

GLOBAL



**UN
VOLUNTEERS**

FINAL EVALUATION OF UNV'S STRATEGIC FRAMEWORK 2014-2017


FINAL REPORT - ANNEX

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1.

EVALUATION MATRIX





EVALUATION QUESTIONS	EVALUATION SUB-QUESTIONS	INDICATORS	MEANS OF VERIFICATION
RELEVANCE			
<p>1. How relevant are the articulated theories of change to the expected outcomes and mandate of UNV?</p>	<p>1.1 How relevant are UNV outcomes with their underlying assumptions, programmes and projects to the specific needs of regions/ countries</p>	QUALITATIVE:	
		<ul style="list-style-type: none"> Extent to which UNV SF is aligned with: a) UNDP's Strategic Plan and the 10 Year Plan of Action; b) Regional Programmes and Country UNDAFs visited by evaluation team; c) and the 2030 Agenda 	<ul style="list-style-type: none"> Review of strategic and programme documents Semi-structured interviews to UNV staff at global, regional and national level <ul style="list-style-type: none"> b) Semi-structured interviews to partners and UNV staff at regional and country level EB focus group
		<ul style="list-style-type: none"> Extent to which the SF is informed by needs and interests of diverse groups of stakeholders including at regional and country level 	<ul style="list-style-type: none"> Survey to UNV international, regional and national staff Semi-structured interviews to partners and UNV staff at regional and country level
		<ul style="list-style-type: none"> Extent to which UNV programmes and projects are aligned with national development plans to address specific needs of countries 	<ul style="list-style-type: none"> Survey to UNV international, regional and national staff Semi-structured interviews to partners and UNV staff at regional and country level
		<ul style="list-style-type: none"> Extent to which the assumptions of the theories of change are valid 	<ul style="list-style-type: none"> Document review
		<ul style="list-style-type: none"> Extent to which the outputs have been appropriately designed to reach intended outcomes 	<ul style="list-style-type: none"> Survey to UNV international, regional and national staff
	<p>1.2 How well does the SF and associated programmes represent the distinct value added of UNV?</p>	QUALITATIVE:	
		<ul style="list-style-type: none"> Extent to which the SF and associated programmes add value to UNV's clients and partners 	<ul style="list-style-type: none"> Survey to external partners Semi-structured interviews to partners and UNV staff at regional and country level Semi-structured interviews to partners and UNV staff at regional and country level <ul style="list-style-type: none"> UNV volunteers focus groups Focus groups with beneficiaries
		<ul style="list-style-type: none"> Extent to which the associated mechanisms and programmes of the SF are aligned with UNV's business value proposition 	<ul style="list-style-type: none"> Review of strategic and programme documents
		<ul style="list-style-type: none"> Perception of UNV staff on the added value of UNV and UNV's programmes 	<ul style="list-style-type: none"> Semi-structured interviews to UNV staff at global, regional and national level
		QUANTITATIVE	
		<ul style="list-style-type: none"> Percentage of partners perceiving UNV as valuable to their organizations 	<ul style="list-style-type: none"> Output indicator

EVALUATION QUESTIONS	EVALUATION SUB-QUESTIONS	INDICATORS	MEANS OF VERIFICATION
RELEVANCE			
1. How relevant are the articulated theories of change to the expected outcomes and mandate of UNV?	1.3 Does the SF enable UNV to be "fit for purpose"?	QUALITATIVE:	
		<ul style="list-style-type: none"> Extent to which UNV has a comparative advantage, vis-à-vis national partners, other development partners and other actors 	<ul style="list-style-type: none"> Semi-structured interviews to UNV staff at global, regional and national level UNV volunteers focus groups
		<ul style="list-style-type: none"> Extent to which UNV is contributing to Delivering as One 	<ul style="list-style-type: none"> Review of strategic and programme documents
		<ul style="list-style-type: none"> Extent to which UNV is integrated in humanitarian aid and peace keeping operations 	<ul style="list-style-type: none"> Review of strategic and programme documents
2. How relevant are the implementation mechanisms and processes for achieving the SF outcomes and institutional effectiveness results?	2.1 How well did the associated implementation mechanisms correspond to the SF outcomes and results statements and partner's needs?	QUALITATIVE:	
		<ul style="list-style-type: none"> Extent to which implementation mechanisms and processes are aligned with the expected results 	<ul style="list-style-type: none"> Review of strategic and programme documents
		QUANTITATIVE:	
		<ul style="list-style-type: none"> Percentage of UNV staff survey respondents confirming the relevance of UNV implementation mechanisms for achieving SF outcomes 	<ul style="list-style-type: none"> Survey to UNV international, regional and national staff
RELEVANCE			
3. To what extent does the SF position UNV to respond to the 2030 Agenda and the new development landscape?	3.1 How relevant is UNV support to UN entities and countries in their work towards the achievement of the SDGs?	QUALITATIVE:	
		<ul style="list-style-type: none"> Perception of UNV staff about the relevance and added value of the UN's support of the SDGs 	<ul style="list-style-type: none"> UNV volunteers focus groups
			<ul style="list-style-type: none"> Perception of partners about the relevance and added value of the UNV support to the SDGs
	3.2 To what extent does the UNV strategic framework and associate programmes, service offer and modalities respond to identified global, regional and country level needs?	QUALITATIVE:	
<ul style="list-style-type: none"> The extent to which UNV SF and associate strategies and programmes respond to identified global, regional and country level needs 		<ul style="list-style-type: none"> Semi-structured interviews to UNV staff at global, regional and national level 	
<ul style="list-style-type: none"> Extent to which UNV service offer (incl. volunteer modalities) meet the needs of regions/countries 		<ul style="list-style-type: none"> Semi-structured interviews to UNV staff at global, regional and national level 	
		<ul style="list-style-type: none"> Extent to which concepts notes and approved projects respond to country needs 	<ul style="list-style-type: none"> Review of strategic and programme documents: including country scans and project pipelines

EVALUATION QUESTIONS	EVALUATION SUB-QUESTIONS	INDICATORS	MEANS OF VERIFICATION
RELEVANCE			
3. To what extent does the SF position UNV to respond to the 2030 Agenda and the new development landscape?	3.1 How relevant is UNV support to UN entities and countries in their work towards the achievement of the SDGs?	QUALITATIVE:	
		<ul style="list-style-type: none"> Perception of UNV staff about the relevance and added value of the UN's support of the SDGs 	<ul style="list-style-type: none"> UNV volunteers focus groups
		<ul style="list-style-type: none"> Perception of partners about the relevance and added value of the UNV support to the SDGs 	<ul style="list-style-type: none"> Survey to external partners (UN entities, national governments, Volunteer Involving Organizations (VIO))
		QUANTITATIVE:	
	<ul style="list-style-type: none"> Percentage of all UNV-UN partner joint programmes/ projects that specifically integrate gender equality and empowerment of women 	<ul style="list-style-type: none"> Output indicator 	
	<ul style="list-style-type: none"> Percentage of partner survey respondents (including UN entities, Governments and VIO) that foresee "using" volunteer services in UN agencies as means to achieve SDGs. 	<ul style="list-style-type: none"> Survey to external partners (UN entities, national governments, Volunteer Involving Organizations (VIO)) 	
	3.2 To what extent does the UNV strategic framework and associate programmes, service offer and modalities respond to identified global, regional and country level needs?	QUANTITATIVE:	
<ul style="list-style-type: none"> The extent to which UNV SF and associate strategies and programmes respond to identified global, regional and country level needs 		<ul style="list-style-type: none"> Semi-structured interviews to UNV staff at global, regional and national level 	
<ul style="list-style-type: none"> Extent to which UNV service offer (incl. volunteer modalities) meet the needs of regions/countries 		<ul style="list-style-type: none"> Semi-structured interviews to UNV staff at global, regional and national level 	
<ul style="list-style-type: none"> Extent to which concepts notes and approved projects respond to country needs 		<ul style="list-style-type: none"> Review of strategic and programme documents: including country scans and project pipelines 	

EVALUATION QUESTIONS	EVALUATION SUB-QUESTIONS	INDICATORS	MEANS OF VERIFICATION
EFFECTIVENESS:			
QUALITATIVE:			
<p>4. How effective has UNV been in achieving the expected results of the SF?</p>	<p>4.1 To what extent have outputs, outcomes or results of the UNV SF been achieved? Can the stated outcomes or results statements be expected to be achieved without changes to the current implementation process?</p>	<ul style="list-style-type: none"> Type and effects of internal and/or external enabling and limiting factors on the achievement of results 	<ul style="list-style-type: none"> Semi-structured interviews to UNV staff at global, regional and national level
		<ul style="list-style-type: none"> Measures undertaken by UNV management staff to overcome obstacles and challenges conditioning the achievement of results 	<ul style="list-style-type: none"> Semi-structured interviews to UNV staff at global, regional and national level
		<ul style="list-style-type: none"> Measures undertaken by UNV management staff to leverage enabling factors for the achievement of results 	<ul style="list-style-type: none"> Review of strategic and programme documents: UNV monitoring statistics, MTR, annual reports, UNV surveys reports
		<ul style="list-style-type: none"> Extent to which the global programmes SVF project selection and implementation procedures contribute to reaching SF outcomes and outputs 	<ul style="list-style-type: none"> Review of strategic and programme documents: UNV monitoring statistics, MTR, annual reports, UNV surveys reports
		<ul style="list-style-type: none"> Extent to which the FF programme contributes to reaching SF outcomes 	<ul style="list-style-type: none"> Review of strategic and programme documents: UNV monitoring statistics, MTR, annual reports, UNV surveys reports
		<ul style="list-style-type: none"> Implementation of a results oriented M&E system 	<ul style="list-style-type: none"> Review of strategic and programme documents: UNV monitoring statistics, MTR, annual reports, UNV surveys reports
		<ul style="list-style-type: none"> Perceptions of UNV staff about the effectiveness of the different implementation mechanisms established that guarantee achievement of results 	<ul style="list-style-type: none"> Semi-structured interviews to UNV staff at global, regional and national level
		<ul style="list-style-type: none"> NEW INDICATOR: Perception on gender perspective in volunteer deployment, projects or programme formulation? 	<ul style="list-style-type: none"> Semi-structured interviews to UNV staff at global, regional and national level Semi-structured interviews to partners and UNV staff at regional and country level

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EFFECTIVENESS:			
QUANTITATIVE:			
<p>4. How effective has UNV been in achieving the expected results of the SF?</p>	<p>4.1 To what extent have outputs, outcomes or results of the UNV SF been achieved? Can the stated outcomes or results statements be expected to be achieved without changes to the current implementation process?</p>	<ul style="list-style-type: none"> Percentage of partner entities reporting an effective contribution to their programme delivery by UN Volunteers and volunteerism 	<ul style="list-style-type: none"> Output indicator Semi-structured interviews to partners and UNV staff at regional and country level
		<ul style="list-style-type: none"> Number of UN Volunteers and online volunteers mobilised per annum; disaggregated by: female/ from the South/UN Youth Volunteers/ International UN Volunteers 	<ul style="list-style-type: none"> Review of strategic and programme documents Output indicator
		<ul style="list-style-type: none"> Number of UN entities with innovative, needs-driven programmatic agreements for the mobilisation of UN Volunteers (formalized and agreed between the partner UN entity and UNV) 	<ul style="list-style-type: none"> Output indicator
		<ul style="list-style-type: none"> Percentage of all UN Volunteers annually reporting a positive volunteer experience, disaggregated by gender 	<ul style="list-style-type: none"> Review of strategic and programme documents Output indicator
		<ul style="list-style-type: none"> Percentage of departing UN Volunteers, at end of assignment, whose volunteer assignment and learning opportunities provided are reported to be valuable for personal and professional development, disaggregated by gender 	<ul style="list-style-type: none"> Review of strategic and programme documents Output indicator
		<ul style="list-style-type: none"> Number of UNV-supported studies on volunteerism in peace and development published annually 	<ul style="list-style-type: none"> Output indicator
		<ul style="list-style-type: none"> Number of operational national and regional volunteering schemes supported by UNV 	
		<ul style="list-style-type: none"> Percentage of achievement of outcome targets set in the SF 	

EVALUATION QUESTIONS	EVALUATION SUB-QUESTIONS	INDICATORS	MEANS OF VERIFICATION
EFFECTIVENESS:			
<p>5. How effective have the implementation mechanism and corporate strategies been in supporting achievement of the SF outcomes and results?</p>	<p>5.1 To what extent UNV has built effective synergies and partnerships with other organizations, including those within the UN system, to reach intended SF outcomes?</p>	QUALITATIVE:	
		<ul style="list-style-type: none"> The extent to which partnerships at global, regional and national level are managed to deliver results 	<ul style="list-style-type: none"> Review of strategic and programme documents: partnership strategy Semi-structured interviews to UNV staff at global, regional and national level Semi-structured interviews to partners and UNV staff at regional and country level
		<ul style="list-style-type: none"> Extent to which UNV has established effective partnerships at local level 	<ul style="list-style-type: none"> Semi-structured interviews to partners and UNV staff at regional and country level
		QUANTITATIVE:	
		<ul style="list-style-type: none"> Percentage of partner survey respondents reporting an effective contribution to their programme delivery by UN Volunteers and volunteerism 	<ul style="list-style-type: none"> Survey to external partners (UN entities, national governments, VIOs)
		<ul style="list-style-type: none"> Percentage of UNV staff survey respondents that perceive a high capacity of UNV to establish effective partnerships at local level. 	<ul style="list-style-type: none"> Survey to UNV international and regional and national staff
		<ul style="list-style-type: none"> Number of VIOs partnering with UNV, disaggregated by: International VIOs/b. National VIOs 	<ul style="list-style-type: none"> Output indicator
		<ul style="list-style-type: none"> Number of countries/ non-UN entities partnering financially directly with UNV', disaggregated by: a) UN Member States and b) Other non-UN entity partners (foundations, private sector corporations, etc.) 	<ul style="list-style-type: none"> Output indicator

EVALUATION QUESTIONS	EVALUATION SUB-QUESTIONS	INDICATORS	MEANS OF VERIFICATION
EFFICIENCY OF MANAGEMENT ARRANGEMENTS AND RESOURCES:			
<p>6. To what extent have UNV resources been used efficiently in contributing to the outcomes and results outlined in the SF?</p>	<p>6.1 Are UNV programmes, projects and processes using resources in ways that achieve more results for less cost?</p>	QUALITATIVE:	
		<ul style="list-style-type: none"> Evidence of data based decision making 	<ul style="list-style-type: none"> Semi-structured interviews to partners and UNV staff at regional and country level
		<ul style="list-style-type: none"> Evidence of activities having been implemented per work plans, including partnership and volunteer mobilisation activities 	<ul style="list-style-type: none"> Review of work plans and financial reports at global, regional and national level (Annual Report, M&E, financial reports, progress reports, etc.)
		<ul style="list-style-type: none"> Adequacy of resources allocation (human resources, financial resources) to implement activities as per work plans 	<ul style="list-style-type: none"> Semi-structured interviews to UNV staff at global, regional and national level
		<ul style="list-style-type: none"> Extent to which information technology systems and processes have been implemented for more efficient and effective management of UN Volunteers 	<ul style="list-style-type: none"> Document review: Analysis Online Volunteers
		<ul style="list-style-type: none"> Extent to which UNV has implemented innovative use of technology to enhance field unit operations, knowledge, mobilisation and information sharing 	<ul style="list-style-type: none"> Document review: Analysis Online Volunteers
		<ul style="list-style-type: none"> Efficient use of financial tools 	<ul style="list-style-type: none"> Document review

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EFFICIENCY OF MANAGEMENT ARRANGEMENTS AND RESOURCES:			
<p>6. To what extent have UNV resources been used efficiently in contributing to the outcomes and results outlined in the SF?</p>	<p>6.1 Are UNV programmes, projects and processes using resources in ways that achieve more results for less cost?</p>	QUANTITATIVE:	
		<ul style="list-style-type: none"> Percentage of total UNV expenditure related to management activities (Management Efficiency Ratio) 	<ul style="list-style-type: none"> Output indicator
		<ul style="list-style-type: none"> Percentage of annual performance management and development processes completed (i.e. results planning and reporting, professional development and learning, and career development). 	<ul style="list-style-type: none"> Output indicator
		<ul style="list-style-type: none"> Percentage of allocation of resources per region 	<ul style="list-style-type: none"> Document review
		<ul style="list-style-type: none"> Number of UNVs allocated per region 	<ul style="list-style-type: none"> Document review
		<ul style="list-style-type: none"> Number of other volunteers, mobilized UNV-UN partner joint programmes/projects in: a) Youth; b) Peace building and c) Basic social services, d) Community resilience for environment and disaster risk reduction 	<ul style="list-style-type: none"> Output indicator
		<ul style="list-style-type: none"> Allocation and use of financial, human, and technical resources if possible per outcome and output and per region) 	<ul style="list-style-type: none"> Document review
		<ul style="list-style-type: none"> Percentage of annual UNV resources in UNV-UN partner joint programmes/projects in: a) Youth; b) Peace building; c) Basic social services and d) Community resilience for environment and disaster risk reduction 	<ul style="list-style-type: none"> Output indicator
		<ul style="list-style-type: none"> ICT support service effectiveness, measured through the percentage of: 	<ul style="list-style-type: none"> Output indicator
		<ul style="list-style-type: none"> a) ICT helpdesk requests resolved within three working days 	<ul style="list-style-type: none"> Output indicator
		<ul style="list-style-type: none"> b) Time that all ICT core services are operational and fully functioning 	<ul style="list-style-type: none"> Output indicator
<ul style="list-style-type: none"> c) Time that UNV volunteer management applications are operational and fully functioning (including the scheduled maintenance downtime) 	<ul style="list-style-type: none"> Output indicator 		

EVALUATION QUESTIONS	EVALUATION SUB-QUESTIONS	INDICATORS	MEANS OF VERIFICATION
EFFICIENCY OF MANAGEMENT ARRANGEMENTS AND RESOURCES:			
<p>6. To what extent have UNV resources been used efficiently in contributing to the outcomes and results outlined in the SF?</p>	<p>6.2 To what extent do current, structures, processes and policies support the efficiency of the administrative and financial arrangement?</p>	QUALITATIVE:	
		<ul style="list-style-type: none"> Adequacy of UNV organizational assets, structures and capabilities (in terms of financial and human resources) at global, regional and national levels for efficient implementation of SF 	<ul style="list-style-type: none"> Review of strategic and programme documents and analysis of UNV Global Programme Implementation guidelines
		<ul style="list-style-type: none"> Extent to which HQ, regional offices and FU presence have facilitated an agile and responsive demand for volunteers and volunteerism 	<ul style="list-style-type: none"> Semi-structured interviews to partners and UNV staff at regional and country level
		<ul style="list-style-type: none"> Perception of UNV staff about the implementation of administrative and financial processes 	<ul style="list-style-type: none"> Semi-structured interviews to UNV staff at regional and country level <ul style="list-style-type: none"> Survey to UNV international, regional and national staff
		<ul style="list-style-type: none"> Extent to which the Volunteer Management Cycle is efficiently implemented by the average time taken for UNV to: a) Submit potential volunteer candidates to partner UN entities (upon approval of a volunteer description of assignment); b) Deploy a UN Volunteer (upon confirmation of a selected candidate from the partner UN entity) 	<ul style="list-style-type: none"> Output indicator Survey to UNV international, regional and national staff Semi-structured interviews to partners and UNV staff at regional and country level <ul style="list-style-type: none"> Focus group with UNVs
		<ul style="list-style-type: none"> Extent to which the Online Volunteering Service provides a flexible, agile and innovative space to engage and contribute to development and peace efforts through volunteerism 	<ul style="list-style-type: none"> Semi-structured interviews to partners and UNV staff at regional and country level <ul style="list-style-type: none"> Document review
		<ul style="list-style-type: none"> Perception of UNV staff about the capacity of UNV to retain and promote competent individuals 	<ul style="list-style-type: none"> Survey to UNV international, regional and national staff <ul style="list-style-type: none"> Focus group with UNVs
		QUANTITATIVE:	
		<ul style="list-style-type: none"> Percentage of UN Volunteer candidate selections (excluding fully funded UN Volunteers) accepted by partner UN entities at first submission) (output indicator) 	<ul style="list-style-type: none"> Output indicator
		<ul style="list-style-type: none"> Percentage of procurement cases completed according to UNDP standards (output indicator) 	<ul style="list-style-type: none"> Output indicator

EVALUATION QUESTIONS	EVALUATION SUB-QUESTIONS	INDICATORS	MEANS OF VERIFICATION
EFFICIENCY OF MANAGEMENT ARRANGEMENTS AND RESOURCES:			
<p>7. How efficient is coordination and collaboration, specifically management arrangements at the global, regional and country levels, in supporting the implementation and results achievements of the SF?</p>	<p>7.1 Are processes and policies related to the SF and global programmes streamlined to facilitate timely action and implementation at all levels?</p>	QUALITATIVE:	
			<ul style="list-style-type: none"> Implementation guidelines for PPS and DPS, Management and annual reports, Global programme annual board meetings, PCS minutes
		<ul style="list-style-type: none"> Extent to which Approval Process of projects, joint projects or Global Projects is perceived as efficient by UNV staff 	<ul style="list-style-type: none"> Semi-structured interviews to UNV staff at global, regional and national level
		<ul style="list-style-type: none"> Use of planning and monitoring systems to measure results 	<ul style="list-style-type: none"> Document Review
		<ul style="list-style-type: none"> The extent to which monitoring mechanisms for feedback and incorporation of changes and corrective measures have been implemented 	<ul style="list-style-type: none"> Survey to external partners (UN entities, national governments, Volunteers)
		<ul style="list-style-type: none"> Evidence of measures undertaken to overcome implementation obstacles and challenges related to allocation of resources (financial, human, technical support, etc.) during implementation 	<ul style="list-style-type: none"> Semi-structured interviews to partners and UNV staff at global, regional and national level
		<ul style="list-style-type: none"> Stakeholders' (partners') satisfaction with UNV mitigation strategies and creative solutions 	<ul style="list-style-type: none"> Survey to external partners Semi-structured interviews to partners and UNV staff at regional and country level
		<ul style="list-style-type: none"> Extent to which internal coordination/communication (vertical/horizontal) mechanisms have been implemented 	<ul style="list-style-type: none"> Semi-structured interviews to UNV staff at global, regional and national level
		<ul style="list-style-type: none"> Time elapse between project concept to implementation per region 	<ul style="list-style-type: none"> Document Review Semi structured interviews UNV staff

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EFFICIENCY OF MANAGEMENT ARRANGEMENTS AND RESOURCES:			
<p>7. How efficient is coordination and collaboration, specifically management arrangements at the global, regional and country levels, in supporting the implementation and results achievements of the SF?</p>	<p>7.1 Are processes and policies related to the SF and global programmes streamlined to facilitate timely action and implementation at all levels?</p>	QUANTITATIVE:	
		<ul style="list-style-type: none"> Percentage of personnel surveyed who expressed confidence in leadership and direction (per the results of the Global Staff Survey) 	<ul style="list-style-type: none"> Survey to UNV international and regional and national staff (2015)
		<ul style="list-style-type: none"> Percentage of total UNV personnel stationed at field level (i.e. regional and country levels) 	<ul style="list-style-type: none"> Document Review
		<ul style="list-style-type: none"> Percentage of concept notes that result in projects, joint projects and global projects per year 	<ul style="list-style-type: none"> Document Review
		<ul style="list-style-type: none"> Number of projects, joint projects and global projects that have not been implemented after six months since approval 	<ul style="list-style-type: none"> Document Review
		<ul style="list-style-type: none"> Number of projects per global programme under implementation annually 	<ul style="list-style-type: none"> Document Review

EVALUATION QUESTIONS	EVALUATION SUB-QUESTIONS	INDICATORS	MEANS OF VERIFICATION
POTENTIAL SUSTAINABILITY			
QUALITATIVE:			
<p>8. Are the results of the UNV contributions under the SF, including global programmes, likely to be sustained?</p>	<p>8.1 If any outcomes/ results have been achieved, have they been or can they be expected to be sustained?</p>		<ul style="list-style-type: none"> Review of strategic and programme documents: UNV strategic programme planning documents and UNV senior management, SVF Implementation guidelines; SVF formats; UNV staff survey
		<ul style="list-style-type: none"> Amount of UNV programme finance resources mobilized, including: a) the Special Voluntary Fund; b) cost sharing; c) Trust Funds and d) fully funded UN Volunteers 	<ul style="list-style-type: none"> Output indicator
		<ul style="list-style-type: none"> Actions/mechanisms implemented to capitalize results 	<ul style="list-style-type: none"> Semi-structured interviews to UNV staff at global, regional and national level
		<ul style="list-style-type: none"> Actions implemented to mitigate possible reduction of funding 	<ul style="list-style-type: none"> Semi-structured interviews to UNV staff at global, regional and national level
		<ul style="list-style-type: none"> Level of engagement of UNV staff with the organization 	<ul style="list-style-type: none"> SURVEY 2015/2016
		<ul style="list-style-type: none"> Perceptions of UNV staff, partners, donors on the extent to which achieved results are sustainable 	<ul style="list-style-type: none"> Semi-structured interviews to partners and UNV staff at regional and country level Survey to external partners
		<ul style="list-style-type: none"> Type and effects of internal and external enabling and limiting factors that contribute or hinder UNV SF sustainability 	<ul style="list-style-type: none"> Semi-structured interviews to UNV staff at global, regional and national level
		<ul style="list-style-type: none"> Systematic approach to "lessons learned" linked to decision making based on data 	<ul style="list-style-type: none"> Semi-structured interviews to UNV staff at global, regional and national level
QUANTITATIVE			
		<ul style="list-style-type: none"> Percentage of partners that want to continue partnering with UNV 	<ul style="list-style-type: none"> Survey to external partners Semi-structured interviews to partners + results Global Partner Survey 2016



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POTENTIAL SUSTAINABILITY			
QUALITATIVE:			
<p>8. Are the results of the UNV contributions under the SF, including global programmes, likely to be sustained?</p>	<p>8.2 To what extent have synergies been established between different programme areas and/or partners?</p>	<ul style="list-style-type: none"> • Perception of UNV staff on synergies created between different programme areas and/or partners that contribute to UNV SF sustainability • Perception of partners on synergies created with UNV that contribute to UNV SF sustainability 	<ul style="list-style-type: none"> • Semi-structured interviews to UNV staff at global, regional and national level • Focus groups with UNVs • Semi-structured interviews to partners at regional and country level





2.

