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**UNV Talent and Capacity Development
Programme for an Inclusive
UN System for Persons with Disabilities**

Final Evaluation Report

December 2017 - April 2020

Contents

Executive summary	4
Part I. INTRODUCTION	7
Part II. OVERVIEW OF THE PROJECT	8
Part III. EVALUATION APPROACH	9
3.1 Purpose and objectives	9
3.2 Evaluation Management	9
3.3 Methodology	9
3.4 Quality Control, Challenges and Limitations	10
3.5 Ethical aspects	11
PART IV. EVALUATION FINDINGS	12
4.1 RELEVANCE	12
4.2 EFFECTIVENESS	177
4.3 EFFICIENCY	222
4.4 SUSTAINABILITY	25
4.5 PARTNERSHIP	277
PART V. CONCLUSIONS AND LESSONS LEARNT	29
5.1 Conclusions	29
5.2 Lessons Learnt	30
PART VI. RECOMMENDATIONS	322
6.1 General framework of the recommendations	322
6.2 Detailed recommendations	322
PART VII. ANNEXES	38
Annex 1: Evaluation Matrix	39
Annex 2: List of consulted stakeholders	43
Annex 3: List of Consulted documents	45
Annex 4: Bio of Evaluator	47
Annex 5: TOR	48

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The evaluator also appreciated the opportunity to interact with the UNV and UNDP representatives and with the representative of BMZ, *Cornelia Henriksson*, as well as with the deployed UN Volunteers, supervisors and other UNV staff members and to gain important and detailed information and their insights.

Disclaimer

This project evaluation report presents the view of the evaluator and does not necessarily fully correspond to the opinions of UNV, UNDP or other stakeholders referred to in this report. Every effort has been made to ensure that the information given here is correct. Any factual error that may appear is unintended and falls under the responsibility of the evaluator.

Acronyms

BMZ	Federal Ministry for Economic Cooperation and Development
CRPD	Convention on the Rights of Persons with Disabilities
CSA	Cost Sharing Agreement
CSO	Civil Society Organization
DAC	Development Assistance Committee
DIF	Disability Inclusion Fund
ERCS	External Relations and Communications Section
ERG	Evaluation Reference Group
EXO	Executive Office
FGD	Focus Group Discussion
FF	Fully Funded
HRBA	Human Rights-Based Approach
HRS	Human Resources Section (in UNV)
IDA	International Disability Alliance
ILO	International Labour Organization
IUNV	International United Nations Volunteers
KII	Key Informants' Interviews
M&E	Monitoring and Evaluation
MTM	Management Team Meeting
LNOB	Leave No One Behind
NGO	Non-Governmental Organization
NUNV	National United Nations Volunteers
OECD	Organisation for Economic Co-operation and Development
OHR	Office of Human Resources
OPD	Organizations of Persons with Disabilities
PwD	Persons living with disabilities
RAF	Reasonable Accommodation Fund
RBM	Results Based Management
RO/s	Regional Office/s
SDGs	Sustainable Development Goals
SOP	Standard Operating Procedures
ToR	Terms of Reference
UN	United Nations
UNDIS	UN Disability Inclusion Strategy
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNV	United Nations Volunteers
VASS	Volunteer Advisory Services Section (in UNV)
VSC	Volunteer Service Center (in UNV)
VSS	Volunteer Solutions Section (in UNV)
WG	Working Group

Executive summary

The independent final evaluation of the „UNV Talent and Capacity Development Programme for an Inclusive UN System for Persons with Disabilities” (hereinafter the *Project*) was carried out on the initiative of the United Nations Volunteers (UNV) programme. The evaluation was focused on assessing its performance and on generating relevant findings, conclusions, lessons learnt and recommendations, which can be used by UNV and its strategic and operational UN partners in a future similar initiative. Aspects of the project impact was not in the focus of the evaluation due to early stage of the project implementation.

The project represents a global multi-year action, which aims to be more inclusive and responsive to the needs of persons living with disabilities.

The project purpose is to strengthen the UN system’s capacity, to increase institutional knowledge and to advance the rights of persons living with disabilities (PwDs) through volunteerism at the global and country levels by including PwDs as UN Volunteers.

The project includes two outputs with distinct sets of performance indicators:

- *Output 1:* Strengthen capacity of UN system to include PwDs in its workforce, programmes and operations.
- *Output 2:* UNV established as a knowledge hub on disability rights, and as a leader of advancing inclusion of PwDs into the UN system.

The project is linked to the *Talent Programme for Young Professionals with Disabilities* (Talent Programme), jointly launched by the United Nations Development Programme (UNDP) and UNV in November 2017.

The evaluation was mostly done according to the methodology described in the report and outlined in the Terms of Reference (ToR), with one exception. Because of the COVID-19 pandemic situation, the field trip to UNV Headquarter in Bonn, as initially planned in the ToR, was cancelled. Subsequently, the consultations with the Senior Management, UNV Project staff, Executive Office, and other UNV sections were held remotely.

The evaluation methodology was based on remote data collection from all stakeholders. It followed a mixed approach, using in parallel *qualitative* methods (mostly individual interviews and, eventually focus group discussion with the UNV project team) and *quantitative* methods (data from the internal assessment questionnaires).

Primary information was collected through remote semi-structured interviews and focus-group discussions and involved a total of 41 interviewees (23 women and 18 men) representatives of UNV, including project team, deployed UN Volunteers, UNDP, Board members, supervisors, representative of the donor, and other stakeholders.

Secondary information was gathered through a desk-review of project documents, thematic policy documents, two progress reports, knowledge products, and other documents developed and provided by UNV.

The final evaluation did not encounter any significant limitations in terms of available data. Most of the identified evaluation risks reflected in the inception report have not materialized in negative effects on the evaluation and its results.

Overall, conclusion on the analyzed aspects of the project is mostly positive, based on the evidence collected from the desk review and analyzed reflections shared during the interviews with the key informants engaged within implementation.

The project is relevant, reflects the thematic priorities of the 2030 Agenda for Sustainable Development and is aligned to the Sustainable Development Goals (SDG), the United Nations Disability Inclusion Strategy (UNDIS), as well as the UNV Strategic Framework. The Human Rights Based Approach (HRBA), focused on both „rights holders” (PwDs as deployed UN Volunteers) and „duty bearers” (UN entities), and the Leaving No One Behind (LNOB) Principle are well incorporated in the project design.

The project involves several UNDP offices, UN Secretariat and UN Volunteers with disabilities from different countries and regions. It is consistent in terms of results-based approach with a set of results, baselines, targets, milestones and performance indicators. Both project outputs are linked to the outcome and are without significant gaps. The majority of the output indicators are quantitative, while some of the qualitative sub-indicators are missing. There are also some inconsistencies regarding the project design in using the terminology in case of partners. The project does not have a Theory of Change and cross-cutting issues, such as gender aspects, are not incorporated in the design, but are reflected in the 2nd progress report.

The project performed mostly well and (over-) achieved regarding the majority of its targets, despite significant delays during the first year determined by the financial installments. The effectiveness and efficiency are the key strengths of the project judging the fulfillment towards its targets and the absorbed resources. Thus, the project overachieved its targets of deployed UN Volunteers, involved Host Entities (HE), and delivered capacity development actions and promotional and outreach events. In terms of the national versus international deployments, the achievements show that the project fulfilled three international assignments as planned (i.e. 100%), but more than doubled the number of the national volunteers, deploying nine instead of only four as planned. It achieved the target of established partnerships according to the indicator and is behind the schedule with the establishment of the Reasonable Accommodation Fund (RAF), despite on-going thematic discussions and drafted Standard Operating Procedures (SOPs). The reasonable accommodation needs of the deployed PwDs were addressed regardless of the bottle-necked fund establishment.

Based on the gathered and analyzed data, the national deployments went more smoothly than the international ones and generated some good practices. The UN Volunteers remarked tangible benefits in terms of learning and inclusion. The same is valid in case of HE.

International deployment contributed to benefits of inter-cultural collaboration, which is in line with the United Nations` approach of encouraging diversity and increasing the tolerance and inclusiveness, but also generated some challenges for the involved actors, which turned out to be greater than anticipated in the project proposal. In two out of three cases they affected international UN Volunteers, but also the HE. One out of three international deployments went smoothly and can be perceived as good practice, while two others generated valuable lessons described in the evaluation report. It should be kept in mind that the conclusion about the international deployment was drawn based on the very small number of project assignments (three) and thus it might be less relevant or even irrelevant for a future larger number of international UNV deployments.

The project delivered an impressive number of outreach and capacity development events. As confirmed by interviewed stakeholders and the desk review, those actions consolidated capacities of the UN Volunteers and of the HEs, but also strengthened the partnership between UNV, UN entities and other partners, and increased the visibility of the project.

Analyzing the fulfillment versus use of financial resources, the project implementation proved to be efficient. Regarding the timeliness of the implementation of the planned activities, the project had significant delays in the first year, due to the delays with the financial installments,

but mostly managed to catch up during the second year. It reached most of the targets with much less resources than anticipated, mostly because of the contributions received from the UNDP Office of Human Resources (OHR) and HEs, pro bono capacity development actions, as well as additional in-kind contributions of UNV. The distribution of the costs per outputs is adequate and resources are used for the budget lines as planned without significant deviations. The evaluation did not find any alternative solutions, which could be provided at fewer expenses and/ or would be more economical for the project.

Sustainability represents a mixed picture. In terms of *policy sustainability*, the prospects are promising given the drafted SOPs on disability inclusion and the will of the partners to continue collaboration with UNV. In terms of *institutional sustainability*, the project was geared towards institutional capacity development of the HEs and individual capacity development of the deployed UN Volunteers. In both cases, perspectives are promising in terms of knowledge acquired and skills developed. It is premature to assess the sustainability of the Reasonable Accommodation Fund, because it is not institutionalized yet. In terms of *financial sustainability*, UNV does not yet have a financial sustainability plan. However, as described in the report, it mobilized resources both within and for actions beyond the BMZ-funded project. The perspectives are promising given the strategic priorities of the BMZ, as the key project donor, but it remains unclear whether all UNDP Country Offices will use their own funding to continue assignments of UN Volunteers with disabilities.

