rapid social change, economic insecurity and environmental vulnerability, many young people have limited opportunities for further education, employment and civic/community participation. Lack of opportunity can result in economic and social marginalisation. Social change (for example, unions between parents from different islands and shifting patterns of residence) has also had a profound impact on young people's sense of identity and belonging and their access to land rights. Many of these factors are magnified for youth living in urban settlements and for young women and disabled youth.

Youth Challenge Vanuatu (YCV) is a long-standing initiative which has been working in youth leadership in Vanuatu since 2001. YCV is a registered charitable non-government, non-religious organization, delivering programs which seek to up-skill and empower youth in leadership, employment, education and small business development. Oxfam in Vanuatu ('Oxfam') has supported YCV since 2001. YCV seeks to strengthen youth leadership and livelihoods through five program areas: the Future Leaders Program; Ready for Work; Ready for Business; Careers program; and the Vanuatu Youth Training and Livelihoods Centre (the 'drop in centre').

2.2 EVALUATION PURPOSE AND OBJECTIVES

The **overall purpose** of the evaluation was to assess the effectiveness and impact of YCV programs over 2010-14, and to provide strategic insights youth leadership and livelihoods programming in Vanuatu. Specific **evaluation questions** were:

Program relevance and effectiveness

1. To what extent is YCV's program model relevant to YCV and participants; and intended objectives/ impact?
2. To what extent has the program design and delivery successfully:
 - Collaborated with other stakeholders (in particular national decision makers)
 - Engaged youth and community members to genuinely contribute to the development, implementation and monitoring of the programs
 - Deployed training and mentoring to influence young women and men participants' behaviour/success.

Program impact

3. ***What has changed and why?*** To what extent have YCV's program strategies contributed to sustainable change in the lives of young female and male (both able-bodied and disabled) program participants and communities? Including:
 - Young women's and men's (both able-bodied and disabled) leadership and sustainable livelihoods:
 - Advanced equality between young women and men (both able-bodied and disabled)

- Changes in attitudes of youth, community members and employers to young women and young men (both able-bodied and disabled)?
- Facilitators and barriers to program achievement of intended outcomes
- Unintended outcomes (positive/negative).

Governance

4. How effectively and efficiently has the organisation's governance and management structure supported program implementation (creating an enabling environment, providing direction, resourcing and staffing)?
5. How has Oxfam support and partnership approach affected the capacity of YCV board and staff to manage and learn from their organisational and program management?

Learning

6. ***How can we continue to improve our programs particularly for vulnerable groups?*** What lessons can be learned to:
 - Increase positive program impact for young people and vulnerable groups
 - Improve Oxfam support to YCV in the planning, implementation, monitoring and evaluation of YCV's programs.

2.3 EVALUATION METHODOLOGY

The evaluation was undertaken between June and August 2015. A range of data sources were drawn on to address the evaluation objectives and associated questions, as follows:

A desk review of key program documents provided background and contextual information on YCV and its programs' design and delivery, intentions and desired outcomes, as well as program partners and funders.

Program monitoring data and reports Program reports provided data on program implementation over 2010-14, including costs.

In-depth semi-structured interviews were held with 30 key program stakeholders, including managers, program partners, program participants, family members and community leaders.

Online survey questionnaires were conducted with 137 YCV program participants and 15 employers. The surveys asked participants' views on the relevance, effectiveness and impact of YCV programs.

2.4 EVALUATION FINDINGS

Over 2010-14, YCV delivered the following programs to a total of 305 participants:

- Future Leaders Program to 107 completing participants (Vila)
- Ready for Work program to 73 completing participants
- Ready for Business program to 44 completing participants.

Program relevance and effectiveness

Overall, YCV programs are highly relevant to young people's needs in Port Vila and Santo. All stakeholder groups strongly agreed there is a clear need for programs aimed at young people with an incomplete education and/or those who have no work experience and are struggling to become economically active. This need is clearly demonstrated in the demand for programs: over 2010-14, there were at least 1,444 applications for 250 program places.

Young people are applying to YCV programs to improve their chances of employment; gain new skills; and to learn and progress in general. Many young people stated they had no qualifications and no previous job experience and saw YCV as a chance to overcome these barriers. The opportunity to gain work experience via an internship was particularly significant for these applicants.

YCV's program offer is relatively unique in Vanuatu. Other organisations are responding to youth needs and/ or education and training, but no other organisation offers a comprehensive focus on delivering employment and business skills alongside strengthening life skills.

Employers positively rate YCV participants interning at their organisation. Perceived benefits include: motivated and hardworking interns; formal agreement (Memorandum of Understanding) with YCV; helping underprivileged youth; and being able to offer practical experience.

As a result of high demand, program entry has become highly competitive. Over the evaluation period, there were eight applications for every Ready for Work program place and six applications for every Future Leaders program place (Vila). This competition has meant program staff have developed and apply rigorous and transparent criteria to select the most able applicants. Consequently, there are a large number of unsuccessful applicants, including those who may require more support to succeed in employment or business.

YCV is highly regarded by external stakeholders but some think YCV could increase its profile. YCV actively seeks to engage with national and other stakeholders (for example, through membership of the NGO coalition Vanuatu Youth Livelihoods Network, and meetings with the Small Aid Donor Committee). Both YCV and external stakeholders noted a need for YCV to gain greater national Government recognition and engagement.

Program impact

All stakeholders consistently reported participation in YCV programs (the Future Leaders Program in particular) had a visible impact on young people's confidence, behaviour and attitude. Young people positively rated the impact of participation on their uptake of leadership roles in the community. For some young people, there was no change in their uptake of leadership roles, but they nonetheless reported distinct changes in their self-perception and understanding. Parents also commented on positive changes they witnessed in their young family members but qualified this by observing such changes were fragile for young people who experienced failure (to get work or sustain their small business). Many young people and stakeholders highlighted socio-cultural attitudes towards youth that inhibit young people adopting leadership roles.

Training in new skills was the most frequently mentioned benefit by participants across all programs. Young people and their families were keen for training (for example, computer skills) to be more

advanced and comprehensive. Several stakeholders would like to see YCV training become accredited and so have greater value in the job market. Participants were keen for additional livelihoods training opportunities, including accessing new courses such as agriculture, tourism and hospitality; expanding programs to other islands (Tanna and Malekula in particular); and follow up courses for those who need further help post-program.

Survey respondents were most likely to report positive impact on employment chances, followed by going on to further study as a result of participating in YCV. Overall, responses indicate 50% of participants are in employment and 50% are not. Participants were less likely to judge a positive impact on entrepreneurial activity as a result of YCV participation. Just under a quarter of survey respondents currently had a business. There were no significant differences across different programs in participants' judgement of the impact of YCV programs on their life.

Survey responses indicate there is some fluidity in program outcomes with Ready for Work and Future Leader participants starting a business and Ready for Business participants stating they got a job as a result of the program. Ready for Business was paused in 2013 when it became clear the program was struggling to achieve results. Demand for the program was high, but participants were not establishing and sustaining businesses successfully. Challenges included difficulty managing conflicting demands of family/ kinship obligations (to give credit for example) and other projects (such as building a house) with the ongoing demands of small business cash flow/investment.

When asked about the most significant benefit of participating in a YCV program, young people highlighted the following (in order of most to least mentioned): new skills and internship work experience; life skills, including leadership and public speaking; Communication skills; experience working with colleagues in a work environment as well as in the community project (Future Leaders Program); and new confidence in sharing their ideas. A number of young people felt there was a lack of follow up support for participants who do not succeed straightaway. These participants felt they needed more help.

Overall, the evaluation found some difference in YCV program impact for women compared to men in several key areas. Program participation is judged by female participants to have had a greater impact on their leadership roles. Women were also more likely to have strongly agreed they got a job as a result of YCV participation. Women appear to face gender specific barriers to business success, particularly, balancing their gender roles and entrepreneurial roles when husbands and/ or family place demands on them (for example, struggling to keep cash flow in the business in face of demands from husbands).

YCV has not reached a proportionate number of young people with a disability, with fewer than ten young people with a disability participating in YCV programs over 2010-14. Reasons for this may include very strong program demand in the general population and a corresponding lack of active recruitment of young people with a disability. YCV program staff also identified a slowly growing organisational awareness of disability access issues over the evaluation period.

Program governance

YCV faced significant governance and management challenges over the evaluation period 2010-14.

Key events over this period included:

- Evolution of YCV into a locally governed and managed organisation with a new Board of Governors (2011)
- Expansion of the Future Leaders Program to Santo (2011)
- New donor (Pacific Leadership Program) (2011)
- Organisational restructure following a comprehensive capacity self-assessment (2012-13)
- Two separate misappropriation of funds cases (Vila and Santo), requiring forensic audit of two financial year (2012/13 and 2012/14).

Both YCV and external stakeholders point out tensions around the localisation process and organisational restructure. At this time, YCV also made a number of budget cuts to program delivery. These included reducing program intake (Ready for Work); shortening internship and rural community project periods; and ending participants per diem during the program.

YCV recruitment and hiring processes are slow and unfilled posts are placing strain on existing staff.

The evaluation period (1 July 2010 – 30 June 2014) ends just as YCV underwent another significant change with the resignation of the first post-localisation Executive Director. Following the promotion of the Program Manager as new Executive Director in June 2014, the former post has gone unfilled, placing strain on the Executive Director and program coordinators to deliver YCV programs.

Oxfam's support to YCV's organisational and program management was critical over the evaluation period. Oxfam provided financial support as well as technical assistance and advice. Oxfam has funded YCV for many years and has developed a close working relationship with the organisation. For YCV stakeholders, Oxfam is a highly significant relationship.

2.5 EVALUATION CONCLUSIONS

Increasing positive impact

The YCV program design and delivery model is relevant and appropriate but constrained by limited program numbers. There is clear evidence of need in the number of early school leavers and young people without jobs or formal work experience, particularly in urban areas. However, this need also exists for rural youth who are seeking livelihood opportunities. YCV faces resource challenges to respond adequately to this need.

YCV has collaborated with a wide range of relevant national stakeholders but could improve the depth of engagement. Such strengthening would build national recognition of YCV as a leader in the provision of youth education/ training and support. It would also enable strategic partnerships (including contracting) with relevant Government agencies (for example, Department of Cooperatives, Department of Youth and Sport, Department of Labour).

YCV is seeking to respond to vulnerable youth but the evaluation found evidence that programs may not be reaching the most disadvantaged young people. There is very high demand for YCV programs and YCV selection criteria prioritise the most able candidates. While this improves the chances of program success, it has an unintended consequence in that candidates with less schooling and life experience, as well as less confidence, are less likely to access program benefits.

YCV is not equitably reaching young people with disabilities and could improve its organisational understanding of young people with disabilities' access and involvement in YCV programs. People with disabilities without qualifications or work experience, along with other disadvantaged groups (for example, young people from poorer families; rural youth and the most vulnerable such as those experiencing violence) face even greater challenges in finding opportunities (work, business start-up or further study). Stakeholders (including YCV program managers), agree responding to young people with disabilities needs to be improved. Suggestions include engaging people with disabilities to deliver awareness training to new program cohorts and streaming people with disabilities program participation with dedicated resource.

Participation in the Future Leaders and Ready for Work programs has a significant effect on young people's confidence and ability to seek work. The transformative effect may be circumscribed by time however. For those who succeed immediately in gaining work (especially those who go on to be employed in their internship organisation), program participant appears to have the biggest and most sustained impact. Those young people who don't gain employment following, or soon after, program participation may need further support to overcome barriers.

Areas for reflection

- Review YCV's organisational capacity to increase program access for more vulnerable youth, including marketing, recruitment, selection processes (for example, selection criteria, activities and location of selection days) to improve reach to more vulnerable and disadvantaged young people.
- Analyse current engagement with young people with a disability and consult with a relevant organisation (for example, Vanuatu Society for Disabled People) on a strategy to better understand barriers/ enablers and to increase participation and success of young people with a disability in YCV programs.
- Invest in targeted follow up support for participants who do not succeed in employment or business post-program. This could include dedicated Alumnae Network support, short refresher courses or regular follow up 'career clinics'. Consider incorporating 'overcoming failure/ barriers' in training and ensure participants are aware of structured ongoing support post-program.

Oxfam support to YCV

YCV is at a critical stage with the confirmation of a new Executive Director after a period of upheaval following localisation in 2011 and restructuring in 2013. During this period, the organisation focused on maintaining program delivery. With the exception of the Ready for Business program (put on hold in 2013), results data show YCV largely succeeded in continuing to deliver its programs during this time. Keeping delivery continuing as normal in difficult circumstances may have meant, however, less resource to focus on program innovation and change. Consequently, YCV has delivered the same programs, in the same way, for a long time. It is notable that all program coordinators, as well as the Executive Director, have themselves been Future Leaders participants. This is a testament to program success but may also have contributed to a status quo for program design and delivery. YCV staff have,

however, actively taken part in professional development (for example, Youth work Certificate IV at APTC; UNITEC course in Value based Management and Leadership in NGO (YCV 2013). YCV managers observed less external expert input to the organisation post-localisation and noted the effect of this on specific technical areas such as proposal writing.

Over the evaluation period, YCV funding streams were dominated by Oxfam support. Continuing this reliance on a main donor represents a potential vulnerability as Oxfam's budget is subject to cuts (for example, following reduction in the Government of Australia Aid program). Oxfam's budget reductions have been passed on to YCV's budget for 2015/16.

There is overlap between different program components which are critical for YCV and Oxfam consideration of next steps. Examples of overlap include: First Steps to Business (delivered in both Future Leaders and Ready for Business) and Computer skills (delivered in both Future Leaders and Ready for Work). Evaluation findings indicate some crossover between different programs and intended outcomes (for example, significant numbers of Ready for Work and Future Leader program participants starting businesses). The Future Leaders program, in particular, offers both the rural community project as well as job internships, creating overlap with Ready for Work as the employment focused program. Separating the programs into two clear areas (youth leadership and youth employment) would provide greater clarity, but would also be a market test of young people's interests and needs.

The rural community project (Future Leaders Program) stands out as the highest cost program component. This component requires travel and associated costs (for example, accommodation, subsistence and insurance), as well as additional staff resource (two field staff to lead youth cohorts in the community). A critical feature of the rural community projects are the international volunteers who join ni-Vanuatu youth for the six to eight week project. International volunteer involvement affects program scheduling as they are limited to July and December visits. International volunteers represent an important income stream for YCV, however, as well as a valuable program dimension of cultural exchange. The rural community projects appear to be a legacy from the earliest program (ni-Vanuatu Youth Program) run as part of Youth Challenge International.

Ready for Business is currently on hold. A high level of interest (across all stakeholders) in programs supporting young entrepreneurs was evident in the evaluation.

Areas for reflection

- Provide technical assistance to YCV leadership to strategically review programs' intent, design and delivery in order to innovatively respond to young people's needs 2015-20. This could include, for example, considering strategic partnerships with programs such as TVET and VRDTCA to reach rural youth in other islands.
- Support YCV capacity to diversify the organisation's funding base, for example, proposal writing and business income through contracts with Government of Vanuatu to deliver specialist youth services.
- Restart Ready for Business but consider the balance of internal and external expertise to deliver high quality, market relevant training, particularly in diverse business areas, as well as management skills to respond to context specific challenges (for example, balancing kinship and

business demands). Consider ways to incorporate sector/industry expertise into program content (for example, specialist business mentors).

- Consider strategies to support female Ready for Business participants to address gender barriers for women succeeding in business. This could include seeking husbands and/or key family members' involvement in the business action plan/ training.

3. BACKGROUND

3.1 YOUTH CHALLENGE VANUATU

Vanuatu is facing a huge demographic challenge with approximately one third of its population aged between 12 and 30 years. Communities need the positive engagement of youth to respond to the pressures of rapid social change, economic insecurity and environmental vulnerability. Young people themselves are facing particular challenges, however, with limited opportunities for further education, employment and civic/community participation. Lack of opportunity can result in economic and social marginalisation. Risky behaviours can heighten young people's vulnerability to involvement in illegal activities and sexual and reproductive health (SRH) morbidities (for example, unplanned pregnancy, sexually transmitted infections, coerced or transactional sex). Rapid social change (for example, unions between parents from different islands and shifting patterns of residence) have also had a profound impact on young people's sense of identity and their access to land rights. Many of these factors are magnified for youth living in urban settlements and for young women and disabled youth.

The situation of ni-Vanuatu youth mirrors a global issue of youth under-education and unemployment. Worldwide, youth represent 25% of the total working age population but make up 40% of the unemployed (ILO, FAO, 2013).² The International Labour Organisation (ILO), identifies youth unemployment as common to all regions in the world and a continuing problem despite improvements in average educational attainment (ILO, 2015).³ In Vanuatu, young people are facing real challenges, caught between parents/ elders' expectations to behave responsibly, be financially successful and make a worthwhile contribution to family and community, whilst navigating the hard realities of socio-economic circumstance: high unemployment, a low wage economy for unskilled jobs, and expensive urban living conditions. These challenges are even greater for early school leavers, those without work experience and/or experience of the formal economy.