DATA COLLECTION INSTRUMENTS



2.1 SURVEY TO UNV PERSONNEL INCLUDING HQ, RO AND FU

CRITERIA	QUESTION
1. General information	<p>Pease indicate your gender:</p> <ul style="list-style-type: none"> • Female • Male • Other
2. General information	<p>Please indicate the level you work at:</p> <ul style="list-style-type: none"> • HQ and liaison office • Regional level • Field level
3. General information (only for those who answered 'HQ and liaison office' in question 2)	<p>In what section or unit do you work?</p> <ul style="list-style-type: none"> • HQ: OEC/DEC offices • HQ: Volunteer Knowledge and Innovation Section (VKIS) • HQ: Peace Programming Section (PPS) • HQ: Development Programming Section (DPS) • HQ: Recruitment Resources Section (VRRS) • HQ: Communication Section (CS) • HQ: Programme Coordination Section (PCS) • HQ: Partnership Unit • HQ: HQ Human Resources Section (HRS) • HQ: Results Management Support Section (RMSS) • HQ: Information Communications Technology Section (ICTS) • HQ: Operation Section • HQ: Administration Unit • HQ: Finance Unit • HQ: Common Services Unit (CSU) • Liaison office
4. General information	<p>Please select the region you work in:</p> <ul style="list-style-type: none"> • Arab States • Asia and the Pacific • Eastern and Southern Africa • Europe and Central Asia • Latin America and the Caribbean • West and Central Africa
5. General information	<p>What is your position at UNV? Please select:</p> <ul style="list-style-type: none"> • G contract • P contract • D contract • Volunteer • Other (please specify)



CRITERIA	QUESTION
6. How much of	<p>How much of your total work time do you dedicate to the following activities? (A great deal – much – somewhat – little – none; I don't know)</p> <ul style="list-style-type: none"> • Volunteer mobilisation • Volunteer management • Programming • Advocacy and partnerships • Communications • Other
7. General information	<p>Are you involved in Global Programmes?</p> <ul style="list-style-type: none"> • Yes • No
8. General information (only for those who answered 'yes' in question 7)	<p>In which programme are you involved? Please select as many as apply.</p> <ul style="list-style-type: none"> • Youth • Peace building • Basic social services • Community resilience for environment and disaster risk reduction • Volunteer Infrastructure
9. General information (only for those who answered 'yes' in question 7)	<p>In what way are you involved?</p> <ul style="list-style-type: none"> • Quality assurance/technical assistance • Implementation of projects and programmes • Administration • Knowledge management/communication
10. General information	<p>To what extent are you familiar with the UNV Strategic Framework (SF)? (To a great extent – very little – somewhat – not at all)</p>
11. Relevance	<p>To what extent do you think that the design process of the SF was informed by needs and interests of diverse groups of stakeholders? (To a great extent – very little – somewhat – not at all)</p> <ul style="list-style-type: none"> • At global level • At regional level • At country level



CRITERIA	QUESTION
12. Relevance	To what extent do you think that the expected outcomes and results of the SF have been adequately defined? (To a great extent – very little – somewhat – not at all; I don't know)
13. Relevance	To what extent do you consider that UNV programmes and projects respond to the specific needs of the country or region you work with? (To a great extent – very little – somewhat – not at all; I don't know)
14. Relevance	To what extent do you think that UNV is strategically positioned within the UN system? (To a great extent – very little – somewhat – not at all; I don't know)
15. Effectiveness	To what extent does UNV effectively communicate with partners to facilitate the achievement of results? (To a great extent – very little – somewhat – not at all; I don't know)
16. Effectiveness	Do you think that UNV is an organization that promotes learning among its personnel? <ul style="list-style-type: none"> • Yes • No • I don't know
17. Effectiveness	Do you think that UNV is an innovative and cutting-edge organization that facilitates knowledge capture and sharing? <ul style="list-style-type: none"> • Yes • No • I don't know
18. Effectiveness	Please rate the capacity of UNV with regards to the following aspects: (very effective – somewhat effective – slightly effective – not at all effective; I don't know) <ul style="list-style-type: none"> • Strategically position UNV in the UN system at the global / regional / national level • Promote and communicate volunteerism for peace and development at national and regional level • Generate and translate knowledge • Create demand for volunteers • Mobilize volunteers according to partner needs • Establish partnerships at global, regional/local level



CRITERIA	QUESTION
19. Effectiveness	How effective is the support provided by HQ to RO and FU to effectively implement projects? (very effective – somewhat effective – slightly effective – not at all effective; I don't know)
20. Effectiveness	How efficient are the following processes at UNV? (4 – very efficient to 1 - not at all efficient; I don't know) <ul style="list-style-type: none"> • Administrative/procurement processes • HR processes • Volunteer recruitment and deployment processes • Financial processes • Monitoring and reporting processes • Internal communication processes
21. Effectiveness	Are UNV processes (planning, implementation and reporting) results oriented? <ul style="list-style-type: none"> • Yes • No • I don't know
22. Effectiveness	Have the organizational change processes contributed to make UNV a more efficient organization? <ul style="list-style-type: none"> • Yes • No (please describe why not) • I don't know
23. Efficiency	How well do UNV HQ, RO and FUs communicate among each other? Please rate the communication between: <ul style="list-style-type: none"> • (very good – good – bad – very bad; I don't know) • Different sections of HQ • HQ and ROs • HQ and FUs • ROs and FUs
24. Efficiency	What are the main challenges for an effective collaboration between: (Please select as many as apply.) (Time constraints; Budget constraints; No common objectives/goals; Difficulties in communicating with each other; Not foreseen in our strategic planning; Not part of my job description; No challenges; I don't know) <ul style="list-style-type: none"> • Different sections of HQ • HQ and ROs • HQ and FUs • ROs and FUs <p>State your own.</p>



CRITERIA	QUESTION
25. Efficiency	To what extent has UNV been able to retain and promote competent individuals in their areas of expertise? (very effective – somewhat effective – slightly effective – not at all effective; I don't know)
26. Sustainability	Do you think that the SF has had a positive impact on UNV overall? <ul style="list-style-type: none"> • Yes • No • I don't know
27. Sustainability	Do you think that the next SF needs to be improved? <ul style="list-style-type: none"> • Yes • No
28. Sustainability (only for those who answered 'yes' in question 26)	What are the main aspects you would improve for the next SF? Please select as many as apply: <ul style="list-style-type: none"> • Design a more realistic Theory of Change (ToC) • Design a more realistic Integrated Results and Resources Matrix (IRRM) • Better organize sections at HQ • Allocate more UNV personnel to regional offices and FUs • Establish more effective internal communication mechanisms that facilitate dialogue among HQ sections and regional offices and FU • Improve the capacities of UNV personnel to mobilize volunteers • Establish better and more strategic partnerships at global, regional and local level • Reduce bureaucratic processes and create more flexible mechanisms • Improve and accelerate the decision making process • Effectively integrate gender equality through gender mainstreaming' • State your own:
29. Others	Do you have any other comment regarding the SF?



2.2 ONLINE SURVEY TO UNV PARTNERS

CRITERIA	QUESTION
1. Organizational profile	<p>Please indicate the type of organization you work for:</p> <ul style="list-style-type: none"> • UN entity • Volunteer-involving organization (Government/ intergovernmental) • Volunteer-involving organization (Civil Society Organization) • Civil Society Organization • Government • Multilateral organization • International Financial Institution • Private sector company/network • Foundation • Academia • Other (please specify)
2. Organizational profile (only for those who answered 'Un entity in question 1)	<p>Please specify the name of your UN entity.</p>
3. Organizational profile	<p>Please indicate the level you work at:</p> <ul style="list-style-type: none"> • Global/international • Regional • National • Local
4. Organizational profile	<p>Please indicate the size of your organization (number of staff)</p> <ul style="list-style-type: none"> • 1-50 • 51-100 • 101-250 • 251-500 • 500+



CRITERIA	QUESTION
5. Organizational profile	<p>Please select the region you work in:</p> <ul style="list-style-type: none"> • Arab States • Asia and Pacific • Eastern and Southern Africa • Europe and Central Asia • Latin America and the Caribbean • West and Central Africa
6. Organizational profile	<p>Please indicate the country your work in: (drop down list with all countries)</p>
7. Organizational profile	<p>Please indicate your gender:</p> <ul style="list-style-type: none"> • Female • Male • Other
8. Organizational profile	<p>To which extent is your organization involved in the following areas of work (very much – somewhat – slightly – not at all; I don't know)</p> <ul style="list-style-type: none"> • Access to basic social services (primary health care, personal safety, water and sanitation and social inclusion) • Community resilience for environment and disaster risk reduction • Peace building • Youth • Promotion of volunteerism and/or volunteer structures (local, national or regional level) • Other (please specify)
9. Collaboration with UNV	<p>For how many years have you been collaborating with UNV?</p> <ul style="list-style-type: none"> • Less than one year • From 1 to 2 years • More than 3 years • More than 5 years • 10 years or more
10. Collaboration with UNV	<p>What type of agreement do you have with UNV?</p> <ul style="list-style-type: none"> • MoU • Framework contract • No official agreement • I don't know



CRITERIA	QUESTION
11. Collaboration with UNV	<p>What type of collaboration do you have with UNV? Please select as many as apply.</p> <ul style="list-style-type: none"> • My organization has received UN volunteers • My organization has implemented joint projects/ programmes with UNV • My organization provided funding to UNV • We jointly organized events or related activities • We only had meetings but have not yet worked together • Other (please specify)
12. Collaboration with UNV (only for those who answered 'My organization has received UN volunteers' in question 11)	<p>If you have hosted volunteers, what kind of volunteer has your organization received? Select as many as apply:</p> <ul style="list-style-type: none"> • International UN Volunteer • National UN Volunteer • International Youth UN Volunteer • National Youth UN Volunteer • University Volunteer • Online Volunteer
13. Collaboration with UNV (only for those who answered 'My organization has received UN volunteers' in question 11)	<p>By which funding modality? Select as many as apply:</p> <ul style="list-style-type: none"> • UNV-funded • Fully funded • Cost sharing in a joint project • Funded through my organization • Other • I don't know
14. Relevance	<p>How important is the partnership with UNV for your organization? (very important – important – moderately important – slightly important – not at all)</p>
15. Relevance	<p>Do you perceive the integration of UNV volunteer services in government institutions and UN agencies as a contribution to achieve the Sustainable Development Goals (SDGs)?</p> <ul style="list-style-type: none"> • Yes • No • I don't know
16. Relevance	<p>Do UNV's services adequately respond to your organization's needs?</p> <ul style="list-style-type: none"> • Yes • No (please explain why not)



CRITERIA	QUESTION
17. Effectiveness	<p>Has UNV made an effective contribution to: (please select as many as apply)</p> <ul style="list-style-type: none"> • The delivery of your programmes' and projects' results? • The promotion of volunteerism in your programmes / projects? • Creating an enabling environment for volunteerism at regional level? • Creating an enabling environment for volunteerism at national level? • Strengthening volunteerism at the community level?
18. Effectiveness	<p>Do you perceive UNV as an innovative and cutting-edge organization?</p> <ul style="list-style-type: none"> • Yes • No • I don't know
19. Efficiency	<p>To what extent do you perceive UNV to be a flexible and cost-effective resource in ensuring responsiveness in UN peace and development interventions? (5 – very much to 1 – not at all, I don't know)</p>
20. Efficiency	<p>Do you think that UNV is an entity with the capacity to mobilize:</p> <p>a) Large numbers of volunteers?</p> <ul style="list-style-type: none"> • Yes • No • I don't know <p>b) Volunteers with appropriately assessed skills?</p> <ul style="list-style-type: none"> • Yes • No • I don't know <p>c) Volunteers in a timely and responsive manner?</p> <ul style="list-style-type: none"> • Yes • No • I know
21. Efficiency	<p>Are you satisfied with mitigation strategies and creative solutions that UNV has implemented to overcome challenges during your collaboration? (5 – Very satisfied to 1 – Very dissatisfied; I don't know)</p>
22. Sustainability	<p>How satisfied are you overall with the collaboration with UNV? (5 – Very satisfied to 1 – Very dissatisfied)</p>



CRITERIA	QUESTION
23. Sustainability	<p>Do you perceive that the collaboration between your organization and UNV has contributed to achieving sustainable results?</p> <ul style="list-style-type: none"> • Yes • No (please explain why not)
24. Sustainability	<p>How has your organization benefited from being a partner of UNV? Select as many as apply.</p> <ul style="list-style-type: none"> • Not at all • Better capacity to implement programmes and projects and deliver results • Being a member of a global community of advocates for volunteering • Enhanced global visibility of our work on volunteering • Being updated on initiatives related to volunteering • Implemented policies in our organization to advance volunteering in the work place, market place and/or community • Supported our work on gender equality or gender mainstreaming • Other (please specify)
25. Sustainability	<p>Would your organization like to continue collaborating with UNV in the future?</p> <ul style="list-style-type: none"> • Yes • No (please explain why not)
26. Sustainability (only for those who answered 'yes' in question 25)	<p>If yes, would you collaborate in the same way as before, or do you see the potential for upscaling or redefining the partnership?</p> <ul style="list-style-type: none"> • Continue in the same way • Upscale/redefine (please explain):
27. Others	<p>Do you have any other comment regarding your collaboration with UNV?</p>



2.3 SEMI-STRUCTURED INTERVIEW GUIDE FOR UNV STAFF (UNV HQ STAFF/RO STAFF/FU STAFF)

DATE	
INTERVIEWERS	
NAME	
POSITION	
ADDRESS/BASED IN	
TEL.	
MAIL	

INTRODUCTORY QUESTION:

Please briefly describe your role and main tasks with UNV, and in how far the SF 2014-2017 has affected your work (if applicable; are there any specific strategies/processes that the staff have to follow or apply? Have any major changes happened in the daily work of the staff due to the SF? If this is the case, we should come back to that under efficiency and effectiveness to see if these changes have brought improvements or challenges.)

Part I: Relevance

1. To what extent do you think that the SF with its different strategies, and global programmes and projects is aligned with the UN agencies priorities and 2030 agenda/SDGs?
2. To what extent do you think that the UNV projects, joint projects or Global Projects have helped to add value to UNVs work? Please explain.
3. To what extent do you think that the SF has increased UNV's comparative advantage as part of the UN System? Please describe. (Note: business value proposition of the SF)
4. To what extent do you think the SF with its projects, joint projects and global projects, meets the needs of different regions or countries? Can you give any examples of alignments with UNDAFs at country level? (Note: adapt according to different level: national, regional, global.)
5. To what extent do you think that different volunteer modalities that UNV operates with are well defined to lead UNV to achieve the expected results? How do the selected volunteer modalities respond to the partners' needs?
6. To what extent do you think that all of the strategies and processes that have been introduced with the SF are well defined to lead UNV to achieve the expected results? Which ones have not worked well? Please explain. (Note: specify strategy according to different stakeholders and their areas of responsibility.)



Part II: Effectiveness

7. Taking into account the SF, what are the most important results produced so far by your unit/office? What intended results have not been produced? What unintended (positive and negative) effects have taken place?
8. To what extent do you think that UNV is an innovative and cutting-edge organization that facilitates the delivery of results of the SF? Can you provide some examples of this innovation?
9. To what extent do you integrate gender equality/women's empowerment in volunteer mobilisation/ the formulation of projects or programmes?
10. What do you think are the most important internal or external limiting factors/challenges that hinder the achievement of the expected results?
11. Which internal or external factors do you believe enable the achievement of expected results?
12. To what extent has UNV taken any measures to mitigate the limiting factors/challenges? If yes, which ones?
13. What partnerships have you developed or are working on at the global/regional/national level? To what extent have these partnerships helped to achieve results? Are there limiting factors to the establishment of effective partnerships? Please describe – outcome 1, 2, 3

Part III: Efficiency

14. How would you assess your planning process? How do you monitor progress towards results? Do you monitor/report on their execution?
15. Do you think the current monitoring and reporting system is adequate? How would you improve it?
16. To what extent do you think that UNV has adequate internal capacities to implement the SF? Please explain. (Note: ask about learning strategy/capacity building.)
17. Do you think the current organizational structures at Headquarters, Regional Offices and Field Units are adequate for an efficient implementation of the SF?
18. To what extent do you think the Volunteer Management Cycle is efficiently implemented? What are the main bottlenecks in this process?
19. To what extent do you think that Approval Process of projects, joint projects or Global Projects are efficiently implemented? What are the main bottlenecks in this process?
20. Do you perceive internal communication/information and knowledge flows to be efficient? What main bottlenecks do you find?

Part IV: Potential sustainability

21. Do you think that UNV will be able to sustain the outputs and outcomes produced so far in the long term? Why/Why not?
22. What do you perceive as internal or external factors that limit the sustainability of the results of the SF? Has UNV implemented any mechanisms to compensate for the limiting factors?
23. Have any synergies been created between different UNV sections/units and partners to contribute to UNV's sustainability?
24. Thinking of the next SF 2018-2021, what are the most important aspects that you would change/improve in comparison to the current SF?



2.4 SEMI-STRUCTURED INTERVIEW GUIDE FOR UNV PARTNERS (INTERVIEWS TO UN ENTITIES, GOVERNMENTS, NGOS AND CSOS, ACADEMIA AND PRIVATE SECTOR)

DATE	
INTERVIEWERS	
NAME	
POSITION	
ADDRESS/BASED IN	
TEL.	
MAIL	

Part I: General information

1. Please explain briefly your organization's work and your relation to UNV.

Part II: Relevance

2. Please explain briefly your perception on the main added value of UNV in the broader context of international development cooperation post-2015 and volunteerism?
3. Were you consulted during the SF design process? Please describe how.
4. To what extent do you think that UNV's service adequately responds to your organization's needs taking into account different modalities and advisory services? Please explain. (How do you forecast your volunteer needs?)
5. To what extent has the UNV's new programmatic approach increased the interest of your organization to work with UNV? Why/Why not?
6. **FOR GOVERNMENTS:** To what extent are UNV programmes and projects at country level aligned to National Development Plans?
FOR UN PARTNERS: To what extent are UNV programmes and projects at country level integrated in the UNDAF? Please provide evidence. (Note: is volunteerism part of your UNDAF and do you have joint programmes with UNV?)

Part III: Effectiveness

7. To what extent does UNV contribute to your organization's effective programme delivery/mandate through the deployment of UNVs or advisory services on volunteerism, and how does UNV impact on the achievement of results? Please explain.
8. To what extent has UNV generated and shared knowledge and provided innovation to your organization that has increased your organization's capacity to engage in peace and development through volunteering activities? Please provide some examples.
9. Do you think that UNV adequately takes into consideration a gender perspective in volunteer deployment, projects or programme formulation?
10. Do you think that UNV has the capacity to establish effective partnerships? Are there any limiting factors that hinder the establishment of effective partnerships with UNV? If so, what could be done to improve the situation? Please describe.



Part IV: Efficiency

11. Do you think the current Headquarters/Regional Offices/Field Units' structures are adequate for the effective implementation of UNV services, programmes and projects?
12. Have you used any monitoring and reporting system to track implementation and results of the partnership? Do you think it is adequate? How would you improve it?
13. To what extent do you think that the negotiation, selection and deployment process of UNVs is efficient? What are the main bottlenecks in this process? (Note: N/A with some partners.)
14. Do you see any obstacles that hinder an effective collaboration and implementation with UNV?
15. Do you feel that UNV takes corrective measures in a timely and flexible manner when necessary to address any challenges?

Part V: Potential sustainability

16. Do you think that the results produced through UNV will be sustained in the long term? Why? And, what are the synergies created to contribute to the sustainability of results?
17. Are there any services, implementation mechanisms or processes that UNV should improve or change in the future to better meet your organization's needs and ensure sustainability?
18. Would you like to continue partnering with UNV in the following years? Please explain why.



2.5 FOCUS GROUP GUIDELINES. FOCUS GROUPS WITH UNVS AT REGIONAL AND COUNTRY LEVEL

Purpose: Evaluators will use focus groups with UNVs to collect qualitative information on specific aspects of the UNV Strategic Framework 2014-2017, including relevance, effectiveness, efficiency and sustainability. The focus groups will complement the online survey and semi-structured interviews and will capture more detailed information, opinions and experiences.

Duration: 2 hours

Process: Focus groups will take place in the Regional Offices or Field Units, with the support of UNV Regional Offices and Field Units. Each focus group will have a maximum of ten participants (preferably no less than five). The focus groups will be moderated by one or two consultant(s) from the evaluation team and recorded if possible (participants will be asked for their consent to record).

To capture the relevant information that arises during the focus group, consultants will take notes and they will document the discussion in a standardized template in order to process and analyse information.

Instructions for focus group moderator

Before starting the focus group:

- Ensure the participants are aware about of the UNV Strategic Framework 2014-2017 evaluation process.
- Create an information exchange environment, ensuring facilities and the necessary materials are acquired.
- Welcome participants, introduce yourself, and thank them for their participation.
- Explain that all information from the focus group is confidential. Data will be analysed and used for the evaluation report, but it will only be published in an aggregated manner. It will not be possible to identify individual statements or opinions. Participants should feel free to express their views, also negative ones.
- Announce that you would like to record the discussion to be able to better analyse the information later on. The recording is only used for internal purposes and will not be given to any third parties (including UNV). Ask participants for their consent. Only then start recording (or not).
- Give a short introduction on CAD and your role as evaluation consultant(s), and the purpose of the evaluation of the UNV Strategic Framework 2014-2017.
- Briefly explain the data collection process and the purpose of the focus groups. Highlight the importance of obtaining qualitative information from Regional Offices and Field Units that might contribute to improve the content and functioning of UNV in the future.
- Ask if anyone has doubts or questions.
- Ask participants to briefly introduce themselves. They should say their name, country, functions and expectations about the evaluation process. They should also explain if they have participated in previous surveys or focus groups related with the UNV Strategic Framework 2014-2017.



Questions

Q1. What is the added value and comparative advantage of UNV to partners (UN agencies, governments, VIOs, private sector, etc.)? What aspects would you like to highlight?

Q2. Do you think that UNV plays an important role for UN agencies to implement and achieve their development results (SDGs)?

Note: Look for opinions about:

- What the accelerating factors and obstacles for achieving results were.
- Identifying UNV internal areas of improvement.
- Identifying gaps in UNV flexibility or adaptation to changing environments.