The project was implemented by UNV in close partnership with UNDP. UNV also established contacts and/or strengthened cooperation with several other UN entities, Organizations of Persons with Disabilities, governmental organizations, foundations and fully funding partners. These partnerships facilitated dissemination of the information and increased the visibility of the outreach efforts.

Following the analysis of the gathered data and consultations, the evaluation developed and explained ten recommendations, which might increase the relevance, performance, efficiency and sustainability perspectives of future similar projects:

1. *Capitalize on achievements and scale up the project in terms of UN Volunteers and UN entities.*
2. *Adjust the eligibility criteria and Descriptions of Assignments.*
3. *Improve the project design aspects and develop a Theory of Change.*
4. *Keep both national and international deployments, focus more on the national assignments, but do not exclude international deployment.*
5. *Include UNV as Host Entity and promote inclusion by example.*
6. *Set up a project management unit.*
7. *Update the UNV policies on inclusiveness to reflect the drafted SOPs and to enhance sustainability of the Reasonable Accommodation Fund (RAF) in case it gets established.*
8. *Systematize the readiness assessment of the HEs, tailor capacity development and reinforce it by using generated good practices.*
9. *Establish a representative and functional Board.*
10. *Establish a disability inclusion fund and develop a financial sustainability plan.*

Part I. INTRODUCTION

The independent final evaluation of the „UNV Talent and Capacity Development Programme for an Inclusive UN System for Persons with Disabilities” (hereinafter the *Project*) was carried out on the initiative of the United Nations Volunteers (UNV) programme. The evaluation was focused on assessing the project performance and on generating relevant findings, conclusions, lessons learnt and recommendations, which can be used by UNV and its strategic and operational UN partners in a future similar initiative. The evaluation report is prepared following the outline provided in the Terms of Reference (ToR) and the Evaluation Guidelines of the United Nations Development Programme (UNDP). It is prepared based on a review of the documents related to the project and remote consultations with stakeholders from different countries covered by the project. The report provides the background and the context, describes the overall methodology of the evaluation and the manner in which it was conducted, and reveals key findings, conclusions, lessons which should be learnt and provides the respective recommendations for increasing the project relevance, performance, efficiency and sustainability. The report also contains a set of annexes: evaluation questions, evaluation matrix, list of consulted stakeholders, list of reviewed documents, bio of evaluator and TOR.

Part II. OVERVIEW OF THE PROJECT

The *UNV Talent and Capacity Development Programme for an Inclusive UN System for Persons with Disabilities* represents a global multi-year project responding to the strategic priorities of the Agenda 2030 and to the Sustainable Development Goals (SDGs), as well as to the UN system's principle to "Leave No One Behind" (LNOB), which aims to be more inclusive and responsive to the needs of persons living with disabilities (PwDs).

The project purpose is to strengthen the UN system's capacity, to increase institutional knowledge and to advance the rights of PwDs through volunteerism at the global and country levels by including PwDs as UN Volunteers.

The project includes two outputs with distinct sets of performance indicators:

- **Output 1:** Strengthen capacity of UN system to include PwDs in its workforce, programmes and operations.
- **Output 2:** UNV established as a knowledge hub on disability right, and as a leader of advancing inclusion of PwDs into the UN system.

The project is linked to the *Talent Programme for Young Professionals with Disabilities* (Talent Programme), jointly launched by UNDP and UNV in November 2017. During its start-up phase 2018-2020, the programme aims at deploying UN Volunteers with disabilities mainly to UNDP Country, Regional and HQ offices.

Expected results. It is expected that the project will:

- 1) Contribute to the Talent Programme by supporting UN Volunteer deployments to UNDP;
- 2) Strengthen UNV's capacity and ability to mainstream deployment of UN Volunteers with disabilities in the wider UN system; and
- 3) Contribute to UNV becoming a knowledge hub on the inclusion of PwDs into the UN workplace and workforce.

Original project duration: 12/4/2017 - 12/31/2019. Non-cost extended twice to June/December 2020.

Budget and funding source: Total \$ 590,000. The project is funded by the Federal Ministry for Economic Cooperation and Development (BMZ) with the contribution of UNV: (BMZ \$ 540,000 and UNV \$ 50,000).

Part III. EVALUATION APPROACH

3.1 Purpose and objectives

The scope of the project review was to undertake a final evaluation of the project relevance, performance and progress towards its outcomes and outputs, challenges encountered and good practices.

The objectives of the final evaluation were:

- *Review the progress of the project* in fulfilling its expected results through the implemented activities since December 2017 and identify good practices and lessons, which should be learned to inform current and future corporate strategy and action on disability inclusion.
- *Develop tailored recommendations* that might be taken to improve the project design, management and performance of future similar actions for inclusive volunteer mobilization and mainstreaming in UNV.
- Assess the functionality of the reasonable accommodation fund and to provide respective recommendations.

3.2 Evaluation Management

To ensure effectiveness and quality of the final evaluation undertaken by the External Evaluator, as well as inclusive and participatory approach, the evaluation management structure consisted of the Evaluation Reference Group (ERG) - a body consisting of the representatives of UNV¹ established to promote a highly participatory and qualitative review and to ensure that the evaluation approach was relevant. ERG had made certain that factual errors, omission or interpretation were identified. The ERG was consulted on key aspects of the evaluation process and provided input at key stages of the evaluation: inception report; draft and final reports.

3.3 Methodology

The final project evaluation adopted a participatory approach, engaging a wide and diverse range of stakeholders of the project. Participation of the main partners was a necessary condition to ensure accountability, promote ownership, facilitate future buy-in and arrive at comprehensive recommendations for UNV, UNDP and other project partners.

The methodology was based on remote data collection and followed a mixed approach, using in parallel *qualitative* methods (mostly individual interviews and, eventually focus group discussion with the UNV project team as reflected in the Evaluation Matrix) and *quantitative* methods (diagrams, data from the questionnaires).

The final evaluation took place over end of April – beginning of May 2020. The assessment process included three distinct phases as described in Table 1 on the next page.

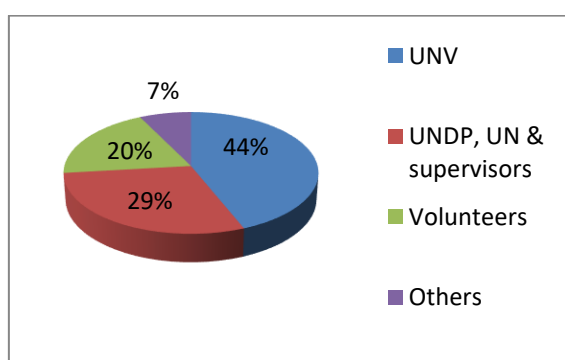
¹ Sandra Koch, Niels Lohmann, Rebecca Daniel and Miroslava Vavrecanova.

Table 1: *Phases of the final evaluation*

<i>Phase</i>	<i>Description</i>	<i>Deliverable</i>
Inception phase	Preliminary desk review and initial remote interviews with UNV project team to familiarize with the project intervention logic, identify the sampling framework and to fine-tune the evaluation methodology.	Inception report
Data-collection phase	Further collection of documentation; in-depth desk review; remote interviews with the project stakeholders; presentation of preliminary findings, conclusions and recommendations.	Draft evaluation report
Data analysis and report synthesis	<p>Analysis of the collected data, definition of findings in line with the evaluation objectives, assessment of progress and contribution of the project to achieved results, development of recommendations.</p> <p>Consultation/ Verification: Electronic peer review of draft evaluation report by Senior Management, Executive Office and Project Team.</p> <p>Presentation of the Final Evaluation Report to Project Board, UNV/UNDP working group and UNV Management Team.</p> <p>Final reporting.</p>	Final Evaluation report.

Primary information was collected by the evaluator through remote semi-structured interviews and focus-group discussions. These involved a total of 41 interviewees (23 women and 18 men) representatives of UNV, including project team, deployed UN Volunteers, UNDP, Board members, supervisors, and other stakeholders (representative of donor, workshop facilitators). See Figure 1 and Annex 2 of the evaluation report.

Figure 1: *Disaggregation of respondents involved in the final evaluation by stakeholders*



Evaluation questions were slightly tailored for each of the consulted stakeholder groups.

Secondary information was gathered by the evaluator through a desk-review of written strategic and project documents, thematic policy documents, two progress reports, knowledge products, and other documents provided by UNV.

Full list of documents is presented in Annex 3 of the final evaluation report.

Collected data have been grouped by the evaluator into assessment areas (relevance, effectiveness, efficiency and sustainability) and their sub-themes. Available documentation and involved structure of interviewees allowed quality evaluation of the data against the indicators in the logical framework and their triangulation in major part of the project. Both quantitative and qualitative aspects were considered and assessed. The following methodologies in data analysis were found relevant and applicable:

Table 2: *Analysis methodologies applied*

<i>Method</i>	<i>Rationale</i>
Responsibility assignment mapping	As a result of the logic of the intervention, involvement of the UN Agencies as partners, the evaluation systematized the collected data on partnership arrangements between UNV and UN Agencies, particularly UNDP, practical implementation arrangements and expressed need for cooperation. Ultimately, this helped reaching conclusions on effectiveness and efficiency of the support and recommendations on how to increase the effectiveness of the cooperation.
Change analysis	Collected data were systematized and compared against the achievements and expected changes described in the project document provided by UNV. This helped reaching conclusions on progress of the project towards the targets and most effective approaches and recommendations for the next similar actions.
Contribution analysis	Contribution analysis proved to be the most appropriate method used in understanding the causes of achieved results, results chains, roles of each of the stakeholder involved and other internal and external factors, including both enablers and barriers. That enabled drawing conclusions around the identification of the main contributors, including the level of contribution of UNV, UN Volunteers and Host Entities (UNDP Country Offices and UN Secretariat) to the achieved results.