Youth Challenge Vanuatu (YCV) is a long-standing initiative which has been working in youth leadership in Vanuatu since 2001. YCV is a registered charitable non-government, non-religious organization, delivering programs which seek to up-skill and empower youth in leadership, employment, education and small business development (YCV 2010). Through Youth Challenge Australia (YCA), YCV programs offer opportunities for international and ni-Vanuatu youth to work together and develop their leadership and decision-making skills via participating in rural community development projects. Oxfam in Vanuatu ('Oxfam') has supported YCV since 2001. YCV seeks to strengthen youth leadership and livelihoods through five program areas:

1. Future Leaders Program
2. Ready for Work
3. Ready for Business
4. Careers program
5. Vanuatu Youth Training and Livelihoods Centre.

² <http://www.unevoc.unesco.org/go.php?q=World%20Youth%20Skills%20Day> Accessed 14 August 2015

³ Ibid.

YCV's **overall intention** is to build young people's skills and confidence to successfully engage in society, the economy and to make a positive contribution to their communities. The five YCV programs are managed and delivered by a YCV program manager and five program coordinators (three in Vila and two in Santo). YCV Santo submits monthly reports to the YCV Executive Director in Vila. YCV submits regular reports (six monthly and annual) to Oxfam.

3.2 EVALUATION PURPOSE AND OBJECTIVES

The **overall purpose** of the evaluation was to assess the effectiveness and impact of YCV programs over 2010-14, and to provide strategic insights youth leadership and livelihoods programming in Vanuatu.

Specific **evaluation objectives** were to:

1. Assess YCV's program strategies and their contribution to sustainable change in the lives of young female and male program participants and communities;
2. Support YCV staff to identify ways in which their program strategies can be strengthened to increase positive impact;
3. Examine the relevance of the project design and implementation to YCV and participants; and
4. Identify the contribution of Oxfam's partnership approach, support and accountability to YCV staff and how these can be strengthened.

3.3 EVALUATION QUESTIONS

Program relevance and effectiveness

7. To what extent is YCV's program model relevant to YCV and participants; and intended objectives/ impact?
8. To what extent has the program design and delivery successfully:
 - Collaborated with other stakeholders (in particular national decision makers)
 - Engaged youth and community members to genuinely contribute to the development, implementation and monitoring of the programs
 - Deployed training and mentoring to influence young women and men participants' behaviour/success.

Program impact

9. **What has changed and why?** To what extent have YCV's program strategies contributed to sustainable change in the lives of young female and male (both able-bodied and disabled) program participants and communities? Including:
 - Young women's and men's (both able-bodied and disabled) leadership and sustainable livelihoods:
 - Advanced equality between young women and men (both able-bodied and disabled)
 - Changes in attitudes of youth, community members and employers to young women and young men (both able-bodied and disabled)?

- Facilitators and barriers to program achievement of intended outcomes
- Unintended outcomes (positive/negative).

Governance

10. How effectively and efficiently has the organisation's governance and management structure supported program implementation (creating an enabling environment, providing direction, resourcing and staffing)?
11. How has Oxfam support and partnership approach affected the capacity of YCV board and staff to manage and learn from their organisational and program management?

Learning

12. ***How can we continue to improve our programs particularly for vulnerable groups?*** What lessons can be learned to:
 - Increase positive program impact for young people and vulnerable groups
 - Improve Oxfam support to YCV in the planning, implementation, monitoring and evaluation of YCV's programs.

3.4 EVALUATION METHODOLOGY

The evaluation was undertaken between June and August 2015. A range of data sources were drawn on to address the evaluation objectives and associated questions, as follows:

A desk review of key program documents provided background and contextual information on YCV and its programs design and delivery, intentions and desired outcomes, as well as program partners and funder.

Program monitoring data and reports Program reports provided data on program implementation over 2010-14, including costs.

In-depth semi-structured interviews were held with 30 key program stakeholders, including managers, program partners, program participants, family members and community leaders.

Online survey questionnaires were conducted with 137 YCV program participants and 15 employers. The surveys asked participants' views on the relevance, effectiveness and impact of YCV programs. The participants' survey was translated into Bislama in an evaluation team workshop and piloted with a young program participant. The survey population sample consisted of young people who had participated in a YCV program over 2010-14 (n=305). Recruitment was multi-pronged to encourage response, and included: invitations to respond on the Wok-i-kik website and YCV FaceBook pages; eligible drop-in visitors to the YCV computer lab were invited to respond online; and the program team administered the survey over the phone for previous participants without online access. The evaluation team also administered the survey with past participants while conducting community visits (data collection with family and community leaders). 137 survey responses were received, representing a

response rate of around 45%.⁴ Not all respondents answered all questions which means sample size varies for different questions. Sample size is noted where appropriate.

3.4.1 Evaluation sample frame

Table 1. Overall evaluation sample frame							
Stakeholder group	Interviews		Group discussions		Survey		
	Vila	Santo	Vila	Santo	Vila	Santo	Unspecified
Program participants	3	1	3	1	92	25	20
Family members	5	3	-	-	-	-	
Community leaders	2	1	-	-	-	-	
Oxfam in Vanuatu managers	1	-	-	-	-	-	
YCV program managers/ coordinators	5	2	2	-	-	-	
Employers	-	-			10	5	
Government/ agency	3	1	-	-	-	-	
International/ donor	2	-					
Civil Society	1	-					
Total Sample (n=)	30		6		102	30	20

3.4.2 Notes to the report

The evaluation covers the period 1 July 2010 – 30 June 2014. Primary program beneficiaries are defined as young women and men, both able bodied and with a disability and their families/ communities.

The evaluator is confident evaluation findings are robust and accurately reflect triangulated data from interviews; surveys; and document review

Please refer to Appendix B for full evaluation methodology and data collection tools.

⁴ For a population of 305, a sample size of 137 represents a confidence level of 95% and confidence interval (margin of error) of +/- 6.22%.

4. EVALUATION FINDINGS

4.1 PROGRAM RELEVANCE AND EFFECTIVENESS

The following section addresses program relevance and effectiveness (**evaluation questions 1 & 2**). It includes assessment of program design and delivery as follows:

- Relevance of YCV's program model to YCV and participants and intended objectives; and
- The extent to which program design and delivery has successfully:
 - Collaborated with national and other stakeholders;
 - Engaged youth and community members to genuinely contribute to the development, implementation and monitoring of the programs;
 - Deployed training and mentoring to influence young women and men participants' behaviour/success.

Over 2010-14, YCV programs delivered three main programs to young people in Port Vila and Santo, as outlined in the textboxes below:

Textbox 1. Future Leaders (*Fuja Lida Program*) 2010-14

The Future Leaders Program began in Port Vila in 2001. At this time, the program (then called the 'ni-Vanuatu Youth Program') had up to ten participants per cohort and only included a rural community project. From 2004, program intake increased to 30 young people per year. In 2007, training and internship components were introduced and in 2009, the program was renamed to become the Future Leaders Program. The program expanded to Santo in 2011.

The current program model runs with two cohorts per year (in April and October), each with 45 participants (15 from Vila, 15 from Santo and 15 international volunteers who join the rural project component). Each program cohort lasts 6-8 months depending on program time of the year. During the program, participants undertake a rural community development project (in July and December). Three rural community development projects are run, each with 15 participants (5 from Vila, 5 from Santo and 5 international). Prior to 2012/13, the community project lasted 6 weeks (July) and 8 weeks (December). Following budget cuts the community project now lasts 4 and 6 weeks respectively. Communities request assistance for a community determined project (for example, building a school building). Communities must be able to satisfy certain criteria, including: accommodation for youth volunteers; a project foreman; and materials. When there are more than three eligible requests, community projects roll into the following year. The last program component is an eight week employment internship. Participants receive a daily stipend for their lunch and bus fares during the

Textbox 2. Ready for Work (*Redi Blong Wok*) 2010-14

Ready for Work began in 2009. The program has one annual intake of 15 participants in July and the program runs over 3-4 months (waiting for internship placement accounts for time difference). Prior to 2013, the program had two annual intakes (totalling 24 participants). Ready for Work participants undertake core program components (life skills, leadership, computer skills and job readiness training) before embarking on an 8 week employment internship. Participants receive a daily stipend for their lunch and bus fares during the internship.

Textbox 3. Ready for Business (*Redi Blong Bisnis*) 2010-14

Ready for Business began in 2009. Participants undertake life skills, leadership training and initial business training before embarking on specialised business action plan training. Following this, participants receive a small grant of 40,000 vatu to start a business. Grants are released on receipt of invoices against Business Plans. In 2013 it became apparent the program was struggling. Participants had not received small business start-up grants and there was a bottleneck of unspent funds. Reasons given for this include poor communication between program staff and YCV management; and incomplete Business Plans which meant grants could not be released to participants. In 2013 Oxfam decided to pause program funding pending a review.

In addition to the three main programs, YCV runs the Vanuatu Training and Youth Livelihood Centre (VYTAL), a Vila drop-in centre delivering careers advice/counselling; information on job and training opportunities; a computer lab; and a small library. Another important YCV work stream is Wok-i-kik, a job advertisement website launched in 2009 with ILO funding.⁵

Over 2010-14, YCV delivered the following programs to 305 participants:

- Future Leaders Program to 107 completing participants (Vila)
- Future Leaders Program to 81 completing participants (Santo)
- Ready for Work to 73 completing participants
- Ready for Business to 44 completing participants.

A number of young people (n=35) did not complete their programs (Vila n=26; Santo n=9). Reasons for non-completion varied: finding work; pregnancy (n=2); moving away; family commitments; or a personal issue. A few participants withdrew early due to receiving a job offer on a previously submitted application. Program staff report young people are more likely to withdraw early if their internship placement is delayed or the internship is not successful. In focus group discussions, young people reported frustration when their internship was in a work area they were not interested in. A number of participants felt they had not been in the right program (for example, when places were only available in

⁵ <http://vanuatujobalert.blogspot.co.nz/>

a program of lesser interest). YCV staff also noted that some Future Leaders participants’ main goal was employment and thus the program was a means to this end in the absence of other options. For these participants, other Future Leader program components (for example, rural community project) were less valued than the internship.

Program delivery model

A key feature of all three main YCV programs is the combination of life skills with employment and/or business training content. Training is delivered both in-house and through external trainers (for example, Edwards Computer Foundation and Promedical). In addition to core common components (see Figure 1), each program has individual components. Programs run at different times of the year so core components are not delivered simultaneously. Until 2013, programs held separate graduations; from 2013 this has been rationalised into an annual graduation ceremony.

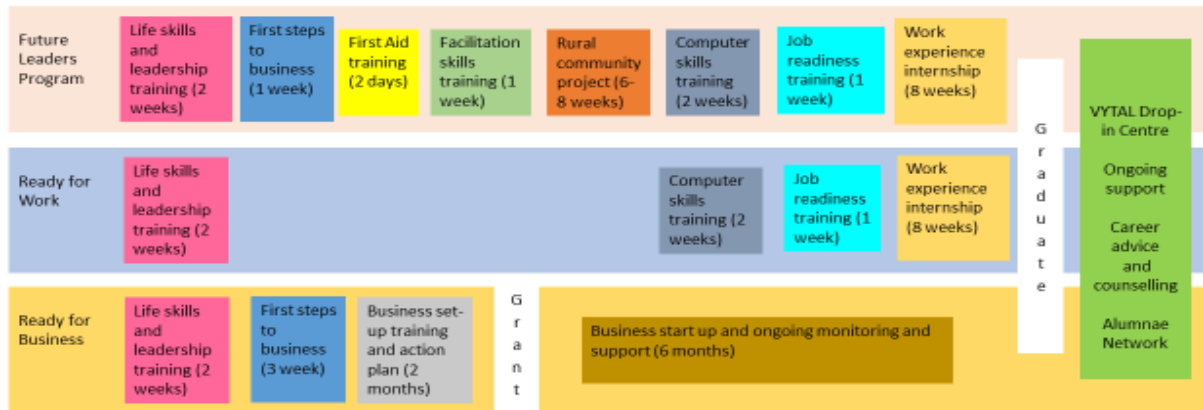


Figure 1. YCV Program components

4.1.1 Relevance of YCV program model

Overall, YCV programs are highly relevant to young people’s needs in Port Vila and Santo. All stakeholder groups strongly agreed there is a clear need for programs aimed at young people with an incomplete education and/or those who have no work experience and are struggling to become economically active. This need is clearly demonstrated in the demand for programs: over 2010-14, there were at least 1,444 applications for 250 program places⁶ (see Table 2 over page). Eleven out of twelve employers strongly agreed/ agreed YCV meets a definite need in Vanuatu society.

⁶ This figure excludes Future Leaders Santo as application numbers were not available.

Table 2. Program data				
Youth Challenge Vanuatu programs	Number of applications	Number of program places	Number of withdrawals	Total number participants completing program
Future Leaders Program (Vila)				
2010/11	160	30	5	25
2011/12	150	30	3	27
2012/13	197	30	3	27
2013/14	209	30	2	28
Sub-total	716	120	13	107
Future Leaders Program (Santo)				
2010/11	-	15	1	14
2011/12	-	30	4	26
2012/13	-	15	1	14
2013/14	-	30	3	27
Sub-total	No data available	90	9	81
Ready for Work				
2010/11	No data available			
2011/12	250	24	2	22
2012/13	112	24	0	24
2013/14	263	30	3	27
Sub-total	625	78	5	73
Ready for Business				
2010/11	No data available	18	2	16
2011/12	103	18	2	16
2012/13	No data available	16	4	12
2013/14	Program on Pause			
Sub-total	103	52	8	44
TOTAL (incomplete data)	1,444	340	35	305

Young people are applying to YCV programs to improve their chances of employment; gain new skills; and to learn and progress in general. Many young people stated they had no qualifications and no previous job experience and saw YCV as a chance to overcome these barriers. The opportunity to gain work experience via an internship was particularly significant for these applicants. That YCV programs are free was mentioned by several participants as important for their participation. Young people heard about YCV programs from a variety of places, including radio, newspapers, the VYTAL drop-in centre, and in particular, from family and friends who had previously participated in YCV. The lack of comparable opportunities as an incentive to apply to YCV emerged clearly in focus group discussions. For these young people, YCV programs represented a chance to do something in the face of very little alternative. This is mirrored in employers' views that YCV programs meet a very real youth need for mentoring and capacity building.

Stakeholders view YCV programs as responding to two very important but distinct needs:

- Education and training in employment and business skills/ knowledge. One external educational stakeholder noted YCV provides a critical stepping stone for young people to reengage with formal learning.

- Confidence building, encouragement and mentoring. The theme of disempowered youth who need holistic support emerged in focus groups. Young people reported feeling their lack of income, status, and educational success keenly. Parents identified young people's self-belief and independence as critical and in need of strengthening.

"I only finished Year 10 in school. After I left school I was hanging around at home. I thought my education was finished. I feel I have raised a level because of YCV" Young man, Focus Group Port Vila

"YCV is picking up the younger people who are falling through the cracks...YCV programs are providing fundamental building blocks for young people to learn." (External national stakeholder)

"Early school leavers especially have needs. At YCV they have the chance to learn different skills." (External national stakeholder)

"I wanted to build my confidence to get a job and achieve my goals." Young woman, workshop, Port Vila

"Things like YCV are a foundation for young people...they learn what they can do." (Community leader, Freswota, Port Vila

"I wanted to do YCV to keep me occupied, not stap nating nomo (do nothing at all)" Young man, workshop 1 Port Vila

"Hem mas trustem hem wan, i no possible blong depend long mummy mo daddy forever" Parent, Santo

"YCV's program model is really useful...anything to bring up the capacity of young people is going to be useful because youth tend to be forgotten." External national stakeholder

YCV's program offer is relatively unique in Vanuatu. Other organisations are responding to youth needs and/ or education and training, but no other organisation offers a comprehensive focus on delivering employment and business skills alongside strengthening life skills. 63% of survey respondents reported they had not attended any other youth livelihood or leadership program. Women were more likely (42%) than men (32%) to have had previous youth program experience. Most participants' previous experience occurred in church groups, but also NGO community programs, Australian Pacific Technical College (APTC) and Vanuatu National Youth Council (VNYC). Wan Smolbag is a well-known youth NGO which focuses on unemployed youth who are no longer, or have never, attended school. Wan Smolbag offers informal classes, workshops and leisure activities⁷ rather than specific employment/business training. Church youth groups are a well-established forum for training/ workshop opportunities but these are limited to young people who are engaged in church activities. Some organisations offer internship opportunities (for example, Chamber of Commerce, APTC, Vanuatu Institute of Technology) but these are in specific work areas (for example, Chamber of Commerce internships are limited to administration and business employers).

"There are other learning workshops run by some Churches, but these boys aren't interested in church." (Parent, Santo)

"No one else is doing what YCV is doing for this vulnerable group." (External national stakeholder)

⁷ <http://visit.wansmolbag.org/youth-centre/> Accessed 6 August 2015

Employers positively rate YCV participants interning at their organisation. Perceived benefits include: motivated and hardworking interns; formal agreement (Memorandum of Understanding) with YCV; helping underprivileged youth; and being able to offer practical experience. A number of employers noted YCV programs offer a valuable screening service for potential employees. Internship candidates' skills, knowledge and interests are thus matched in a considered process with employers.