Q3. How does UNV support countries in the region/country to integrate volunteerism in national frameworks?

Note: Look for opinions about:

- What the accelerating factors and obstacles to promote volunteerism at regional/country level were.
- Evidence of UNV activities/plans to promote volunteerism at regional/country level.
- Identifying MoUs, agreements, and cooperation frameworks between UNV and country/regional organizations to promote volunteerism.
- Identify results achieved in the integration of volunteerism within national frameworks.
- What the opportunities for UNV to grow, reach and engage wider and newer audiences to promote volunteerism are.

Q5. To what extent do you perceive that UNV ensures the interest, career development, and retention of UNVs in the organization/UN System?

Identify positive aspects and challenges of UNV taking into account each of the following aspects:

- Capacity of UNV to ensure interest of different target populations and attract volunteers.
- Capacity of UNV to support Career Development of UNVs.
- Support provided by UNV to ensure retention of UNVs in the UN System.

Q6. What synergies have been created between Regional Offices/Field Units and partners to contribute to UNV sustainability? (Ask only to regional UNVs)

Q7. How do you value the support received and how could your experience as volunteers be improved?

Identify positive aspects and challenges taking into account each of the following steps of the Volunteer Management Cycle and Learning Overview:

- Pre-assignment
- Induction
- During assignment
- End of assignment

Closure of focus group:

- Ask participants if they want to make any other comment about anything that we might not have asked them but they consider important for the evaluation.
- Thank participants again for their time and support.
- Leave your contact information in case of follow up questions.
- Take a picture.



2.6 FOCUS GROUP GUIDELINES: FOCUS GROUPS WITH BENEFICIARIES

Purpose: Evaluators will use focus groups with beneficiaries to collect qualitative information on specific aspects of the UNV Strategic Framework 2014-2017, including relevance, effectiveness, efficiency and sustainability. The focus groups will complement the online survey and semi-structured interviews and will capture more detailed information, opinions and experiences.

Duration: 2 hours

Process: Focus groups will take place in the Regional Offices or Field Units (or a venue identified by UNV RO/FU), with the support of UNV Regional Offices and Field Units. Each focus group will have a maximum of fifteen participants (preferably no less than five). The focus groups will be moderated by one or two consultant(s) from the evaluation team and recorded if possible (participants will be asked for their consent to record).

To capture the relevant information that arises during the focus group, consultants will take notes and they will document the discussion in a standardized template in order to process and analyse information.

Instructions for focus group moderator

Before starting the focus group:

- Obtain information about the participants (knowledge of UNV, background, project, etc.)
- Inform participants about the UNV Strategic Framework 2014-2017 evaluation process.
- Create an information exchange environment, ensuring facilities and the necessary materials are acquired.
- Welcome participants, introduce yourself, and thank them for their participation.
- Explain that all information from the focus group is confidential. Data will be analysed and used for the evaluation report, but it will only be published in an aggregated manner. It will not be possible to identify individual statements or opinions. Participants should feel free to express their views, also negative ones.
- Announce that you would like to record the discussion to be able to better analyse the information later on. The recording is only used for internal purposes and will not be given to any third parties (including UNV). Ask participants for their consent. Only then start recording (or not).
- Give a short introduction on CAD and your role as evaluation consultant(s), and the purpose of the evaluation of the UNV Strategic Framework 2014-2017.
- Briefly explain the data collection process and the purpose of the focus groups. Highlight the importance of obtaining qualitative information from beneficiaries that might contribute to improve the content and functioning of UNV in the future.
- Ask if anyone has doubts or questions.
- Ask participants to briefly introduce themselves. They should also explain if they have participated in previous surveys or focus groups related with the UNV Strategic Framework 2014-2017.



Questions

Q1. Please explain briefly your relation with/knowledge of UNV. Have you participated as a volunteer? Do you know about UNV and their programme/activities?

Q2. What was your personal motivation for collaborating with UNV (or to be involved in the project)?

Q3. What do you think is the added value that UN volunteers can bring to your communities through their projects and activities?

Does UNV do something that other organizations cannot do?

Note: Look for opinions about:

- Perception of focus group participants about volunteerism and the overall contribution of UNV.
- Which/whose specific needs are addressed by UNV?
- Activities to engage communities, civil society, and youth.
- Activities to reach the most vulnerable groups.
- Activities to increase access to basic services.
- Activities that respond to peace building needs.
- Give a voice to people and engage them in development and peace building activities

Q4. How do UN Volunteers and volunteerism contribute to:

- Stronger engagement with communities, civil society, and youth?
- A better ability to reach the most marginalised?
- Increased access to basic services?
- The response to peace building needs through citizen participation?

Q5. How do you perceive the support received from UNV/the collaboration with UNV?

Note: Look for opinions about:

- What the good practices and obstacles were.
- Identifying areas of improvement.
- Identifying gaps in UNV flexibility or adaptation to changing environments.

Q6. How would you describe the main results of the project in your community/area?

Note: Look for opinions about:

- Any positive changes that have happened in the communities.
- Any negative (unintended) changes that have happened in the communities.

Q7. What have you personally gained from the project?

Q8. Do you think that the results generated by UNV in your communities or at your personal level will have a long-term effect? Why?

Note: look for opinions about:

- Whether the results are sustainable.
- Whether they feel that these impacts will be sustainable without the continuous support of UNV.
- To what extent the UNV has transferred/shared knowledge with beneficiaries.

Q9. What should UNV do to improve its work in the future?

Final individual exercise:

Individual exercise on lessons learned and recommendations: Participants identify at least three lessons learned and three recommendations for the achievement of results based on their individual experience.



2.7 FOCUS GROUP GUIDELINES: FOCUS GROUPS WITH EB

Purpose:

Evaluators will use focus groups with UNVs to collect qualitative information on specific aspects of the UNV Strategic Framework 2014-2017. The focus groups will complement the online survey and semi-structured interviews and will capture more detailed information, opinions and experiences.

Duration:

1 hour

Process:

Focus groups will take place in the UNV New York Office. It will be moderated by one or two consultant(s) from the evaluation team and recorded if possible (participants will be asked for their consent to record).

To capture the relevant information that arises during the focus group, consultants will take notes and they will document the discussion in a standardized template in order to process and analyse information.

Instructions for focus group moderator

Before starting the focus group:

- Ensure the participants are aware about the UNV Strategic Framework 2014-2017 evaluation process.
- Create an information exchange environment, ensuring facilities and the necessary materials are acquired.
- Welcome participants, introduce yourself, and thank them for their participation.
- Explain that all information from the focus group is confidential. Data will be analysed and used for the evaluation report, but it will only be published in an aggregated manner. It will not be possible to identify individual statements or opinions. Participants should feel free to express their views, also negative ones.
- Announce that you would like to record the discussion to be able to better analyse the information later on. The recording is only used for internal purposes and will not be given to any third parties (including UNV). Ask participants for their consent. Only then start recording (or not).
- Give a short introduction on CAD and your role as evaluation consultant(s), and the purpose of the evaluation of the UNV Strategic Framework 2014-2017.
- Briefly explain the data collection process and the purpose of the focus groups. Highlight the importance of obtaining qualitative information from the EB members that might contribute to improve the content and functioning of UNV in the future.
- Ask if anyone has doubts or questions.

Introductory question:

Please briefly describe your position and your familiarity with UNV and the SF 2014-2016.

1. To what extent do you think that the SF has increased (or not) UNV's comparative advantage as part of the UN System? Please describe
2. To what extent do you think the SF with its five programmatic areas meets the needs of different regions or countries? Can you give any examples of your country context?
3. To what extent, do you think that UNV has the capacity to establish effective partnerships and mobilize resources? What do you think are the most important internal or external limiting factors/challenges?
4. Thinking of the next SF 2018-2021, what are the most important aspects that you would change/improve in comparison to the current SF? What would be the most desirable synergies and alliances to establish in the framework of the next SF 2018-2021?



3.

LIST OF INTERVIEWS CONDUCTED



The following UNV personnel was interviewed:

Table 1: List of interviewees of UNV personnel

INTERVIEWEE NAME (S)	TOTAL # OF PARTICIPANTS	POSITION AT UNV	REGION	COUNTRY
Manon Bernier	1	Regional Coordinator Asia/Pacific	Asia and Pacific	Thailand
Momoko Hoshino	1	Communication Specialist UNV RO	Asia and Pacific	Thailand
Warunsiri Manaviboon (Pink), Rior Santos	2	PA FU Thailand (PO participated as well, but as he is completely new, did not add a lot of information)	Asia and Pacific	Thailand
Juan Miguel Sanchez	1	PO FU	Asia and Pacific	Myanmar
Seija Anttonen	1	PO	Asia and Pacific	Cambodia
Narendra Mishra, Gul Berry, Krishna Raj	3	PO, PA and Admin Assistant	Asia and Pacific	India
Vriti Vasudevan , Bhava Goswami	2	UNV Management Associates for the Youth/ VI project	Asia and Pacific	India
Sveva Pettorino	1	PO	Asia and Pacific	Sri Lanka
Francisco Roquette	1	Regional Manager	Latin America and the Caribbean	Panama
Romeral Ortiz Quintilla	1	UNV RO, Peace Specialist	Latin America and the Caribbean	Panama
Hernan Badenas	1	UNV RO, Knowledge management and communication	Latin America and the Caribbean	Panama
Dayra Díaz	1	PA LAC Regional office	Latin America and the Caribbean	Panama
Victor Velazquez	1	PO Colombia Office	Latin America and the Caribbean	Colombia
Andrea Sandoval	1	PA	Latin America and the Caribbean	Colombia
Carolina Nieto	1	UNV ODS project	Latin America and the Caribbean	Colombia
Annalisa Bergantini	1	PO Haiti	Latin America and the Caribbean	Haiti
Monika Exelrud	1	PA Brazil	Latin America and the Caribbean	Brazil



Anne-Rose Kogi, Jamila Gabow	2	PA FU Kenya	Eastern and Southern Africa	Kenya
Tapiwa Kamuruko	1	PO RO	Eastern and Southern Africa	Kenya
Dimitri Lermytte	1	PO FU Kenya	Eastern and Southern Africa	Kenya
Joseph Okalebo	1	PO FU	Eastern and Southern Africa	Somalia
Arbe Gindole	1	PO FU	Eastern and Southern Africa	Somalia
Benjamin Frowein	1	PO	Eastern and Southern Africa	Burundi
Joseph Aloo	1	PO	Eastern and Southern Africa	Tanzania
Renata Farias	1	PO FU	West & Central Africa	Senegal
Adjoa Sika Edzodzinam Ahawo	1	PO FU	West & Central Africa	Gabon & Congo
Ramatoulaye Fall	1	PA RO	West & Central Africa	Senegal
Afke Bootsman	1	RM RO	West & Central Africa	Senegal
Atoum Tchakpele	1	UNV NVP Project Coordinator	West & Central Africa	Côte d'Ivoire
Pauline Deneufbourg	1	UNV Programme Manager - ONUCI	West & Central Africa	Côte d'Ivoire
Victor Kitembo	1	PO FU	West & Central Africa	Côte d'Ivoire
Alden Hodzic	1	Administrative and recruitment officer UN mission	West & Central Africa	Côte d'Ivoire
Marilo	1	Administrative Assistant	West & Central Africa	Côte d'Ivoire
Sophie Lesselin	1	Programme Mana- ger and Portfolio Manager of Syria, Lebanon and Jordan	Arab States	Jordan
Monica Prisacariu	1	PO	Europe & Central Asia	Turkey
Zuzana Zalanova	1	PO	Europe & Central Asia	Ukraine
Blerim Azizi	1	PA	Europe & Central Asia	Kosovo
Caecilia Van Peski	1	PPS Chief	HQ	Germany/Bonn



Alexandra Solovieva, Alice Jeong, Vojtech Hledik	3	PCS Chief of Section and PCS staff	HQ	Germany/Bonn
Sasha Ramirez	1	PCS	HQ	Germany/Bonn
N/A	4	DPS	HQ	Germany/Bonn
Iram Batool	1	PPS	HQ	Germany/Bonn
Gelfiya Schieko, Olga Zubritskaya-Devyatkina, Monija Frey, Katherine Aston, Hendrik Smid	5	RMSS	HQ	Germany/Bonn
Shalina Miah	1	Chief Partnership Unit	HQ	Germany/Bonn
Niels Lohman, Marcia	2	HRS	HQ	Germany/Bonn
Amanda Khozi Mukwashi	1	Chief VKIS	HQ	Germany/Bonn
José Bendito	1	Innovation Specialist VKIS	HQ	Germany/Bonn
Jennifer Stapler	1	Communications Chief	HQ	Germany/Bonn
Karen Fornzler, Leanne Rios	2	Partnership Unit	HQ	Germany/Bonn
Hendrik Smid	1	Programme Management Specialist/ RMSS	HQ	Germany/Bonn
Anna Chyzhkova	1	FF	HQ	Germany/Bonn
Elise Bouvet	1	Chief, Online Volunteers	HQ	Germany/Bonn
Geraldine Becchi	1	Portfolio Manager Colombia, South Sudan	HQ	Germany/Bonn
Richard Dictus	1	Executive Coordinator	HQ	Germany/Bonn
Olivier Adam, Toily Kubranov	2	Executive Coordinator/ Deputy Executive Coordinator	HQ	Germany/Bonn
Christoph Beck, Claudia García	2	Volunteer Recruitment Resources Section (VRRS) Chief, Deputy	HQ	Germany/Bonn



Jordi Lopart	1	ex chief of UNV NYC Office, currently Secretary, UNDP Executive Board	Liaison Office	USA
Dominic Allen	1	UNV ONY Chief	Liaison Office	USA
Jan Snoeks	1	Peace Specialist	Liaison Office	USA
Heidrun Fritze	1	Consultant	Liaison Office	USA
Boram Kim	1	Portfolio Manager ECIS and Egypt	HQ	Germany/Bonn
Tomas Kvedaras	1	PO	Arab States	Jordan
Yeran Kejjian	1	PA	Arab States	Lebanon
Renalda Ludvika	1	PO	Arab States	Egypt



Table 2: List of interviewees of UNV partners

INTERVIEWEE NAME(S)	INTERVIEWEE(S) ORGANIZATION'S NAME	TOTAL # OF PARTICIPANTS	TYPE OF ORGANIZATION	POSITION OF INTERVIEWEE(S)	REGION	COUNTRY
Ricarda Rieger, Mohammad Younus, Naoko Takasu	UNDP	3	UN	Chief, Afghanistan Support Division Country Programme Advisor & Head South & West Asia Cluster Country Programme Specialist	Asia and Pacific	Thailand
Phil Matsheza	UNDP	1	UN	Head of Governance Cluster, UNDP Regional Office	Asia and Pacific	Thailand
Kathy Tailor, Koh Miyaoi +1	UNDP/UN Women	3	UN	Programme Manager/ Gender Advisor for Asia & the Pacific, UNDP/ Campaign Coordinator UN Women	Asia and Pacific	Thailand
Caitlin Wiesen-Antin	UNDP	1	UN	Chief, Regional Policy and Programme Support for Asia and the Pacific, UNDP	Asia and Pacific	Thailand
Hattaya Wongsangpaiboon	VSO	1	VIO	VSO Programme Manager Bangkok Hub	Asia and Pacific	Thailand
Matthieu Cognac	ILO	1	UN	Regional Coordinator for Youth Employment	Asia and Pacific	Thailand
Martin Hart Hansen	UNDP Thailand Office	1	UN	Deputy Resident Representative UNDP Thailand	Asia and Pacific	Thailand
Sandy Walsh	Cisco	1	Private sector	Director of Business Development	Asia and Pacific	Thailand



Ruvendrini Menikdiwela +2	UNHCR	3	UN	UNHCR Thailand Representative	Asia and Pacific	Thailand
Leo Guang Chen	Beijing Volunteer Service Guide Center Under Secretary General, Beijing Volunteer Service Research and Development Institute(BVSRDI)	1	VIO	Director of Research and Training Department	Asia and Pacific	China
Allen Jennings	AVI	1	VIO	Country Director	Asia and Pacific	Myanmar
Kaori Ishiwaka	UNFPA	1	UN	UNFPA Deputy Representative	Asia and Pacific	Myanmar
Dr. Min Thein +1	Ministry of Social Welfare, Relief and Resettlement	2	Government	Director, Relief and Resettlement Department	Asia and Pacific	Myanmar
N/A	Ministry of Social Welfare	1	Government	N/A	Asia and Pacific	Myanmar
Paul Luchtenburg	UNCDF	1	UN	Country Coordinator	Asia and Pacific	Myanmar
Pablo Barrera, Jane Baj	UNDP	2	UN	Head of Development Coordination Cluster/Office of the UN Resident Coordinator; Policy Analyst	Asia and Pacific	Myanmar
Thuy Hang To	UNDP	1	UN	Deputy Resident Representative (Operations)	Asia and Pacific	Myanmar
Radhika Kaul Batra	UNRCO	1	UN	Chief of Staff	Asia and Pacific	India
Marina Walter	UNDP	1	UN	Deputy Country Director	Asia and Pacific	India
Yuri Afanasiev	UNDP	1	UN	Resident Coordinator and UNDP Resident Representative in India	Asia and Pacific	India
L.K. Gupta	Ministry of Youth Affairs and Sports, New Delhi	1	Government	Joint Secretary to Govt. of India	Asia and Pacific	India
Deeksha Bhatia	Switcha	1	NGO	Director	Asia and Pacific	India



Yasar Ahmad	Pravah	1	NGO	Program Coordinator	Asia and Pacific	India
Shashwati Ghosh, Sidharth Sonawat, Sidhart	Yes Bank	3	Private Sector	Senior Vice President, Assistant Vice President, Executive Vice President	Asia and Pacific	India
Dr. Oh	Embassy of the Republic of Korea in Bonn	1	Government	Minister counsellor	Asia and Pacific	Republic of Korea
Richard Barathe	UNDP Regional	1	UN	UNDP Regional Director	Latin America and the Caribbean	Panama
Dacil Acevedo	Centro Latinoamericano de Voluntariado (CELAV)	1	VIO	Directora General	Latin America and the Caribbean	Panama
Lara Blanco, Edgar Carrasco	UN Women	2	UN	Deputy Regional Director and HIV and Gender Equality Specialist	Latin America and the Caribbean	Panama
Amanda Rives	World Vision, Regional office	1	NGO	Regional Advocacy Director	Latin America and the Caribbean	Panama
Ángela Hoyos	UNLIREC	1	UN	Legal officer	Latin America and the Caribbean	Panama
Santiago Carrizosa, Alejandro Lago	UNDP	2	UN	Technical advisor, project Manager for UNDP at the regional level	Latin America and the Caribbean	Panama
Yessica Young	UNDP National office	1	UN	Programme Officer	Latin America and the Caribbean	Panama



Inka Mathila	UNDP	1	UN	Deputy Director	Latin America and the Caribbean	Colombia
Jozef Merx + 2	UNHCR	3	UN	Representative in Colombia	Latin America and the Caribbean	Colombia
Laurie Leandri	UN Mission	1	UN	Position	Latin America and the Caribbean	Colombia
Gloria Medina, Ricardo Ramirez	Organizaciones Solidarias	2	Government	Technical director of development, Coordinator	Latin America and the Caribbean	Colombia
Juliana Antia, Wendy Betancourt, Ximena Buitrago	UNDP Proyecto de Paz	3	UN	Project manager, Coordinator	Latin America and the Caribbean	Colombia
Indira Velásquez	REDEVOLUN	1	Academia	Professional in social action	Latin America and the Caribbean	Colombia
Maria Kane Cunningham	UNEP	1	UN	JPO Coordinator	Eastern and Southern Africa	Kenya
Haris Pajtic, Laura Petrella	UNHABITAT	2	UN	HHRR Liaison Officer; City Planning, Extension and Design Unit	Eastern and Southern Africa	Kenya
Catherine Hamon Sharpe, Haoua Sow	UNHABITAT	2	UN	Assistant Representative; Head Human Resources UNHCR	Eastern and Southern Africa	Kenya



Simone Oluoch Olunya +1	UNWOMEN	2	UN	(Dept Director UN WOMEN Regional Office)	Eastern and Southern Africa	Kenya
Sukhrob Khojimatov	UNDP SOMALIA	1	UN	Deputy Country Director - Operation,	Eastern and Southern Africa	Kenya
Frederick Sadia, Sarah	Volunteer Involving Organizations Network Society	2	VIO	Coordinator	Eastern and Southern Africa	Kenya
Awa Dabo	UNDP	1	UN	Country Director	Eastern and Southern Africa	Tanzania
N/A	UNHCR	3	UN	HRRR	Eastern and Southern Africa	Tanzania
Rahma Islam +1	UNESCO	2	UN	Country Representative	Eastern and Southern Africa	Tanzania
Alvaro Rodriguez, Abbas Kitogo, Bwijo Bwijo, Ernest Salla, Getrude Lyatuu	UNDP	5	UN	RR/RC, Programme Specialists	Eastern and Southern Africa	Tanzania
Nirina Kiplagat	UNDP	1	UN	Programme Officers	Eastern and Southern Africa	Tanzania
Godfrey Nyaisa, Venerose Mtenga	Office of the Prime Minister	2	Government	Assistant Youth Director, Youth Officer	Eastern and Southern Africa	Tanzania



N/A	Red Cross	2	VIO	N/A	Eastern and Southern Africa	Tanzania
Papa Birama Thiam +2	Directorate of Technical Cooperation	3	Government	Directorate of Technical Cooperation	West & Central Africa	Senegal
Andrea Ori	OCHR	1	UN	Regional Director	West & Central Africa	Senegal
Michele Mikala	UNWOMEN	1	UN	HHRR manager	West & Central Africa	Senegal
Fatou Bintou Djibo	UNDP	1	UN	UNDP RR	West & Central Africa	Senegal
Aminata Terrine, Beatrice Amani +1	UNHCR	3	UN	HHRR section	West & Central Africa	Senegal
Pierre Lapaque	UNODC	1	UN	Regional Director	West & Central Africa	Senegal
Adama Maguidi +1	AISEC	2	VIO	President - Country Manager	West & Central Africa	Côte d'Ivoire
Maud Ropars	ONUCI	1	UN	Civil Affairs Chief	West & Central Africa	Côte d'Ivoire
Robert Kirkwood	ONUCI	1	UN	CMS Chief	West & Central Africa	Côte d'Ivoire
Paolo Cardellino	ONUCI	1	UN	Engineering Section Chief	West & Central Africa	Côte d'Ivoire
Angèle Luh	UNEP	1	UN	Sub-Regional Director	West & Central Africa	Côte d'Ivoire
Mohamed Toure	UNHCR	1	UN	UNHCR RR	West & Central Africa	Côte d'Ivoire
Kevin Hennesy, Eamon +1	Irish Aid	2	Government		Europe & Central Asia	Ireland



Mikael Griffon, Pauline Boitard	French Ministry of Foreign Affairs and International Development	2	Government	Special representative for international civil servants, Programme Volontaires des Nations Unies / Pôle Jeunes DFI	Europe & Cen- tral Asia	France
Simon Koppers, Anja Pauls	BMZ	2	Government	Head of Division, UN Relations / Desk Officer	Europe & Cen- tral Asia	Germany
Nadine Rabe	GIZ	1	Government	Global Partnerships Manager	Europe & Cen- tral Asia	Germany
Beatrijs Elsen	OHCHR	1	UN	Focal point UNV	Global	Geneva
Sean Robertson	IOM	1	UN	Focal point UNV	Europe & Cen- tral Asia	Geneva
Mahen Sandrasagren	WHO	1	UN	Focal point UNV	Global	Geneva
Csenge Monigl	UNHCR	1	UN	HR Associate	Global	Hungary
Nyaguthie Ngetha	DFS	1	UN	Section Chief, Department of Field Support	Global	USA
Stephen McOw- an, Sheida Sheikhi, Tanja Bunjac	DFS	3	UN	Operational Support Team, Office of the Assistant Secretary- General, DFS	Global	USA
Katharina Margetts, Kenneth Ewang	DFS	2	UN	Field Personnel Division, Department of Field Support	Global	USA
Vivek Sequeira	DFS	1	UN	Field Budget and Finance Division	Global	USA
Turhan Saleh	UNDP	1	UN	Strategic Plan Coordinator, UNDP Executive Office	Global	USA
Noella Richard	UNDP	1	UN	Youth Policy Specialist, Governance and Peacebuilding Cluster, BPPS UNDP	Global	USA
Danielle Larrabee	IFRC	1	VIO	Adviser, Delegation of the International Federation of Red Cross and Red Cres- cent Societies to UN	Global	USA