The final evaluation adhered to the principles established in the UNDP Evaluation Policy. A collaborative and supportive participatory approach was followed at all stages of the assignment. The transparency of the process was ensured by the availability of and the agreement on the methodology (inception phase) and by clear communication through the entire process with all stakeholders involved. To maximize response of the respondents, evaluation interviews were done in English and Russian and conducted via Skype/Zoom.

3.4 Quality Control, Challenges and Limitations

Diverse sources of information were used, and types of information gathered during the assignment. The data obtained from the desk-review of documentation and remote interviews ensured enough information for triangulation and synthesis of objective conclusions. Variety of data analysis methods mentioned above were applied in order to best respond to the requirements of the assignment.

Comprehensive and processed data were provided on most aspects through relevant project documentation and knowledge products (e.g. draft Standard Operating Procedures (SOPs) on inclusivity). Evaluation did not encounter any significant limitations in terms of available data. Most of the identified evaluation risks have not materialized in negative effects on the evaluation and its results. These were largely thanks to the commitment of the project team, its openness in sharing available information and reflect on the evaluated topics. Still, the following challenges and limitations should be taken into consideration, in order to understand the scope of the evaluation report and to correctly interpret, use and communicate the data presented:

Table 3: *Challenges and limitations*

<p>Scope</p>	<p>The focus of the evaluation was on the relevance, effectiveness, efficiency, and sustainability aspects in order to synthesize supportive recommendations for the remaining period of the project and future programming. Aspects of the project impact was not in the focus of the evaluation due to early stage of the project implementation.</p>
<p>Representation</p>	<p>The evaluation managed to ensure representation of all main stakeholders relevant for the project, UNV team, UNDP representatives, deployed volunteers, as well as representative of donor. The evaluation was not able to meet some of the UNDP representatives. However, the evaluator managed to gather sufficient information to formulate evaluation findings and recommendations related to all key aspects of the project.</p>
<p>Approach</p>	<p>The evaluation was mostly done according to the methodology described in the report and outlined in the TOR, with one exception.</p> <p>Because of the COVID-19 pandemic situation, the field trip to UNV Headquarter in Bonn, as initially planned in the ToR, was cancelled. Subsequently, the consultations with the Senior Management, UNV project staff, Executive Office, and other UNV sections were held remotely.</p>

3.5 Ethical aspects

The evaluation of the project was carried out according to ethical principles and norms established by the United Nations Evaluation Group (UNEG)².

- *Anonymity and confidentiality.* The evaluation respected the rights of individuals who provided information, ensuring their anonymity and confidentiality.
- *Voluntary participation.* The evaluation respected the rights of all stakeholders consulted regarding voluntary participation in the project evaluation process, including their right to withdraw at any stage, if they so decide.³
- *Responsibility.* The evaluator is responsible for ensuring the accuracy of the information collected and for the information presented in the evaluation report.
- *Integrity.* The evaluator is responsible for highlighting all issues not only those specifically mentioned in the TOR.
- *Independence.* The evaluator ensured his independence from the intervention under evaluation, and he was not associated with its management or any element thereof.
- *Validation of information.* The evaluator is responsible for ensuring the accuracy of the information collected while preparing the reports and is responsible for the information presented in the evaluation report.
- *Intellectual property.* In handling information sources, the evaluator respects the intellectual property rights of UNV.

² For additional information see: UNEG Ethical Code of Conduct to Evaluations in the UN system: www.unevaluation.org/document/detail/100

³ None of the interviewed stakeholders has withdrawn.

PART IV. EVALUATION FINDINGS

This part of the report presents the findings and analysis of the final evaluation organized to highlight project *Relevance, Effectiveness, Efficiency, and Sustainability* prospects, as required in the ToR and specified in the inception report developed by the evaluator.

4.1 RELEVANCE

The relevance is assessed mostly by the extent to which the project is in line with the thematic priorities globally SDGs/ Agenda 2030 and with the UNV's strategic priorities. It takes into account the degree to which the logic of intervention and the design are consistent and coherent for achieving the expected results. The Human Rights Based Approach (HRBA), cross-cutting issues and the LNOB Principle are also analyzed.

4.1.1 Consistency between the project and the global and UNV strategic priorities.

Evaluation concluded that the project is relevant and consistent with both global thematic and UNV strategic priorities as described below.

Thus, the project is in line with the norms of the Convention on the Rights of Persons with Disabilities (CRPD), which: *Promotes equality of opportunity; Ensures that PwD are able to exercise their labour and trade union rights on an equal basis with others; Prohibits discrimination; Promotes employment opportunities and career advancement for PwD in the labour market, assistance in finding, obtaining, maintaining and returning to employment; Ensures that reasonable accommodation is provided to PwD in the workplace, as well as promotes the acquisition by PwD of work experience in the open labour market.*⁴

The desk review and the consultations with the key project stakeholders show that the project reflects the thematic priorities of the 2030 Agenda for Sustainable Development and is aligned to the SDGs, especially to SDG 8: *Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all* and SDG 10: *Reduce inequality within and among countries.*⁵

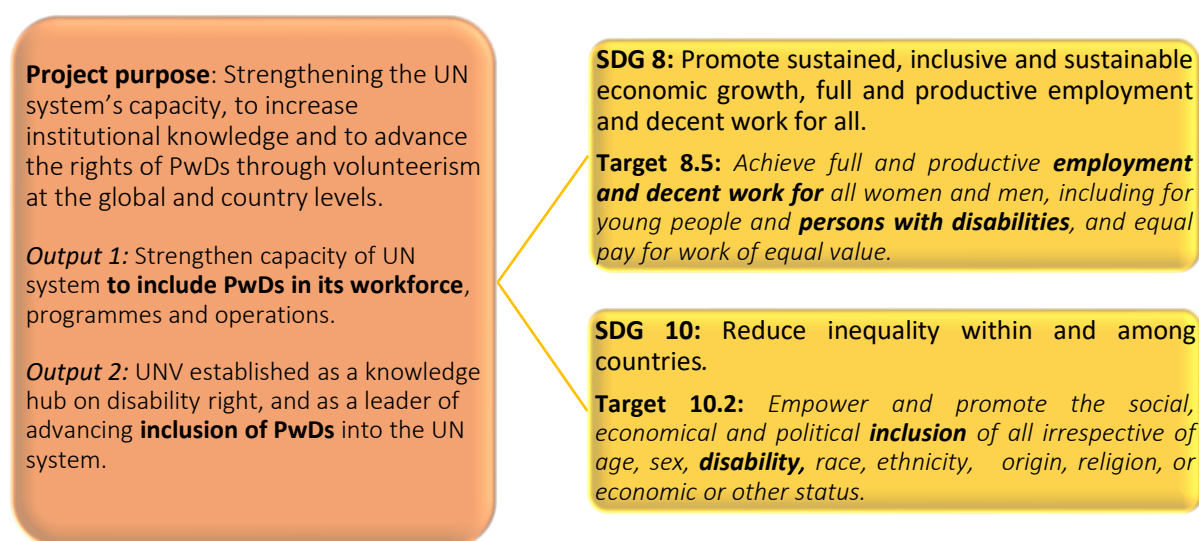
The figure 2 illustrates how the project contributes to the 2030 Agenda for Sustainable Development by reflecting the link between the purpose and both outputs of the project and the above-mentioned SDGs. It also specifies the relevant target for each of them.

⁴ For additional information consult the CRPD, particularly art. 27 *Work and Employment*:

www.un.org/disabilities/documents/convention/convention_accessible_pdf.pdf

⁵ For additional information: <https://sustainabledevelopment.un.org/post2015/transformingourworld>

Figure 2: Contribution of the project to SDGs.



An analysis of the key elements of the project outputs shows that the inclusion of PwDs in the UN System workforce is aligned to the Target 8.5 of the SDG 8, which sets employment and decent work for all, including for PwDs. The same is valid for Output 2, which is linked to the Target 10.2 (SDG 10) in terms of inclusion of PwDs.

The project is also in line with the UN Disability Inclusion Strategy (UNDIS), which was launched during the project implementation (June 2019) by the UN Secretary-General after a highly participatory process⁶. Thus, the strategy defines the strategic vision and thematic targets for an inclusive UN System and calls on all UN Agencies to take concrete measures to reach disability inclusion from 2020 on.

Some of the main elements of the strategy identified by the evaluator as being linked to the project are: *Strategic planning on inclusion and empowerment of PwD and their human rights (HR) for an inclusive programming; Coherence and coordination of efforts in the implementation of the strategy for inclusion of PwD and their HR; Awareness raising, trust building and developing UN staff capacity and competency on disability inclusion; and Adequate human and financial resources for disability inclusion.*

In terms of relevance of the project to the UNV Strategic Framework (2018-2021), it contributes to the Outcome 2: *The UN System is supported to deliver on the 2030 Agenda through the engagement of UN Volunteers and integration of volunteerism.*⁷

As the consultations revealed, the project also reflects the strategic priorities of the donor, BMZ, who is committed to support further the inclusion of the volunteers with the disabilities within the UN system.

⁶ About 60 UN entities, including UNV, were involved. For additional information: www.un.org/development/desa/disabilities/wp-content/uploads/sites/15/2019/03/UNDIS_20-March-2019_for-HLCM.P.pdf

⁷ For additional information: www.unv.org/about-unv/unv-strategic-framework-2018-2021

4.1.2 Consistence and coherence of the project design and intervention logic.

The project represents a pilot global initiative and a complex intervention, which involves several UN entities and volunteers with disabilities from different countries and regions from Eastern Europe, Asia, Africa and America.

In terms of the Results-Based Management (RBM), as reflected in the Figure 3, the project contains a defined results' chain consisting of two types of results: outputs (two) and outcomes (one) with distinct sets of baselines, targets and performance indicators. The project targets are set as milestones, i.e. for each the project year 2018 and 2019. The Output 1: *'Strengthen capacity of UN system to include PwDs in its workforce, programmes and operations'* and the Output 2: *'UNV established as a knowledge hub on disability right and as a leader of advancing inclusion of PwDs into the UN system'* are inter-linked with the outcome: *'UN system is more inclusive and responsive to the needs of PwD'*.