"The program has helped us to identify potential future staff who we can keep training after the completion of the internship" Employer

"Provides an environment where the interns can learn and apply their skills in a practical sense." Employer

"I feel the best thing about being involved with Youth Challenge Vanuatu was that we as an organisation could give awareness of career opportunities in our fields of work; and the Youth Challenge participant could experience a possible career opportunity." Employer

Program selection

There is a high demand for YCV programs. Interested youth submit application forms and attend a selection day. Selection activities assess applicants in four key areas: communication; leadership; problem solving; and teamwork. Following scoring, applicants are interviewed by a panel of YCV alumnae. A smaller group is then shortlisted for a second round interview and a final selection is made for program places. Selection criteria were described by YCV staff as developed over time using the program logic/ logframe (YCV 2011). Selection criteria include: participants' age (18-35 years); commitment level; qualification level (minimum of Class 6)⁸; communication skills; ability to work in groups; and motivation. There is no maximum qualification level criteria and many program participants have completed school Year 12 or 13. YCV staff note their awareness of needing to give lower level candidates a chance to participate.

Program reach

As a result of high demand, program entry has become highly competitive. Over the evaluation period, there were at least 1,444 applications for 250 program places (eight applications for every Ready for Work program place and six applications for every Future Leaders program place (Vila). This competition has meant that program staff have developed and apply rigorous and transparent criteria to select the most able applicants. Consequently, there are a large number of unsuccessful applicants, including those who may require more support to succeed in employment or business. Stakeholders across all groups (participants, families, community leaders and external stakeholders) consistently mentioned a greater need than program numbers were currently able to meet. Stakeholders also highlighted the unmet needs of more vulnerable youth, including those with incomplete schooling, lack of qualifications or work experience, financially struggling families, and/or inadequate housing. These young people may face additional barriers of low confidence and fewer resources (for example, bus fares to the YCV office). Five out of twelve employers disagreed or were not sure whether YCV reaches vulnerable youth (for example, young people with disabilities).

⁸ YCV has included participants with lower school attainment in the past (including for example, a Class 2 school leaver in 2011).

“On selection day, there are plenty who have potential but can’t join because there aren’t enough places.” (Young man, Focus group, Santo)

“If YCV could increase the number of participants, this could only have a positive impact on YCV’s reach and young peoples’ lives.” (External national stakeholder)

“Program intake is small, and there is clearly a greater need. Donors notice this...if YCV could double the number of participants, this would make it even more attractive to donors.” (Donor)

4.1.2 Program design and delivery

Stakeholder collaboration

YCV is highly regarded by external stakeholders but some think YCV could increase its profile. YCV actively seeks to engage with national and other stakeholders (for example, through membership of the NGO coalition Vanuatu Youth Livelihoods Network, and meetings with the Small Aid Donor Committee). YCV collaborates with Provincial Planning offices to run community development projects. YCV is well recognised by those stakeholders it has strong relationships with (for example, TVET, Department of Youth) and has established relationships with other NGOs in particular (for example, Care International, Save the Children, World Vision, Vanuatu Development Rural Training Centres Association). Ten out of twelve surveyed employers strongly agreed/ agreed YCV was an effective organisation. Some external stakeholders felt YCV could improve its national level engagement in all sectors in order to become better known. YCV staff noted the Cyclone Pam response has raised awareness of all NGOs, including YCV at a national level. While this may be so, both YCV and external stakeholders noted a need for YCV to gain greater national Government recognition and engagement.

Community engagement

YCV has a high level of engagement with communities during the selection and organisation of rural community development projects. The YCV coordinator visits communities interested in being considered for YCV volunteers to undertake community selected projects (for example, building a classroom). YCV also conducts community awareness events, visiting communities and promoting YCV programs. YCV staff get to know program participants well and evidence of on-going relationships were clear during the evaluation. YCV actively monitors and evaluates its programs with young people and communities. Key program training components for example, training, internships and rural community development projects (refer Figure 1) are evaluated using response sheets and focus groups. On completion, whole programs are reviewed in a participant focus group. No clear process for incorporating young people and communities’ input to program development, implementation or monitoring emerged however.

Training and mentoring

The YCV program model (Figure 1) has training (both ‘hard skills’ such as computers and ‘soft skills’ such as facilitation) and mentoring at its heart. Training in new skills was the most frequently mentioned benefit by participants across all programs. When asked about training content, many young people and their families were keen for training (particularly computer skills) to be more advanced and

comprehensive. Several stakeholders would like to see YCV training become accredited and so have greater value in the job market. Mentoring by YCV staff plays a significant role in participants' experience and program gain. While most survey respondents rated YCV staff input highly, a few pointed out a need for greater support, particularly post-program.

'wanem weh me Valuem is leadership, how staff ol e kind lo ol youths and also respectm ol gther.' [What I valued is the leadership, how staff were kind to all of us and also respected everyone] Male survey respondent, Future Leaders Program, Vila 2012

"Hemi ol encouragement & advice blo staff encharge long program we mi bin atendem (RBW) till today. Also YCV hem i look mo tretem every youth lo same level nomo." [It is all the encouragement and advice from staff both during my program (Ready for Work) and until today. YCV perceives and treats all young people equally] Female survey respondent, Ready for Work, 2011

"Improve hemi ol staff oli mas helpem gudol youngfala wetem counselling" [Improvement would be that staff should really help young people with counselling] Female survey respondent, Ready for Work 2014

4.2 PROGRAM IMPACT

The following section addresses program impact (**evaluation question 3**). It includes assessment of sustainable change in the lives of young people and families/ communities in the following areas as a result of YCV programs:

- Leadership and sustainable livelihoods;
- Changes in attitude towards young people;
- Gender equality.

4.2.1 Leadership

All stakeholders consistently reported participation in YCV programs (the Future Leaders Program in particular) had a visible impact on young people's confidence, behaviour and attitude. Many instances of leadership roles were noted, including church youth leaders (most common), sports associations Board positions (for example, Treasurer), to acting on the Board of the YCV Alumnae Network. When asked about the impact of YCV programs on participants, employers were most likely to strongly agree/ agree a positive impact on young people's confidence (11 out of 12 employers) and leadership (10 out of 12 employers). Young people themselves positively rated the impact of participation on their uptake of leadership roles in the community, but women were more likely to strongly agree than men:

- Overall, 68% strongly agreed/ agreed YCV participation had resulted in a community leader role
- 35% of women strongly agreed, compared to 19% of men.

"Taem mi stap long haos, mi tingting smol, be afta, mi save tingting bigwan. Nao, sapos mi gat wan tingting, mi save mekem." [When I was just at home, my ideas and plans were small, but after [YCV], I can think ambitiously. I can have an idea and I can act on it.] Young woman, Focus group Port Vila

For some young people, there was no change in their uptake of leadership roles, but they nonetheless reported distinct changes in their self-perception and understanding. Survey respondents strongly agreed/ agreed that as a result of participating in YCV they were more confident in their ability to make life decisions (86%) and to speak in public (91%). There were no significant differences by gender or program. Public speaking was mentioned by a number of participants as something they had never done before and had benefitted greatly from experiencing during the Future Leaders program. Similarly, a strong theme of self-awareness and self-reliance emerged in focus group and survey data. One example is a young women who became pregnant shortly after taking part in the Future Leaders Program. Although program participation had not led to employment or leadership opportunities, this young women none-the-less felt a clear program impact on her maturity in responding to the challenges of an unplanned pregnancy outside marriage and self-control in the face of strong family reaction. Another young woman said she helps her friends solve problems using the skills learnt during the Future Leaders Program.

“YCV have made changes in young people’s lives, not just economic change, but changes to ways of thinking. YCV provides a space for young people to change.” (External national stakeholder)

“[YCV]...helpem mi blong save come independent person and how blong handelem situation long life” [YCV helped me to become an independent person and handle life situations] Male survey respondent (Ready for Work, 2014)

“Mi Really Valuem mi wan, Youth Challenge i wan eye opener we hemi mekem mi finem aot se mi wan very important and special being and that mi should be respected long haos/home, communities etc..” [For me, what I valued was that Youth Challenge Vanuatu was an eye opener, I realised I am a very important and special being and I should be respected at home and in the community] Female survey respondent, Ready for Work, 2014

“Good something is that : me kat trust lo me one blo mekem wan work mo me save disciplinem me one.” [The good thing [about YCV] is that I have trust in myself to carry out work/projects and I can discipline myself] Female survey respondent, Future Leaders Program, Vila 2012

4.2.2 Sustainable livelihoods

Participants were asked to judge the difference YCV programs had made to their life in key areas.

There were no significant differences across different programs. Overall, as a result of participating in YCV, survey respondents were most likely to report positive impact on employment chances, followed by going on to further study:

- Overall, 72% strongly agreed they were able to get a job as a result of participating in YCV
 - Women were more likely to strongly agree (52% compared to 28% of men)
 - Older participants (25-35 years) were more likely to strongly agree (52%) than younger (34%)
- Overall, 61% agreed or strongly agreed they had gone onto further study, with no significant difference across programs, gender or age group.

Participants were less likely to judge a positive impact on entrepreneurial activity as a result of YCV participation:

- 39% agreed or strongly agreed they had been able to start a business as a result of YCV (with no significant difference for gender)
 - Older participants were more likely to strongly agree (25% compared to 14% of younger)
- 27% agreed or strongly agreed they had got a business bank loan.

Survey responses indicate there is some fluidity in program outcomes with Ready for Work and Future Leader participants strongly agreeing/ agreeing they have started a business (45% and 32% respectively), and six out of nine Ready for Business participants stating they got a job as a result of the program. The evaluation also asked survey respondents whether they currently had a job. Overall, responses indicate 50% of participants are in employment and 50% are not. Within this, women were more likely (58%) to have jobs than men (42%), and older participants were slightly more likely (54% compared to 43% of younger participants). When asked if they currently had a business, 23% of respondents answered yes. Of these, 46% were women, 54% men. Older participants were more likely to currently be in business (31% compared to 13% of younger).⁹ In focus groups and survey data, participants were keen for additional livelihoods training opportunities, including accessing new courses such as agriculture, tourism and hospitality; expanding programs to other islands (Tanna and Malekula in particular); and follow up courses for those who need further help post-program.

Internships are a key feature of the Ready for Work and Future Leader programs. Over 2010-14, approximately 58 employers offered internships (48 Vila; 10 Santo). Of these, around 15-20 are estimated by program managers to be highly engaged with YCV and hosting regular interns. This core group include employers from government, NGO and private sectors. Surveyed employers positively rate the impact of YCV on participants' employment (11 out of 12 strongly agree/ agree), but are less sure YCV increases the number of young people starting a business (4 out of 12 strongly disagree or don't know). Internships emerged as a highly significant factor for participants' employability, most especially for those who have no previous work experience. In one focus group session, 11 out of 35 young people were now employed at the internship organisation which had been their first work experience.

"It is hard to get youth committed sometimes, so it is good to work with organisations like YCV who provide employment ready skills" National external stakeholder

"me valuem time se me gat wan wok blo me save karem money lo m, mo helpm family, community and country blo me mo gat wan brighter future..." [I value that I got a job and was able to earn my own money, and help my family, community and country, and have a brighter future] Male survey respondent, Future Leader Program, Santo 2010

[Best thing was]..."working experience lo real working environment and how blo contribute lo work as part of a team." [Best thing was the working experience in a real work environment and how to contribute as a team member] Male survey respondent, Future Leaders Program Vila 2011

Ready for Business was paused in 2013 when it became clear the program was struggling to achieve results. Demand for the program was high (in 2011/12, the only year with complete data, there were almost six applications for each place), but participants were not establishing and sustaining businesses

⁹ Note small sample size (n=24)

successfully. When asked if they had set up a business as a result of participating in Ready for Business 2010-14, five out of eight survey respondents¹⁰ strongly agreed and three out of seven agreed they had got a bank business loan. A number of challenges for Ready for Business participants' success were identified by stakeholders during the evaluation:

- Participants chose similar business ideas. Program managers identified training content (for example, writing a business plan) as likely to steer participants towards small stores in particular. Several issues were identified as problematic by stakeholders, including competition between program participants from the same neighbourhoods and an inability for small stores to compete with prices set by the large retail stores expanding into new parts of town (for example, Au Bon Marche in Man Ples).
- Lack of follow up support from YCV. Ready for Business participants in focus groups and survey, as well as family members, felt strongly that fledging businesses needed greater support, particularly in the first six months.
- Training previously delivered by the Chamber of Commerce and Department of Cooperatives, was picked up and delivered by YCV staff following budget cuts. Several stakeholders commented external trainers' advanced subject knowledge had subsequently been lost.
- An unintended program outcome emerged, in that Ready for Business participants were found to be money lending.

Sustainability of businesses established under Ready for Business emerged as a significant challenge.

Reasons for this included difficulty managing conflicting demands of family/ kinship obligations (to give credit for example) and other projects (such as building a house) with the ongoing demands of small business cash flow/investment. Small businesses are especially vulnerable to being put on hold in the face of other commitments and this compromises their sustainability. Ready for Business participants commenting on sustainability challenges felt business management skills training should be strengthened in the program. Program managers stated Ready for Business grant follow up and reporting needed to be more rigorous but that this is challenging because of a highly mobile population with frequently changing contact details.

The evaluation asked young people about the most significant benefit of participating in a YCV program. Young people in focus groups and survey responses highlighted the following benefits (in order of most to least mentioned): new skills and internship work experience (in many cases, leading to a job at their internship organisation); life skills, including leadership and public speaking; communication skills; experience working with colleagues in a work environment as well as in the community project (Future Leaders Program); and new confidence in sharing their ideas. One young woman cited her new job, opening her first bank account and no longer having to ask her parents for money as the greatest benefit. As a result of increased financial independence, she had moved out and set up a home with her partner. A number of young people mentioned particular gains from their community project experience, both technical (for example, construction skills) and social (new peer

¹⁰ In total, there were 13 Ready for Business respondents to the survey.

networks, cultural exchange between international and ni-Vanuatu participants, exposure to other islands and ways of doing things).

Table 3. Survey respondents' perceptions of program benefits (most to least mentioned)		
Future Leaders Program	Ready for Work	Ready for Business
Work experience during internship/ Public speaking and communication skills/ Got a job	Got a job	Gaining new skills through training
Gaining new skills through training	Gaining new skills through training/ Work experience during internship	Earning money/ Leadership skills/ Opportunity to improve my future
Leadership skills	Greater self-awareness/ New networks and friends	
Got a job	Team working/ Leadership skills/ Opportunity to improve my future/ Decision making and self-management/ New ideas and experiences	
Skills and experience gained during community project	Public speaking and communication skills/ Staff expertise and help	
Team working/ Decision making and self-management		
Opportunity to improve my future		
Became a leader		
Started a business/ Business action plan		
CV and application letters/ Self-awareness/ YCV staff expertise and help/ Earning money/ New networks and friends/ New ideas and experiences		

A number of young people in focus groups and survey responses felt there was a lack of follow up support for participants who do not succeed straightaway. These participants felt they needed more help. The YCV drop-in centre and availability of YCV staff (scheduled every day from 3.00pm – 5.00pm) for careers help and advice may not be as well known as it could be.

“time mi viniz lo priject kambak oli putum mi golo ol practical after this oli nomo lukluk lo mifala mo. olem oli forgetem mifala wantime.” [After the community project, YCV assigned me to a practical [internship], but when this ended, they didn't look out for us, it was like they forgot about us straightaway.] Unemployed male survey respondent, Future Leaders Program 2010

“mi wantem blong YCV i save ranem ol short course lo ol past participant we oli no fanem wan wok yet.” Female survey respondent, Future Leader Program, Santo 2011

*“YCV mas impruv bigwan blo helpem ol youth after lo ol practical blem sapos hemi no faenem wok.” [YCV has to improve its support to youth who do not get jobs following their internship]
Male survey respondent, Future Leaders Program, Vila 2010*

*“First Step to Business/ or training insaed long Redi for Bisnes. Mi ting se mentorship mo follow up hemi really poor. Mi olsem wan RBB paticipant mi dissapointed se YCV ino catch up blo luk se how wea ples mifala stap n wanem support nau mifala i nidim blo mekem se business i run gud.”
[The First Steps to Business within Ready for Business (R4B) program – I think the mentorship and follow up is really poor. As a R4B participant, I was disappointed YCV didn’t follow up on how we were going and to check if we needed further help for business success] Male survey respondent,
Ready for Business 2013*

Changes in attitude to young people

Young people themselves reported a positive impact on their interaction with community and society.

Survey respondents felt YCV participation improved their confidence in collaborating with others (94% agreed or strongly agreed). Several young people in focus groups mentioned they had seen changes in peers who had participated in YCV programs. These visible changes in confidence and knowledge had become an incentive to apply to YCV themselves. Parents also commented on positive changes they witnessed in their young family members but qualified this by observing such changes were fragile for young people who experienced failure (to get work or sustain their small business). Many young people and stakeholders highlighted socio-cultural attitudes towards youth that inhibit young people adopting leadership roles. A participant’s example of not being eligible for youth leadership roles in her church as she was unmarried, highlights the contradictory barriers faced by young people. Despite social challenges, young people in the survey stated YCV participation had resulted in greater confidence that they were part of society (89% strongly agreed/ agreed, with no significant gender difference).