Michael Emery, Victoria Fernandez	UNFPA	2	UN	Director, Division for Human Resources/ Division of Human Resources	Global	USA
Jill Osborn, Lara Alencar	UNICEF	2	UN	Human Resources Manager - New Talent Unit/ UN Focal Point, Division of Human Resources	Global	USA
Prasun Chakraborty, Maria de la Luna	UN Women	2	UN	Division of Human Resources	Global	USA
Sarah Douglas	Peace Building Support Office	1	UN	Gender Advisor, Policy, Planning and Application Branch	Global	USA
Rosemary Kalapurakal	UNDP	1	UN	Lead Advisor, 2030 Agenda for Sustainable Development, Bureau for Policy and Programme Support	Global	USA
Henrietta De Beer	UNDP	1	UN	Director Human Resources	Global	USA
Saskia Schellekens	Secretary General's Envoy on Youth	1	UN	Special Adviser to the Secretary General's Envoy on Youth, Officer in Charge	Global	USA
Hans Sachs	DPKO	1	UN	Office of Rule of Law and Security Institutions, Department of Peacekeeping Operations	Global	USA
Tauni Lanier	Impact 2030	1	Private Sector	Director	Global	USA
Japan, Samoa, Russia	UNDP Executive Board	3	UN	Executive board members	Global	USA
Kristina Leuchowius	Development Impact Group	1	UN	Director/ Programme Analyst at Development Impact Group UNDP	Global	USA
Indran Naidoo	Independent Evaluation Office, UNDP	1	UN	Director	Global	USA
Marta Perez del Pulgar	UNFPA	1	UN	Deputy Director	Global	Syria



Table 3: Focus groups with UNVs at regional and national office

FG PARTICIPANTS (NAMES, POSITIONS)	TOTAL # OF PARTICIPANTS	TYPE OF FOCUS GROUP	REGION	COUNTRY
Anthony Cruz (Regional Programme Specialist - Environment and Disaster Risk Reduction)	1	RO	Asia & the Pacific	Thailand
Thomas Bannister (Regional Innovation Specialist in Basic Social Services; with China Experience)	1	RO	Asia & the Pacific	Thailand
Jane E. Lawson (Regional Peace and Citizen Security Programme Specialist)	1	RO	Asia & the Pacific	Thailand
Jwala Panday (UNV Regional Programme Analyst DRM Resilience) Liviana Zorzi (UNV Programme Officer on Transparency, Accountability and Anti-corruption at UNDP) Odhran McMahan (Youth Volunteer UNV Project Officer, Conflict Prevention and Peacebuilding at UNDP)	3	UNVs	Asia & the Pacific	Thailand
Juan Miguel Sanchez (PO) Khine Shwe Wah (PA) Mina Iwamoto (UNV University Volunteer) Juana Martinez (OV Specialist) Hind Sadik (Project Coordinator)	5	FU	Asia & the Pacific	Myanmar
Serena (PR specialist with UNDP, from Italy) Kodi (DRR/UNDP, from Myanmar) N/A (Communications at UNV FU, from Japan) Klaus (UNICEF Innovation Lead) N/A (UNICEF) N/A (from Japan) N/A (Communications officer at UNAIDS from the Philippines) Xenia (Communications at RCO, from Switzerland) N/A (M&E specialist at UNFPA, from South Korea) Hind (DRR specialist at UNV FU)	10	UNVs	Asia & the Pacific	Myanmar
1 international UNV 11 national Volunteers	12	UNVs/local volunteers	Asia & the Pacific	India
Mukul Sharma (District Youth Coordinator in the Youth/ Infrastructure Project)	1	UNVs	Asia & the Pacific	India



Alejandro Iberico (Resilience) Diana Fonseca (Volunteer Infrastructure) Romeral Ortiz (Peace & Urban Security) Hernan (BSS) Herman (Knowledge management and communication) Adina (Resilience & Youth)	6	RO	Latin America & the Caribbean	Panama
N/A	3	UNVs	Latin America & the Caribbean	Colombia
Wendy Paloma (UNDP) Gonzalo Rojas (UNDP) Victor Velasco Emese (UNHCR) Carolina	6	UNVs	Latin America & the Caribbean	Colombia
Noumi Oosterwijk, Karen Mrema, Lee Hantembe, Jean de Dieu Sibomana, Confred Nzau, Wouter Thiebou	6	RO	Eastern & Southern Africa	Kenya
Daena (UNHCR Regional Service Centre; Executive Assistant to the Director) Benjamin (UNODC, Regional office for Eastern Africa; involved in Project Management) Esta (national UNV with UN Women as evaluation analyst) Martha (national UNV with UN Women; Communications assistant)	4	UNVs	Eastern & Southern Africa	Kenya
N/A	4	UNVs	Eastern and Southern Africa	Tanzania
N/A	4	UNVs	Eastern & Southern Africa	Somalia
2 - UN WOMEN, 1 - UNHCR, 1 - UNICEF, 1 - PO	5	FU	West & Central Africa	Côte d'Ivoire
4 UNVs Thematic Specialist	4	RO	West & Central Africa	Senegal
12 UNVs	12	FU	West & Central Africa	Senegal



Table 4: Focus groups with beneficiaries

FG PARTICIPANTS (NAMES, POSITIONS)	TOTAL # OF PARTICIPANTS	TYPE OF FOCUS GROUP	REGION	COUNTRY
N/A	10	SDGs Champions	Eastern & Southern Africa	Tanzania
Daniela Maldonado (Environmental engineer) Cesar Augusto Celeron Maria Esther Cruz (Public accountant) Javier Gonzalez (Social worker) Christian (working with youth) Manuel Forero (working with youth) Camila Gonzalez (Greenpeace) Julian Rodriguez (academia)	8	SDGs Champions	Latin America & the Caribbean	Colombia
Winbo Aung (Representative of Yangon Youth Network) Hsu Pyat (Yangon Youth Network) May Phtwe (Yangon Youth Volunteer Network)	4	NGOs/Youth Network/VIO	Asia & Pacific	Myanmar
N/A	14	Students/ Volunteers from a university volunteer initiative supported by UNV	Asia & Pacific	India



4.

LIST OF DOCUMENTS REVIEWED

NO	TYPE OF DOCUMENT	THEMATIC AREA / KEYWORDS	DOCUMENT TITLE	AUTHOR	DATE
1	PDF	Volunteerism, Report	2011 State of the World's Volunteerism Report	UNV	2011
2	Excel	Volunteers	2014-2017 Evaluation team (Volunteer statistics from RMSS)	UNV	Apr-17
3	Excel	Volunteers, GP	2014-2017UNV_Assignments_GP_final	UNV	Apr-17
4	Excel	Country Scan	2016_Country_Scan_Summary_Workings	UNV	2016
5	Excel	Country Scan	2016_CS_Collection_data	UNV	2016
6	Word	Partnership	A STRATEGIC APPROACH TO PARTNERSHIP BUILDING WITH UN ENTITIES AND RESOURCES AVAILABLE	UNV	Dec-16
7	PDF	Report, Partnership Survey	ANNEX to UNV Partnerships Survey Report Filter: UN Entities only	UNV	Aug-14
8	Excel	Finance	AR 2014 2015 2016 Programme Expenses	UNV	N/A
9	Word	Report, GP Basic Social services	Basic Social services Annual Project Progress Report	UNV	February 2016
10	PDF	GP Basic Social services	Basic Social services Program Document	UNV	Nov-14
11	PDF	GP Basic Social services	Basic Social services Project Document	UNV	July 2015
12	PDF	Strategy	Changing the World - UNDP Strategic Plan 2014-2017	UNDP	N/A
13	Word	DRR	Community Resilience Annual Project Progress Report	UNV	February 2016
14	PDF	GP DRR	Community Resilience Handout	UNV	N/A
15	PDF	GP DRR	Community Resilience Program Document	UNV	Nov-14
16	PDF	GP DRR	Community Resilience Project Document	UNV	July 2015
17	Excel	Finance	Contributions data 2014 to 2016	UNV	N/A
18	Excel	Finance	Copy of UNV financial report for SF Evaluation	UNV	N/A
19	Excel	Statistics	Copy of StaffList 31 March 2017 (003)	UNV	March 2017
20	Word	Review	End-year progress review of the 2014 ABP Major Expected Deliverables	UNV	2015
21	Word	Review	End-year progress review of the 2014 milestone targets of the IRRM indicators	UNV	2014
22	Excel	Review	End-year progress review of the 2015 milestone targets of the IRRM indicators	UNV	2015
23	Excel	Review	End-year progress review of the 2016 milestone targets of the IRRM indicators	UNV	2016



24	Word	Volunteer learning, strategy	Enhancing the UN Volunteer Experience UNV Volunteer Learning Strategy 2014-2017	UNV	2014
25	PDF	Evaluation Report	Evaluation of the Collaboration between United Nations Volunteers (UNV) programme and the United Nations Department of Field Support (DFS)	UNV	December 2011
26	PDF	Evaluation Report, Gender	Evaluation of UNV Gender Equality and Women's Empowerment for organisational and programming effectiveness Key Findings from Focus Groups and Interviews	Dr Lucy Ferguson	13th March, 2017
27	PDF	Evaluation, online volunteering	Evaluation Report: Impact of UN Volunteers Online Volunteering Service Volume II- Appendices	Rudy Broers, Independent Evaluation Consultant	May 2015
28	PDF	Evaluation	Evaluation Report: Impact of UN Volunteers Online Volunteering service	Rudy Broers, Independent Evaluation Consultant	May 2015
29	PDF	Evaluation, online volunteering	Evaluation Report: Impact of UN Volunteers Online Volunteering service Volume I	Rudy Broers, Independent Evaluation Consultant	May 2015
30	Excel	Finance	Expenses 2014-2016	UNV	N/A
31	Word	Gender, Review	GENDER PROJECT ANALYSIS UNV GAT NOVEMBER 2016	UNV	Nov-16
32	Excel	Funding, Finance, GP	GP_2014_2016_UN_Vols	UNV	2016
33	PDF	Evaluation	HANDBOOK ON PLANNING, MONITORING AND EVALUATING FOR DEVELOPMENT RESULTS	UNDP	2009
34	Word	Strategy	HR Strategy for UN Volunteers	UNV	N/A
35	PDF	Strategy	Human Resources Strategy (June 2015)	UNV	N/A
36	Excel	ICT	ICT Roadmap - Planning and Funding - 2016 Update	UNV	2016
37	Word	Review	Integrated Results and Resources Matrix - Indicator Methodological Notes Paper	UNV	May 2016
38	PDF	Volunteerism	Integrating volunteering in the next decade	UN General Assembly	June 2015
39	PDF	Volunteerism, strategy	Integrating volunteering in the next decade: A 10 Year Plan of Action 2016 - 2025	UNV	N/A
40	PDF	strategy	International Strategy for Disaster Reduction	UN General Assembly	Dec 2014
41	PDF	Volunteerism, report	International UN Volunteer Handbook Conditions of Service	UNV	N/A



42	PPT	PAB	JOINT PROJECT ANALYSIS - UNV STRATEGIC PAB NOVEMBER 2016	UNV	2016
43	Word	PAB	JOINT PROJECT ANALYSIS - UNV STRATEGIC PAB NOVEMBER 2016 Final draft	UNV	Dec-16
44	Word	Volunteer mobilization, review	Key Findings & Analysis of Country Scan 2014	UNV	2014
45	Word	Volunteer mobilization, review	Key Findings & Analysis of Country Scan 2015	UNV	2015
46	PDF	Evaluation	Manual on the measurement of volunteer work	ILO	Jul-05
47	PDF	Volunteerism, report	National capacity development through volunteer schemes	UNV	2016
48	Word	UNV personnel	One Personnel Learning Strategy 2015	UNV	Mar-16
49	Word	Fully funded, Statistics	OVERVIEW OF THE UNV FULLY FUNDED PROGRAMME	UNV	2014- 2016
50	Word	GP Peace	Peace Annual Project Progress Report	UNV	February 2016
51	PDF	GP Peace	Peace Program Document	UNV	Nov-14
52	PDF	GP Peace	Peace Project Document	UNV	July 2015
53	Excel	Funding, Finance, GP	Pipeline_Implementation_Status	UNV	N/A
54	PPT	Volunteerism, strategy	Positioning Volunteering in the Context of the Post-2015 Agenda	UNV	March 2015
55	Excel	Finance	Programme Finance Report 2014	UNV	2014
56	Excel	Finance	Programme Finance Report 2015	UNV	2015
57	Excel	Finance	Programme Finance Report 2016	UNV	Dec-16
58	Word	PAB	PROJECT ANALYSIS - STRATEGIC PAB - NOVEMBER 2016	UNV	2016
59		PAB	Project Status Update - Jan 2017	UNV	Jan-17
60	Word	Finance, strategy	Review of Enhanced Field Presence (EFP) for Field Units and Assessment of Proposed Field Unit Contraction/Augmentation A Business Case presented to the SMT October 2015	UNV	Nov 2015
61	Word	Fully funded	Review of the Full Funding Function - A business case - FIFTH DRAFT	UNV	March 2015
62	Excel	Online volunteers	SF - OV assignments raw	UNV	May-17
63	PDF		SG Five Year Action Agenda	UN Secretary General	2012
64	PDF	South South	State of South-South cooperation	UN General Assembly	Aug-15



65	PDF	Volunteerism, Report	State of the World's Volunteerism Report 2015 - Transforming Governance	UNV	2015
66	Word	Strategy	Strategic Framework 2018-2021 Phase 1 – Opportunities and Threats Analysis 15.12.16, 9:00 – 10:30;	UNV	Dec 2016
67	Word	Volunteerism	Strengthening UNV through enhanced capacity at regional and field level (Draft Level 1)	UNV	2014
68	PDF	Strategy	The Power of Volunteerism: Making Everyone Count	UNFPA	Apr-16
69	PDF	Organizational capacity	The Public Value Scorecard: A Rejoinder and an Alternative to "Strategic Performance Measurement and Management in Non-Profit Organizations	The Hauser Center for Nonprofit Organizations Harvard University	2003
70	PDF	Report	The Road to Dignity by 2030: Ending Poverty, Transforming All Lives and Protecting the Planet	UN Secretary General	December 2014
71	Word	Report	THE SUMMATIVE AND FORWARD-LOOKING EVALUATION OF THE MARKING OF THE TENTH ANNIVERSARY OF THE INTERNATIONAL YEAR OF VOLUNTEERS Final Report	UNV	July 2013
72	PDF	Evaluation	Thematic Evaluation of UNV Contribution to Volunteer Infrastructures	Centre for International Development and Training University of Wolverhampton	Apr-14
73	PDF	2030 Agenda	Transforming Our World: The 2030 Agenda for Sustainable Development	UN	2016
74	Word	Strategy	UN Advocacy Strategy 2014-2017	UNV	2014
75	Word	Report	UN Volunteer Baseline Report 2014 - 3,542 voices from the field	UNV	2015
76	PDF	Volunteer mobilization, strategy	UN Volunteer Mobilization and Management Strategy 2016-2017	UNV	N/A
77	PDF	Survey	UN Volunteer Survey 2015 report final	UNV	April 2016
78	PDF	GP	UN Youth Handout	UNV	N/A
79	PDF	Survey, statistics, staff	UNDP 2014 Global Staff Survey Survey Analysis Worksheet by Dimension	UNV	N/A
80	PDF	Evaluation	UNEG Guidance Document - Integrating Human Rights and Gender Equality in Evaluations	UNEG	Aug-14



81	PDF	Evaluation	UNEG Handbook for Conducting Evaluations of Normative Work	UNEG	Nov 2013
82	PDF	strategy	UNV Advocacy Strategy 2014-2017	UNV	N/A
83	PDF	Report, global	UNV Annual Report 2014	UNV	2015
84	PDF	Report, global	UNV Annual Report 2015	UNV	2016
85	PDF	Report, global	Annual Report 2016 - Volunteer Solutions for Sustainable Development	UNV	2016
86	PDF	Report, global	UNV Statistical and Financial Information 2016	UNV	2016
87	PDF	Report, global	UNV Special Voluntary Fund Report 2016	UNV	2016
88	PDF	Report, global	UNV Full Funding Programme Report 2016	UNV	2016
89	PDF	Finance, strategy	UNV Budget Strategy and Beyond 2014-2017	UNV	N/A
90	Word	Strategy	UNV Communications Strategy 2014	UNV	N/A
91	PDF	Strategy	UNV Communications Strategy 2014-2017	UNV	N/A
92	PPT	GP	UNV GLOBAL PROGRAMMES	UNV	N/A
93	Word	GP	UNV Global Programmes - Implementation Guidelines	UNV	Sep-16
94	PDF	GP	UNV Global Programmes - Implementation Guidelines (Old version)	UNV	N/A
95	Word	Finance	UNV ICT Investment Plan 2014-2017	UNV	N/A
96	Word	Finance	UNV ICT Roadmap 2014-2015	UNV	N/A
97	PDF	Partnership, strategy	UNV Partnerships Strategy 2014-2017	UNV	N/A
98	PDF	Report, partnership survey	UNV Partnerships Survey Report	UNV	2016
99	PDF	Report	UNV Post-2015 Project FINAL REPORT 2012 – 2015	UNV	December 2015
100	PDF	Partnership, strategy	UNV ProDoc 2016: A global multi-stakeholder partnership for sustainable development : Online volunteering and Innovation	UNV	Dec 2015
101	PDF	Evaluation	UNV RBM FRAMEWORK	Irko Zuurmond	Apr-16
102	PDF	Report	UNV Report to the Administrator	UN General Assembly	June 2014
103	Word	RBM	UNV Review of RBM and Business Support Arrangements	UNV	N/A
104	Word	Strategy	UNV SF 2018-21 Roadmap	UNV	N/A



105	PDF	Report	UNV STRATEGIC FRAMEWORK (2014-2017) MID-TERM REVIEW REPORT	Kallick Russell Consulting , LLC Judith Kallick Russell Ece Akcaoglu	March 2016
106	PDF	Report	UNV STRATEGIC FRAMEWORK (2014-2017) MID-TERM REVIEW REPORT - Challenges, Opportunities and Looking Forward (INTERNAL REPORT)	Kallick Russell Consulting , LLC Judith Kallick Russell Ece Akcaoglu	March 2016
107	PDF	Strategy	UNV Strategic Framework 2014-2017	UNV	Dec 2014
108	Word	Volunteerism, report	UNV UN Volunteer Performance Assessment (VPA) Report	UNV	N/A
109	PDF	Strategy	UNV YouthStrategy	UNV	Aug-13
110	PDF	RBM	UNV_RBM_Framework	UNV	N/A
111	PDF	Strategy	UNV_Report_of_the_Administrator_2014_Annex_3	UNV	2014
112	Word	Strategy	VKIS Business Case for Volunteerism Policy and the Global Research Agenda	UNV	N/A
113	Word	VKIS	VKIS Business Case: Innovation	UNV	N/A
114	Word	VKIS	VKIS Business Case: Plan of Action (POA) stakeholder engagement	UNV	N/A
115	Word	VKIS	VKIS Civil society strategy (starting point) April 2013	UNV	N/A
116	PDF	VKIS	VKIS Functional Review and Evaluation of Post-2015 Project	Fitch Consulting	2015
117	Word	VKIS	UNV - Volunteer Knowledge and Innovation (VKIS) 2017 Brief	UNV	2017
118	PDF	VKIS	VKIS Budget Revision 2017-2019	UNV	May-17
119	Word	VKIS	VKIS Project Document	UNV	Aug-12
120	Word	VKIS	ProDoc VKIS	UNV	Dec-16
121	Word	VKIS	VKIS 2014 Results Reporting	UNV	N/A
122	PDF	GP VI	Volunteer Infrastructure Program Document	UNV	December 2015
123	PDF	GP VI	Volunteer Infrastructure Project Document	UNV	June 2016
124	Word	Volunteer learning, strategy	Volunteer Learning Policy_final	UNV	Aug-14
125	PDF	Volunteer learning, strategy	Volunteer Learning Strategy	UNV	N/A



126	Word	Volunteer, strategy	Volunteer Solutions for Sustainable Development	UNV	2016
127	Excel	Review	Year-end progress review of the 2015 ABP Major Expected Deliverables	UNV	2016
128	Excel	Review	Year-end progress review of the 2016 ABP Major Expected Deliverables	UNV	2016
129	Word	GP	Youth Annual Project Progress Report	UNV	Feb-16
130	PDF	GP	Youth Program Document	UNV	Nov-14
131	Word	ICT	Change Control Board (CCB) Terms of Reference	UNV	N/A
132	Word	ICT	UNV ICT Governance Group - Terms of Reference	UNV	N/A
133	PPT	RBM	Enhancing RBM at UNV - Results Chain	UNV	N/A
134	Word	RBM	Strengthened Results-Based Management at UNV	UNV	N/A
135	PDF	RBM	UNV RBM FRAMEWORK	UNV	Aprli 2016
136	Word	Communications, Survey	Strengthening Internal Communications in UNV - Personnel Survey Analysis	UNV	Feb-17
137	PPT	Survey, Youth	UNV HQ Staff Survey for IYV+10 Project	UNV	Jun-12
138	PDF	Former UN Volunteers Network	Progress Report (June 2010 - June 2011) Former UN Volunteers Network	UNV	Jun-11
139	Word	Former UN Volunteers Network	Former UN Volunteers Network - Evaluation and Strategy	UNV	Nov-12
140	Word	Former UN Volunteers Network	Former UN Volunteers Network - Option paper for Advocacy, Outreach and Partnership	UNV	N/A
141	PPT	Former UN Volunteers Network	Former UN Volunteers Network - Results & Recommendations (Presentation for Partnerships Section)	UNV	Sep-12
142	PPT	Former UN Volunteers Network	Former UN Volunteers Network - How to capture information on former UN Volunteers?	UNV	N/A
143	Word	UNV staff	Administrative instruction – staff selection and managed mobility system	UNV	Dec-15
144	PDF	Volunteer modalities	Overview_UN_Volunteer_modalities_initiatives	UNV	March 2014
145	PDF	Volunteer modalities	Interoffice Memorandum – Overview of UN Volunteer modalities	UNV	March 2014



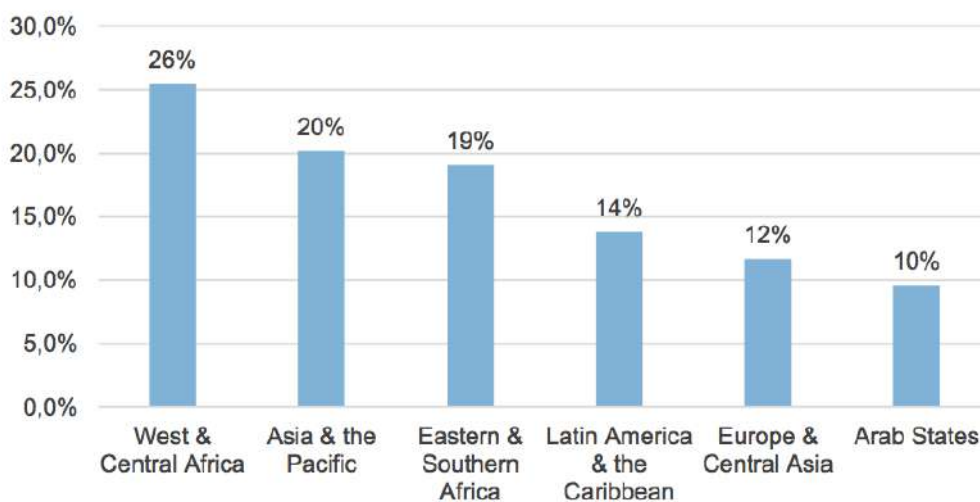
5.

FURTHER INFORMATION ON ONLINE SURVEYS AND INTERVIEWS

UNV PERSONNEL SURVEY

The survey to UNV personnel was sent in English to 244 UNV personnel, it was open for six weeks (March/April 2017) and received a response rate of 60% (146 respondents)¹. 37% of respondents were female, 63% male. More than half of respondents work at field level (51%); 35% at HQ or a liaison office and 14% at regional level. The African region is the best represented region, followed by Asia and the Pacific. The response rate for Arab states was particularly low with 10%. The reason is that the number of personnel is less in Latin America and the Caribbean, Europe and Central Asia and Arab States compared to Africa and Asia and the Pacific.