Figure 3: Results framework of the project

Intended Outcome as stated in the UNV Strategic Framework Results and Resource Framework: Outcome 2. The United Nations system is supported to deliver on the 2030 Agenda through the engagement of UN-Volunteers and integration of volunteerism.							
Outcome indicators as stated in the UNV Global Programme Results and Resources Framework, including baseline and targets: Percentage of United Nations partners and United Nations partner country offices engaging UN-Volunteers (online and onsite cumulative). Baseline: 38 partners, 654 country offices, Target: 40 partners, 686 country offices.							
Applicable Output(s) from the UNV Strategic Framework: 2.1.2 Number of people volunteered per year through UNV (online and onsite), disaggregated by gender, age, North/South, country of origin. Baseline: 6,590 onsite, 12,592 online; Target: 7,500 onsite; 16,000 online.							
Project title and Atlas Project Number: UNV talent and capacity development programme for an inclusive UN System for persons with disabilities							
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)		DATA COLLECTION METHODS & RISKS
			Value	Year 2017	Year 1	Year 2	
Output 1: Capacity of UN system to include PwDs in its workforce, programmes and operations is strengthened.	1.1 # of newly deployed UN Volunteers with disability disaggregated by National and International UN Volunteers	ATLAS	1		1 international and 2 national UN Volunteers deployed	2 international and 2 national UN Volunteers deployed	Volunteer reporting.
	1.2 # of UNDP Country Offices hosting UN Volunteers with disability	ATLAS	1		3	4	Volunteer reporting.
	2.3 Fund for reasonable accommodation established and sustainable	ATLAS; Annual Business Plan reporting	No fund in place.		Fund for reasonable accommodation established. Standard operating procedure in place.	Fund replenishment mechanism established.	Financial reporting (ATLAS); End-of-year reporting
Output 2: UNV established as a knowledge hub on disability rights, volunteerism and equal opportunities, and as a leader of advancing integration of PwDs into the UN system.	2.1 # of conferences, outreach and promotion events aimed to mobilize UN Volunteers with disability in the UN system, and knowledge and best practices sharing through web-based resources and practical guidance materials	Annual Business Plan reporting	0		2	2	End-of-year reporting
	2.2 # of capacity development events, trainings and workshops to build expertise, skills and knowledge on inclusion and disability at UNV, UNDP, receiving offices and volunteers.	Annual Business Plan reporting	0		2	2	End-of-year reporting
	2.3 # of partnerships with donors, and with disabled people's organizations on inclusion of PwDs	Annual Business Plan reporting	0		3	2	Count of partnership agreements

Each output has three indicators, i.e. six indicators in total, out of which five are quantitative, expressed in „Nr of ...” and one is mostly qualitative: 1.3 *Fund for reasonable accommodation established and is sustainable*. The satisfaction level of UN Volunteers and hosting entities are not reflected as indicators and the Results Framework does not have sub-indicators, for instance for measuring the sustainability of the Fund for reasonable accommodation, which represents project design gaps.

The target 1.1 *# of newly deployed UN Volunteers with disability, disaggregated by national*

and international UN Volunteers of the Output 1 contains two types of UN Volunteers: national and international. On the one hand, it is quite ambitious for a pilot project to target both types of volunteers. On the other hand, a pilot project provides a good opportunity to test what works and how or what does not work and why and to identify necessary adjustments for future similar actions.

Analyzing the quantitative aspects of the targets of the project, for instance: number of planned volunteers to be deployed, number of capacity development and promotion events, number of UNDP Country Offices (COs) hosting UN Volunteers with disability. The evaluation concluded that the project design is realistic and even cautious using the well-known principle „start relatively small”, which is commendable given the pilot character of the action.

There is an inconsistency in project design in the use of the terms. Regarding the partners in both outputs the „UN system” is mentioned, while in the case of indicators and targets UNDP is mentioned; for instance Output 1, Indicator 2: *`# of UNDP Country Offices hosting UN Volunteers with disability`*; and Output 2, Indicator 2: *`# of capacity development events, trainings and workshops to build expertise, skills and knowledge on inclusion and disability at UNV, UNDP, receiving offices and volunteers. `The exception represents the Indicator 1 `# of conferences, outreach and promotion events aimed to mobilize UN Volunteers with disability in the UN system, and knowledge and best practices sharing through web-based resources and practical guidance materials` of the Output 2, where the „UN system” is mentioned.*

The indicator 2.3 mentions *donors and organizations of people with disabilities*, while in the narrative of the project document (page 3), it includes, among others, several governmental (GIZ) and non-governmental organizations from Germany (Aktion Mensch, Paralympics Committee). The project document and informational sources further use the terms *„capacity building”* and *„capacity development / strengthening”* as similar and they are not.

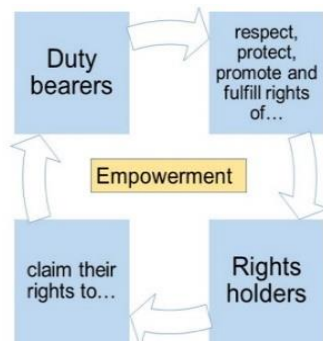
The project document does not reflect the Theory of Change⁸, but it incorporated the UN LNOB Principle by targeting one of the most vulnerable groups – PwDs. In terms of the experience level of the UN Volunteers with disabilities, the project included „0 experience”, i.e. people with thematic education but without work experience. This represents an important factor facilitating inclusivity remarked also by the interviewed UN Volunteers.⁹ It is worth noting that only people with sensorial and physical disabilities are targeted by the project and other types of disabilities are not covered by the project design. The project also only targets PwDs up to 35 years of age as *Young Professionals* to open ways into the UN system`s workforce. In the opinion of the evaluator supported by the insights of the majority of the interviewed stakeholders, both aspects (type of disability and age) limit the inclusiveness of the project.

Key elements of an HRBA, as reflected in the Figure 4, are mainstreamed in the project design with the accent on both *„rights holders”* (volunteers with the disabilities) and *„duty bearers”* (UN system/UNDP and UN Secretariat). However, in terms of expertise, budget allocations, consistency and duration of the interventions the greater focus is on *„rights holders”*. This approach is somehow justified given the needs identified and described in the project document and confirmed by the interviewed stakeholders, especially volunteers with disabilities, during the remote data collection.

⁸ See the Project document *„UNV Talent and Capacity Development Programme for an Inclusive UN System for Persons with Disabilities”, Part II Strategy, pages 2-3.*

⁹ Key informants` interviews.

Figure 4: The core concept of HRBA



The selected methods of delivery include a range of actions focused on both „rights holders” and „duty bearers”, such as: outreach and recruitment actions, face-to-face joint capacity development workshops and trainings, promotion events, remote consultations, development of the guidelines “SOP”, establishment of the Reasonable Accommodation Fund (RAF), reflection sessions on lessons learnt, as well as monitoring actions reflected in the monitoring and evaluation (M&E) plan. An analysis of the intervention portfolio versus expected results coupled with the project achievements¹⁰ leads to overall conclusion that the type of actions planned for achievements were mostly adequate with some exceptions, for instance in the case of RAF described below in the report. However, as the project implementation illustrated, in some cases, the issue was not in the adequacy of the initially planned actions, but in their consistency and frequency, as well as in the challenges encountered during some international assignments. It is not about the micromanagement of some of the volunteers, but it is about „learning while doing” what inclusiveness means in the real employment, which proved that in some cases the challenges were much greater than anticipated in the risk mitigation log of the project. Subsequently, it increased the need for assistance in terms of human resources, time efforts etc.¹¹

In terms of the cross-cutting issues such as gender aspects, they are not expressly reflected in the project document and disaggregation is based on the national versus international assignments (Indicator 1.1). However, in terms of project implementation, the gender aspects were taken into consideration (6 men and 6 women deployed as UN Volunteers) and are reflected in the second progress report.

In conclusion, the project is highly relevant and aligned to the global thematic priorities of the UN system, as well as strategic priorities of the BMZ and contributes to the implementation of the Agenda 2030, UNDIS and UNV strategic partners. In terms of project design – it represents a mixed picture: mostly consistent regarding the results` chain, baselines, indicators, and with realistic targets and incorporated HRBA and LNOB, but without a ToC and with some design gaps in terms of inclusiveness, and formulations of partners. All these represent opportunities for replication of the good practices and for learning some lessons regarding the project design. See the *Conclusions and Lessons Learnt* part of the report.

¹⁰ See *Effectiveness* part of the report.

¹¹ See the *Effectiveness, Efficiency and Conclusions & Lessons Learnt* parts of the evaluation report.

4.2 EFFECTIVENESS

Effectiveness of the project was assessed preponderantly by analysis of its achievements and progress towards the targets of each of the outputs. The key supportive factors and challenges, which influenced the achievement and/or non-achievement of the outputs are also analyzed. Before analyzing the up-to-date project performance, it worth reminding that the project is still operational, and it was non-cost extended by the end of the 2020 year¹². It means that, as reflected in the Annual Work Plan for 2020, by the end of the extension period, some of the achievements (e.g. inclusive and regional workshops, guidance sessions and handbooks, promotional products) will be higher than presented in the evaluation report.

The evaluation concluded that despite the implementation challenges described below in the report, the **effectiveness represents one of the key strengths of the project judging through the existing set of performance indicators and targets**. Thus, the analysis of the project achievements reveals that:

- 4 targets of the project are overachieved (2 per each output);
- 1 target is achieved;
- 1 target is partially achieved.

The initial decision to start the project in cooperation mostly with UNDP proved to be a smart one as it facilitated the delivery of the pilot phase and helped to generate the expected achievements.

Below the main findings and conclusions of the final evaluation are described regarding the progress and pre-final¹³ achievements per each of the project outputs.

Output 1: Strengthen capacity of UN system to include PwDs in its workforce, programmes and operations.

The logic of intervention of this component was focused mostly on the UN system, although the indicators reflect both UN Volunteers and the UN entities/UNDP.