“It is difficult for young people to become leaders in Vanuatu society.” (Donor)

“Young people may be in ‘leadership roles’ but these roles aren’t necessarily recognised by their elders and society.” (YCV stakeholder)

“Boy blong mi, hemi waet hair finis, be hemi mas stap listen long mi yet” [My son is grown, he has white hair, but he still has to heed me.] Community leader, Vila

4.2.3 Equality

Gender

YCV aims for an even division between men and women in its program places. There are no specific gender equity measures taken (for example, weighted program numbers or content aimed at women). See Appendix C for survey results by gender. Overall, the evaluation found some difference in YCV program impact for women compared to men in several key areas:

- Program participation is judged by female survey respondents to have had a greater impact on their uptake of leadership roles (35% of women strongly agreed, while 19% men strongly agreed YCV participation had resulted in a community leader role).

- Women were more likely to have strongly agreed they got a job as a result of YCV participation (52% compared to 28% of men and more likely to be currently employed (58% compared to 42% of men).
- Around the same number of women and men currently had a business (11 female survey respondents and 13 male). Gender specific barriers to business success for women emerged in focus groups and stakeholder interviews. In particular, women face challenges balancing their gender roles and entrepreneurial roles when husbands and/ or family place demands on them (for example, struggling to keep cash flow in the business in face of demands from husbands). Another example cited was that of a female participant's successful business being encroached upon by male family members in the same industry.

YCV organisational gender awareness and knowledge has increased as a result of training in gender equality (2013) and Gender Based Violence (2014). Two YCV staff also undertook gender Training of Trainers (2014). Program staff consider this has informed program content and improved delivery of gender awareness in the Life Skills training delivered across all three programs.

People Living with Disabilities

YCV has not reached a proportionate number of young people with a disability with fewer than ten young people with a disability participating in YCV program over 2010-14. Because there is such strong demand in the general population, YCV has not had to vigorously recruit participants, and this may have contributed to a lack of active recruitment of young people with a disability. More likely, however, is a slowly growing awareness of disability access issues over the evaluation period. YCV only began to formally collect participants' disability status on application forms in 2014 (although YCV had reported on numbers of people with a disability participating prior to this). One staff member felt YCV awareness of disability inclusion has increased greatly in recent years. Six survey respondents identified themselves as people with a disability.

"[YCV] helped me to break through barriers" Male with a disability survey respondent, Ready for Work 2014

"[YCV needs to] Providem other activities or program that may suits ones situation eg. Disability" Female survey respondent, Future Leader Program, Vila 2013

A number of facilitators and barriers to program impact were identified:

Program facilitators

Older participants are more likely to currently have a job or a business and older participants also rated the impact of YCV on these areas more highly. Older, more established (for example, married) focus group participants were also more likely to share their views and experiences. These findings indicate age and life experience may be a program facilitator.

Contracting external trainers to deliver program content (for example, Promedical to deliver first aid training) broadens the knowledge and expertise base available to participants and ensures up to date and market relevant content. Where training content has been delivered in-house to reduce costs (for example, Ready for Business training previously delivered by the Chamber of Commerce), stakeholders have reservations about training quality.

An alumnae network was started in 2012 with the aim of supporting program graduates. Following a period of inactivity in 2012, the alumnae network was reactivated in 2014 with a re-elected Executive Committee. The impact of the network on increasing participants' support and success (livelihoods and leadership) is not yet clear.

Program barriers

Some program barriers (factors inhibiting positive program impact for young people) are also those barriers faced by young people themselves. Without resources, or the means to gain them, young people can feel trapped by circumstances beyond their control. A small number of young women (n=2) had to withdraw from YCV participation after getting pregnant. Unplanned pregnancy outside of marriage is thus a barrier to participation but can also limit opportunity post-program. Lack of childcare as a barrier to pursuing work was mentioned by several young women the evaluation spoke to.

Challenges to organising timely and appropriate internships emerged as a program barrier. Program managers noted difficulty keeping participants engaged when their internships had to be delayed due to the employers' timetable. Several young people in focus groups and survey responses felt the 8 week internship (Future Leaders and Ready for Work) was not enough work experience to make a difference to their employment chances. Program managers noted employers on the other hand want 'employment ready' young people. Several participants felt their internship did not match their interests and desired career path. This emerged as a significant barrier to work experience success. In the worst outcome, a few participants withdrew, and for others, the internship felt like a wasted opportunity.

4.3 PROGRAM GOVERNANCE

The following section addresses program governance (**evaluation questions 4 & 5**). It includes assessment of:

- YCV's governance and management support of program implementation;
- Oxfam's partnership approach, support and accountability to YCV organisational and program management.

YCV faced significant governance and management challenges over the evaluation period 2010-14.

Key events over this period included:

- Evolution of YCV into a locally governed and managed organisation with a new Board of Governors (2011)
- Expansion of the Future Leaders Program to Santo (2011)
- New donor (Pacific Leadership Program) (2011)
- Organisational restructure following a comprehensive capacity self-assessment (2012-13)
- Two separate misappropriation of funds cases (Vila and Santo), requiring forensic audit of two financial year (2012/13 and 2012/14).

Program delivery changed following the organisational restructure. Areas of overlap (for example, coordinators for Ready for Work and Future Leaders programs separately seeking internship opportunities for their participants with the same employers) were rationalised. Both YCV and external

stakeholders point out tensions around the localisation process and organisational restructure. At this time, YCV also made a number of budget cuts to program delivery. These included:

- Reducing Ready for Work from two to one intake annually;
- Shortening the rural community project from 6-8 weeks to 4-6 weeks;
- Reducing the internship period from 10 to 8 weeks; and
- Ceasing to pay participants a per diem for lunch and bus fare during the program.

YCV recruitment and hiring processes are slow and unfilled posts are placing strain on existing staff.

The evaluation period (1 July 2010 – 30 June 2014) ends just as YCV underwent another significant change with the resignation of the first post-localisation Executive Director. An interim Executive Director stepped in (June 2014) and was formally appointed in January 2015. Following the promotion of the Program Manager as new Executive Director, the former post has gone unfilled, placing strain on the Executive Director and program coordinators to deliver YCV programs. The 2009-14 Strategic Plan is currently being revised for 2015-20.

“Localization [of YCV] didn’t have a clear strategy” External stakeholder

“YCV need to look at a broader level and strategically widen their thinking and horizons, for example, this links with financing, looking at other avenues apart from donor funding...YCV is a small NGO but it has big potential.” (External national stakeholder)

Oxfam’s support to YCV’s organisational and program management was critical over the evaluation period. Oxfam provided financial support as well as technical assistance and advice. Oxfam has funded YCV for many years and has developed a close working relationship with the organisation. For YCV stakeholders, Oxfam is a highly significant relationship.

4.4 PROGRAM LEARNING

The following section addresses program learning (**evaluation question 6**). It includes analysis and conclusions on program improvement, including:

- Increasing positive program impact for young people and vulnerable groups;
- Oxfam support to YCV to plan, deliver, monitor and evaluate its programs.

Increasing positive program impact

The YCV program design and delivery model is relevant and appropriate but constrained by limited program numbers. There is clear evidence of need in the number of early school leavers and young people without jobs or formal work experience, particularly in urban areas. However, this need also exists for rural youth who are seeking livelihood opportunities. YCV faces resource challenges to respond adequately to this need. Current programs last between three to eight months and specific program components (for example, rural community development projects) offer unique opportunities delivered by no other organisation. Internship opportunities available through YCV offer a broad based range of employment experience across all work areas and sectors (government, NGO and private). In addition, YCV is able to offer a diverse range of interns to employers. A very clear message emerged in the

evaluation data: young people are hungry for opportunity and highly value the chance to gain new skills and experience.

YCV has collaborated with a wide range of relevant national stakeholders but could improve the depth of engagement. Such strengthening would build national recognition of YCV as a leader in the provision of youth education/ training and support. It would also enable strategic partnerships (including contracting) with relevant Government agencies (for example, Department of Cooperatives, Department of Youth and Sport, Department of Labour).

YCV is seeking to respond to vulnerable youth but the evaluation found evidence that programs may not be reaching the most disadvantaged young people. There is very high demand for YCV programs and YCV selection criteria prioritise the most able candidates. While this improves the chances of program success, it has an unintended consequence in that candidates with less schooling and life experience, as well as less confidence, are less likely to access program benefits.

YCV is not equitably reaching young people with disabilities and could improve its organisational understanding of young people with disabilities' access and involvement in YCV programs. People with disabilities without qualifications or work experience, along with other disadvantaged groups (for example, young people from poorer families; rural youth and the most vulnerable such as those experiencing violence) face even greater challenges in seeking opportunities (work, business start-up or further study). Stakeholders (including YCV program managers), agree responding to young people with disabilities needs to be improved. Suggestions include engaging people with disabilities to deliver awareness training to new program cohorts and streaming people with disabilities program participation with dedicated resource.

When asked about program improvements, survey respondents suggested the following (in order of most to least mentioned):

- Offer more training courses (additional subjects and short courses aimed at early school leavers)(n=19)
- Improve post-program follow up support (n=17)
- Expand number of places per program (n=13)
- Expand office facilities, including computers (n=11)
- Improve level and quality of training (n=6)¹¹

Employers had a few suggested improvements:

“Ensure applicants actually have an interest in the area they want to complete an internship. There must be some kind of application process to ensure the right applicant goes to the right position. The system will work more efficiently if the applicants actually want to learn a skill.”
Employer

“Organise with Government and Private Sector opportunity for YCV interns to be paid allowances during their attachments as they are very dedicated and committed to achieving the best that they are able to contribute. I strongly believe that their efforts should be appreciated.” Employer

¹¹ See Appendix D for full list prioritised by program.

“A suggestion to make sure that the young people are aware that good employment is not only working in an office setting, there are other good opportunities as well.” Employer

Participation in the Future Leaders and Ready for Work programs has a significant effect on young people’s confidence and ability to seek work. The transformative effect may be circumscribed by time however. For those who succeed immediately in gaining work (especially those who go on to be employed in their internship organisation), program participant appears to have the biggest and most sustained impact. Those young people who don’t gain employment following, or soon after, program participation may need further support to overcome barriers.

Areas for reflection

- Review YCV’s organisational capacity to increase program access for more vulnerable youth, including marketing, recruitment, selection processes (for example, criteria, activities and location of selection days) to improve reach to more vulnerable and disadvantaged young people.
- Analyse current engagement with young people with a disability and consult with a relevant organisation (for example, Vanuatu Society for Disabled People) on a strategy to better understand barriers/ enablers and to increase participation and success of young people with a disability in YCV programs.
- Invest in targeted follow up support for participants who do not succeed in employment or business post-program. This could include dedicated Alumnae Network support, short refresher courses or regular ‘career clinics’. Consider incorporating ‘overcoming failure/ barriers’ in training and ensure participants are aware of structured ongoing support post-program.

Oxfam support to YCV

YCV is at a critical stage with the confirmation of a new Executive Director after a period of upheaval following localisation in 2011 and restructuring in 2013. During this period, the organisation focused on maintaining program delivery. With the exception of the Ready for Business program (put on hold in 2013), results data show YCV largely succeeded in continuing to deliver its programs during this time. Keeping delivery continuing as normal in difficult circumstances may have meant, however, less resource to focus on program innovation and change. Consequently, YCV has delivered the same programs, in the same way, for a long time. It is notable that all program coordinators, as well as the Executive Director, have themselves been Future Leaders participants. This is a testament to program success but may also have contributed to a status quo for program design and delivery. YCV staff have, however, actively taken part in professional development (for example, Youth work Certificate IV at APTC; UNITEC course in Value based Management and Leadership in NGO (YCV 2013). YCV managers observed there had been less external expert input to the organisation post-localisation and noted the effect of this on specific technical areas such as proposal writing.

Over the evaluation period, YCV funding streams were dominated by Oxfam support. Continuing this reliance on a main donor represents a potential vulnerability as Oxfam’s budget is subject to cuts (for example, following reduction in the Government of Australia Aid program). Oxfam’s budget reductions

have been passed on to YCV's budget for 2015/16. Over the evaluation period, YCV has endeavoured to reduce program spend by reducing delivery (for example, length of internship period (see section 4.3).

There is overlap between different program components which are critical for YCV and Oxfam consideration of next steps. Examples of overlap include: First Steps to Business (delivered in both Future Leaders and Ready for Business) and Computer skills (delivered in both Future Leaders and Ready for Work). Evaluation findings indicate some crossover between different programs and intended outcomes (for example, significant numbers of Ready for Work and Future Leader program participants starting businesses). The Future Leaders program, in particular, offers both the rural community project as well as job internships, creating overlap with Ready for Work as the employment focused program. Separating the programs into two clear areas (youth leadership and youth employment) would provide greater clarity but would also be a market test of young people's interests and needs.

The rural community project stands out as the highest cost program component. This component requires travel and associated costs (for example, accommodation, subsistence and insurance), as well as additional staff resource (two field staff to lead youth cohorts in the community). A critical feature of the rural community projects are the international volunteers who join young ni-Vanuatu for the six to eight week project. International volunteer involvement affects program scheduling as they are limited to July and December visits. International volunteers represent an important income stream for YCV, however, as well as a valuable program dimension of cultural exchange. The rural community projects appear to be a legacy from the earliest program (ni-Vanuatu Youth Program) run as part of Youth Challenge International.

Ready for Business is currently on hold. A high level of interest (across all stakeholders) in programs supporting young entrepreneurs was evident in the evaluation.

Areas for reflection

- Provide technical assistance to YCV leadership to strategically review programs' intent, design and delivery in order to innovatively respond to young people's needs 2015-20. This could include, for example, considering strategic partnerships with programs such as TVET and VRDTCA to reach rural youth in other islands.
- Support YCV capacity to diversify the organisation's funding base, for example, proposal writing and business income through contracts with Government of Vanuatu to deliver specialist youth services.
- Restart Ready for Business but consider the balance of internal and external expertise to deliver high quality, market relevant training, particularly in diverse business areas, as well as management skills to respond to context specific challenges (for example, balancing kinship demands). Consider ways to incorporate sector/industry expertise into program content (for example, specialist business mentors).
- Consider strategies to support women Ready for Business participants to address gender barriers for women succeeding in business. This could include seeking husbands and/or key family members' involvement in the business action plan/ training.

APPENDIX A – EVALUATION STAKEHOLDERS

[To confirmed following final interviews and permission to include names]

1. Julie Rereman	Labor Officer, Labor Department
2. Joe Kalo	Office Administrator, Vanuatu National Youth Council
3. Joe lautim	Director, Dept. Youth & Sport
4. Arthur Edgell	Trainer, Chamber of Commerce Industry
5. Anne Niatu	Operation Manager, Australian Pacific Technical College
6. Nick Crosling	Country Manager, Australian Pacific Technical College
7. Gareth McGrath	Quality Manager, Australian Pacific Technical College
8. Carol Dover	Consultant to Vanuatu Development Rural Training Centres Association
9. Tony Tarivonda	Youth Centre Manager, Wan Smol Bag
10. Prosper Buletari	Planner, Sanma Provincial Headquarter
11. Fremden Yanhambath	Team Leader, Technical Vocational Education and Training
12. Megan Williams	Senior Advisor Partnerships Quality and Strategy Oxfam in Vanuatu
13. Maxwel Nasak	Vanuatu Society for Disabled People

APPENDIX B – EVALUATION METHODOLOGY & TOOLS

Evaluation Methodology

The evaluation approach was designed with a number of considerations:

- The purpose, scope and objectives of the evaluation
- The context of the evaluation, specifically development programming in Vanuatu
- Evaluation principles of independence, transparency and research ethics
- The timely completion of the evaluation to Oxfam in Vanuatu's requirements
- Value for money to provide high quality evaluation within the evaluation resource.

The evaluation was conducted collaboratively with YCV staff to increase evaluation research capacity; understanding of program impacts; and ownership of evaluation results and next steps. To address the evaluation objectives, a four phase mixed methods approach was taken, summarised in the table below and described in more detail in the following sections.

Overview of evaluation plan			
Phase	Activities	Key outputs	Timing
1. Evaluation inception & desk review	<ul style="list-style-type: none"> ▪ Planning workshop ▪ Review briefing materials/ documentation ▪ Review and agree evaluation plan & tools 	<ul style="list-style-type: none"> ▪ Evaluation plan ▪ Evaluation tools 	June 2015
2. Data collection	<ul style="list-style-type: none"> ▪ Stakeholder interviews ▪ Group discussions ▪ Survey ▪ Additional document collection 	<ul style="list-style-type: none"> ▪ Raw data 	July 2015
3. Analysis and reporting	<ul style="list-style-type: none"> ▪ Analysis & synthesis of information ▪ Report drafting & review ▪ Findings workshop ▪ Report finalisation following Oxfam in Vanuatu and YCV workshop feedback 	<ul style="list-style-type: none"> ▪ Findings workshop ▪ Draft report ▪ Final report ▪ Workshop results document 	15 August 2015

Phase 1. Project inception

Inception meetings were held with Oxfam in Vanuatu and YCV. The evaluator was briefed on the background and history of YCV and Oxfam in Vanuatu's support. The requirements and scope of the evaluation were confirmed and methodological and logistic considerations discussed.