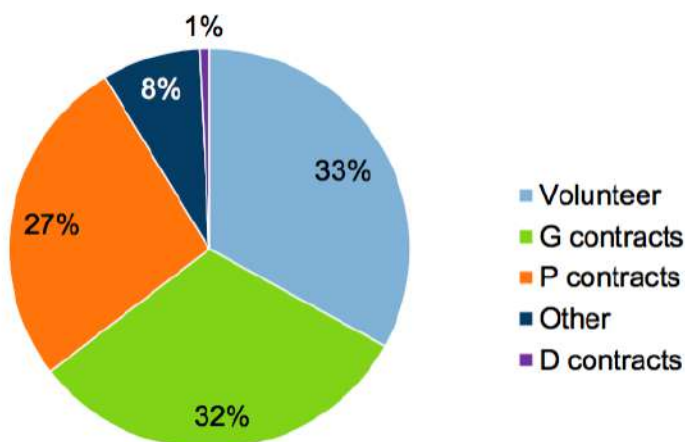
Figure 1: Distribution of UNV personnel survey respondents across regions (only regional and field level personnel)



Source: CAD's UNV Personnel Survey 2017 (Q.4)

When reflecting the type of position of UNV personnel survey respondents, data shows that 33% of respondents are UN Volunteers² and 60% have a contract at UNV. (G staff 32%, P staff 27% and D staff 1%).

Figure 2: UNV personnel by contract type



Source: CAD's UNV Personnel Survey 2017 (Q.5)

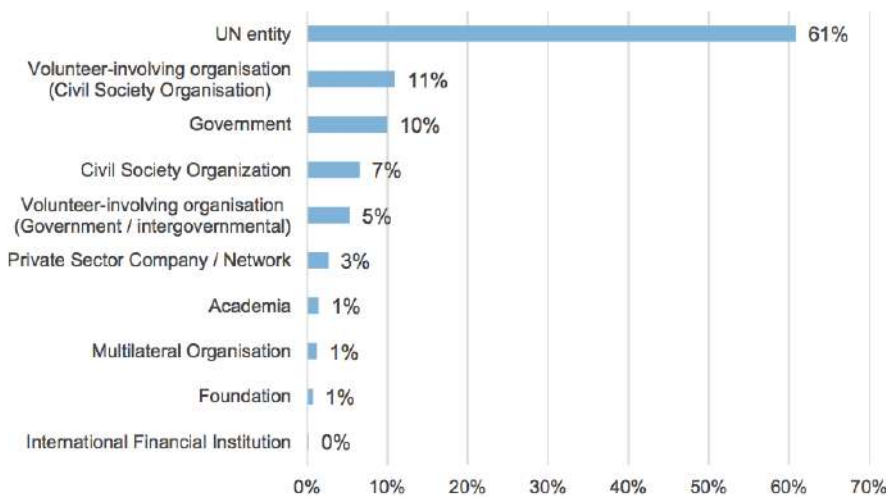
¹ The response rate of complete responses received was 42.6% (with 104 completed responses).

² As indicated before, a part of UNV personnel are UN Volunteers, including the regional thematic experts and POs at the FUs.

UNV PARTNER SURVEY

The UNV Partner survey was sent to 1,363 stakeholders (1,279 in English and 84 in French) and ran for three weeks in April 2017. The response rate (of total respondents) was 37.3%.³ 49% of respondents were female, 51% male. The majority of partners who participated in the online survey were UN entities (61%), followed by VIOs (civil society organisation and government/intergovernmental) (16%) and governmental institutions (10%).

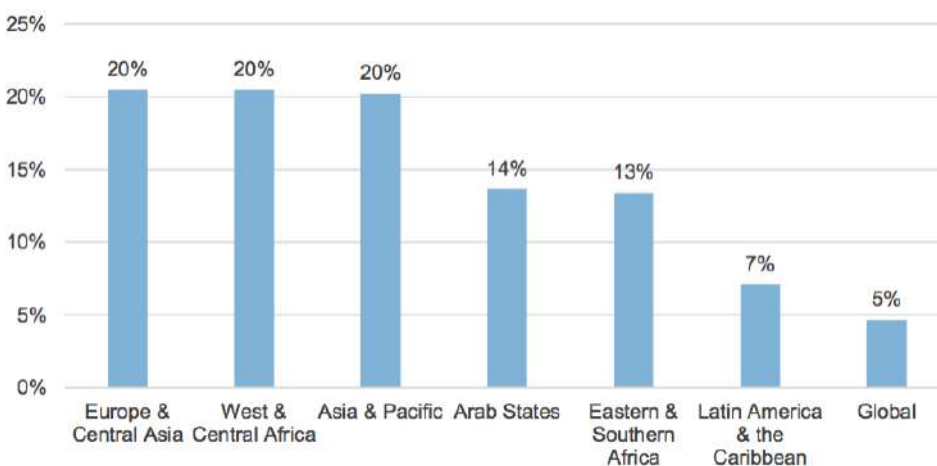
Figure 3: Partner survey respondents per type of organisation



Source: CAD's UNV Partner Survey 2017 (Q.1)

Organisations from all regions responded to the survey with 33% from Africa, 20% from Asia and the Pacific and 20% from Europe and Central Asia. Arab States as well as Latin America and the Caribbean are represented in lower percentages.

Figure 4: UNV Partner Survey respondents by region



Source: CAD's UNV Partner Survey 2017

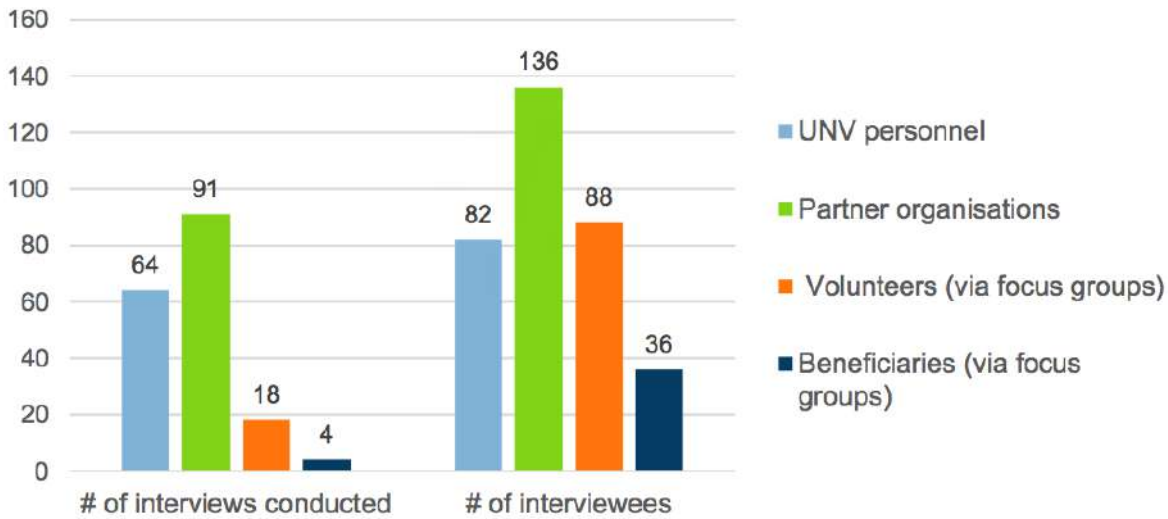
50% of the responding organisations are working at a global/international level (36%) or regional level (14%). 43% are working on a national level and only 6% on a local level. The majority of participating organisations are either small with less than 50 employees (37%) or large ones with 500+ employees (29%).

³ The survey was not able to be delivered to 240 people. This is why the response rate was calculated based on the number of total recipients of 1,207. The response rate of complete responses received was 26.1%.

Semi-structured interviews and focus groups with UNV personnel, partners, volunteers and end-beneficiaries

In total, 177 interviews with 347 people were conducted. The following graphic shows that most interviews were conducted with partner organisations, followed by UNV personnel, volunteers and beneficiaries.

Figure 5: Overview of total number of interviews conducted and number of interviewees

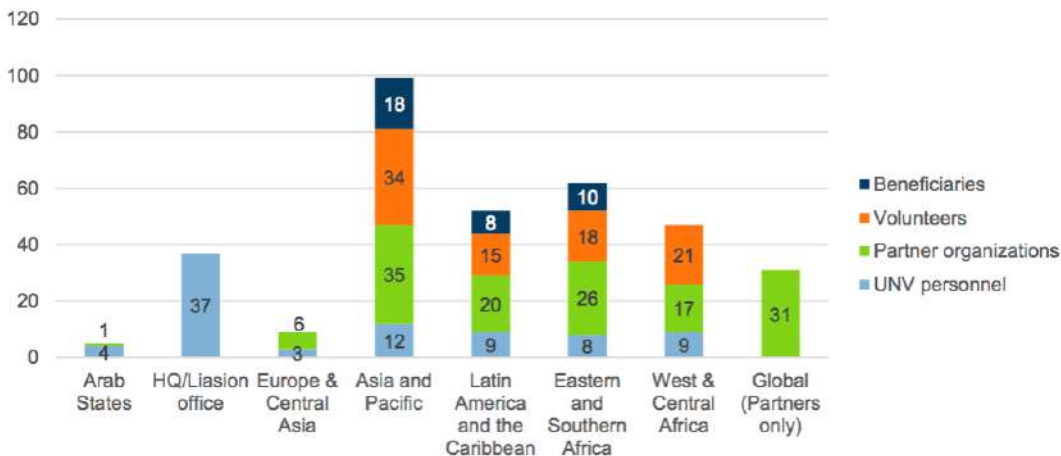


Source: CAD analysis from data collection

In terms of regions, most semi-structured interviews were conducted in the regions where field visits were held and fewer interviews were conducted in regions the evaluation team did not visit (Europe and Central Asia as well as Arab States).

With regards to the partner organisations interviewed, the majority were UN agencies followed by governments and VIOs. This trend is similar to the online survey to partners and reflects the stakeholder mapping undertaken.

Figure 6: Number of interviewees by region and type of interviewee



Source: CAD analysis from data collection





6.

OVERVIEW OF UNV STRATEGIES



The different strategies are briefly described in the following table.

Table 5: Overview of strategies

YEAR	STRATEGY	OUTCOME AREA	BRIEF SUMMARY
2013	VKIS Civil Society Strategy	Programme	The Civil Society Strategy (starting point) in April 2013 outlines UNV's approach for engaging with civil society partners. It provides a list of civil society organisations UNV has engaged with in the past and can expand partnerships with, and highlights that UNV should seek alignment with UNDP's civil society strategy and action plan and pay special attention to opportunities for South-South and triangular cooperation.
2013	Partnership Strategy	Institutional	UNV understands its Partnership Strategy as a central element for achieving SF outcomes, as partnerships have been defined as crucial in all outcome and result areas. The strategy aims to build partnerships around innovation and to manage partnerships for tangible development results, both institutionally through positioning UNV as a partner of choice in development and peace operations, and thematically through strengthening the global recognition of volunteerism in the post-2015 development agenda. Partnerships should also enable UNV to implement programming in the five areas defined in the SF, to mobilise volunteers and resources, to expand the volunteer community, create and share knowledge and raise awareness on volunteerism. Consequently, UNV focuses on three types of partnerships: 1) programmatic partnerships that contribute to Outcome 1 of the SF through integrating volunteers in peace and development according to country priorities, and expanding the focus on youth; 2) advocacy partnerships that contribute to Outcome 2 through facilitating dialogue, knowledge sharing and awareness raising; and 3) financing partnerships that contribute to UNV's institutional effectiveness and enable the achievement of Outcome 1 and 2. UNV will engage with seven types of partners: 1) UN agencies, 2) Member States, 3) Volunteer Involving Organizations (VIOs), 4) Youth Organisations, 5) Regional Organisations, 6) International Financing Institutions and Funds, and 7) Private Sector and Foundations. Through seven key approaches, UNV aims to improve partnership relations, including better partner needs and trend analyses, results based partnership management, proactive engagement, more institutional cooperation frameworks, better cross-organisational coordination for strategic partnership management, and strategic communication.



2014	Advocacy Strategy	Programme	<p>The Advocacy Strategy focuses on raising awareness about the value of volunteerism and its contribution to development in order to persuade decision makers to adopt policies and take actions that promote “the voice and participation of people in local and international development through volunteerism as a form of civic engagement”. The strategy aims to shift UNV’s advocacy work from an ad hoc to a strategic approach and has two main objectives: 1) advance the positioning of volunteerism in the post-2015 debate and the definition of the sustainable development agenda and 2) develop a ten-year plan of action to integrate volunteerism into peace and development initiatives. To this end, UNV will be active at national level in 20 key countries to support and strengthen volunteer infrastructure and positioning of volunteerism, and at global level UNV will focus on positioning and advocating with UN Member States and in institutional mechanisms to include volunteerism in decision making spaces for the post-2015 agenda. It will focus on four key aspects: 1) volunteerism as a universal value and indicator for the achievement of development objectives; 2) volunteerism as enabler for South-South and triangular cooperation; 3) volunteerism’s effectiveness in specific thematic areas and through specific approaches; and 4) volunteerism as a sustainable pathway towards strengthening accountability through monitoring and reporting. The strategy emphasises its inter-relation with UNV’s Partnership Strategy and the Civil Society Engagement framework.</p>
2014	Volunteer Learning Strategy	Programme	<p>The UNV Volunteer Learning Strategy is based on a learning needs assessment carried out in 2013 and aims to strengthen volunteers’ competencies to enable them to make strong contributions to their host agencies’ work through their assignments, as well as to improve the volunteers’ experiences and thus increase the value of the UNV programme overall. The ultimate goal is for UNV to become a learning organisation and thus be able to constantly innovate and adapt itself to changing contexts and to stay the lead organisation in the field of volunteerism. UNV aims to achieve this by applying a blended learning approach; a mix of online, self-paced and traditional face-to-face learning. The strategy identifies three drivers to implement this approach: 1) enhancing programme value (the host organisation), 2) driving the spirit of volunteerism (UNV), and 3) supporting volunteer growth and development (the UN Volunteer). It also defines three key results that should contribute to specific output indicators of the SF IRRM: 1) UN Volunteers will receive a core learning package and have access to learning opportunities that will benefit their assignment and enhance programme value and operational efficiency; 2) UN Volunteers will consider competency development interventions and work experience from their assignments as valuable benefits towards their professional and personal development; and 3) UN Volunteers are supported into bringing the value of volunteerism forward into their assignments and contribute to organisational learning. Specific activities to achieve these results will be integrated into the Volunteer Management Cycle (VMC).</p>



2013	Youth Strategy	Programme	<p>The Youth Strategy builds on UNV's mandate for youth volunteerism as called for in the Secretary General's Five Year Action Agenda from 2012. It is based on stakeholder consultations and the revision of youth policies and best practices. The strategy aims to increase the participation and inclusion of youth in peace and development initiatives through volunteerism, assuming that this will both have a transformative impact on communities where youth volunteers serve, and on the young people themselves who will be able to build their skills, gain self-confidence, and strengthen their sense of civic engagement. In this sense, youth volunteerism is seen as a form of youth empowerment that builds ownership of young people and includes their voices in development processes where they would otherwise be excluded. Specifically, the strategy aims to: 1) increase recognition of the contribution of youth to peace and development through volunteerism and include the voice of youth through advocacy and awareness raising, 2) increase the capacities of stakeholders to create an enabling environment for youth volunteerism at national, regional and global level through advisory services and provision of tools to partners for establishing policies and schemes, and 3) increase opportunities for youth to participate through a youth volunteer modality for young people between 18 and 29. This will include onsite and online volunteers. UNV also aims to strengthen and expand partnerships with UN agencies, governments, academia and civil society to effectively implement the strategy. A UNDP/UNV youth trust fund has been set up for channelling all financing streams related to youth.</p>
2014	Youth Global Programme (GP)	Programme	<p>The GP on Youth is based on the Youth Strategy and has the overall objective to facilitate engagement of youth in global peace and sustainable human development through volunteerism. This should be achieved through three outcomes that correspond to the three goals of the Youth Strategy: 1) increased recognition of the contribution of youth to global peace and sustainable human development through volunteerism and inclusion of youth voices in the development discourse, 2) youth is better able to contribute to sustainable peace and development outcomes through volunteering at global, national and local levels, and 3) increased and diversified opportunities for youth volunteering.</p>



2014	Peace Building Global Programme	Programme	<p>Through the Peace Building Programme, UNV aims to be recognised by donors, programmatic partners and beneficiaries as having made significant contributions to peacebuilding by leveraging its comparative advantages of amplifying the reach and impact of partner governments, organisations and communities. The overall goal of the programme is to reinforce the engagement of citizens and communities in sustaining peace and strengthening the capacities of local peace agents as well as the UN System's ability to support these. UNV intends to reach this through three outcomes. Outcome 1: increased inclusive civic participation and participatory dialogue in efforts to sustain peace and generate social cohesion. Outcome 2: enhanced ownership of, and capacities to engage in, peacebuilding processes of local institutions and civil society. Outcome 3: increased effectiveness of the UN system and its global initiatives in responding to peacebuilding needs through citizen participation.</p>
2014	Community Resilience Global Programme	Programme	<p>The programme has two outcomes: 1) to increase effectiveness of UN agencies in assisting communities become more resilient to climate change and disaster risks through the inclusion of volunteerism in community-focused activities, and 2) to enhance global, regional and national capacities for resilience for environmental management and disaster risk reduction. It is linked to the GP on BSS as well as Peace (resolution of conflicts about land).</p>
2014	Basic Social Services Global Programme	Programme	<p>This Global Programme has the overall goal of enhancing access to basic social services through volunteering. It will consider basic social services as a broad spectrum of services: basic human needs (nutrition and primary health care, water and sanitation, shelter and personal safety), foundations of well-being (access to basic education and information, access to a healthy environment and advanced health care); and opportunity (personal rights, personal freedom and choice, tolerance and inclusion, access to advanced education).The programme will aim to integrate volunteerism at three levels: by using volunteerism in the formulation of national development policies and programs; mobilising UN Volunteers for the improvement of the delivery of basic social services at national and subnational level; and promotion of volunteerism in community-focused initiatives. It has two defined outcomes: Outcome 1: increased effectiveness of UN agencies to build national capacity in basic social services, especially in primary health care, personal safety, water and sanitation, and social inclusion. Outcome 2: enhanced local capacities for delivery of and access to basic social services, especially in primary health care, personal safety, water and sanitation, and social inclusion.</p>





2014	HR Strategy	Institutional	<p>The strategy document highlights that implementation of the SF requires UNV to shift from a HQ-centred organisation to a “truly global” organisation with strengthened capacities at regional and field level, a well integrated and trained workforce, and efficient processes. Thus, the strategy focuses on four pillars: 1) going global by creating new regional and field structures, fostering staff mobility and applying competitive recruitment; 2) becoming one workforce by integrating all UNV personnel (staff and non-staff) under harmonised HR processes; 3) empowerment and talent development by investing in learning, especially in areas relevant for SF implementation, as well as career development of all personnel, and supporting knowledge management; and 4) applying best human resources practices including standard operating procedures, information technology solutions, and better in-house coordination between HR and other units with HR competencies.</p>
2014	Communi- cations Strategy	Institutional	<p>The communications strategy defines UNV’s communication approach with external audiences with the aim to support the overall organisational objectives as laid out in the SF. Thus, communications should contribute to the recognition of volunteerism as a universal value and an effective means to achieve results in peace and development; to volunteer mobilisation as well as to UNV’s partnership building. The strategy concentrates on three areas: 1) partnerships communications; 2) Marketing concept; 3) content management, focusing on online communication. UNV’s tagline “inspiration in action”, the business value proposition and the vision statement from the SF should be guiding principles for all communication efforts. Based on this, UNV defines three key messages for the SF period 2014-2017: 1) UNV is a partner of choice in peace and development, 2) volunteerism contributes to sustainable development impact, and 3) volunteering in peace and development activities is a catalyst for participation and social inclusion. The communications strategy also identifies the need to create specific messages tailored to different audiences, as well as to create specific messages around the five global programme areas. A brand repositioning has been planned to reflect UNV’s SF priorities. The strategy relies on messaging and storytelling through a wide range of communication tools and channels including online and offline media, print and audiovisuals, as well as traditional meetings and events. It emphasises the relation of the communication strategy with the partnerships strategy and the advocacy strategy.</p>





2014	Budget Strategy	Institutional	<p>The Budget Strategy describes UNV's plans for resource utilisation in key areas that should contribute to the achievement of SF outcomes and results. It explains UNV's threefold funding structure (core funds, funds from volunteer mobilisation and programming funds) and highlights that while core funds are decreasing, UNV aims to increase income from volunteer mobilisation and programming funds, and to optimise cost recovery. Strategic investments in results based management systems, M&E, communication products, ICT and enhanced field presence are envisaged for UNV to be able to effectively deliver on the SF outcomes. These investments will be recovered as a part of the pro forma cost for each volunteer assignment. In addition, cost recovery will be standardised and harmonised, applying 8% for cost sharing, trust fund and full funding modalities, while the SVF and contributions from UNDP core will not be subject to cost recovery. This should lead to more transparency vis-à-vis partners regarding the volunteer costs and their utilisation. Additional budget will be allocated to staff learning. UNV will also apply cautious resources management to maintain reserves from non-core funds to maintain UNV's operability in case of unfavourable business development.</p>
2014	ICT Strategy	Institutional	<p>The ICT strategy aims to support UNV's objective to become a more effective and efficient organisation as well as to improve both onsite and online volunteer management, communication and knowledge sharing. As UNV's administrative and operational processes and systems are integrated with those of UNDP, the UNV ICT Strategy prioritises alignment with UNDP's ICT Roadmap and Atlas Roadmap 2014-2015, aiming to leverage synergies with shared systems and reducing duplication of investments. It addresses eight business areas: Openness and Transparency; Knowledge Mobilization; Intelligence; Talent Management; Process integration; Social Engagement; Volunteer Assignment Management, and Resilience. In these areas, the ICT Investment Plan identifies 25 projects that should lead to improved and streamlined internal processes and enhance UNV's communication and knowledge exchange capacities with external audiences through leveraging the latest ICT.</p>





2015	Volunteer Mobilization and Management Strategy	Programme	<p>The VMMS describes how UNV envisions increasing the mobilisation of volunteers and thus achieving defined targets for Outcome 1 of the SF. It identifies seven key aspects that UNV needs to address: 1) better understanding and strategic forecasting of partners' needs, 2) design service lines that match with partners' and countries' priorities, 3) efficient volunteer management, 4) improve M&E for better communication on results, 5) leverage knowledge for innovating, and 6) broaden partnerships and resource mobilisation. In essence, the strategy emphasises that UNV needs to be agile and flexible to respond to changing environments and partners' priorities, while at the same time establishing a standardised service offer and clear communication and advocacy with partners. In addition, UNV aims to further explore how it can play a prominent role in supporting the UN system for the achievement of the SDGs. UNV identifies seven enabling factors for being successful: 1) providing high quality human resources, both UNV Volunteers and UNV personnel that supports volunteer mobilisation and management at field level; this includes improved induction and training for POs and PAs at UNV Field Units (FU); 2) improving business intelligence for better M&E and forecasting; 3) multiple layer partner engagement with UN agencies and mechanisms for mobilisation and positioning, and increased efforts for joint programming initiatives; 4) strengthening UNV's reputation through improved reporting on results, targeted communication, a strong brand and optimised high quality services for host agencies and volunteers; 5) paying attention to regional and country contexts to adapt to specific environments through enhanced field presence and integrated mission support; and 6) systematic demand analysis and tailored offers to partners including co-creation of initiatives through country scans and deeper engagement with partners. Consequently, UNV sees the need to revise its current service and modality offer to assess the validity and potential for volunteer mobilisation, strengthen its humanitarian response capacity, to tap into the current trend of nationalisation of peace operations, emphasise its focus on partners, advance programme partnerships, make a more strategic use of the Fully Funded (FF) modality, better support FU capacities for mobilisation efforts, and to improve the whole Volunteer Management Cycle through more efficient processes, standardisation and quality control.</p>
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2015	Volunteer Infrastructure Global Programme (VI GP)	Programme	<p>The overall goal of the VI GP is to enhance the supportive environment to enable volunteer contributions towards peace and development initiatives, i.e. volunteer infrastructure. To achieve this, three Outcomes have been defined: Outcome 1: Member States increasingly integrate volunteerism into national development strategies, plans, policies and legislation to engage citizens in peace and development processes; Outcome 2: fostering an enabling environment supported at global, regional and national levels for volunteer action and exchanges with a strong element of South-South and triangular cooperation; and Outcome 3: national and sub-national capacities are enhanced for the set up and implementation of volunteer infrastructure in support of the domestic objectives and the SDGs. The programme has a cross-cutting nature and will establish linkages with the other thematic Global Programmes to contribute to broad and more inclusive voluntary engagement. There is a particularly close synergy between the VI GP and the Youth GP. UNV also aims to create closer linkages between the VI GP and the FF Volunteers Programme. The Programme will have a service based approach (including advisory services and capacity building services), and a strong focus on working in partnerships. It will also focus on working with women leaders and to develop gender focused policies and schemes for volunteer infrastructure to achieve women's empowerment.</p>
2016	One UNV Personnel Learning Strategy	Programme	<p>The One Personnel Learning Strategy builds on the One Personnel Human Resources Strategy and aims to align with UNV's SF 2014-2017 and to complement the UN Volunteers Learning Strategy. It is centred around a vision statement: "UNV Personnel, through their own growth and personal development, enhance programme value and the effectiveness of the organisation, and advance the value of volunteerism in development and peace." Its aim is to ensure that UNV personnel, including staff (holding permanent, continuous, and fixed-term appointments), UNV Programme Officers (UN Volunteers), Support Officers (UN Volunteers and mission staff), and Thematic Specialists (UN Volunteers) have sufficient capacities to deliver in the SF goals. This refers both to soft skills and technical skills development, as well as building knowledge around UNV/UNDP corporate policies and guidelines. The strategy reiterates the blended learning approach introduced in the UN Volunteers Learning Strategy, and emphasised that learning should benefit both the organisation and the individual. UNV aims to provide corporate learning activities and to support proactive individual learning efforts. In order to implement the strategy, UNV will implement yearly learning needs assessments and develop an annual learning plan. UNV also intends to collaborate with UNDP and other UN agencies at country level to leverage different learning opportunities for UNV personnel. Personnel are expected to be proactive in identifying learning needs and pursuing capacity building opportunities as well as sharing their knowledge with the organisation, while managers and supervisors should encourage learning of personnel, and the HR section should provide the necessary processes and guidelines to enable learning in UNV. In addition, a Learning Committee should provide strategic guidance and advice on learning, while the Strategic Management Team should additionally promote a learning environment and approve annual learning plans.</p>





2016	Results Based Management Framework	Institutional	<p>The RBM Framework defines UNV's planning, monitoring, evaluation and reporting processes at different levels of the organisation, focusing on programme results that should be generated by UNV's core business functions Volunteer Mobilisation and Management (VMM), Volunteerism, advocacy, knowledge and innovation (VKAI), and Global Programmes and Projects (GPP). The framework does not cover the SF results statement on institutional effectiveness. It aims to support UNV in delivering effectively and efficiently on its mandate, to make informed decisions and enable organisational learning, and to have transparent and results focused processes in place that increase UNV's accountability. The framework provides a detailed overview on all mechanisms at HQ, RO and FU level to collect quantitative and qualitative data on UNV's planned outcomes, as well as a corporate calendar that defines the frequency for each mechanism.</p>
2016	Partnership Strategy	Institutional	<p>The Partnership Strategy has been updated in 2016 adding specific target indicators, but overall the strategic approach has not been changed.</p>

Source: CAD elaboration





7.