The project fulfillment rate presented below in the Table 4 leads to the conclusion that **the project performed mostly well regarding the Output 1 overachieving two of the indicators, but partially achieving the last performance indicator**. It worth noting that, after the first implementation year (2018) the project had a low performance rate and was behind the initial milestones due to the delays with the financial transfers, but it managed to catch up and even overachieve two targets by the end of the second year, which is commendable.

Table 4: Achievements within the Output 1

Indicator	Target	Progress	Level of achievement
1: Nr of newly deployed UN Volunteers with disability, disaggregated by National and International UN Volunteers.	7 UN Volunteers deployed (incl. 4 national & 3 international) 2018: 3 (1 international, 2 national) 2019: 4 (2 international, 2 national)	12 UN Volunteers deployed (incl. 9 national and 3 international) 2018: 1 (national) 2019: 11 (8 national, 3 international) Total: 6 men, 6 women	Overachieved 171 % 2018 – not achieved 2019 - overachieved

¹² See explanations in the *Efficiency* part of the evaluation report.

¹³ Evaluator uses the term „pre-final”, because the project is going to be operational by the end of the 2020. Subsequently, the final achievements of the project will be after completion of the project.

2: Nr of UNDP Country Offices (CO) hosting UNV with disability.	7 UNDP CO hosting UNV with disability 2018: 3 UNDP CO 2019: 4 UNDP CO	11 UNDP CO hosting UNV with disabilities 2018: 1 UNDP CO 2019: 10 UNDP CO & UN Secretariat	Overachieved 157 % <i>2018 – not achieved 2019 - overachieved</i>
3. Reasonable Accommodation Fund (RAF) established and sustainable.	2018: RAF established, and SOPs are in place; 2019: Fund replenishment mechanism established	<ul style="list-style-type: none"> ○ The main reasonable accommodation measures implemented and funded for all recruited volunteers based on individual needs. ○ SOPs on disability inclusion are drafted. ○ Discussions towards sustainable funding solution and mechanism initiated. 	Partially achieved

This subcomponent represents one of the **core elements of the project**. Therefore, it will be analyzed in greater detail than other ones. Analyzing the performance regarding the deployment of the UN Volunteers with disabilities, evaluation revealed that the project represented a *learning while doing* exercise for the involved stakeholders in terms of inclusion of PwDs. Deployment has followed a clear procedure, including application and interviews and was based on qualifications not on gender. However, evaluation remarked that in terms of the deployed UN Volunteers there is a gender balance as reflected in the Table 4.

In terms of the national versus international deployments, the achievements show that the project fulfilled three international assignments as planned (i.e. 100%), but more than doubled the number of the national volunteers by deploying nine versus four planned, which is commendable given the operational context of the project and factors which influenced the implementation so far.

In terms of reaching the target of the second quantitative indicator - the number of the Host Entities (HEs), i.e. UNDP COs hosting the deployed national and international UN Volunteers with disabilities, the project also performed very well in terms of quantitative achievements. Thus, the project so far managed to involve 11 UNDP COs and the UN Secretariat. 11 of the Talent Programme participants shown in the above image were funded by the BMZ project, with co-funding by UN host entities to a certain extent (as shown later below). One of the Talent Programme participants was fully funded by Sida. Another one became a Junior Professional Officer (JPO), funded by Denmark. The high number of the deployments reflects the growing interest of the HEs, i.e. UNDP COs, in volunteers with disabilities, but also of the UN Volunteers to get deployed within the UN system.

Regarding the implementation aspects and the qualitative achievements, i.e. the effects of the inclusiveness process, things sometimes were more complicated and demanding in terms of communication efforts with some of the persons with sensorial disabilities, additional resources and time had to be allocated for solving accommodation needs as remarked some of the interviewed representatives of the HEs.¹⁴ As project documents proved and consulted stakeholders confirmed, the deployment process in case of the national assignments proved to

¹⁴ Key informants' interviews.

be successful and generated a high level of satisfaction of both UN Volunteers and HEs and positive experiences (e.g. Zambia, Ukraine, Zimbabwe, Dominican Republic, Vietnam), which are well worth to be replicated.

In case of the international assignments the deployment process represents a mixed picture. On the one hand, it has been very successful in case of the international volunteer deployed to UNDP CO Armenia. On the other hand, two out of three cases (Bangkok and NYC) turned out to be quite challenging for all actors: UN Volunteers with disabilities, HEs and for UNV. Those two assignments delivered stressful and mostly unpleasant emotional experiences, which sometimes are inevitable for pilot initiatives. In the opinion of the evaluator, those two experiences happened, because of a few factors: mismatch of the expectations of the UNV and HEs, management and supervision aspects, particularly insufficient experience of HEs with supervision of a PwD and inter-cultural differences. The outreaching and recruitment processes were open, participative and mostly under UNV leadership.

There are some inconsistencies and quite general norms (insufficiently specific) in the *Description of Assignments (DoA)*. Thus, as reflected in one of the DoA¹⁵, it accepts „0 months experience”, but some of the tasks¹⁶ to be performed by the UN Volunteer are quite complex and it is difficult to imagine that a person with 0 months experience will be able to perform them adequately. The point is that if an assignment admits „0 months experience”, then the complexity of the tasks should be adjusted accordingly to the required experience. In the respective DOA’s section on the *Conditions of Services (COS)*, some of the norms are not specific enough, for instance: *Support with arrival administration, including setting-up of bank accounts, residence permit applications and completion of other official processes as required by the host government or host entity*. From the expression „support with arrival administration” it is unclear if the HE should organize pick up from the airport or not.

UNV’s CoS for international and national UN Volunteers are in the process of being revised. The CoS establish a set of principles and specific terms and conditions that govern the service for UN Volunteers and as such are an extension of the volunteer contract. As part of the revision process an internal review of the CoS led by UNV’s Volunteer Solutions Section (VSS) took place since March/April 2019 and was intensified in July and Nov 2019. UNV collected documents and manuals from partners (e.g. on their reasonable accommodation and disability inclusion policies). Conversations took place within UNV, including the Management Team Meeting (MTM) on 7 January 2020 about potential solutions.

As consultations revealed, VSS only had limited involvement in the Talent Programme project throughout the project cycle. Evaluation noticed periodical consultations regarding adjustment of the CoS between VSS and the Human Resources Section (HRS) as the responsible entity for the project’s implementation.

The numbers of the deployed UN Volunteers and the HEs are important, but still insufficient for assessing the results. It is necessary to identify the changes generated by the deployments. In other words, what has been changed as the results of what has been done. The evaluation

¹⁵ The UN Volunteer Description of Assignment, International Specialist, UNDP RO in Bangkok, THAR000271--UNV Results Based Management (RBM) and Data Analytics Officer.

¹⁶ Following complex tasks were described in the DOA for a UN Volunteer with zero work experience: *Work closely with BRH and country office senior management teams to understand their evolving information needs, help develop business intelligence strategies and solutions that respond to these needs, and help transition early stage ideas into strategic growth initiatives, support in analysing the results of the Quality Assurance exercise for 2017 for each country office, support in developing topic specific training modules that can be delivered to the country offices remotely.*

attempts to assess bi-dimensional changes generated by the project regarding the: 1) deployed UN Volunteers with disabilities and 2) hosting UNDP CO and UN Secretariat.

In terms of the deployed UN Volunteers, they are mostly satisfied with one exception. Thus, the UN Volunteers were asked to rank the matching of their initial expectations on a scale from 1 (not at all) to 10 (exceeded). The average mark was **7.4**, with the highest rank - 9 (two persons) and the lowest - 2 (one person).

In terms of learnings, both national and international UN Volunteers remarked that the project provided good learning opportunities for them, as they:

- Improved their communication skills on how to interact in a multi-cultural environment;
- Learned about UNDP approach towards development;
- Increased their knowledge on different thematic aspects, for instance data collection and management;
- Extended their personal and professional networks;
- Increased their self-confidence and self-esteem;
- Will continue their professional careers either within the UN system or within the associative sector.

The representatives of the UNDP COs and supervisors also underlined the learning aspect of the project. As remarked one of them: *„it was a learning while doing experience“*¹⁷.

Deployment of the PwDs as UN Volunteers in a UN HE represented an added value in comparison to other personnel, mostly because it increased the adaptation capability of HEs and of supervisors more specifically in dealing with and integration of the PwDs. Thus, a representative of the UNDP CO mentioned: *„Before this project, I had no idea on how to communicate and manage a person with sensorial disability, but I learned to communicate and to work together with a PwD and to put myself in the shoes of that person. It is a good experience on what means inclusiveness. I will be happy to share my experience with other colleagues, as well.“*¹⁸

The desk review and the consultations with the UN Volunteers and HE revealed that the positions/DOA, created for PwD are at the level of „Officer“, for instance: Analysis Officer, Technical Officer, Coordination and Partnership Officer with the aim to support the UN Volunteers getting good positions in their further career. About 10 out of 13 created posts under the project are covering a diverse range of topics (e.g. media relations, data analytics, operations,) and are not directly linked to disability inclusion and Human Rights issues. However, as underlined the majority (six) of the interviewed UN Volunteers, they would also prefer to gain thematic working experience in some other areas as well (e.g. international development).

While the reasonable accommodation fund was not established, it is worth noting that the main reasonable accommodation measures were implemented and funded for all recruited UN Volunteers based on the individual needs previously identified. Needs that incurred were linked to: accessibility of the offices, special office equipment, documents in certain formats, assistance persons, communication support, transport and housing or orientation training. Discussions towards a sustainable funding solution and mechanism were initiated and a respective SOP was drafted. UNV also drafted a concept note on reasonable accommodation describing the typical kinds of reasonable accommodation (categories and examples, areas,

¹⁷ Key informants` interviews.

¹⁸ Key informants` interviews.

assessment aspects, as well as rough financial estimations). The learnings from experiences with reasonable accommodation are also summarized.

Output 2: UNV established as a knowledge hub on disability right, and as a leader of advancing inclusion of PwDs into the UN system.