Relevant program, policy and research documents were reviewed to inform the evaluation plan. Documents were sourced from Oxfam in Vanuatu (see Appendix C for a complete list of documents reviewed).

Phase 2. Evaluation plan and methodology

The evaluation plan outlines the conceptual and logistical framework for the evaluation and includes: evaluation purpose, objectives and questions; YCV programs' expected outcomes; methodology and draft evaluation tools; YCV teamwork plan; timeframes; and evaluation management. The methodology section (stakeholder selection, sample and tools) will be further developed by the YCV evaluation team (supported by the evaluator). During evaluation planning and training with the evaluation team, an **outcomes model and indicators** will be developed for the evaluation.¹² The model will describe intended intermediate outcomes specific to YCV programs and impacts that the program is intended to contribute to. The model will be tested and validated with stakeholders and refined if necessary.

The outcomes model will make explicit the expected relationship between program activities, intermediate outcomes and impacts. Through this process, key success criteria for the YCV programs are identified and agreed, providing a very clear foundation on which to make evaluative judgements.

Phase 3. Data collection

The evaluation utilised a mixed method approach, drawing on a mixture of qualitative and quantitative data sources to provide an in-depth holistic picture of YCV's effectiveness and impact over 2010-14. The evaluation team worked together to conduct fieldwork in Vanuatu. Draft research tools were reviewed for language and cultural logic/appropriateness, and the team trained in administrating the research tools and recording results.

Data sources for the evaluation include:

Building evaluative capacity and teamwork plan

Building YCV evaluative capacity was a key evaluation aim. The independent evaluator worked closely with the YCV team to develop a collaborative team based approach to research design, data collection and analysis. The evaluation team will work together to finalise tools and sampling strategy and to collect data. YCV team members self-assessed their evaluation capacity and confidence before and after the evaluation. Following project completion, the evaluation team will give feedback on how the collaboration worked and identify learning on the process and any further training needs.

¹² The outcomes model was developed in an evaluation workshop with the YCV team and draws on a program logic model/results framework previously developed for YCV in 2011.

Key program documents provided background and contextual information on the YCV programs' design, delivery, intentions and desired outcomes, as well as program partners and funder. Documents continued to be sourced during the data collection phase. Program monitoring data and reports (baselines, mid-term reviews and monitoring reports; impact assessments) provided data on program implementation and resourcing.

Qualitative semi-structured interviews (n=30) with YCV and Oxfam staff, employers, and Government/agency (for example, Department of Labour, International Labour Organisation and Chamber of Commerce), and civil society, as well as participants, family members and community leader stakeholders provided rich in-depth information on program context, implementation, successes and challenges, including unexpected outcomes.

Small group discussions (n=3) with program participants and community members used appropriate participatory research tools (designed by the evaluation team) to identify, explore and explain program outcomes for young women and men. Tools included personal timelines; storytelling, and group discussion. **A video change story technique** was used as an opportunity for program participants to give direct testimony on program impact on their lives. This technique captures participants' stories in an engaging and direct way and can be used to evidence change, communicate results and raise awareness of the program.

Online survey questionnaires (Program participants n=137 and Employers n=15) data provided information on outcomes for program participants and employers. Two surveys were hosted on Survey Monkey. Program participants were invited to respond on YCV Facebook and the Wok-i-Kik job advertisement website.¹³ The survey was also publicised on Radio Vanuatu's Tokbak show. Program participants also had the opportunity to respond via paper based and phone administered surveys. Employers were emailed a survey invitation. In total, 137 participants responded to the survey (a response rate of 45% of 305 participants 2010-14)¹⁴.

Data was collected in two sites (Vila and Santo). Relative weighting of data collection in Vila and Santo was guided by relative weighting of program activity in each location (Three programs over 2010-14 in Vila and one program 2011-14 in Santo. Program participant numbers were Vila (n=224) and Santo (n=81).

Overall sample frame

A diverse range of program stakeholders were drawn on to answer the evaluation objectives and associated questions. Stakeholders included:

1. **External stakeholders (Government; Civil Society)** provided information on national contexts for the programs and YCV's role in youth leadership and livelihoods.
2. **YCV and Oxfam in Vanuatu staff** provided information on all evaluation objectives and in particular, were able to comment on the successes and challenges of the program as well as its inception, aims and context.

¹³ <http://vanuatujobalert.blogspot.co.nz/>

¹⁴ For a population of 305, a sample size of 137 represents a confidence level of 95% and confidence interval (margin of error) of +/- 6.22%.

3. **Program beneficiaries** provided information on their experience of the YCV programs and their perceptions of the difference it has made to their lives [skills; knowledge; attitude; behaviour; opportunities]. Three focus groups were held with program participants (one in Santo and two in Vila. In total, 40 young people took part in focus groups, as outlined in the table below. No young people with a disability attended focus groups and a follow-up interview was conducted with a participant with a disability (this stakeholder was also interviewed in their capacity as a representative of the Vanuatu Disabled People’s Society). The evaluation also spoke to participants’ families and community leaders (Table below) and asked them their views on whether YCV programs had made a difference to young people’s behaviour, status, economic participation and confidence.

Participant focus group sample frame						
Location	Gender		Employment status		Age	
	Female	Male	Working	Not working	18-25	26-35
Vila (n=34)	19	15	20	14	27	7
Santo (n=6)	2	4	2	4	3	3
Sub-totals	21	19	22	18	30	10
Total (n=40)	40		40		40	

An overall sample frame is presented below.

Overall evaluation sample frame							
Stakeholder group	Interviews		Group discussions		Survey		
	Vila	Santo	Vila	Santo	Vila	Santo	Unspecified
Program participants	3	1	3	1	92	25	20
Family members	5	3	-	-	-	-	
Community leaders	2	1	-	-	-	-	
Oxfam in Vanuatu managers	1	-	-	-	-	-	
YCV program managers/ coordinators	5	2	2	-	-	-	
Employers	-	-			10	5	
Government/ agency	3	1	-	-	-	-	
International/ donor	2	-					
Civil Society	1	-					
Total Sample (n=)	30		6		102	30	20

Research ethics will be strictly adhered to and project specific guidelines will be developed (informed consent, ethical conduct in field, privacy, confidentiality of data) in line with Oxfam’s Research Ethics Guidelines.

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Evaluation questions and data sources					
Evaluation question	Interviews	Group discussions	Employer survey	Participants survey	Program data
Relevance					
To what extent is YCV's program model relevant to YCV and participants; and intended objectives/ impact?	✓	✓	✓	✓	
Effectiveness					
1. To what extent has the program design and delivery successfully: <ul style="list-style-type: none"> • Collaborated with other stakeholders (in particular national decision makers) • Been supported by Oxfam's partnership approach, support and accountability to YCV staff • Engaged youth and community members to genuinely contribute to the development, implementation and monitoring of the programs • Deployed training and mentoring to influence young women and men participants' behaviour/success. 	✓	✓		✓	
Impact					
2. To what extent have YCV's program strategies contributed to sustainable change in the lives of young female and male (both able-bodied and disabled) program participants and communities? Including: <ul style="list-style-type: none"> • Young women's and men's (both able-bodied and disabled) leadership and sustainable livelihoods: • Advanced equality between young women and men (both able-bodied and disabled) • Changes in attitudes of youth, community members and employers to young women and young men (both able-bodied and disabled)? • Facilitators and barriers to program achievement of intended outcomes • Unintended outcomes (positive/negative). 	✓	✓		✓	
Governance					
• How effectively and efficiently has the organisation's governance and management structure supported program implementation (creating an enabling environment, providing direction, resourcing and staffing)?	✓	✓	✓	✓	✓
How has Oxfam support affected the capacity of YCV board and staff to manage and learn from their organisational and program management?	✓	✓	✓	✓	✓
Learning					
• Increase positive program impact for young people and vulnerable groups • Improve Oxfam support to YCV in the planning, implementation, monitoring and evaluation of YCV's programs.	✓	✓	✓		

Evaluation tools

1. Information sheet
2. Interview consent form
3. Discussion guides (program managers and external stakeholders; family/community leaders; and program participants)
4. Survey questionnaires (program participants and employers)

Information sheet

Oxfam Vanuatu and Youth Challenge Vanuatu (YCV) are doing an evaluation of YCV's programs for young people. The evaluation is being led by an evaluation team (an independent evaluator, Susanna Kelly, working with YCV evaluators).

YCV began in 2001 and its programs have been supported by Oxfam Vanuatu since then. YCV's programs deliver livelihood and leadership programs to ni-Vanuatu youth.

Why is the evaluation being done?

Oxfam Vanuatu and YCV require an independent evaluation of Youth Challenge Vanuatu programs. The evaluation will provide evidence of program outcomes over 2011-14 and will identify recommendations for future program design and delivery.

What is the aim of the evaluation?

The evaluation will assess YCV achievements, challenges and lessons learnt over 2010-14 and will enhance YCV and Oxfam Vanuatu's understanding of their wider role in strengthening youth livelihoods and leadership. Evaluation findings will be used to guide future program design and delivery.

Your involvement

Stakeholder interviews and group discussions - The evaluation team (Susanna Kelly and YCV) would like to talk with as many different stakeholders as possible to get a 360° view of YCV's programs. Interviews and group discussions will be conducted in the weeks of **13 and 20 July 2015**. If you agree to participate, the evaluation team will contact you to arrange a time for an interview or group discussion. Interviews will take around 45-60 minutes, and group discussions around 60-90 minutes. Interviews/group discussions will take place at a time that is convenient to you.

The interview will ask questions about your views on the YCV programs (achievements, challenges and lessons learnt).

Survey of program participants – The evaluation is seeking the views of young women and men, as well as employers, who have participated in YCV programs over 2010-14.

Your contribution to the evaluation is valuable and YCV and Oxfam hope you will be able to participate.

If you have any questions about the evaluation please contact Susanna Kelly susannak.kelly@gmail.com +64 4972 1748 or Shirley Abraham, Programs Manager, Youth Challenge Vanuatu, PO Box 1105, +678 28182, shirley.abraham.ycv@gmail.com

Interview consent form

Youth Challenge Vanuatu Evaluation

Interview Consent Form

I (insert name)

of (insert organisation)..... agree to participate in this interview for the *Youth Challenge Vanuatu evaluation*, as outlined in the information provided to me by the Evaluation team.

I understand that:

- My participation is voluntary and I can withdraw at any time.
- Whether or not I participate will not affect any current or future relationships with Youth Challenge Vanuatu or Oxfam.
- The evaluator will seek to keep my information strictly confidential. No information in the report will be attributed to individuals.
- I can request any information collected from me to be withdrawn at any time up until the analysis stage.
- If I withdraw, I can request that any information collected from me be returned or destroyed.
- The interview with my permission will be taped, and may be transcribed.
- Digital recordings, notes, and summaries will be stored securely by the evaluator and will not identify me.

I understand the aims of the *Youth Challenge Vanuatu evaluation*, have read this consent form, and been given the opportunity to ask questions. I give my consent to participate in this interview.

Participant's signature: _____

Date: _____

Discussion Guide – program managers and external stakeholders

This discussion guide is indicative and questions will be tailored according to specific knowledge and expertise of the interviewee.

Introductions

- Introduce self
- Evaluation purpose and how YCV and Oxfam Vanuatu will use findings
- Informed consent and confidentiality
- Explain a little about the YCV programs if necessary

Personal background

- Please tell me a little about yourself and your current role
- What has been your involvement with YCV?

Relevance

- In your view, how relevant is YCV and its programs for young ni-Vanuatu?
- What are your views on the way YCV delivers its programs?
 - *Probe: YCV collaboration with national stakeholders and decision makers*
 -

Effectiveness/ impact

- In your view, to what extent have the YCV activities you have been involved in helped to contribute to:
 - Increasing youth employment
 - Youth leadership and confidence
 - Increasing youth business/entrepreneurship.
- In your view, what long term and sustainable difference has YCV made for you and/or your organisation's work
- In your view, to what extent were women and disabled youth were included in the program? *Probe: program results for these groups*
- In your view, what factors helped achieve desired program outcomes? *Probe: program content/delivery method; personnel*
 - What factors hindered success?
- In your view, have there been any unexpected program outcomes (positive or negative)? *Probe: what are they?*

Efficiency

- What factors helped or did not help efficient program management and governance? *Probe: costs, activity/personnel management, factors beyond program partners' control*
- Are you aware of any comparable youth livelihood/ leadership programs?

Learnings

- What would you change to improve YCV programs?

Discussion guide - Young people

Introductions

- Introduce self
- Evaluation purpose and how YCV and Oxfam Vanuatu will use findings
- Informed consent and confidentiality

Names, gender, age

Which YCV program did you participate in?

What year did you participate?

Discussion areas

1. Why did you want to participate in the YCV program?
 - Where did you hear about it?
2. What are you doing now?
3. What difference has participating in YCV made for your life?
 - Employment
 - Leadership roles
 - Business activity
 - Confidence
4. What did you find most valuable about your participation in the YCV program?
5. What improvements would you make to the YCV program?

Thank you

Discussion guide – Families and community leaders

Introductions

- Introduce evaluation team
- Evaluation purpose and how YCV and Oxfam Vanuatu will use findings
- Informed consent and confidentiality
- Explain a little about the YCV programs if necessary

Personal background

- Please tell me a little about yourself and your family/ community
- What has been your involvement with YCV?

Relevance

- In your view, how relevant is YCV and its programs for young ni-Vanuatu? *Probe: challenges faced by youth today*

Effectiveness

- What are your views on the difference between before and after the young people in your family/ community participated in YCV? *Probe:*
 - *Their confidence*
 - *Decision making/ behaviour change*
 - *Leadership*
 - *Employment*
 - *Business*
- Do you have examples of any changes?
- In your view, what helps young people to succeed after participating in YCV?
- In your view, what hinders young people in succeeding after participating in YCV?
- Are you aware of any comparable youth livelihood/ leadership programs in Vanuatu?

Learnings

- What would you change to improve YCV programs?

Survey Questionnaire

Youth Challenge Vanuatu Evaluation

Email text/letter to be sent July 2015:

Please share your views and help us to improve youth livelihood and leadership programs in Vanuatu

Youth Challenge Vanuatu and Oxfam have commissioned an independent evaluation of Youth Challenge Vanuatu's programs over 2010-14.

We are emailing to invite you to share your feedback on your experience of hosting a Youth Challenge Vanuatu intern. We would like to hear your views on any achievements, challenges and areas for improvement of YCV programs.

Some notes on the survey:

- The survey will close on **3 August 2015**
- The survey will take about **5-10 minutes** to complete
- The survey is **voluntary** and your contribution is **confidential**
- By completing the survey you are giving your **consent** to take part
- You can stop the survey at any time and your responses will be saved to come back to later. When you are finished, please press 'Done'.

If you have any questions about the survey, please email Susanna Kelly susannak.kelly@gmail.com

If you have any questions about the evaluation please email Shirley Abraham, Programs Manager, Youth Challenge Vanuatu, PO Box 1105, +678 28182, shirley.abraham.ycv@gmail.com

Your feedback is valuable and we hope you can take part. Thank you in advance for your time. [Click here to start the survey \[link\]](#)

Your involvement in YCV programs

- Which YCV program/s did you participate in [select one]
 - Future Leaders Program
 - Ready for Work
 - Ready for Business
 - Careers program
 - Vanuatu Youth Training and Livelihoods Centre.
- Which year did you participate in the Youth Challenge Vanuatu program? (select one)
 - 2010-11
 - 2011-12
 - 2012-13
 - 2013-14

Youth Challenge Vanuatu Programs

- To what extent do you agree or disagree with the following statements about the Youth Challenge Vanuatu **you attended**? [one response per statement - rotate statements]

As a result of participating in YCV programs, I am more confident in my ability to:	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't know	Not applicable
Get a job						
Make decisions about my life						
Speak in public						
Work with others						
Engage in society						

- Have you participated in any other youth leadership or livelihood programs? [select one]
 - Yes [please specify]
 - No

Impact of Youth Challenge Vanuatu Programs

- To what extent do you agree or disagree with the following statements about the **overall impact** of the Youth Challenge Program? [rotate statements]

As a result of participating in the program, I have:	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't know	Not applicable
Started my own business						
Got a job						
A new leadership role in my						

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community						
Got a bank loan						
Gone on to further study						

6. What was the best/ most valuable thing about your involvement with the Youth Challenge Vanuatu?
[Open ended question]

7. What would you change about the Youth Challenge Vanuatu program to improve? [Open ended question]

Profile

8. Lastly, please tell us a little about yourself. Are you (select one):
Male
Female

9. How old are you? (select one)
18-24 years
25-35 years

10. Are you disabled?
Yes [please explain]
No

11. Do you have a job?
Yes
No

12. Have you started a business?
Yes
No

13. Where are you living? [Drop-down menu]
Urban
Rural (please tell us where)

Thank you for completing the survey. Your contribution will help Youth Challenge Vanuatu and Oxfam provide effective youth support in the future.