CASE STUDIES



FOSTERING YOUTH VOLUNTEERISM: THE COLLABORATION BETWEEN UNV AND UNICEF IN MOZAMBIQUE

CONTEXT

On 25 January 2012, the Secretary-General of the United Nations announced his Five-Year Action Agenda. It included an explicit reference to the importance of youth and volunteering as a theme and priority for sustainable development, and called on the United Nations Volunteers (UNV) to create a Youth Volunteer programme. In response and in order to formalise UNV's long-standing experience in working with youth, in 2013, UNV developed a Youth Volunteering Strategy (2014-2017).

The strategy was based on consultative processes through which UNV gathered inputs from key stakeholders, youth experts, and young people in order to develop a comprehensive understanding of the realities of young people.



KEY WORDS

UNV/UNICEF/Partnership/YouthVolunteer/
Mozambique

The organisation also reviewed best practices, policies and trends with regards to youth volunteerism at global level. In line with agreed international strategies such as the UN World Programme of Action for Youth (WPAY) and the UN Youth-System Wide Action Plan (SWAP), the Youth Volunteering Strategy aims to increase the inclusion and engagement of youth in peace and development fields. It states that youth volunteerism fosters empowerment since young people gain skills, self-confidence and experience. At the same time, the strategy defines young people as engaged actors and agents of change that can generate transformative impacts in the communities where they serve.

In 2013, UNV established the Youth Volunteer Programme as the implementing framework of the strategy. It then became the Youth Volunteers Global Programme under the scope of UNV's Strategic Framework (2014-2017). Aligned with the Youth Volunteering Strategy, the overall goal of the Programme is to facilitate the engagement of youth in global peace and sustainable human development through volunteerism, bringing the voice of youth into the development discourse and helping young people to realise their full social, economic and human potential. With regards to the Strategic Framework, the Youth Volunteers Global Programme relates to Outcome 1: UN entities are more effective in delivering their results by integrating high quality and well-supported UN Volunteers and volunteerism in their programmes; as well as to Outcome 2: Countries more effectively integrate volunteerism within national frameworks enabling better engagement of people in development processes.

In addition, UNV launched the UN Youth Volunteer modality in May 2014. The modality is open to young professionals from 18 to 29 years old with little or no professional experience. The UN Youth Volunteers are given the opportunity to serve for up to two years with UN agencies and they can be either nationals or internationals.

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PROJECT OVERVIEW

In order to implement the Youth Volunteering Strategy and in the context of the Youth Volunteers Global Programme, UNV looked for new opportunities to integrate UN Youth Volunteers into UN agencies' programmes. Taking into consideration UNICEF's focus on youth and its mandate to advocate for the protection of children's rights, to help meet their basic needs and to expand their opportunities to reach their full potential, the agency appeared as a natural fit to collaborate with on Youth Volunteering.

UNICEF agreed to pilot the UN Youth Volunteer modality and UNV and UNICEF worked together to explore the possibility of a UNV Youth group modality; recruiting and supporting the placement of a group of young people at the same time. In 2014, UNICEF Headquarters launched a call to its field offices to take part in the pilot programme. Initially, it was expected to be rolled-out in ten countries with 20 UN Youth Volunteers per country, yet UNICEF Mozambique was the first agency to agree to a two-year pilot programme with UNV (2014-2016). The pilot had three key objectives: to increase the direct participation of young people in the work of UNICEF in Mozambique, to support the development of youth volunteerism in Mozambique and to build national capacity especially with young people. Additionally, UNICEF Mozambique and UNV wanted to examine if the recruitment of youth volunteers as a group was a more effective and efficient working model than individual volunteer deployments.

A group of twelve national youth volunteers (UNYVs) was deployed, and one international youth volunteer coordinator was added to monitor and support the national volunteers. The youth coordinator arrived in September 2014 in Maputo and the national youth volunteers began their assignments in March 2015. Some national volunteers were deployed to the Programme Coordination section while others were spread across UNICEF thematic units: Protection, Education, Health and Communication, Advocacy, Participation, and Partnerships (CAPP). All volunteers were deployed to the UNICEF office in Maputo, except for two volunteers deployed to the UNICEF Protection Section who were based in Tete and Zambezia with local partner organisations (Linha Fala Criança and the Maputo Youth Justice Pilot). In May 2015, following miscommunications between UNV and UNICEF about the original intended length, both organisations decided to shorten the pilot to one year.



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PERFORMANCE

UNICEF Mozambique coordinated the pilot phase with UNV Headquarters and the UNV Mozambique field unit. Both organisations mentioned that the pilot was successful and that it met its initial objectives. Furthermore, the collaboration was perceived by the key actors as beneficial for the volunteers themselves and at the same time for UNV and UNICEF.

Aged between 18 and 29 years, the twelve young UNYVs were provided with an opportunity to contribute to, and to learn about, global peace and sustainable human development in the specific context of children's rights. They were exposed to UNICEF's core activities and they acquired a better knowledge of UNICEF's work. They were able to put into practice their knowledge and skills, as well as to build their capacities through their assignments.

At the same time, the youth volunteer modality provided an opportunity to UNICEF to strengthen its activities. The UNVs contributed to UNICEF's development initiatives by bringing to the organisation their motivation and specific skills and knowledge in various areas such as technology for development (T4D), coordination and management, communication, child protection and survival, social mobilisation for education, community health care, etc. The UNYVs provided ongoing support and follow-up on specific programmes as well as with partner organisations. Furthermore, being young people themselves, the UNVs were able to connect more easily to other young people. In the particular case of HIV and adolescent programming, they provided enriched feedback about the relevance of programming content.

The collaboration between UNV and UNICEF allowed UNV to assess the functioning of the UN Youth Volunteer modality as defined under the Strategic Framework 2014-2017. The two organisations paid specific attention to the group placement element, which consisted of recruiting and supporting the placement of a group of young people at the same time. Some strengths of the modality were identified. Both management and administration were facilitated by the group modality. For instance, the induction and training processes were done at the same time for all volunteers, which saved time and resources and facilitated the promotion of team spirit between the future youth volunteers.

Finally, through the experience, UNV increased its visibility and recognition as an effective volunteer organisation within the United Nations system. The UNV field unit in Mozambique worked together with UNICEF to train, prepare and coach the UNYVs in order to ensure that they would produce the expected results. It also collaborated with UNDP to provide the necessary management, support and operational backstopping to the volunteers.



FOSTERING YOUTH VOLUNTEERISM: THE COLLABORATION BETWEEN UNV AND UNICEF IN MOZAMBIQUE

LESSONS LEARNED & UPSCALING

Although the pilot was considered a success, several challenges were faced during its implementation, which ranged from operational difficulties encountered by volunteers to coordination issues between UNV and UNICEF.

Operational challenges included among others, difficulties to communicate in English, issues related to payments and recruitment challenges. Through their assignments, UNYVs encountered difficulties to work in English and showed some interest in improving their level. However, the contract modality (six-months contracts renewed) and the allowance for training they received (USD 250 for six months) constituted challenges since courses in Maputo were expensive (USD 700-800).

Related to payments, two UNYVs received higher resettlement allowances by mistake. This caused some concerns among other UNYVs who were paid less. Furthermore, the international UNYV coordinator was subjected to the youth modality and as such received a VLA lower than what international UNVs usually receive. She had difficulties to meet her day-to-day basic needs, which challenged her performance as a coordinator.

The recruitment of the twelve UNYV was highly demanding for UNV Mozambique. Once in place, the UNYV coordinator was in charge of the recruitment process together with two people from UNV Field Unit. The process ranged from the development of the Terms of References to the selection and it took six months to recruit the twelve UNYVs. As a result, the international coordinator's assignment ended before the UNYVs' did. UNICEF hired the coordinator as a consultant for three months to enable her to continue her work but the group was left without a coordinator for the last three months.

Regarding the cooperation between UNV and UNICEF, challenges and delays were faced due to the lack of common tools and modalities. UNV and UNICEF have different financial and operational modalities and having diverse systems led to delays in the procurement of training materials, flight tickets and other administrative support to the UNYVs.

Based on the challenges faced, the key learnings were related to information sharing and cooperation between the two organisations. UNV and UNICEF understood the importance of putting in place shared mechanisms and tools to better plan and foster cooperation and information sharing. The stakeholders mentioned that working on having all relevant information available in one place accessible by UNV and UNICEF Mozambique could have facilitated cooperation and as a result boost the pilot efficiency.

Overall, despite the challenges, the youth volunteer pilot has set a precedent for UNICEF Mozambique to understand why including more young people as part of its team is important to reach its goals and fulfil its mandate. At the same time, it has permitted UNV to promote Youth Volunteerism and to assess the functioning of the UNV Youth group modality. The pilot also strengthened UNV's relationship with UNICEF and helped build a solid partnership. Finally, young Mozambicans have gained skills, self-confidence and experience and as a result they have contributed to increasing the country's national capacity.

Due to its success, UNICEF Mozambique and UNV are interested in scaling up the pilot and in continuing their common work in Mozambique. Furthermore, similar pilots, that count on the collaboration of UNV and UNICEF field offices, could be developed in specific countries as initially planned. On the global level, UNICEF and UNV are working on strengthening and formalising their partnership on youth volunteerism. They are currently developing the Youth Champions Programme, which aims at promoting the engagement of young people and children as agents of change.

V-FORCE IN SRI LANKA: PROMOTING VOLUNTEERISM AND INCREASING NATIONAL CAPACITY

CONTEXT

In 2014, 8.6 million Sri Lankans, amounting to around 40 % of the country's population, volunteered at least once a year. Sri Lanka has a long history of volunteerism (known as shramadana) and the concept is deeply integrated in its culture. It has historical roots of collective action and participatory decision-taking and its religious and cultural traditions foster altruism.

The initial forms of volunteerism in Sri Lanka were collectives of individuals involved in activities of the local temples (Dayaka Sabha) and village dwellers engaged in agricultural activities (Wewa Sabha). Since then, volunteer initiatives have flourished in Sri Lanka and many were set up as charities, associations and corporate structures that focus on achieving sustainable development.

The rich volunteer culture in Sri Lanka explains the long-term relationship that the United Nations Volunteers (UNV) has built with the country. Active in Sri Lanka since 1974, UNV has worked with various stakeholders including government bodies, UN agencies and civil society in order to foster volunteerism as a way for Sri Lanka to achieve peace and development goals.

One of UNV's areas of work is the support of policy development and legislation recognising volunteer work. In 2014 for instance, UNV Sri Lanka, in partnership with the United Nations Development Programme (UNDP) and the Ministry of Social Empowerment and Welfare, established the first National Volunteering Secretariat to encourage existing volunteering initiatives to flourish while helping new ones emerge.

UNV also works to enable citizens to be agents of change in their communities and to increase individual and community resilience especially towards disasters and climate change. After the 2004 tsunami, UNV supported the Government of Sri Lanka by mobilising 104 United Nations Volunteers (UNVs) who played a crucial role in coordinating emergency relief and reconstruction initiatives. Similarly, as a part of the UNDP Climate Change Adaptation Project, UNV Sri Lanka currently works together with the Ministry of Disaster Management and UNDP to implement a Disaster Risk Reduction Project.

Finally, UNV promotes youth engagement and empowerment in Sri Lanka through volunteerism. According to the research report produced by UNV in 2014, "Sri Lankan Youth: Volunteering to Make a Difference", 74% of young volunteers believe that volunteering immensely contributes to the development of Sri Lanka and 86% of young volunteers believe that volunteering should be a part of schools or university curricula.



KEY WORDS

UNV/ Sri Lanka/ Capacity building/ Community engagement/ Partnerships

V-FORCE IN SRI LANKA: PROMOTING VOLUNTEERISM AND INCREASING NATIONAL CAPACITY

OVERVIEW

Given the volunteerism context in Sri Lanka, UNV established a new platform for volunteerism in 2011: the Volunteer Task Force (V-Force). Initiated as a part of the tenth anniversary celebrations of the International Year of Volunteers (IYV+10), V-Force was designed to give the opportunity to Sri Lankan youth and volunteers to engage with the UN agencies and to develop their volunteer experience. At the same time, the idea was to increase Sri Lanka's national capacity by mobilising volunteers in development and peace building programmes.

When the initiative started, UNV Sri Lanka developed a specific modality for V-Force volunteers, which means that they are not UNVs but local volunteers. The management system of V-Force was designed to be simple and user friendly in order to foster engagement and facilitate mobilisation of volunteers. Citizens who wish to bring in their skills and participate in development programmes can register online to be part of a volunteer database. Once there is a request issued by UN agencies, the UNV team shares it with the V-Force database and potential volunteers can express their interest and register their response through an online form. V-Force started with a small group of 10 individuals and now the database has over 8,000 registered members.

Through V-Force, UNV Sri Lanka developed strong relationships with UN agencies since volunteers were always mobilised with a UN agency or in the framework of a UN supported project or initiative. At the same time, UNV Sri Lanka built partnerships with many organisations from private and public sectors in order to maximise V-Force impact. Partners include Cisco, the British Council in Sri Lanka, Amāna Takaful Insurance, the University of Colombo and Eastern University, all of which share the willingness to foster volunteerism as an opportunity for Sri Lankans, especially for young people. Setting common goals, the partnerships are beneficial for all stakeholders involved.

According to a feasibility study undertaken by UNV in 2017, most V-Force volunteers are young people or fresh graduates who perform different types of services. Event coordination and support is one of the services most in demand. V-Force volunteers have supported a number of UN events including the World Conference on Youth, Twinning Schools Project, V-Awards, International Youth Day, International Volunteer Day, UN Day and OPA Conference. ICT is another service line where volunteers are often deployed with 10% of the requests relating to website management, database development and other ICT-related tasks. Finally, data gathering and analysis is an area that has been receiving attention from UN Agencies in the past years.



V-FORCE IN SRI LANKA: PROMOTING VOLUNTEERISM AND INCREASING NATIONAL CAPACITY

PERFORMANCE

Each year, over 1,000 V-Force volunteers are mobilised to support UN entities, and key actors perceive them as highly beneficial for UN agencies, national stakeholders and UNV.

V-Force volunteers are given an opportunity to contribute to and to learn about global peace and sustainable human development. According to the feasibility study, over 50 % of registered volunteers believe that volunteering enables them to know more about the UN and its activities in Sri Lanka. At the same time, V-Force volunteers can put into practice their knowledge and skills, as well as to build their capacities through their assignments. Some 90% of registered members feel that V-Force allows them to further develop their knowledge and skills.

As volunteers are usually highly satisfied with their experience, volunteerism is a win-win concept and UN agencies also benefit from including V-Force volunteers in their activities. Volunteers increase UN agencies' capacities since they support their work in diverse areas such as project coordination, management, teamwork and effective communication. They also bring in their knowledge of the Sri Lankan context and thus often serve as agents of change in the communities where they work. In that sense, V-Force is a key resource for enabling community level engagement and it allows UN agencies to localise the Sustainable Development Goals (SDGs).

Apart from being highly beneficial for both volunteers and UN agencies, V-Force is a platform that allows UNV to increase volunteer engagement and mobilisation in Sri Lanka. Through the platform, UNV has the possibility of quickly mobilising and deploying many local volunteers to UN Agencies and thus to build effective partnerships with them. In terms of modalities, V-Force and the regular UNV modalities complement each other since national UNVs are usually recruited as coordinators of V-Force volunteers. V-Force is conceived as a national roster for UNV with V-Force volunteers gaining through their experiences an initial understanding of how the UN works and in time it constitutes an extensive pool of potential UNVs.



V-FORCE IN SRI LANKA: PROMOTING VOLUNTEERISM AND INCREASING NATIONAL CAPACITY

LESSONS LEARNED & UPSCALING

Although V-Force is considered a successful initiative, several challenges were faced during its implementation, which were all related to the management and the sustainability of the initiative.

One of the main challenges faced by UNV was related to the lack of human resources needed to run the platform. Since the inception of the platform, the UNV field unit (FU) has been managing V-Force volunteers and the team has encountered difficulties to cope with the amount of work needed to run the initiative. In order to face this challenge, the UNV field unit recommended in its feasibility study to have three national UN Volunteers dedicated to V-Force.

Another important challenge was that the management process was not automated. Citizens registered to the database using a Google form and then the team would send the Terms of Reference of each request from UN agencies to all members of the database. Having reached 8,000 members, the team concluded that it needed to move towards a more formalised process. Building on the global partnership between UNV and Cisco, UNV Sri Lanka strengthened its relationship with the company by mobilising their students as V-Force volunteers. Since June 2017, nine V-Force Cisco volunteers have been mobilised to develop the new V-Force online portal, which will include the different phases of the management process from registration to deployment.

The general lack of financial resources has also been difficult to overcome. Since the beginning of the initiative, V-Force has been managed by the FU with no or minimal financial resources allocated to the initiative. Furthermore, UN host agencies do not provide financial support although they can be required to provide food, accommodation and transport to the V-Force volunteers when required by the activity. According to the feasibility study, UNV Sri Lanka decided to look at new ways to sustain the V-Force model.

Overall, despite the challenges, the V-Force initiative has allowed UNV Sri Lanka to promote volunteerism as a way for Sri Lanka to achieve the SDGs. UNV is currently looking at ways to institutionalise the initiative with proper human and financial resources allocated in order to ensure its sustainability.

Although UNV's Strategic Framework (2014-2017) implementation did not have an impact at operational level since the initiative was already in place, V-Force is aligned with the strategic priorities and the defined outcomes. The platform and its success made the case for the integration of the concept of volunteerism in national frameworks (Outcome 2 of Strategic Framework). At the same time, it has permitted UN agencies to be more effective by involving young volunteers in their programmes (Outcome 1 of Strategic Framework). Furthermore, through V-Force, Sri Lankans, especially young people have gained skills, self-confidence and experience; served as agents of change in the communities where they worked, and as a result contributed to increase the country's national capacity (Outcome 2 of Strategic Framework). Finally, the initiative is aligned with two priorities of the Strategic Framework: Youth (Youth Volunteers Global Programme), and Volunteer Infrastructure (Volunteer Infrastructure Global Programme).

Due to the success of V-Force, UNV Sri Lanka is interested in institutionalising the initiative in order to ensure its sustainability and to maximise its potential. Furthermore, some countries such as Egypt, Bangladesh, Nepal, India and Bolivia have shown interest in replicating the initiative and adapting it to their local context.



UN VOLUNTEERS IN UN PEACE KEEPING MISSIONS

CONTEXT

The collaboration between UNV and the UN Department of Peacekeeping Operations (DPKO) started in Cambodia in the 1990s, when UN Volunteers were deployed to serve as civilian staff for the national electoral process at the United Nations Transitional Authority (UNTAC, February 1992-September 1993). Following this first collaboration, in which more than 400 volunteers from over 60 different countries were involved in the UN Mission work, UNV became an essential support to UN Missions worldwide. In 2003, UNV and DPKO/DFS formalised their collaboration through a Memorandum of Understanding (MOU) with the purpose of defining the operational framework, basic rights, status and obligations for both organisations. Furthermore, the MOU established a model of Exchange of Letters (EOL) to set the basis for particular collaborations in the different UN Missions in order to reflect specific contexts of operations. The MOU was reviewed several times in 2007 and it was amended for the first time in 2008 along with the UNV recruitment rules, and for a second time in 2009 with reference to DSA payments for in-mission travel.

A joint evaluation of the collaboration between UNV and DPKO/DFS was carried out in 2011 to provide a response to the UNGA resolution 60/266 in which the Secretary General requested a strengthening of the coordination between DPKO/ DFS and UNV for the use of UN Volunteers and the evaluation of their contribution to peacekeeping operations. The evaluation concluded that the partnership had been very successful in meeting DPKO/DFS objectives in a number of countries and emphasised the rapid engagement of highly skilled and motivated volunteers. According to this evaluation, the partnership also made progress in the promotion of volunteerism and the development of national capacities, although this remained a work in progress, particularly in achieving outcome-level results in communities. The evaluation identified challenges related to mission planning, stakeholder communication, and reporting on results. It also recommended to update the MOU between UNV and DPKO/DFS, and to strengthen their partnership. Until today, although UNV and DPKO/DFS recognise the need to reformulate the MOU, this has not happened yet.



KEY WORDS

UNV, DPKO, DFS, DPA, UN Peace Keeping Missions, flexibility, rapid deployment, motivation, cost-effectiveness, high professionalism, strengthen national capacities, South-South Cooperation.

UN VOLUNTEERS IN UN PEACE KEEPING MISSIONS

OVERVIEW

The work provided by UN Volunteers in UN Missions contributes to Outcome 1 of the UNV Strategic Framework 2014-2017 in which UNV assists UN entities in delivering their results by integrating high quality and well supported UN Volunteers and volunteerism in their programmes. DPKO/DPA is one of the most important clients for UNV, as they mobilise the largest numbers of volunteers: 37% of all UN Volunteers were deployed in Peacekeeping and Peacebuilding Missions during 2014-2017.