In terms of achievements within the output 2, the project performed very well taking into considerations the progress towards initial targets as reflected in the table 5.

Table 5: *Achievements within the Output 2*

Indicator	Target	Progress	Level of achievement
1: Nr of conferences, outreach and promotion events aimed to mobilize UNV with disability in the UN system, and knowledge and best practices sharing through web-based resources and practical guidance materials.	4 conferences, outreach and promotion events. 2018: 2 2019: 2	18 outreach & promotion events delivered. 2018: 12 2019: 6 11 UN Volunteers were mobilized.	Overachieved 450 % 2018 – <i>overachieved</i> 2019 - <i>overachieved</i>
2: Nr of capacity development events, trainings and workshops to build expertise, skills and knowledge on inclusion and disability at UNV, UNDP, receiving offices and volunteers.	4 capacity development events. 2018: 2 2019: 2	28 capacity development events delivered. 2018: 6 2019: 22 About 200 staff members and 11 UN Volunteers were reached.	Overachieved 700 % 2018 – <i>overachieved</i> 2019 - <i>overachieved</i>
3. Nr of partnerships with donors, and with disabled people’s organizations on inclusion of PwDs.	5 partnerships 2018: 3 2019: 2	5 partnerships established 2018: 1 (Foundation) 2019: 4 (fully funding donors) ¹⁹	Achieved 100 % 2018 – <i>not achieved</i> 2019 - <i>overachieved</i>

An analysis of the figures shows that the project delivered an impressive number of outreach and capacity development events, much more than planned. Those actions increased the visibility of the project as the result of some thematic events e.g. web and video campaign and jointly with the International Disability Alliance on the occasion of the International Day of Persons with Disabilities (3rd of December) and increased presence on social media through Twitter, LinkedIn and Facebook.

In addition to outreach events, all DOA/special calls under the project were shared for wider dissemination with a network of about 40 Non-Governmental Organizations (NGOs) and Organizations of Persons with Disabilities. (OPD). As the effect of the outreach efforts, those initiatives attracted new candidates with disabilities and the total number increased to almost 3,000 (compared to: 600 in 2017, 2,000 in 2018). All of them are registered in the UNV’s Global Talent Pool, which has over 200,000 registered candidates from over 150 nationalities,

¹⁹ Fully Funding UN Volunteers enables partners to cover the full costs of UN Volunteer assignments for nationals of their own country serving as UN Volunteers. Funding partners can also fund international UN Volunteers of other nationalities (including from the global South), as well as national UN Volunteers. Fully funded UN Volunteers complete assignments in specific thematic and/or programmatic areas and countries that correspond to the priorities of both UNV and the funding partner.

representing over 100 different professional profiles.

The intervention portfolio on capacity development subcomponent consisted of:

- Elaboration and dissemination through web-based resources and practical guidance and of the thematic informational materials (info notes, flyers, checklists and two handbooks), which provide information on such topics as: inclusive events for PwD, reasonable accommodation and needs of persons with different disabilities, methods for inclusive workshop groups, as well as inclusive guidance.
- Capacity development trainings and consultancy, webinars and individual trainings to about 200 staff members and 11 UN Volunteers with disabilities and their buddies on: preparation of HE and volunteer prior to the deployment and upon arrival of the volunteer or raised awareness on the project and disability inclusion amongst other staff members.

As confirmed during individual and group consultations with the stakeholders, those capacity development actions trainings and briefing sessions strengthened the partnership between UNV and hosting UNDP entities, OPDs, governmental organizations from Germany (Bundesagentur für Arbeit - BFIO and Arbeitgeber-Service für schwerbehinderte Akademiker; GIZ Sektorvorhaben Inklusion, Chamber of Commerce in Bonn) and fully funding donors (Sweden, Finland, Switzerland, France). It further contributed to increasing the national and international deployment of PwDs and somehow to positioning UNV as a knowledge hub on inclusive volunteering. It worth noting that, while the four fully funding donors are new in terms of funding deployment assignments for UN Volunteers with disability, these are all well-established partners of the UNV.

4.3 EFFICIENCY

The efficiency was examined in terms of the overall project costs, implementation of the major project activities and timeliness of the achievements. Some aspects of project management were also considered along the evaluation process.

The evaluation findings show that the technical expertise on inclusiveness, material and financial resources invested in the project (human resources, promotional and informational materials, thematic capacity strengthening interventions) are adequately and mostly sufficiently for reaching the initially planned results.

The project has performed mostly well in achieving the results in a cost-effective manner. Thus, from the total project budget of \$590,000 (BMZ \$540,000 and UNV \$50,000), the expenditure at the initial end of the project (December 2019) represented \$259,592.00 or about 44%, i.e. less than half of the budget. Analyzing the project fulfillment versus the absorption or expenditure rate, it can be concluded that the project managed to reach the majority of the targets with much less resources than anticipated, mostly because of the contributions received from UNDP Office of Human Resources (OHR) and HEs, pro bono capacity development actions, reasonable accommodation support, as well as additional in-kind contributions of UNV

Analyzing the budget breakdown, it can be concluded that the distribution of the costs per outputs is adequate with about 72% of financial resources (\$425,000) for the Output 1 and 20% of the resources (or \$119,800) for the Output 2. This highlights the core element of the project regarding the financial investments. In terms of the project management, it is more complex

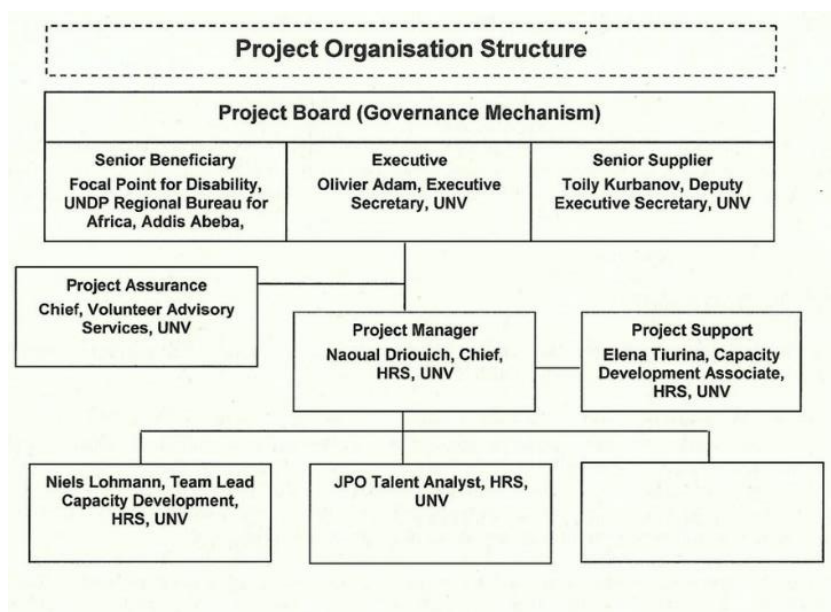
to conclude whether the project was staffed appropriately, as such costs are not indicated in the project proposal. The table on pages 26-27 shows further resources, including staff costs, that were made available during the project time.

Resources are used for the budget lines as planned without significant deviations and the evaluation did not find any alternative solutions, which could be provided at fewer expenses and/ or would be more economical for the project.

In terms of the timeliness of the implementation of the planned activities, the project has significant delays in the first year, due to the delays with the financial installments from the donor²⁰, but mostly managed to catch up during the second year.

The project was non-cost extended twice by the end of June 2020 and by the end of 2020.

Chart 1: *Initial project organization structure*



The initial project organization structure, as reflected in the project document (page 9), is illustrated in Chart 1.

During the implementation, the management of the project was changed due to the staff turnover, but still remained within the HRS of UNV and with the actual JPO Talent Programme Analyst who joined the project in March 2019, after the previous JPO had left 6 months before.

The management of the project was mostly proactive and receptive. However, some of the interviewed UNV and UNDP respondents questioned whether the HRS is the best positioned unit to manage such initiative. In the opinion of the evaluator – perhaps it is not and the explanations were provided above. As for the respective recommendation – see the *Recommendations* part of the report. Evaluation remarked that the donor representative is overall satisfied with the project management, including communication and reporting.

The key driving forces remarked by the interviewed stakeholders and identified by the evaluator are: UNV (particularly HRS) and UNV/UNDP working group, which are pushing the project delivery. However, within the HRS one of the key driving forces identified by the evaluation is the JPO Talent Programme Analyst, who provides proactive, consistent and

²⁰ Second tranche (EUR 200,000) due in April 2018, requested in May, received in October; third tranche (EUR 250,000) due in March 2019, requested in April, received in June.

systematic support and influences positively the inclusiveness process and, subsequently the performance. This was confirmed by the majority of the interviewed respondents, especially by the representatives of the HE and the deployed national and international volunteers.

The fact that the project was developed and is being managed by the HRS, in the opinion of the evaluation represents some advantages and disadvantages. Recruitment, human resources development and deployment are usually the tasks performed by HR units and, in this regard, the project is well positioned. However, the project management is a much more complex than those mentioned and involve a wide range of interlinked processes reflected in the project cycle management, including among other: organization, coordination, partnership building, governance, internal and external communication and accountability, monitoring, reporting, i.e. processes usually handled by a project management unit not by a HRS. These aspects generated additional burden on the HRS of the UNV.

The Project Board was inactive during the regular implementation period (2018-2019), although the monitoring and steering of the project was periodically performed by the UNV senior management. During the non-cost extended period, and following the discussions at the MTM²¹ (7 January 2020) in which project implementation progress was discussed the membership of the Project Board was revised and the project organization structure was amended as follows:

Table 6: *Amendments of the Project Board*

<i>Position in project organization structure</i>	<i>Name</i>	<i>Institution/Position</i>
Senior Beneficiary	Lykke Andersen	UNDP OHR
Project Manager	Miroslava Vavrecanova	UNV, Chief of HRS
Project Assurance	Hendrik Smid	Programme Specialist (Results-Based Management), Executive Office
Senior Supplier	Kyoko Yokosuka	UNV, Chief External Relations & Communications

It is worth noting that the project scores well in terms of monitoring, evaluation and learning (MEL), although it does not have a MEL Advisor. It is mostly due to the robust M&E system of UNV as organization. Thus, the following actions represented the MEL elements of the project:

- Bi-lateral (skype) conversations with offices including the supervisors, staff members and deployed volunteers with disabilities.
- Anonymous survey conducted with offices and deployed volunteers.
- Personal conversations with UNV staff members, involved in the management and recruitment of PwD.
- MTM lessons learnt and reflection session.