Survey questionnaire employers

Your involvement in Youth Challenge Vanuatu programs

1. Which of the following best describes your organisation [select one]
 - Government
 - Civil Society
 - Private Sector
 - Other [please specify]

2. Have you had a Youth Challenge Vanuatu intern work in your organisation?
 - Yes (if yes, skip to Q.3)
 - No (if no, skip to Q.4)

3. What year/s have you hosted Youth Challenge Vanuatu intern/s?
 - 2010
 - 2011
 - 2012
 - 2013
 - 2014

Impact of Youth Challenge Vanuatu Programs

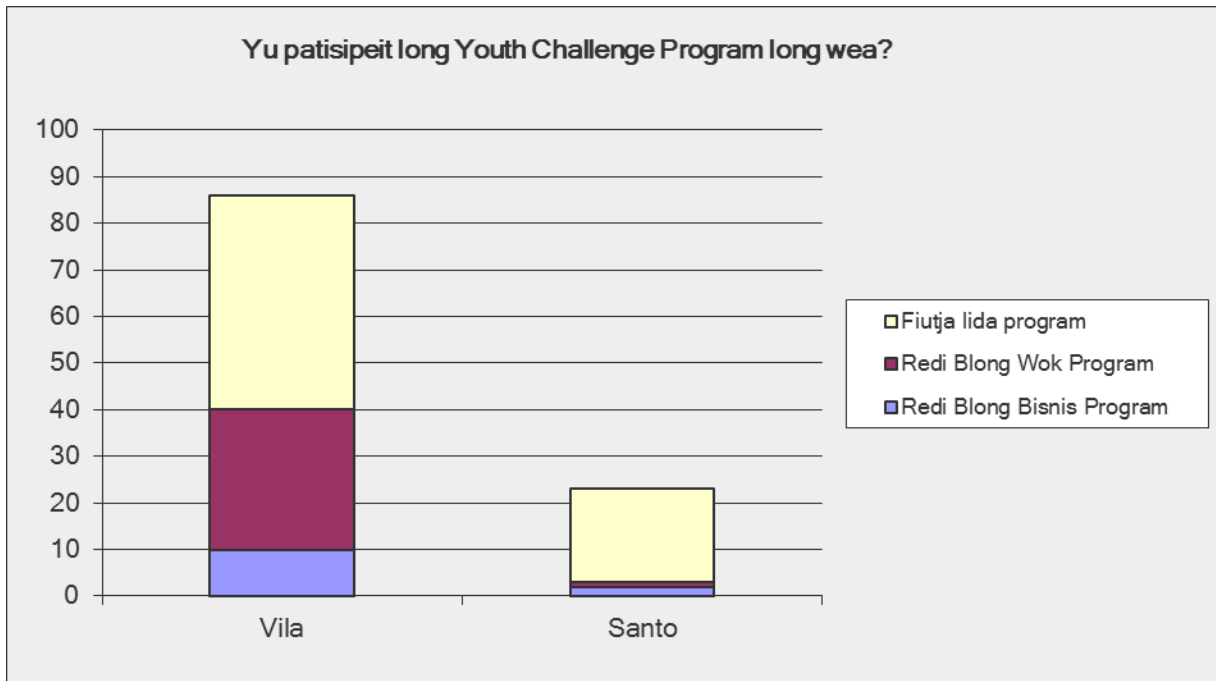
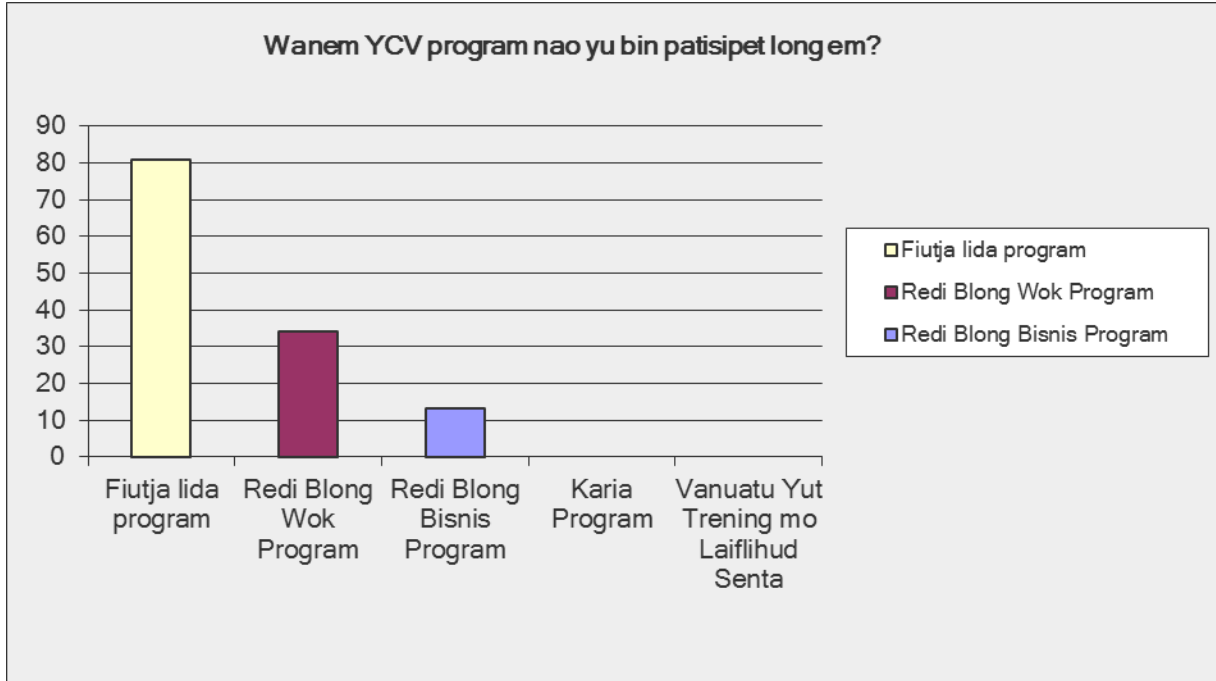
4. To what extent do you agree or disagree with the following statements about Youth Challenge Vanuatu and its programs? [one response per statement - rotate statements]

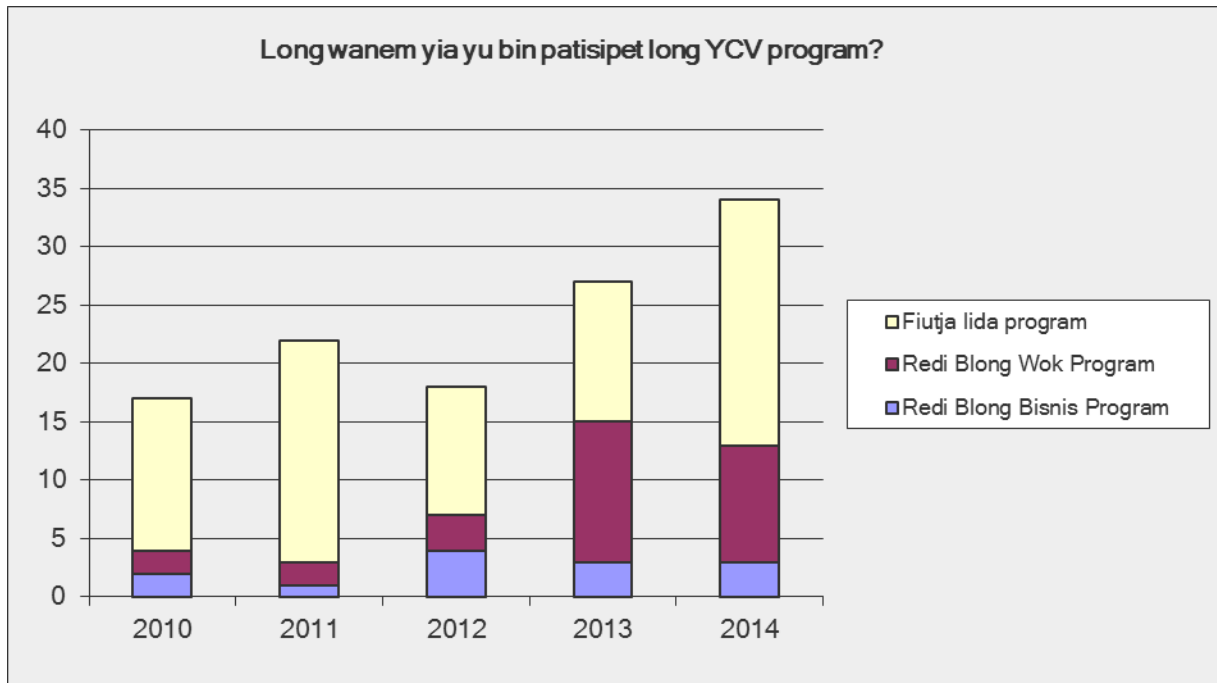
Youth Challenge Vanuatu:	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't know	Not applicable
Meets a definite need in Vanuatu society						
Strengthens young people's confidence						
Increases young people's employment skills						
Increases young people's business skills						
Is an effective organisation						

5. In your view, what is the most valuable thing about your involvement with Youth Challenge Vanuatu? [Open ended question]
6. What changes would you make to Youth Challenge Vanuatu programs to improve program results? [Open ended question]

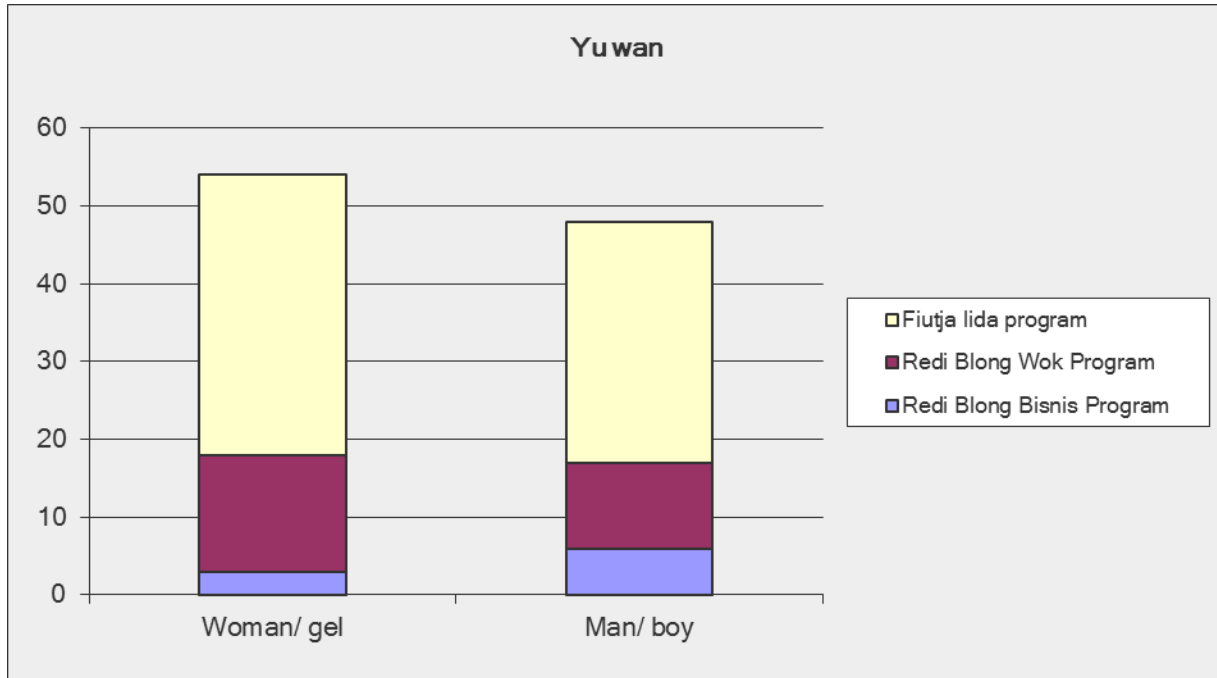
APPENDIX C – SURVEY RESULTS

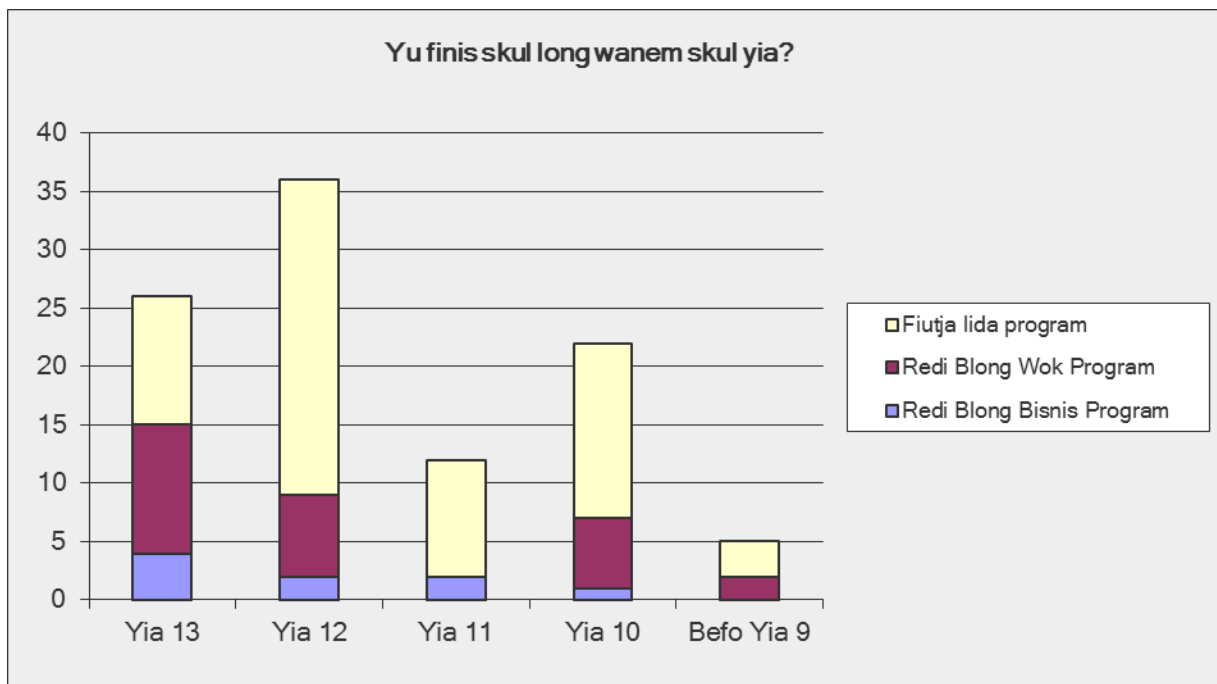
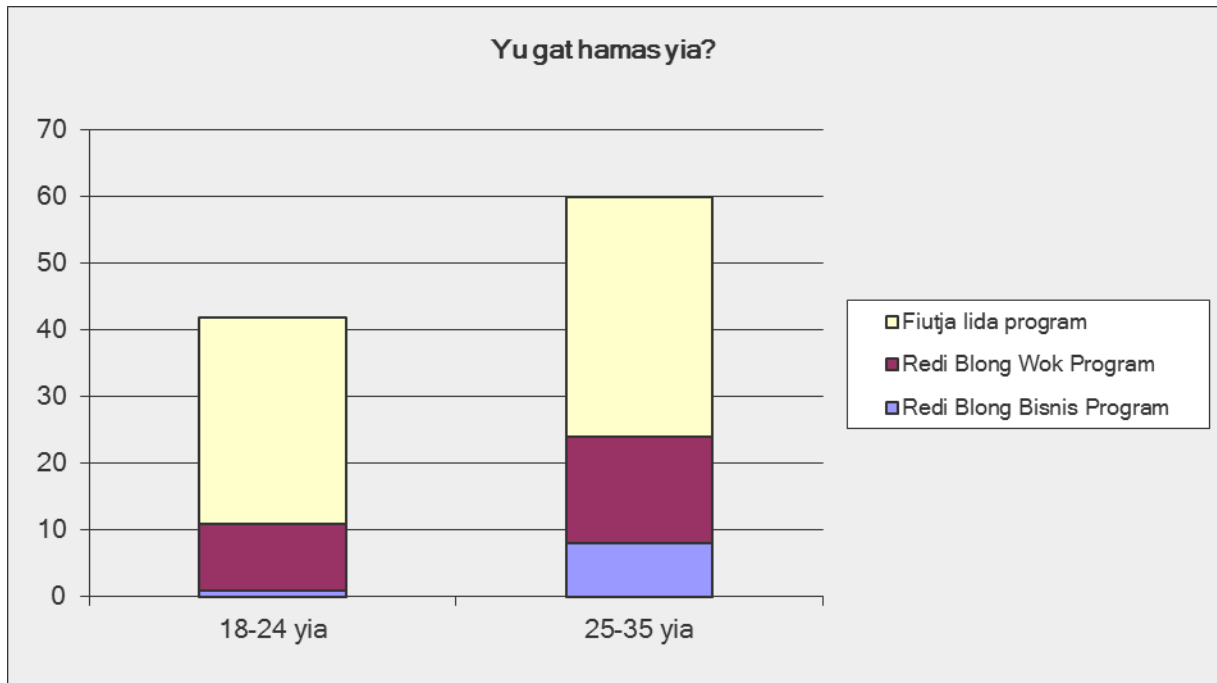
Achieved participants' survey sample – program, location and year