Depending on the number of UN Volunteers in a particular UN Mission, and the complexity and size of the operation, a UNV Field Unit (FU) is integrated within the Mission staffing and budget. The UNV FU is responsible for the mobilisation and management of UN Volunteer assignments, strategic advice to mission management to optimise the use of UN Volunteer modalities in achieving the Mission mandate, and advocacy around the role of volunteers and volunteerism in the country. The UNV FU in a UN Mission usually consists of a UNV Programme Manager (PM) at P3/P4 level, international UN Volunteers (Support Officers) and national staff at G4/G5 level. All the UNV FU personnel are integrated within the mission staffing table. In case there is no UNV FU in the Mission, the volunteer management and support to the UN Volunteers is provided by the Office of the Head of Administration of the Mission.

Today, UN Volunteers serve in five Special Political Missions (SPMs/DPA) and eleven Peacekeeping Missions (DPKO). The UNMISS (South Sudan), MONUSCO (DR Congo), and MINUSCA (Central African Republic) Missions are the ones that have mobilised the majority of the UN Volunteers. However, the number of UN Volunteers in UN Missions has declined 8.4% overall since 2014 (from 2,346 volunteers mobilised in 2014 to 2,148 in 2016) due to the downsizing or closure of Missions and also due to revised structures of new UN operations which focus more on national capacity development and lighter footprints in the country of operation. This is also in part due to the changed approach to UN-supported elections: some countries have passed from territory-wide observation to capacity development of National Elections Commissions, which requires less manpower.

Most of the UN Volunteers that serve in UN Missions are international. Although the mobilisation of national UN Volunteers has increased since 2014, it still represents a small percentage. In 2014, 0.4% of the total volunteers mobilised in the Missions were nationals, while in 2017 this percentage has increased to 6%. One of the major reasons for international UNV deployment with UN Missions is a lack of capacity at local level, which can be a hindrance to achieving the mandate of the Mission. In addition to providing the required substantive, administrative and technical support to the Mission, the UN Volunteers play a crucial role in developing local civilian capacities. With the emphasis on UN Missions to develop national capacities, they are now looking at mobilising national UN Volunteers and pairing them with international volunteers that have a dedicated focus on national capacity development. An advantage of this is that national UN Volunteers can often connect better with the local communities. Examples of Missions with increased numbers of national UN Volunteers are MINUSCA, with 55 national UN Volunteers included in the 2016/2017 budget for the Mission Support Division (MSD), and other UN Peacekeeping Missions that have incorporated national UN Volunteers are UNAMID, MONUSCO and UNMIL.

Further to this, 86% of the UN Volunteers working in the UN Missions are from the global South, which indicates that most of the internationals that work as UN Volunteers in UN Peacekeeping Missions are facilitating South-South cooperation. Although UNV has increased the percentage of female UN Volunteer candidates proposed to UN entities during the last years, the percentage of females in UN Missions has remained steady from 2014-2017 and represents 31% of all volunteers deployed in Missions. In most of these Missions, it is challenging to mobilise women because some technical professions are still predominantly occupied by men, for example, in the areas of engineering and aviation. At the same time, the majority of assignments are located in non-family duty stations, which can constitute a challenge to the efforts to recruit women.

UN VOLUNTEERS IN UN PEACE KEEPING MISSIONS

PERFORMANCE

The technical capacity and motivation of UN Volunteers as well as the speed of deployment and their cost effectiveness are considered to be the most important reasons for recruitment of UN Volunteers in the UN Missions. The inclusion of UN Volunteers has helped to bring new knowledge to support specific activities and tasks, and the UN Volunteers are valued for coming with a fresh mind and bringing in new ideas to the Missions.

Overall, UN Volunteers are recognised by DPKO/DFS as being a resource for the Missions that enable them to build national and local capacities, engage with civil society and grassroots organisations, and to provide community-based action. UN Volunteers also have the advantage of being perceived as politically and socially neutral actors and thus non-threatening to stakeholders. National and international volunteers have complementary roles in the Missions. While national UN Volunteers are often more accepted in their communities and contribute to sustainability, internationals are in a better position to safeguard neutrality and uphold principles of impartiality.

Although UNV's flexibility in the recruitment and deployment process is being considered as a benefit, UN Missions perceive that UNV has become more bureaucratic over the past years. According to UNV personnel and Missions, some years ago the recruitment, deployment and reassignment processes were much easier and quicker. Furthermore, due to the revised conditions of service, volunteers can only serve for four years whereas before they could serve for eight years. While the maximum assignment period was shortened to protect UN Volunteers, this has limited the UN Mission's ability to retain them.

Another challenge is related to the participation of UNV in the volunteer forecasting for the Missions. While UN Missions usually adequately anticipate the number of volunteers, and staffing tables are considered a good mechanism for calculating accurate forecasts of the numbers of UN Volunteers to be selected and mobilised, UNV does not participate in the decision-making process and therefore cannot receive real time information on possible forecasts. As a result, UNV has identified the need to participate in the forecast of assignments for business predictability and has requested DPKO/DFS to include UNV Programme Managers at the Missions during budget formulation and the drafting of staffing tables.

Volunteers are deployed to work in diverse areas, and often they are considered to be the front-runners of the Missions. Regarding UN Volunteers' experience, when the UN Missions have a UNV FU, UN Volunteers are usually better informed and supported. In Missions without a UNV FU, in some cases UN Volunteers are sent to the field without basic induction training, or without clarity of their work assignment. These issues need to be addressed by the Mission, and UNV's HQ in Bonn normally has quite a limited capacity to ensure that these aspects are covered.

UN Volunteers that have served in UN Missions constitute a pool of highly qualified professionals that are able to serve in similar contexts after the end of the assignments. However, according to the break-in-service rule about the eligibility of UN Volunteers for mission appointments and outlined in the administrative instruction ST/AI/2016/1 on recruitment, the UN Volunteers, in case of resignation or recruitment in the same Mission, are required to take a break of six months before joining the Mission appointment. This can lead to a missed opportunity for the UN system, as former UN Volunteers look for other job opportunities during the ending period of their assignments. Therefore, UNV has proposed and agreed with DPKO/DFS to revise this rule, but the process is not finalised yet.



UN VOLUNTEERS IN UN PEACE KEEPING MISSIONS

Programme Managers that have been allocated in Missions directly report to the Director or Chief of the Mission Support (DMS/CMS) who manages the personnel or human resources section of the Mission. They do not directly report to the Resident Coordinator who leads the UNCT, which limits UNV's positioning as a programmatic and implementing partner. However, with the programmatic approach introduced by UNV's Strategic Framework 2014-2017, UNV personnel at UN Missions have initiated new projects in coordination with governments and other UN agencies. For example, in Côte d'Ivoire, the UNV Programme Manager of the Mission and the Programme Officer of UNV's FU have taken advantage of UNV's presence in the country and in June 2017 launched a project to develop a national volunteer scheme co-shared with UNDP, the Ministry of Youth and other government institutions. This initiative has contributed to positioning UNV as a programmatic partner in the country, to building national capacity and transferring knowledge whilst also serving as an opportunity to maintain UNV's presence in the country once the Mission finishes.

LESSONS LEARNED & UPSCALING

UNV's support provided to the UN Missions shows that flexible mechanisms, rapid deployment, as well as the motivation, cost-effectiveness and high professionalism of UN Volunteers are the most important aspects to be maintained in order to keep or increase the numbers of UN Volunteers mobilised in the UN Missions.

The increasing interest of recruiting national volunteers for the Missions also demonstrates that nationals constitute an added value in Peacebuilding Missions where it is necessary to strengthen national capacities, facilitate knowledge and skills transfer, and where it is also necessary to bring local community members closer to the Mission.

Considering the declining numbers of UN Volunteers in the Missions, it is crucial for UNV to improve its business, which requires reducing bureaucracy, improving its response to UN Missions' needs and ensuring adequate support to the UN Volunteers in their induction and training processes. Additionally, UNV needs to play a more active role in the volunteer forecast for the UN Missions in order to adequately plan numbers.

The experience of the partnership with DPKO/DFS also demonstrates that MOUs need to be frequently adapted according to new circumstances and changes produced by external factors that might limit the achievement of results.

Finally, UNV's programmatic approach constitutes an opportunity to position UNV as a programmatic partner in countries where UN Missions are established and UN Volunteers are deployed. It also contributes to maintaining UNV's presence in countries where UN Missions are closing or the numbers of volunteers mobilised are decreasing.



8.

TERMS OF REFERENCE



**Type of contract:****Duration:** 60 working days**Starting date:** 3 October 2016**Completion date:** 30 June 2016**Location:** UNV Headquarters in Bonn, Germany; Field visits to UNV Regional Offices and Field Units and home based work**BACKGROUND**

The United Nations Volunteers (UNV) programme has been in existence since 1971 and contributes to peace and development through volunteerism worldwide. UNV works with UN agencies and other partners to integrate qualified, highly motivated and well supported UN Volunteers into development programming and promote the value and global recognition of volunteerism. UNV is active in around 130 countries every year with field presences in over 80 countries. UNV is administered by the United Nations Development Programme (UNDP) and reports to the UNDP Executive Board.

Since its establishment more than 40 years ago, UNV has evolved greatly with increasing recognition of the role of volunteerism to contribute to peace and development. The organization has expanded from an initial mandate focused on individual volunteer service to providing support for the achievement of results and outcomes through all forms of volunteerism. UNV pursues global recognition of volunteers for peace and development, encourages the integration of volunteerism into development programmes, and promotes the mobilisation of increasing numbers of volunteers with greater diversity who contribute to peace and development. UNV helps countries to foster and develop volunteerism as a force for sustainable development. This is in part achieved by providing strategic advice on the role and contribution of volunteerism and options for civic engagement in development programmes and peacekeeping missions. Additionally, UNV helps countries to improve public inclusion and participation in social, economic and political development, and support the growth of volunteerism within communities as a form of mutual self-help.

UNV partners with governments and UN agencies as well as non-profit and private sector organizations in order to support development programmes and missions. UNV delivers a prompt, efficient and value-added service to identify and engage professionals who can deliver services and fulfil a wide range of specialised tasks. This results in the direct mobilisation of approximately 7,000 national and international UN Volunteers every year, with 80 percent coming from the global south, and more than 30 percent volunteering within their own countries. These volunteers are assigned within UN programmes, projects and initiatives at country level. In addition, more than 11,000 on-line volunteers have completed over 19,000 on-line volunteer assignments.

The contribution of volunteers and volunteerism to development and peace building has been specifically identified in relation to the contributions volunteerism has made to the MDGs and can make towards achieving Agenda 2030. The important role of volunteerism was supported by UN General Assembly resolution 67/138 adopted in December 2012. This resolution acknowledged the contribution of UNV as well as volunteerism in general and resulted in the development of the Secretary General report "Integrating Volunteering in the Next Decade: The 10 Year Plan of Action 2016-2025".⁴

Support of the expanding role and potential of volunteerism and UN Volunteers as well as the acknowledgement of the results and achievements of UNV has culminated in the development of the UN Volunteers Strategic Framework for the period 2014-17. This is the first framework of its kind for UNV and it seeks to integrate the most recent developments in the external environment with UNV's long term efforts to meet its expanded mandate. It also focuses on UNV's efficiency and effectiveness in achieving organizational results, including leveraging and expanding the knowledge base on the role and impact of volunteering in transformational global change, and supporting development results through UN Volunteers assigned with various partner UN entities.

The UN Volunteers Strategic Framework for 2014⁵-17 was presented to the Executive Board in January 2014. The Strategic Framework includes two programmatic outcomes. These are listed below:

- UN entities are more effective in delivering their results by integrating high quality and well-supported UN Volunteers and volunteerism in their programmes;
- Countries more effectively integrate volunteerism within national frameworks enabling better engagement of people in development processes.

The third area covered by the Strategic Framework is Institutional Effectiveness which is linked to 7 results statements. UNV undertook a comprehensive change management process in 2009-2010 that resulted in a new organizational structure and new ways of conducting business. Several new tools were introduced and processes redesigned to ensure consistent application of UNDP policies and UNV standards for volunteer management. These changes have helped UNV to focus more effectively on the programmatic needs of partner UN entities at country level, as well as to increase the impact of UN Volunteers in the field, while ensuring proper allocation and management of resources.

The Strategic Framework is supported by an Integrated Results Resources Matrix (IRRM) which includes a detailed RBM matrix and a theory of change for each identified outcome.

UNV has a clear role to play in helping countries achieve their development objectives and working towards achieving Agenda 2030. This Strategic Framework has been developed on the premise that volunteerism can foster empowerment, broad-based ownership and participation for those affected by poverty and exclusion, thus creating more stable and cohesive societies. It aims to further engage and partner with a wide variety of stakeholders in contributing to achieving globally agreed development goals related to peace and development. The UNV Strategic Framework articulates the scope and dimensions of UNV's strategic direction and expected results and achievements for the period 2014-2017.

ORGANISATIONAL SETTING

The Results Management and Support Section (RMSS) is responsible for corporate UNV results based management, including policies, procedures, results frameworks, and reporting tools. The RMSS collaborates primarily with all teams in the Peace and Programming Sections and works closely with the Management Services Division (MSD) and the Partnerships and Communications Division (PCD), to guide strategic programme planning, quality assurance of programme activities and resource management, and UNV's volunteer management practices.

⁵ The UN Volunteers Executive Board Report and Strategic Framework document are available at: <http://www.unv.org/en/about-us/executive-board/doc/positive-reception-for-unv.html>.

RMSS has three functional teams:

I. VOLUNTEER MANAGEMENT SUPPORT:

This team is in charge of supporting the rest of the organization regarding the Volunteer Management prescriptive content, compliance and client oriented support. The team has three functional streams:

- a. Policies and procedures for Volunteer Management. The team is responsible for :
 - the administration of prescriptive content (policies and procedures and other official guidance materials) for the Volunteer Management Cycle.
 - for drafting the content and presenting it for approval by the relevant corporate governance mechanisms. The team is in charge of the administration of the Conditions of Service (CoS) for the UN Volunteers (duly approved by the corporate management). This team also defines and maintains the mandatory reporting requirements for all volunteers within the corporate policies.
- b. Volunteer Management Support. Provides the main stream of support for queries and requests related to the operationalization of the Volunteer Management Cycle in all its sub processes as well as corporate guidance on policies and procedures. The team is also responsible for the preparation and interpretation of compliance reports on the volunteer management. The team approach has to be one of service delivery and the organization of the work has to follow a client-oriented methodology. The team is in charge of owning and administering the volunteer reporting process and corresponding support.
- c. Case management. Recognizing the workload related to disciplinary cases and the needed specialization of the review and initial assessment function for the management of the cases, this team will receive, record, document and follow up on the cases. The team suggests a first course of action based on the treatment of previous cases and requests the OEC to escalate pertinent cases.

In general, the team will acts as the one-stop-shop for the entire organization on the management of the Volunteer Management Cycle, providing the operational guidance and support to all users, preparing and maintaining policies, procedures and guidance materials and supporting the Results Based Management.

II. CORPORATE PLANNING, MONITORING, REPORTING AND EVALUATION SUPPORT

The pillar concentrates on the RBM and Business Support functions pertaining to the corporate stream, including the development and implementation of RBM framework in UNV, the management and implementation of the evaluation plan and the corporate planning, monitoring and reporting cycle. The team will have two functions within it, namely, corporate planning, monitoring and reporting, and evaluation.

- a. Corporate planning, monitoring and reporting: This team is responsible for the management and accountability for the Strategic Framework and Integrated Results and Resources Matrix (IRRM) – as well as how this is translated into the organization in terms of the annual business plan and work planning processes. The team acts as a one-stop-shop for the entire UNV on the definition of units' annual work plans and its consolidation. The team defines and manages processes for the production of the corporate level reports (including the Executive Board report). Given the complementarity of the reporting support functions, this team also supports the volunteer reporting function and is supported by it, depending on the respective period workload.
- b. Evaluation: This team manages the development and implementation of the UNV evaluation plan and acts as the one-stop shop for UNV on questions related to the evaluation function. This includes providing corporate guidance on both HQ and decentralized evaluations. The team does not directly undertake evaluations, but has the responsibility for managing the outsourced corporate evaluation services and providing quality assurance for decentralized evaluations. The evaluation function of UNV is aligned with the evaluation policy and guidance of both UNDP and the United Nations Evaluation Group (UNEG).



III. PROGRAMME AND PROJECT MANAGEMENT SUPPORT

The team focuses on the support to all UNV on the programmes and projects cycle and the guidance for results-oriented planning and reporting on them. The team has two functional streams within it, supporting each other and sharing peak-periods work distribution with the remaining teams.

- a. Policies and procedures for Programme and Project Management. This function supports the interpretation of the UNDP Policies and Procedures on PPM into corporate guidance and subsidiary prescriptive content for the UNV programme management. This team defines the reporting and evaluation requirement for particular projects within the corporate guidance with the specific UNV requirements regarding the corporate RBM model to be defined.
- b. Programme Management Support. The team acts as the one-stop-shop for all matters related to PPM in UNV, providing helpdesk and support to the entire organization. The team is in charge of designing and supporting the mechanisms for data quality monitoring and follow up with the programme-project owners for the completion and update of the information reflected in the corporate systems (mainly Atlas). The team also prepares and conducts specialized training on the PPM cycle in UNV

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1. PROJECT DESCRIPTION

UNV is conducting an evaluation of the 2014-2017 Strategic Framework as part of its 2016-17 evaluation work plan, as approved by the Strategic Management Team (SMT). The evaluation will provide accountability to both internal and external stakeholders related to the planning, implementation and results of the SF as well as a learning opportunity for the preparation of the next Strategic Framework 2018-2021.

In 2015, the UNV SF underwent a mid-term review (MTR) to inform progress reporting to the Executive Board. The MTR was conducted as an internal review process and was based on existing UNV generated data and did not generate specific recommendations. This evaluation will serve as a follow up to this exercise and will seek to validate and expand on the findings of the MTR and to provide specific and actionable recommendations.

The primary objectives of the evaluation are to:

- Assess the performance of and results achieved or expected to be achieved by UNV during the period covered by the 2014-17 Strategic Framework
- Assess the use of the Strategic Framework as a tool for guiding UNV work and delivering on its mandate;
- Facilitate learning from the UNV experience during the strategic framework period; specifically, around planning and implementation processes
- Provide validation and follow up of the findings and future actions identified in the SF Mid-term Review.
- Provide actionable recommendations in regards to the overall UNV strategy and strategic planning process



A brief summary of the project

PROJECT TITLE	Evaluation of the Implementation and Progress of the UNV Strategic Framework and Global Programmes 2014-2017
Project Objectives	<p>The primary objectives of the evaluation are to:</p> <ul style="list-style-type: none"> • Assess the performance of and results achieved or expected to be achieved by UNV during the period covered by the 2014-17 Strategic Framework • Assess the use of the Strategic Framework as a tool for guiding UNV work and delivering on its mandate; • Facilitate learning from the UNV experience during the strategic framework period; specifically, around planning and implementation processes • Provide validation and follow up of the findings and future actions identified in the SF Mid-term Review. • Provide actionable recommendations in regards to the overall UNV strategy and strategic planning process
Project Context / Background / Rationale / Scope	<p>See Background Section (page 1 and 2) See Scope Services (section 2)</p>
Expected Project Output/ Outcome	<p>The expected final outcomes are clearly identified findings, lessons learned and actionable recommendations related to the relevance, effectiveness, efficiency and sustainability of the UNV Strategic Framework and Implementation mechanisms. This should occur through the following deliverables:</p> <ul style="list-style-type: none"> • Inception Report • Data Collection and Analysis including field visits • Debriefing of initial findings, conclusions and recommendations • Draft Report • Final Report • See Deliverables section for further details
Previous work done/history (if any)	
Other Relevant Information	



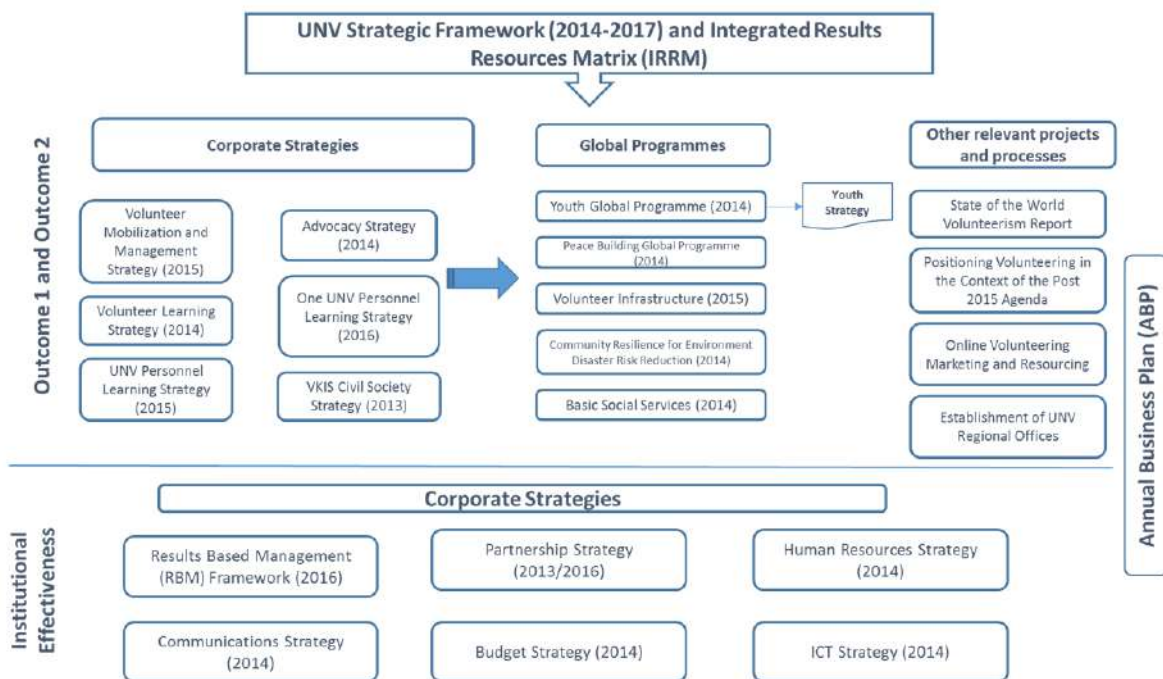
2. SCOPE OF SERVICES, EXPECTED OUTPUTS AND TARGET COMPLETION

The evaluation will focus on the current UNV Strategic Framework and the associated implementation mechanisms. The evaluation will be aligned with the structure of the Strategic Framework, covering both programmatic outcomes as well as the institutional effectiveness results with the intent to validate the identified theories of change.

Evaluation Period Scope: In order to address both the accountability and learning needs related to the strategic framework the scope of the evaluation will cover the full period of the strategic framework, 2014 to 2017. The evaluation will cover all UNV strategies, work and activities developed during this period and related to the SF.

Evaluation Programming Scope: The focus of the evaluation and the main questions will be directed at the planning, implementation and progress of the Strategic Framework. The SF has been operationalized through a series of corporate strategies as well as global programmes aligned with the priority areas. The evaluation of the SF will address the role of these strategies and programmes as an implementation mechanism for the SF. The variety of strategies supporting the implementation of the SF are outlined below in Figure 1. The evaluation scope will address the relevance, efficiency, effectiveness and sustainability of these strategies and programmes in the operationalization of the SF.

Figure 1: UNV Strategic Framework Operationalization



Finally, a mid-term review of the SF was undertaken in 2015. The findings from this review should also be included in the evaluation. The final scope of the evaluation including the specific components and corporate implementation strategies will be determined through a consultative process between identified stakeholders and the external evaluation team. A final detailed scope will be included in the final inception report.

I. EVALUATION CRITERIA AND QUESTIONS

The specific scope and evaluation questions will be determined following consultations with management. In general, the evaluation will address the results achieved or expected to be achieved by the strategic framework. In order to provide the most benefit to the organization, the evaluation will also attempt to understand what worked and what didn't work in regard to planning, implementation and processes related to the strategic framework. The final evaluation questions will be determined as part of a consultation process during the development of the inception report. Below are draft questions based on the current scope and purpose of the evaluation. As draft questions, it is expected that they will change/be refined during the consultation process for the inception report.

Relevance:

- How relevant are the articulated theories of change to the expected outcomes and mandate of UNV?
- How relevant are the implementation mechanisms and processes for achieving the SF outcomes and institutional effectiveness results?
- To what extent does the SF position UNV to respond to the 2030 Agenda and the new development landscape?