²¹ The UNV Management Team consists of the chiefs of sections and the six Regional Managers. Regular meetings are held once a week.

Regarding reporting, both progress reports (2018 and 2019) are well-structured and linked to the existing results framework and set of indicators.

4.4 SUSTAINABILITY

In terms of the likelihood of sustaining the benefits of the project, the achievements at the (pre)final review are particularly important, although the sustainability of the achievements is mostly premature to be assessed. However, evaluator assessed the potential sustainability prospects of the project achievements.

Although some achievements reflect a higher level of sustainability and some are more ephemeral, generally the sustainability prospects of the achievements are in some cases promising, while in other cases fragile and even weak, as described below.

In terms of *policy sustainability*, the project mostly was not focused on influencing policy-making. However, the adoption of the UNDIS represents an excellent opportunity for future similar actions focused on deployment of UN Volunteers with disabilities within the UN system. The drafted standard operating procedures on disability inclusion will have consistent sustainability prospects for undefined period, upon approval and mainstreaming in the ongoing inclusiveness processes. The consultations with the UNDP CO, UN Secretariat and UNDP working group and desk review show that there is a clear will and demand to continue the inclusiveness process in line with the UNDIS. The constructive partnerships with the hosting entities of the project also represent important sustainability prospects and, therefore should not be underestimated. On contrary, these partnerships and networks support not just increase outreach efforts, but also might help to conceptualize and institutionalize best practices for future sharing, learning and development.

In terms of *institutional sustainability*, the project among others was geared towards institutional capacity development of the key actors, such as in HEs and individual capacity development of the deployed UN Volunteers. Evaluation findings show that the institutional and individual sustainability perspectives are promising in terms of knowledge acquired and developed skills on inclusion of the PwD in a multi-cultural environment. It is premature to reflect on the sustainability prospects of the Reasonable Accommodation Fund, because it is not institutionalized yet. However, the project acquired valuable experience in reasonable accommodation and systematization of the achievements, as well as in drafting and adjustment of the procedures and tools, such as SOP and CoS. The SOPs streamline the responsibilities on disability considerations and among other processes cover: forecast and demand generation, description of assignments, registration of applicants, advertisement, confirmation of funds, selection process, preparation of the offer, entry on duty, management of the assignment, reporting on UN volunteers' achievements, re-pooling of the candidates, personal and professional development, virtual education.

Financial sustainability of the project represents a mixed picture. On the one hand, it is promising regarding the strategic priorities of the BMZ, as the key project donor consulted during the project evaluation expressed the willingness to further supporting inclusion of the UN Volunteers with disabilities within the UN system; On the other hand, it is still unclear whether UNDP COs will be willing to make use of their own funding to continue assignments of UN Volunteers with disabilities. Thus, some Host Entities are planning to extend the agreements with the UN Volunteers on their own resources (e.g. UNDP CO Vietnam), while others were not yet able to provide an answer in this regard.

Regarding mobilization of the financial resources for project related actions, table 7 presents the results of the efforts of UNV.

Table: 7 Contributions mobilized in favor of actions undertaken as part of the BMZ-funded project.

<i>Donor</i>	<i>Contribution</i>	<i>Value (\$)</i>
BMZ - Germany (as per project document)	Project funds	540.000
BMZ	1 JPO dedicated to supporting project implementation.	146,673
UNV (as per project document)	Project funds	50.000
UNV (additionally)	Project manager and staff, mainly in HRS and VSC implementing the project.	Staff time
International Disability Alliance (IDA)	Webinars, advisory services	Staff time to support one career event and outreach
UNDP OHR	On-boarding and learning component of the UNDP-UNV <i>Talent Programme</i> .	2,828.38 (1,414.19/year)
	Video Conference training for offices participating in the UNDP-UNV <i>Talent Programme</i>	12,600 Materials, delivery, feedback - 4,800 (Senior Staff: 24 hours * 200); 13 two-hours trainings - 7,800 (Project Lead: 26 hours * 300)
	CART Services and Sign Language Interpretation at the video conference trainings	2,573.55
	In average 1 staff member participated in working group meetings 1,5 hour/month; 1 staff member - bi-weekly call of 1 hour with JPO. Project communication.	Staff time
UNDP Host Entities	Co-funding of Talent Programme assignments	38.500

Analysis of the information reflected in the table leads to the conclusion that besides the main donor - BMZ, both partners UNV and UNDP (OHR and HEs) provided financial and in-kind support during the project implementation. This highlights co-funding dimension of the partnership described below, but also reveals the financial sustainability prospects.

Table 8 illustrates the gathered contributions, which are not related to the BMZ-funded project, which illustrates UNV's efforts to consolidate sustainability prospects, to diversify funding by adding a new dimension (deployment of the PwDs as UN Volunteers) to the existing partnerships with the donors and, subsequently increasing the number of the UN Volunteers deployed in the UN system.

Table: 8 Contributions not related to BMZ funded project

<i>Donor</i>	<i>Contribution</i>	<i>Value</i>
Denmark	JPO	USD 150.000
Sweden	FF 15 NUNV specialists serving in their own country, 3 IUNV specialists	USD 500.000, USD 240.000
Switzerland	3 IUNV specialists	USD 210.000
France	IUNV specialist (2years)	USD 140.000
Finland	IUNV specialist	USD 70.000

Environmental sustainability was not specifically targeted by the project, as the initiative was designed as non-environmental intervention. Additionally, the final evaluation did not remark any actions, which would produce harm or affect the environment.

4.5 PARTNERSHIP

The project document sets: *„The UNV project team will work closely with the larger UNDP-UNV Working Group managing the UNDP-UNV Talent Programme for young professionals with disabilities. A dedicated project team will operate as part of the Human Resources Section at UNV Headquarter to ensure ownership, focus and close working relationship with UNDP Office of Human Resources, who is the focal point at UNDP for the Talent Programme and ensures linkages to the UNDP offices, to which participants will be deployed.”*²²

The same document stipulates that the project will build partnerships for greater inclusion of PwDs into UN workforce: *„UNV will engage a range of partners from the UN, civil society and government entities, including from Germany to ensure that existing best practices are observed and leveraged during the project implementation.”*²³

The partnership framework was defined in the project document as described above. There is no specific partnership agreement signed between UNV and UNDP on project or programme implementation. Nevertheless, as the consultations with the stakeholders and the desk review revealed, the collaboration aspects were governed by the general norms of the CoS, which among other aspects sets: general provisions for deployment, appointment of the UN Volunteers, medical and (social) security, allowances, reporting, completion of assignments.²⁴

Evaluation findings show that the project was and still is implemented by UNV in close, strategic but also operational partnership with UNDP through all the phases of the deployment cycle, including recruitment of the volunteers for national and international deployment. The UNV project team indeed communicates systematically and cooperates closely with the UNDP CO

²² Project document. *UNV Talent and capacity development programme for an inclusive UN System for persons with disabilities*. Page 4.

²³ Ibidem. Pages 3-4.

²⁴ For additional information please see:

[www.unv.org/sites/default/files/International UN Volunteers Conditions of Service 0.pdf](http://www.unv.org/sites/default/files/International_UN_Volunteers_Conditions_of_Service_0.pdf)

and within the working group. Co-funding aspects were described above (See *Sustainability* part of the report).

In terms of partnership with other actors, the project established contacts and/or strengthened cooperation with different stakeholders such as:

- UN entities in addition to UNDP: UN Secretariat, United Nations Population Fund (UNFPA), United Nations Children's Fund (UNICEF), United Nations Office for Project Services (UNOPS), UN Chief Executives Board for Coordination, UN Women, International Labour Organization (ILO), as well as United Nations Educational, Scientific and Cultural Organization (UNESCO);
- OPDs and NGOs such as: International Disability Alliance (IDA), National Organization of Persons with Disabilities (NOD) and Behinderung und Entwicklungszusammenarbeit e.V. (Bezev);
- Governmental organizations from Germany (Bundesagentur für Arbeit - BFIO and Arbeitgeber-Service für schwerbehinderte Akademiker; GIZ Sektorvorhaben Inklusion, Chamber of Commerce in Bonn), as well as
- Fully funding partners as described above.

These partnerships and networks positively influenced the dissemination of the thematic information and increased the visibility and effectiveness of the outreach efforts, but also contributed to sharing the good practices and institutionalisation of the knowledge management.

PART V. CONCLUSIONS AND LESSONS LEARNT

This chapter of the final evaluation report summarizes key conclusions and lessons learnt based on the analyses of collected data and elaborations along the *Relevance, Effectiveness, Efficiency, and Sustainability* evaluation criteria.

5.1 Conclusions

Overall conclusion on the analyzed aspects of the project is mostly positive, based on the evidence collected from the desk review and analyzed reflections shared during the interviews with the key informants engaged within implementation.

The project represents a pilot global initiative and a complex intervention, which involves several UNDP offices, UN Secretariat and UN Volunteers with disabilities from different countries and regions. The project is relevant and reflects the thematic priorities of the 2030 Agenda for Sustainable Development and it is aligned to the SDGs, UNDIS, as well as Strategic Framework of the UNV. The HRBA and the LNOB principle are well incorporated in the project design.

The project is consistent in terms of results - based approach with a set of results, baselines, targets, milestones and performance indicators. Both project outputs are linked to the outcome and are without significant gaps. The majority of the output indicators are quantitative and some of the sub-indicators are missing. There are also some inconsistencies in using the terminology in case of partners. The cross-cutting issues, such as gender aspects are not incorporated in the project design but are reflected in the second progress report.