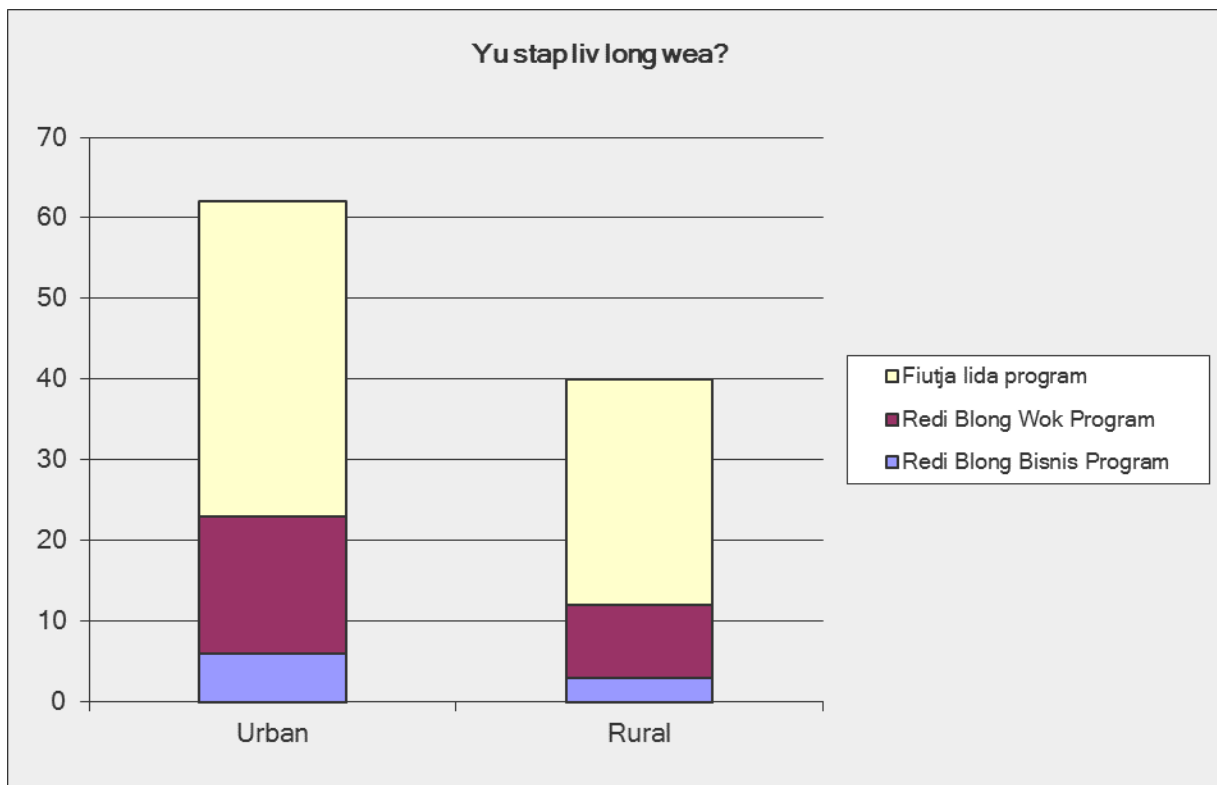
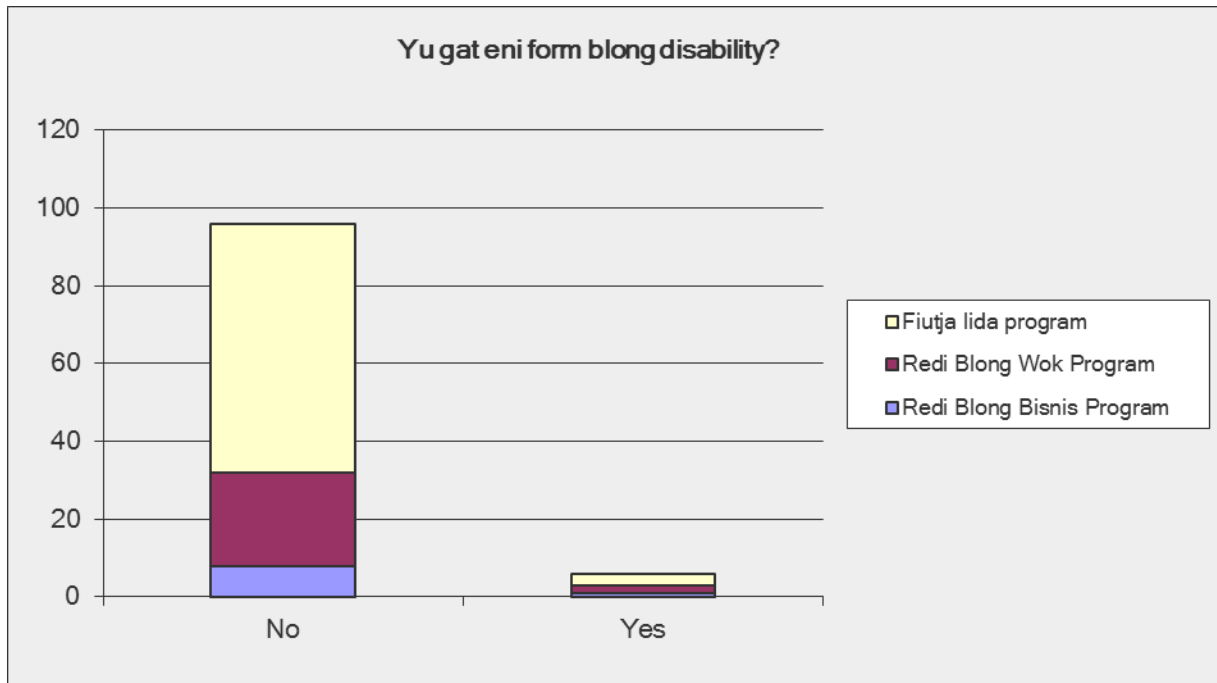




Achieved survey sample – gender, age, school level, disability and home

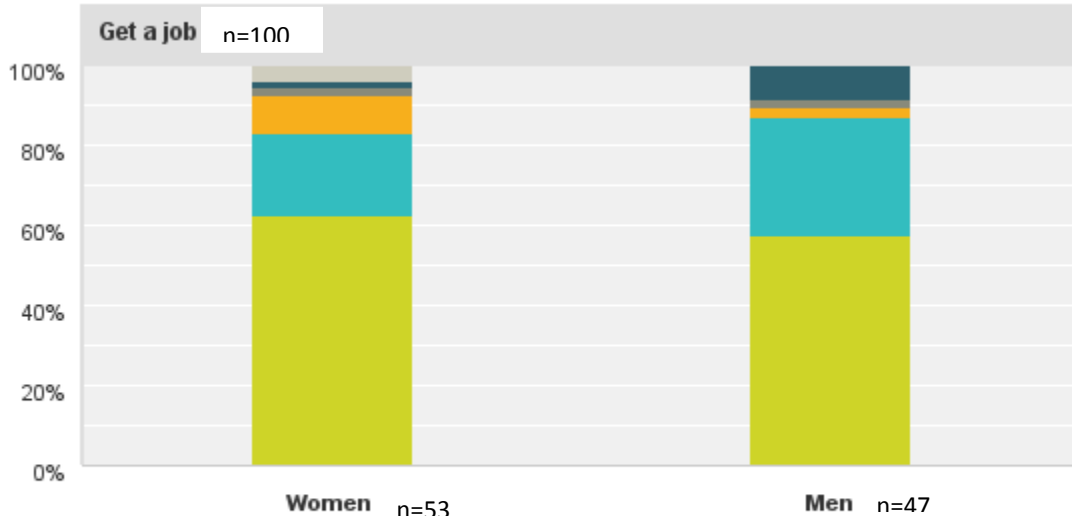




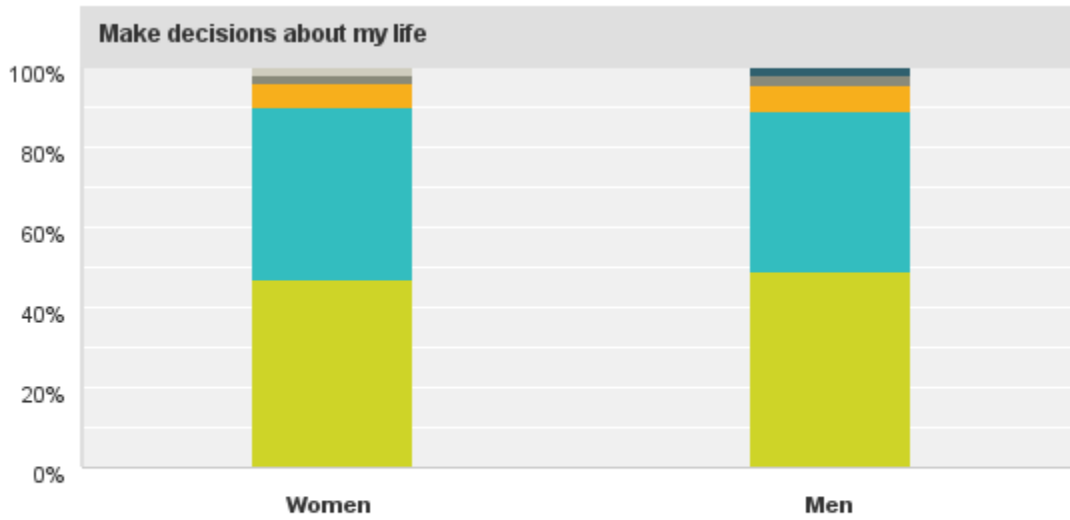


Survey responses by gender

Q.3 As a result of participating in YCV programs, I am more confident in my ability to:

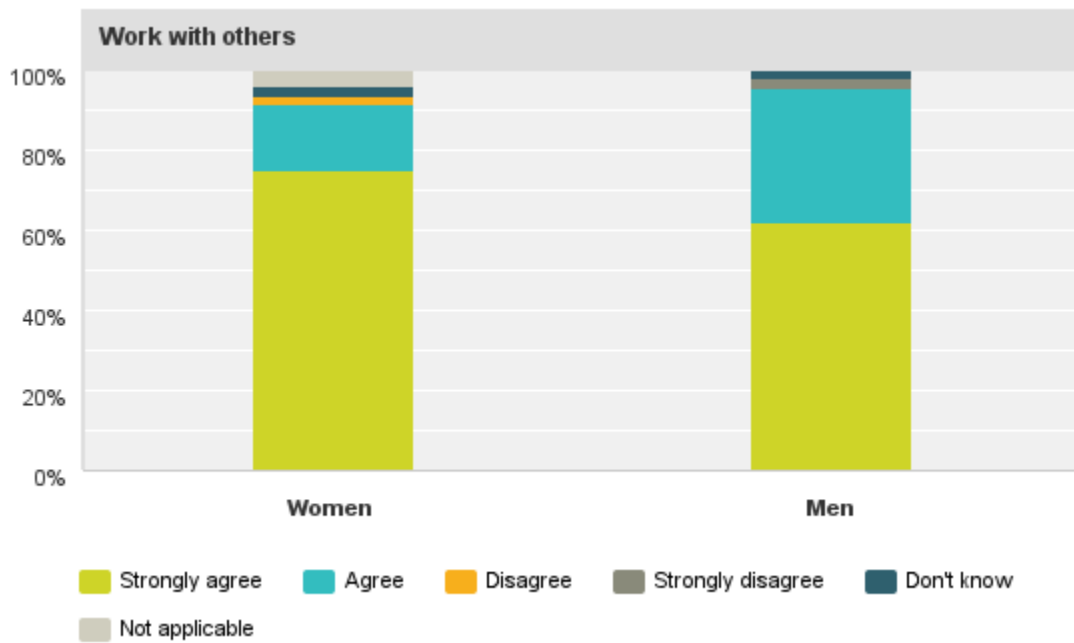
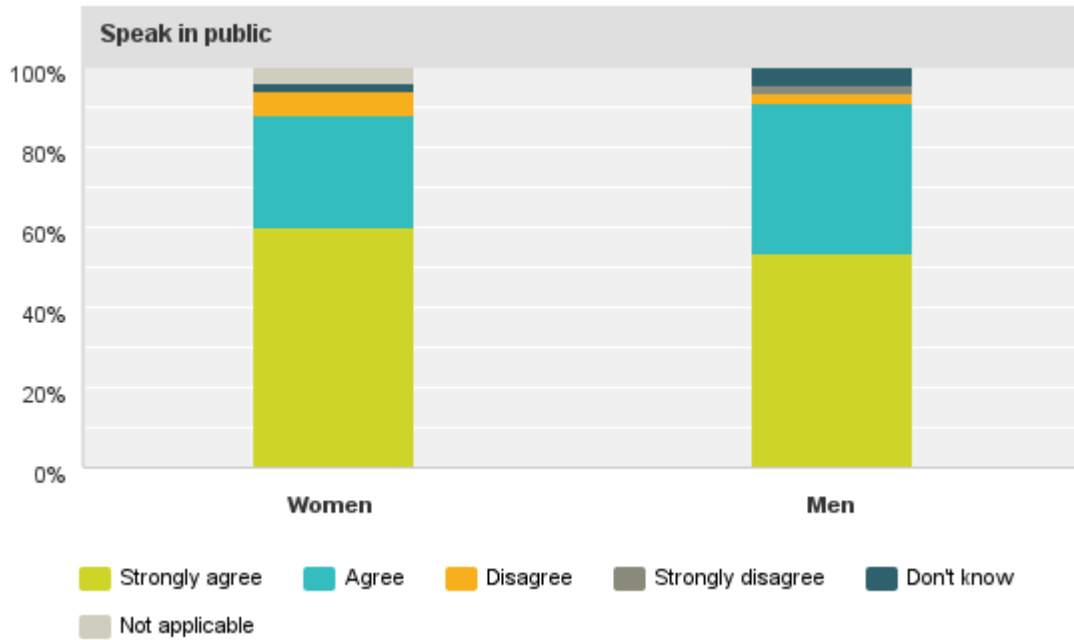


■ Strongly agree
 ■ Agree
 ■ Disagree
 ■ Strongly disagree
 ■ Don't know
■ Not applicable

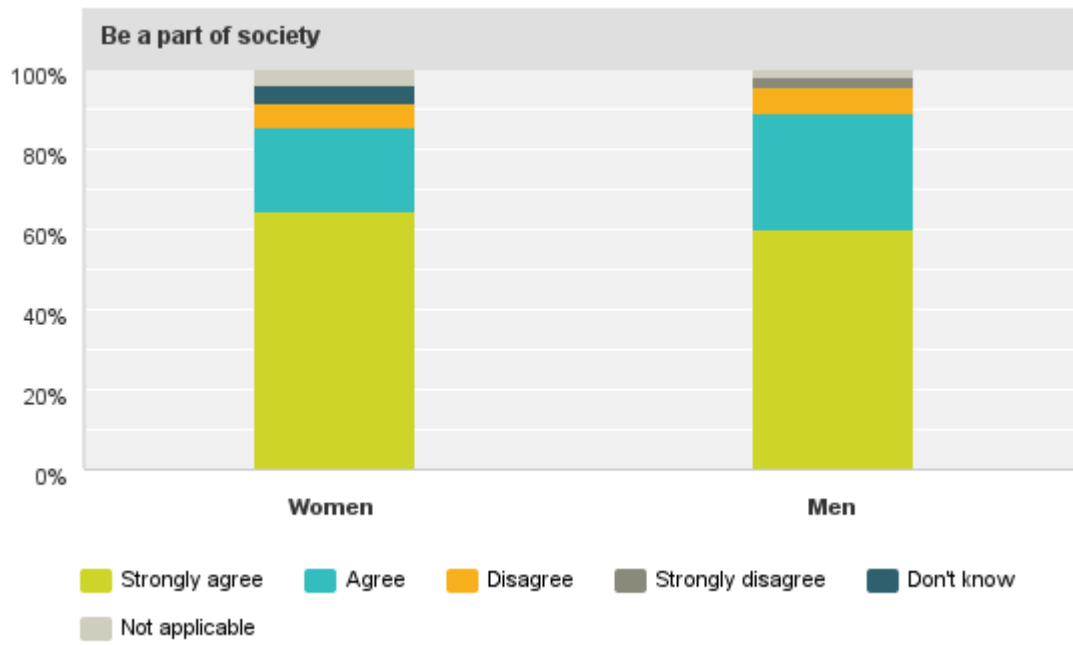


■ Strongly agree
 ■ Agree
 ■ Disagree
 ■ Strongly disagree
 ■ Don't know
■ Not applicable