Efficiency:

- To what extent have UNV resources been used efficiently in contributing to the outcomes and results outlined in the SF?
- How efficient is coordination and collaboration, specifically management arrangements at the global, regional and country levels, in supporting the implementation and results achievements of the SF?

Effectiveness:

- How effective has UNV been in achieving the expected results of the SF?
- How effective have the implementation mechanisms and corporate strategies been in supporting achievement of the SF outcomes and results?
- To what extent can UNV be expected to contribute to development impacts at the country level through the achievement of the SF outcomes?

Sustainability:

- Are the results of the UNV contributions under the Strategic Framework, including global programmes, likely to be sustained?

II. EVALUATION APPROACH

The evaluation will take a utilization focused approach and therefore will be consultative and participatory in nature. The evaluation will be conducted in accordance with the UNDP Evaluation Policy⁶ and the United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation in the UN System⁷, as they apply to UNV.

The evaluation should be independent, transparent, inclusive, participatory and utilization-focused. The evaluation will seek broad engagement from relevant stakeholders during all stages. This will allow for the full range of information and experience to be captured and will also help to ensure the relevance and utilization of evaluation findings and recommendations. To support a participatory approach, the evaluation will include, as part of the inception phase, a thorough stakeholder analysis as well as a plan to involve relevant stakeholders in the evaluation.

The specific methodology will be determined by the evaluation team with full consultation of relevant stakeholders during the inception phase. However, given the complexity of the evaluation the methodology will need to consider a variety of types of evaluation and complementary methodologies including elements of organizational, process and programmatic evaluations.



III. Core Stakeholders

The evaluation will include activities to identify and ensure relevant internal and external stakeholders are consulted. In order to identify and ensure all relevant and appropriate stakeholders are included, the evaluation team will carry out a thorough stakeholder analysis to be included in the inception report. For the purposes of this evaluation, stakeholders are defined as those individuals, groups, or entities which are directly involved in carrying out the work of the SF and/or support UNV to carry out this work. In addition, relevant stakeholders also include those individuals, groups or entities which benefit from the work of UNV and the SF and would therefore have a stake in the success of UNV in carrying out and achieving the results outline in the SF. Currently identified core stakeholders of the evaluation include, but are not limited to:

- Member States, including host country, programme countries and donor countries
- UNV staff and management, including those at HQ, Regional Offices and Field Units (mission and non-mission)
- UN Volunteers (national, international and on-line)
- UNDP
- Partner organizations of the UN system (i.e. DPKO, UNHCR)
- Volunteer Involving Organizations
- Corporate Sector Partners

a) Consultation Process

A stakeholder mechanism for participation will be developed to ensure appropriate consultation throughout the evaluation and at appropriate process points. The evaluation will commence with a thorough consultation process during the inception period. In addition, the UNV, in collaboration with stakeholders, will gather the relevant reference documents for the evaluation. Based on inputs received during the consultation meeting and a preliminary review of the reference documents, evaluation ToR and Inception Report will be finalized.

To ensure the utilization of the evaluation report, the ET will hold thorough consultations with the UNV Institutional Effectiveness Performance Team (IEPT). The main responsibilities of this group in relation to the evaluation are to provide guidance in relation to the evaluation questions, stakeholders and information expected from the evaluation. In addition, the IEPT will provide reviews of the inception report and draft report. In order to maintain the independence and objectivity of the evaluation, the main focus of these reviews will be factual accuracy and quality assurance in relation to the evaluation ToR and inception report requirements.

Debriefings of the draft report, and other processes as necessary, will be provided to larger stakeholder groups including staff and management at HQ, ROs and FUs to the extent possible. Debriefings with external stakeholders, including UNV partners may also occur, dependent on the time and resource availability.

To the extent possible and appropriate, the evaluation will leverage existing opportunities for consultations with both external and internal stakeholders. This may include events such as the UNV Global Meeting and the Partnership Forum.

The consultations with the identified stakeholders will contribute significantly to the evaluation. These consultations will assist the team in answering the identified evaluation questions and providing relevant and useful recommendations.

⁶ <http://web.undp.org/evaluation/policy.shtml>

⁷ <http://uneval.org/document/foundation-documents>

IV. METHODOLOGY AND DATA SOURCES

The evaluation will be a systematic review and analysis of the UNV Strategic Framework and implementing mechanisms and processes. To the extent possible, it will address each phase of the planning, monitoring, implementing and reporting processes within the Strategic Framework. The evaluation team will conduct this process using various data collection methods including a desk review, group interviews/focus groups, individual interviews and case studies. The methods used will ensure an unbiased and objective approach and will validate collected data. The evaluation team will ensure that all data is valid, through the use of triangulation of both source and method. The evaluation will use a mixed-method approach, inclusive of both quantitative and qualitative methods. Data collection methods will use both primary and secondary data to the extent available and will be implemented through the following processes:

i) Desk review: Relevant reference documents and project information will be compiled, summarized and analysed. The review will include, but not be limited to the following:

- Guidance documents and agreements relevant to the planning and implementation of the UNV mandate and Strategic Framework, e.g. EB decisions and the General Assembly (GA) resolutions and guidance issued by the Secretariat, if any and/or UNDP;
- UN Strategic Framework: 2014-2017 and accompanying Integrated Results and Resources Matrix (IRRM);
- Corporate strategies supporting the implementation of the SF;
- UNV SF Mid-Term Review and accompanying Executive Board Report
- Programme and project planning, design, monitoring and reporting information and documents, including Global Programme documents, Annual project progress reports (APPRs) and output documents;
- General background information related to UNV, the previous strategic planning processes and current strategies including, Volunteer reporting data, Country Scan data; and
- Review of any findings and recommendations from the planned Gender review as well as previous UNV evaluation reports and their related recommendations, where appropriate;
- UNDP Assessment of Development Results (ADRs) covering UNV activities.

ii) Stakeholder consultations and interviews: Based on the results of the stakeholder analysis, the evaluation team will conduct consultation meetings and carry out extensive interviews with relevant stakeholders (in person and/or by phone). Interview questionnaires will be prepared based on the evaluation questions and on the design matrix and will be included in the inception report.

iii) Case studies: Case studies will be developed and presented in the evaluation as appropriate. The case studies will be based on specific themes, innovative practices and/or country programmes and/or projects selected from UNV activities. The goal will be two fold; to show clear good practices which could be replicated and to provide concrete, practical examples of implementation and progress of the SF. The final case studies will be identified in the inception report.

iv) Field Visits: The evaluation team will work with UNV staff and management to identify any Regional Offices, Field Units and/or specific project sites to visit. To the extent possible, the evaluation team will leverage these opportunities to meet directly with national project stakeholders, including partners and beneficiaries. These field visits should represent the variety of UNV work and activities. Final field visit locations will be determined during the inception phase.

A draft evaluation design matrix has been developed to link the evaluation's questions to indicators/measures and data sources (see draft version in Annex 1). These questions and the matrix will further evolve during the evaluation process.

The fulfilment of the purpose of the evaluation and the successful implementation of the evaluation work plan will depend on several factors, including the timely availability and accuracy of data on activities, performance and results and most importantly participation by stakeholders in the evaluation process. Any limitations encountered will be discussed in the final report.

V. EVALUATION TEAM:

The evaluation team (ET) will be responsible for undertaking the evaluation, including conducting consultations with relevant stakeholders, data collection, including field visits, and debriefing meetings (See section IV for details).

Members of the ET should have no previous direct involvement in the formulation, implementation or backstopping of the UNV Strategic Framework. To the extent possible, the ET should collectively possess expertise in the following areas:

- Evaluation management and methodology;
- Strategic Planning within international organizations; and
- Volunteerism.

The ET will be responsible for conducting the evaluation in accordance with UNV/UNDP and UNEG standards as they apply to UNV, and for the preparation of the inception report, evaluation report and other identified deliverables. See Annex 2 for additional details and qualifications related to the evaluation team.

VI. EVALUATION REPORT

The major deliverable of the evaluation is the evaluation report. It will be drafted according to the UNDP evaluation report template. It will meet all of the criteria within the UNEG Quality Checklist for Evaluation Reports.⁸ In particular, the report will illustrate the main findings based on analysis and triangulation of data and on the evidence found with regard to the evaluation issues, questions and criteria listed in this ToR. It will also contain conclusions and recommendations addressed to the particular client responsible for the implementation of the recommendation(s). Supporting material (e.g. project data, survey results) will be annexed to the report or provided in an additional information document.

ACTIVITY	TIMEFRAME/DEADLINE
Evaluation team members recruited	October 2016
Evaluation design and inception report finalized	November 2016
Consultations with stakeholders (taking advantage of any pre-existing opportunities/scheduled events)	October-December 2016
Data collection including field visits	October-December 2016
Analysis and Synthesis	December 2016/January 2017
Evaluation and Strategic Framework development processes presented during informal consultation with EB	January 2017
Debriefing/workshop with identified UNV stakeholders	February 2017
Follow up meetings and data collection as necessary	February 2017
Draft Report circulated internally for feedback	March/early April 2017
Final report submitted to UNV management	April/May 2017
Management response completed and available on Evaluation Resource Centre (ERC)	May-June 2017
Evaluation Report findings available for informal discussions with Executive Board	June 2017

SPECIFIC DELIVERABLES INCLUDE THE FOLLOWING:

NO	DESCRIPTION	ESTIMATED WORKING DAYS AND TRAVEL	TENTATIVE DUE DATE
	Inception Phase		
1	<p>Inception report, including stakeholder analysis, plan for stakeholder consultation and draft data collection tools delivered</p> <p>The inception report should be developed following a thorough desk review and stakeholder analysis and plan for engagement. Consultations with identified stakeholder groups should be part of this phase. The inception report should allow for coverage of the full strategic framework as well as the implementation processes. The inception report should include both qualitative and quantitative methods for data collection and analysis. The evaluation matrix, including finalized question, indicators and data sources should be confirmed. Complementary data collection tools (interview guides, surveys, focus group protocols, etc.) should be developed to support the methodologies identified and included as part of the inception report. The inception report should be circulated for comment/ feedback from identified stakeholders, but at a minimum should be presented to the IEPT.</p>	15 days including 5 days home based and 10 working days in Bonn	15 November, 2016
	Data Collection and Analysis		
2	<p>Data collection and initial analysis undertaken including both qualitative and quantitative methods. Desk review of materials as well as field visits to regional offices, identified field units and case study sites. To the extent possible a short debriefing/wrap up session should be held at the end of each field visit.</p>	<p>30 days including estimated travel as follows: 5 days- Nairobi Regional Office and identified field units 5 days- Dakar Regional Office and identified field units (including Arab states) 5 days- Bangkok Regional Office and identified field units 5 days- Panama Regional Office and identified field units 5 days ECIS, Geneva, New York 5 days home based</p>	15 January, 2017



3	Following the initial data collection phases, a debriefing workshop should be held to discuss the findings as well as any potential recommendations resulting from the findings. The debriefing process will include at the least a debriefing at UNV HQ with identified stakeholders. Additional debriefing requirements will be determined during the inception phase.	5 days with at least 3 days in Bonn for debriefing and follow up	17 February, 2017
Reporting Phase			
4	Draft evaluation report, including recommendations for Strategic Framework 2018-2021, circulated for stakeholder comments and feedback (a minimum of two weeks should be allowed for the comment and feedback period) The evaluation report (draft and final) should be structured and presented using the UNDP evaluation report template and UNEG quality checklist	5 working days home based (does not include stakeholder comment period)	7 April, 2017
Final evaluation report delivered			
	The final evaluation report should include an issue log identifying how stakeholder feedback was addressed All recommendations included in the final evaluation should be actionable and relevant to the work of UNV and specifically to the extent possible future strategic planning efforts of UNV	5 days with potential for up to 3 days in Bonn for presentation and follow up	4 May, 2017

3. INSTITUTIONAL ARRANGEMENT

The evaluation will be managed by the UNV Evaluation Specialist within the Corporate Planning, Monitoring, Reporting and Evaluation Support Team under the supervision of the Chief of Results Management Support Section (RMSS), and in cooperation and direct consultation with the IEPT.

The UNV Evaluation Specialist will be responsible for coordinating the evaluation in accordance with agreed timelines and ensuring the quality of the various deliverables. The Evaluation Specialist will also ensure alignment of all evaluation processes and deliverables with UNV/UNDP and UNEG standards as they apply to UNV. The UNV Evaluation Specialist will also act as liaison between the ET and the IEPT.

4. DURATION OF THE WORK

The evaluation will be undertaken within 60 working days over the period October 2016 to June 2017. Major deliverables, specifically the inception report and draft evaluation report will provide a minimum of two weeks review period for identified stakeholders to include at least the Evaluation Specialist and IEPT.

5. LOCATION OF WORK

See Deliverables table (page 12) for expected travel and home based work



6. QUALIFICATIONS OF THE SUCCESSFUL SERVICE PROVIDER AT VARIOUS LEVELS

The preference is for an evaluation team which has previously worked together and represents the skills and qualifications outlined in the below individual roles. The team should have extensive evaluation experience, specifically within the international context and ideally with the United Nations. Knowledge and experience in strategic planning and organizational management are imperative and understanding of the role of volunteerism is also required. The team should ideally be made up of two to three individuals representing the skills and qualifications detailed below. However, the selection criteria will favor the representative skills and qualifications over the number of individuals in the team.

For all team members Fluency in professional written and spoken English is required. Working knowledge of other official UN language(s), specifically Spanish and/or French is a distinct advantage.

IMPARTIALITY:

The team members must not have been involved in the preparation, implementation or supervision of the UNV 2014-17 Strategic Framework or its implementing processes, including the Global Programmes. In addition, at least the Evaluation lead and strategic planning team members must not have been involved in previous reviews or evaluation of the UNV 2014-17 Strategic Framework or its implementing processes, including the Global Programmes.

A) EVALUATION TEAM LEAD

As the lead of the evaluation team, the assignment requires extensive expertise in the area of complex project and programme evaluation; with specific experience in evaluation of strategic planning efforts. The following is a list of the required qualifications.

- Strong leadership and coordination in team settings;
- Extensive knowledge and experience in evaluation and evaluation methodologies, including theory of change;
- Experience in assessing and reviewing programme results and performance in complex organizations;
- Experience and knowledge of evaluation culture and implementation of results reporting, specifically results based management;

Education:

- Minimum of an advanced university degree (Masters' degree equivalent or above) in social sciences, public administration/management or related field

Experience:

- Strong record in designing and leading evaluations in an international setting;
- Extensive experience in quantitative and qualitative data analysis and data management, including experience in gender analysis and human-rights based approaches;
- Technical competence in at least one of UN Volunteers thematic areas (Basic Social Services, Youth, Disaster Risk Reduction, Peace Building and/or Volunteer Infrastructure);
- Excellent ability to engage and communicate with a variety of stakeholders;
- Proven management experience, preferably of international evaluation teams conducting data collection and analysis.



B) STRATEGIC PLANNING EXPERT

As the strategic planning expert, the assignment requires extensive expertise in the area of strategic planning within international organizations. Specific experience in evaluation of strategic planning efforts is incredibly valuable. The following is a list of the required qualifications.

- Extensive knowledge and experience in organizational strategic planning in international organizations;
- Training and experience in assessing and reviewing programme results and institutional performance in complex organizations;
- Experience and knowledge of evaluation culture and implementation of results reporting, specifically results based management;
- Ability to work effectively as part of a multidisciplinary team.

Education:

- Minimum of an advanced university degree (Masters' degree equivalent or above) in social sciences, international development, public administration/management or related field

Experience:

- Extensive experience in strategic planning, performance monitoring, organizational consulting, change management and/or performance improvement, especially in helping international organizations clarify and implement mission and strategic direction;
- Strong record in analysis of and reporting on institutional strategic efforts;
- Knowledge and competence in at least one of UN Volunteers thematic areas (Basic Social Services, Youth, Disaster Risk Reduction, Peace Building and/or Volunteer Infrastructure);
- Excellent ability to engage and communicate with a variety of stakeholders

C) VOLUNTEERISM EXPERT

As the volunteerism expert of the evaluation team, the assignment requires extensive expertise in the area of volunteerism; with specific experience and knowledge in results and performance measurement of volunteer involving organizations. The following is a list of the required qualifications.

- Extensive knowledge and experience in evaluation and evaluation methodologies, including theory of change;
- Understanding of volunteer infrastructures and networks and the role of volunteerism in sustainable development
- Experience in assessing and reviewing programme results and performance in volunteer involving organizations;
- Experience and knowledge of evaluation culture and implementation of results reporting;
- Ability to work effectively as part of a multidisciplinary team.

Education:

- Minimum of an advanced university degree (Masters' degree equivalent or above) in social sciences, public administration/management or related field

Experience:

- Experience in reviewing and analyzing strategic management and results based management systems of volunteer involving organizations;
- Competence in at least one of UN Volunteers thematic areas (Basic Social Services, Youth, Disaster Risk Reduction, Peace Building and/or Volunteer Infrastructure);
- Excellent ability to engage and communicate with a variety of stakeholders;
- Specific knowledge of UNV and/or UN volunteer receiving organizations is an asset



7. SCOPE OF PROPOSAL PRICE AND SCHEDULE OF PAYMENTS

a) A financial proposal. The financial proposal must indicate the lump sum fee requirement which should be all inclusive. "All inclusive" implies that the proposal consists of professional fees, costs of living, costs for insurance, and cost of travel to and from the identified field visits. Please use the information included in the Deliverables table to estimate fee including working days and expected travel. It should also be understood that the travel included in this ToR is an estimate. Final travel details will be determined during the development of the inception report. Any changes to travel requirements will result in an adjustment to the travel portion of the Terms of Reference and individual contract.

b) Payment will be made following the completion of each identified deliverable. Specific deliverables and percentage paid are outlined below:

- Inception Report (20%)
- Completion of data collection and field visits (25%)
- Debriefing (5 %)
- Draft Report (20%)
- Final Report (30%)

8. RECOMMENDED PRESENTATION OF PROPOSAL

The financial proposal should provide the calculations/estimates used to calculate the lump sum. Each category, including professional fees, travel and incidentals should be outlined.

9. CRITERIA FOR SELECTING THE BEST OFFER

This section should indicate the full list of criteria which shall serve as basis for evaluating proposals and awarding the contract, and the respective weight of each criteria.

Criteria	Weight %	Max. Point
Technical		
Company Expertise in evaluation of strategic plans/ frameworks	40	400
Experience in Strategic Planning and organizational management	20	200
Experience or knowledge of Volunteerism	10	100
Financial	30	300
Total	100	1000



The selection of the best offer will be based on the combined scoring method. The technical and professional qualifications and methodology will be weighted as 70%, and will be combined with the price offer which will be weighted as 30% to calculate the total score.

Key selection criteria are

- Demonstrated knowledge and working experience in conducting and managing complex evaluations of international development and/or peace programmes of complex organizations with numerous stakeholders, including proven experience in a variety of evaluation methodologies (both quantitative and qualitative) (40%)
- Demonstrated track record in the area of strategic planning and institutional performance (20%)
- Demonstrated knowledge and working experience in volunteer involving organizations' strategic management and results based management systems and/or demonstrated track record in the areas of volunteer programme planning and management (10%)

10. SUSTAINABLE PROCUREMENT POLICY

UNV wishes to work with companies that care about their environment and sustainability.

Sustainable procurement practices integrate requirements, specifications and criteria that are compatible and in favour of the protection of the environment, of social progress and in support of economic development, namely by seeking resource efficiency, improving the quality of products and services and ultimately optimizing costs.

We encourage companies when submitting their bids to include their environmental/sustainable policy and point out where necessary their policy in relation to the services offered. [Click here for more information on UN sustainable procurement](#),

11. TRAVEL;

All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station/repatriation travel. Please use the deliverable table with estimated travel requirements along with other ToR information to estimate travel.

12. ADDITIONAL QUESTIONS TO BE SUBMITTED BY THE BIDDER

- MANDATORY – A cover letter with a brief presentation of your institution, including contact details. Please, explain why you are the most suitable for the work (1000 words or under)
- MANDATORY A technical proposal; The technical proposal shall briefly describe potential methodologies and approaches to fulfil the required deliverables as well as outline the major components of its implementation (maximum 5 pages);
- MANDATORY - Please supply at least three references from previous clients that we can contact to seek references, name, address, e-mail, telephone
- OPTIONAL - Proof of any previous relevant work carried out, ideally please provide links to past evaluations conducted if publicly available. If not publicly available, but not restricted or confidential, please provide the final evaluation report.
- OPTIONAL - Please submit your sustainable/environmental policy if your company has one.



13. ANNEXES TO THE TOR

A. Draft Evaluation Matrix with final questions, indicators and data sources to be determined during inception phase

EVALUATION QUESTIONS	SUB-QUESTIONS	INDICATORS/ MEASURES	DATA SOURCES
Relevance			
How relevant are the articulated theories of change to the expected outcomes and mandate of UNV?	1.1 How relevant are UNV outcomes, programmes and projects to specific needs of regions/ countries		
	1.2 How well does the SF and associated programmes represent the distinct value added of UNV?		
	1.3 Does the SF enable UNV to be "fit for purpose"?		
How relevant are the implementation mechanisms and processes for achieving the SF outcomes and institutional effectiveness results?	2.1 How well did the associated implementation mechanisms correspond to the SF outcomes and results statements?		
To what extent does the SF position UNV to respond to the 2030 Agenda and the new development landscape?	How relevant is UNV support to UN entities and Countries to achieving the Sustainable Development Goals (SDGs)?		
	To what extent does the UNV strategic framework and associate programmes respond to identified global, regional and country level needs?		



Efficiency			
How efficiently has UNV used its resources in contributing to the outcomes and results outlined in the SF?	4.1 Are UNV programmes, projects and processes using resources in ways that achieve more results for less cost?		
	4.2 To what extent do current processes and policies support the efficiency of administrative and financial arrangements?		
How efficient is coordination and collaboration, specifically management arrangements at the global, regional and field levels, in supporting the implementation and results achievements of the SF?	5.1 Are processes and policies related to the SF and global programmes streamlined to facilitate timely action and implementation at all levels?		
Effectiveness			
How effective has UNV been in achieving the expected results of the SF?	6.1 To what extent have outputs, outcomes or results of the UNV SF been achieved?		
	6.2 Can any of the stated outcomes or results in the SF be expected to be achieved?		
How effective have the implementation mechanisms and corporate strategies been in supporting achievement of the SF outcomes and results?	Can the stated outcomes or results statements be expected to be achieved without changes to the current implementation process?		



To what extent can UNV be expected to contribute to development impacts at the country level through the achievement of the SF outcomes?

Sustainability

Are the results of the UNV contributions under the Strategic Framework, including global programmes, likely to be sustained?

8.1 If any outcomes/ results have been achieved, have they been or can they be expected to be sustained?

8.2 To what extent have issues of sustainability been addressed in the SF and implementing mechanisms?

8.3 To what extent have synergies been established between different programme areas and/or partners?



ANNEX I
CHECK LIST AND NOTES FOR DRAFTING TERMS OF REFERENCE
(TOR)

1. The TOR may be compared to the technical specifications for the purchase of goods or works.
2. The terms of reference should define precisely the task required of the Consultant. The clarity of the TOR is the key to quality proposals and ultimately a sound contract.
3. The TOR should clearly set out the following:
 - (a) Objectives: What is the anticipated result of the services?
 - (b) Background: What is the history of the assignment? Has previous work been done? Are there any particular constraints as to the results to be sought?
 - (c) Scope of work and expected output: What is the Consultant expected to do? What is the degree of detail to be provided? What time scale to be included? Are there specific decision points during the performance of the work?
 - (d) Purchases: Are any hardware requirements connected with the assignments? When should any such deliveries to the client be made and on what terms?
 - (e) Reports: How and when will the Consultant present his or her results?
 - (f) Inputs: What is the client going to provide in the way of facilities, professional support and physical facilities?





9.

UNV PARTNER SURVEY ANALYSIS RESULTS



Please find the survey results in the Excel "UNV Partner Survey Analysis Results_April 2017"
Available upon request to UNV.



10.

UNV PERSONNEL SURVEY ANALYSIS RESULTS

Please find the survey results in the Excel "UNV Personnel Survey Analysis Results_April 2017"
Available upon request to UNV.



11.

STAKEHOLDER MAPPING FOR UNV SF EVALUATION 2014-2017

Please find the full stakeholder mapping for UNV partners in the excel "Stakeholder mapping for UNV SF Evaluation 2014-2017_April 2017"
Available upon request to UNV.



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