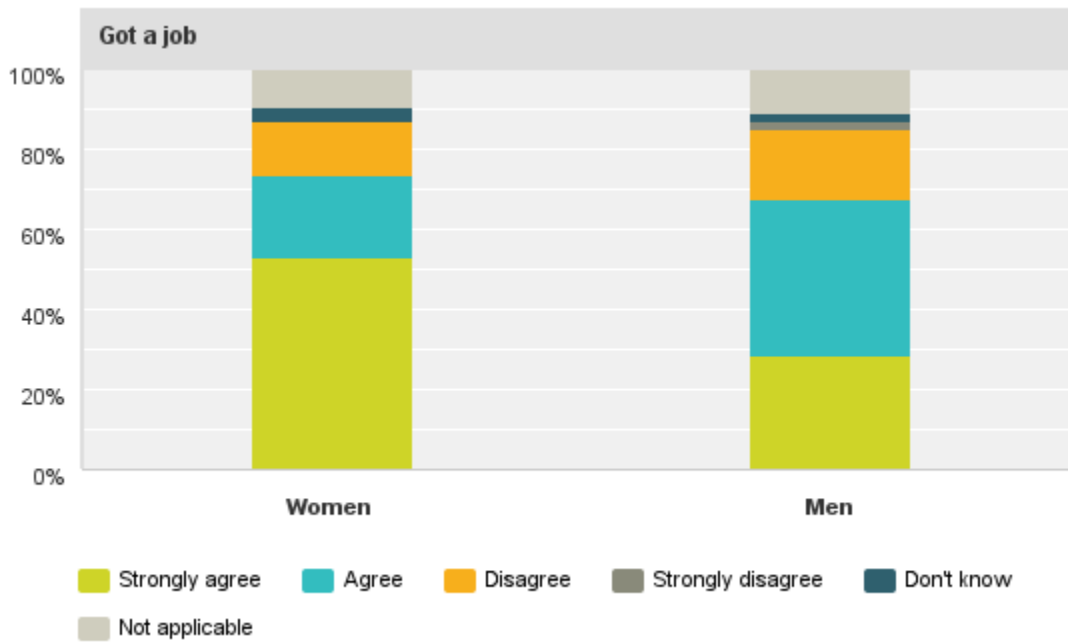
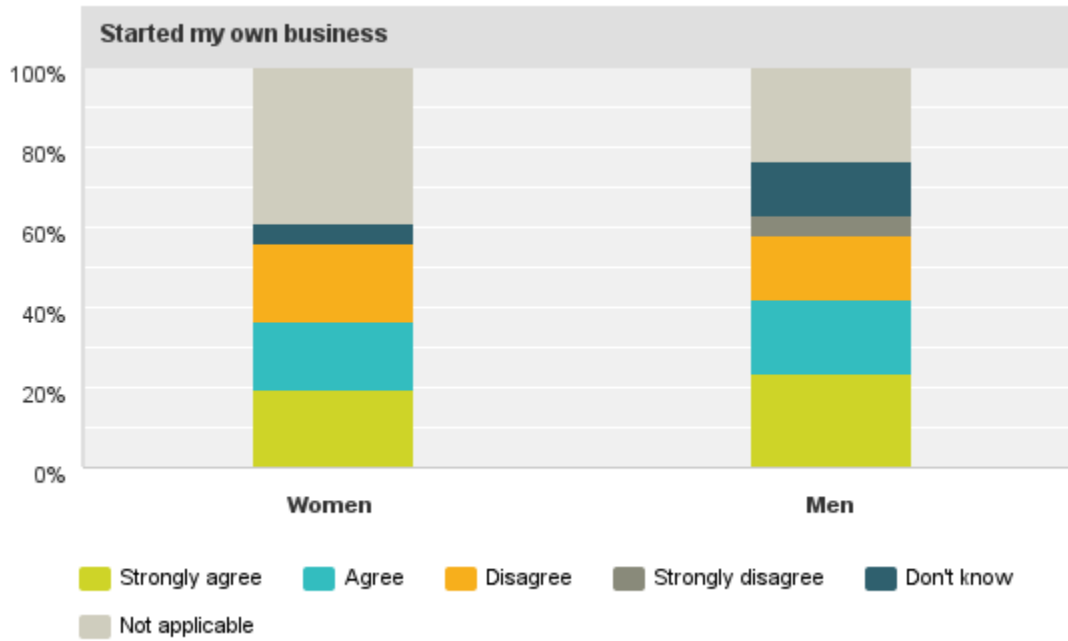
Youth Challenge Vanuatu Evaluation Report

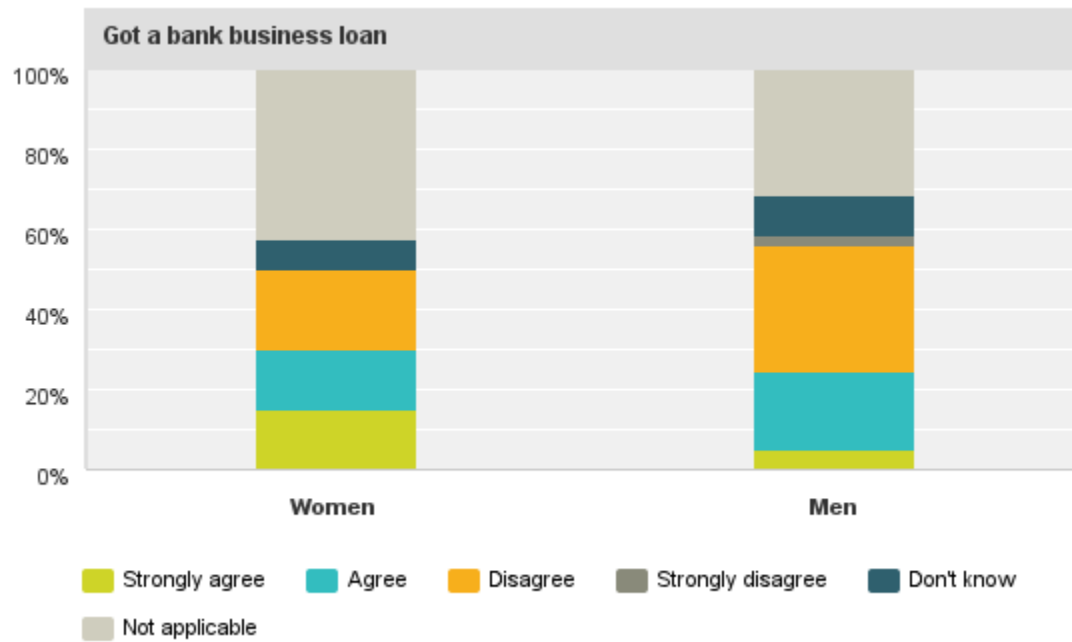
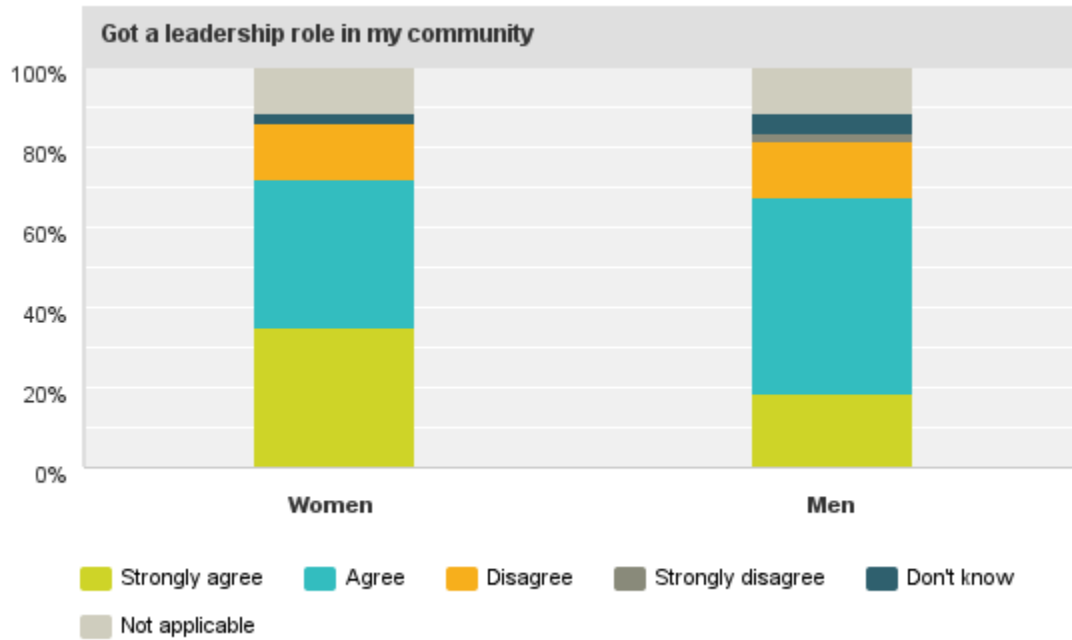


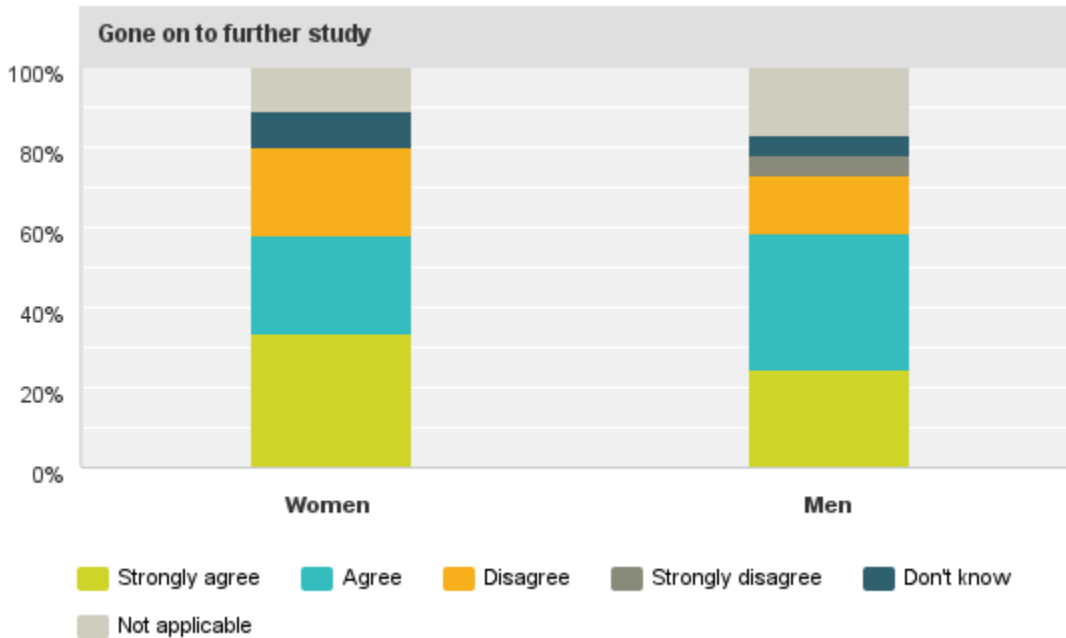
Youth Challenge Vanuatu Evaluation Report



Q.5 As a result of participating in YCV programs, I have:

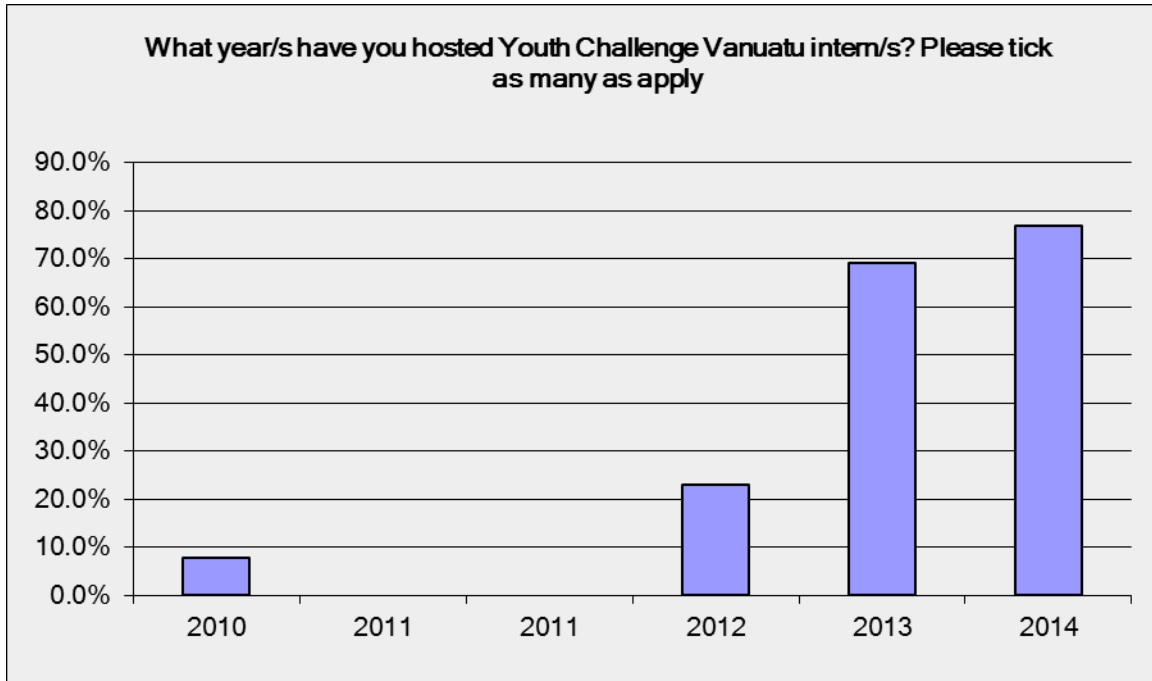
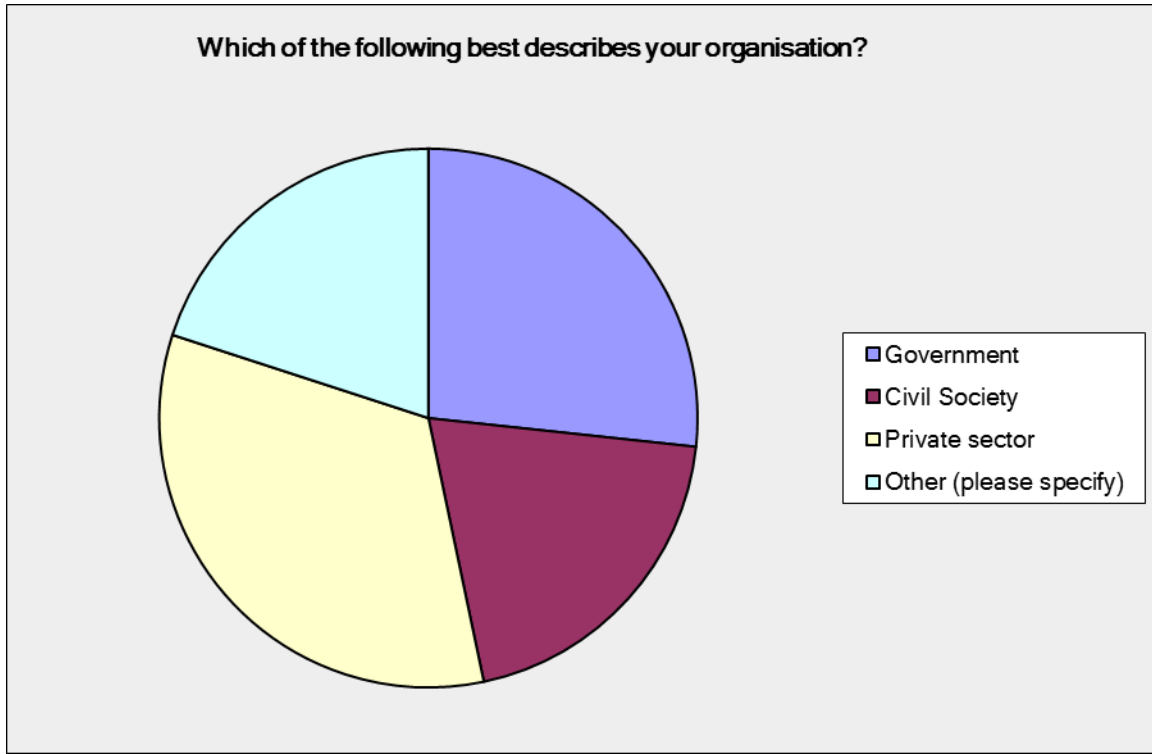






Survey respondents' program improvement suggestions (most to least mentioned)		
Future Leaders Program	Ready for Work	Ready for Business
Offer more training courses (more subjects and short courses)	Expand number of places per program Improve post-program follow up support Expand office and computer facilities	Improve post-program follow up support
Improve post-program follow up support	Offer more training courses (more subjects and short courses)	Improve mentorship Expand number of places per program
Expand number of places per program	Expand to other islands Offer more work placements Improve mentorship Resource Alumnae Network with a dedicated staff member	More computer facilities
Improve level and quality of training Expand office and computer facilities		
Expand to other islands		
Increase marketing		
Longer internship period Increase staff numbers		
Offer activities to respond to particular need e.g. young people with disabilities		

Achieved employers' survey sample



APPENDIX D - DOCUMENTS REVIEWED

Oxfam Australia (2010). *Mid Narrative Report FY July 2014 - Dec 2015*

Oxfam Australia (2011). *Oxfam Australia Partner Capacity Assessment*

Youth Challenge Vanuatu (2010). *Impact Assessment Report Future Leaders Program*

Youth Challenge Vanuatu (2011). *YCV Narrative Report to Oxfam*

Youth Challenge Vanuatu (2012). *Organisational capacity self-assessment*

Youth Challenge Vanuatu (2013). *YCV Narrative Report to Oxfam*

Youth Challenge Vanuatu (2014). *YCV Narrative Report to Oxfam*

Youth Challenge Vanuatu (2015). *YCV Evaluation Plan 30 June 2015*