Project performed mostly well and (over)achieved majority of its targets, despite significant delays during the first year determined by the financial installments. The effectiveness and efficiency are the key strengths of the project judging the fulfillment towards its targets and the absorbed resources. Thus, the project overachieved its targets in terms of deployed UN Volunteers, involved host entities (UNDP CO/ UN Secretariat), delivered capacity development actions and promotional and outreach events. It achieved the target in terms of established partnerships and is behind the schedule with the establishment of the Reasonable Accommodation Fund, despite on-going thematic discussions and drafted SOPs. Still the reasonable accommodation needs of the deployed volunteers were addressed regardless of the bottle-necked fund establishment.

National deployments went more smoothly than the international ones and generated some good practices and a higher level of satisfaction of deployed UN Volunteers and of the hosting UNDP CO/ UN Secretariat. National UN Volunteers remarked tangible benefits in term of learning and inclusion. The same is valid in case of hosting entities.

In case of international deployments, the challenges and even difficulties turned to be greater than anticipated in the project proposal. In two cases out of three they affected international UN Volunteers, but also the hosting entities. One out of three international deployment went smoothly and can be perceived as good practice, while two others generated valuable lessons described in the evaluation report.

Analyzing the project fulfillment versus use of financial resources the project managed to reach the majority of the targets with much less resources than anticipated. The distribution of the costs per outputs is adequate and resources are used for the budget lines as planned without

significant deviations. The evaluation did not find any alternative solutions, which could be provided at fewer expenses and/ or would be more economical for the project.

Sustainability prospects of the achievements represents a mixed picture. Thus, in terms of policy sustainability, the prospects are promising, while in terms of institutional and financial sustainability the perspectives are in some cases partially promising and in some cases weak or prematurely to be assessed.

5.2 Lessons Learnt

Regardless of the project performance, there is always room for improvement. Usually, any aspect or approach, which did not fully work as expected or functioned surprisingly well, represents and delivers a lesson, which normally should be learned.

Thus, based on the evaluator's review of project documents, interviews with the key informants, and analysis of the performance-related information, evaluation suggests the following lessons that may be of value to UNV/UNDP and other stakeholders:

1. There is no *one size fits all* approach when it comes to inclusiveness and reasonable accommodation requirements of the PwD. Each person with disability has different reasonable accommodation needs. Therefore, while assessing the readiness and accessibility of the HE, as well as drafting the DoA and CoS and providing capacity development support, it is important to bear this in mind. In this regard individual capacity development and orientation assistance are more efficient, than the group actions. The exceptions are some general topics, which are valid regardless of the disabilities, such as team building for instance. This also means that in future similar actions, much more individual assistance is needed, which will increase the burden on the UNV project staff. Again, it is important to take into consideration both at the project design phase, but also during the project development.
2. *A change-oriented project needs a Theory of Change* approach, which would reflect the desired change, the causal *if... then....* link and would explain the key assumptions about what will change, for whom and how it will happen. Evidenced based assumptions should include consideration of internal factors (relating to project design and implementation) and external factors (relating to other partners, stakeholders and contexts) that will be critical for achieving expected changes.
3. *Reasonable accommodation fund is a complex issue, which implies financial, institutional and sustainability aspects.* Therefore, it needs a more consistent analysis in terms of feasibility, setting, management, which require more efforts and time. Project illustrated that the reasonable accommodation needs of the deployed UN Volunteers were addressed even without having a sustainable RAF in place.
4. *International deployments of the volunteers with disabilities, as a rule, generate more logistical and integration challenges and are much more demanding than the national ones.* They increase significantly the burden on the hosting entity and project implementing team/agency and require significant efforts, time resources, as well as adaptability of both HE and UN Volunteer. This should be envisaged during the project design phase, while setting the targets, defining the criteria for

international deployment, drafting the DoA, assessing the expected workload of the project team etc.

The evaluator recognizes that there might be additional project specific lessons. Some of them were already well identified, analyzed and discussed by UNV during their monitoring and reflection sessions. Nonetheless, the evaluator has restricted himself to four lessons that are overarching and that are the most striking. As “basic” the lessons learned may be, their application offers the opportunity for UNV, UNDP and other stakeholders to increase the relevance, effectiveness, and efficiency of the interventions in other future similar actions.

PART VI. RECOMMENDATIONS

This part of the evaluation report provides a manageable number of ten recommendations based on the findings and conclusions of the final evaluation and are set forth for UNV and its partners to use in a follow-up initiative, if this is considered most feasible. Recommendations are developed and explained by the evaluator to his best professional judgment following analysis of the gathered data and consultations with the key stakeholders.

6.1 General framework of the recommendations

The table presents the general framework of the final evaluation recommendations.

N	Recommendations
Rec. 01	<i>Capitalize on achievements and scale up the project in terms of volunteers and UN entities.</i>
Rec. 02	<i>Adjust the eligibility criteria and Descriptions of Assignments.</i>
Rec. 03	<i>Improve the project design aspects and develop a Theory of Change.</i>
Rec. 04	<i>Keep both national and international deployments, focus more on the national assignments, but do not exclude international deployment.</i>
Rec. 05	<i>Include UNV as hosting entity and promote inclusion by example.</i>
Rec. 06	<i>Set up a project management unit.</i>
Rec. 07	<i>Update the UNV policies on inclusiveness to reflect the drafted SOPs and to enhance sustainability of the RAF in case it gets established.</i>
Rec. 08	<i>Systematize the readiness assessment of the HE, tailor capacity development and reinforce it by using generated good practices.</i>
Rec. 09	<i>Establish a representative and functional Board.</i>
Rec. 10	<i>Establish a disability inclusion fund and develop a financial sustainability plan.</i>

6.2 Detailed recommendations

Below all recommendations are explained, which, as to the evaluator, could enhance the relevance and performance, stimulate learning and consolidate the sustainability prospects. The order of the recommendations does not reflect their value or importance.

Rec. 01 *Capitalize on achievements and scale up the project in terms of volunteers and UN entities.*

It is recommendable for UNV to continue deployment of the UN Volunteers with disabilities. UNV should capitalize on the achievements and increase the coverage and the targets, especially the number of deployed volunteers with the disabilities.

UNV gained implementation experience and performed mostly well on a pilot phase. UNV should maintain and further develop its strategic partnership with UNDP, but at the same time increase the coverage, sensitize and set up partnerships with other UN entities (UNICEF, UN WOMEN, ILO, UNFPA etc.), i.e. the UN system, as such. This would be in line with the UNDIS, which requires from each UN entity to undertake thematic actions and to report on the strategy based on the UNDIS indicators.

For UNV it represents a good opportunity to share and replicate its experience on disability inclusion, to take the leadership and to establish and consolidate productive partnerships, which will contribute to implementation of UNDIS.

It is advisable to develop the Concept Note for the next phase during the non-cost extension period. The recommendations of the final evaluation might be useful in this regard.

Rec. 02 Adjust the eligibility criteria and Descriptions of Assignments.

Remove the age limit of 35 years for UN Volunteers with disabilities, extend the type of disabilities and include the persons with other types of disabilities than mobility and sensorial disabilities. The model of disability provided by the World Health Organization might be an option.²⁵

The BMZ-funded project generated some good practices (e.g. in UNDP CO of Armenia, Ukraine and Zambia), when deployed UN Volunteers performed well in other areas. Still important to consider that the outlined tasks in the DOA should both reflect the need of HE, but also to correspond to the required experience.

Rec. 03 Improve the project design and develop a Theory of Change.

Eliminate the gaps described in the relevance part of the report regarding terminology, update the set of performance indicators at the output level and add the qualitative indicators, such as: (sub-) indicators for measuring the sustainability of the reasonable accommodation fund and partnerships, or satisfaction level of both of HE and deployed volunteers etc. A qualitative indicator is useful only in case when there are chances that the relevant data will be available. Therefore, while designing the set of indicators it is important to reflect on the question: To what extent will we be able to gather the necessary data?

Increase the genders sensitiveness of the project: set gender sensitive indicators and targets for instance for deployment of UNV Volunteers and/or for outreach; reflect the gender dimension in the employment and steering of the project; gender balance in training programmes; present gender disaggregated data in reports.

It is recommended to develop a Theory of Change (ToC). In addition to the provided explanations²⁶, as the name suggests, a ToC is a hypothesis of how we think change occurs. The ToC is essentially a description and illustration of how and why a desired change is expected to happen in the individual/organizational/country or global context. Therefore, it is advisable to develop an appropriate ToC and to introduce change-related questions in the monitoring templates. Subsequently, there is a need to monitor to what extent the initial assumptions are still in place and to what extent the changes are generated by the project as predicted in the ToC. While analyzing the generated change, it is advisable to analyse also the aspects related to individual and organizational resistance to change, if any. UNV might find useful ADKAR model in this regard, which can be integrated in the capacity development sessions of the project.²⁷

²⁵ For additional information: www.who.int/health-topics/disability#tab=tab_1

²⁶ See the Conclusions and Lessons Learnt part of the evaluation report.

²⁷ The ADKAR Model is a goal-oriented change management approach that guides individual (might be applicable for UN Volunteers) and organizational change (might be applicable for HE and UNV). ADKAR is an

The Evaluation noted that the UNV's reporting template is mostly results-based, according to the performance indicators and changed-oriented, which is commendable. However, the recommendation is to reflect in the reports both changes at the *individual* (deployed UN Volunteers, supervisors) but also at the *institutional level* (hosting entity and UNV). Changes might be at the perception/awareness level, desire/will level, knowledge/information level, skills/capacities, organizational/institutional level or country/policy levels. In other words, the challenge would be to shift the reporting style alongside with the format from the *action language to change language*. It is also recommendable to highlight changes in the reports that were captured by internal assessments and the *voices* of the final beneficiaries.

Rec. 04 *Keep both national and international deployments, focus more on the national assignments, but do not exclude international deployment.*

The pilot phase of the project illustrated that the national deployments went smoothly and generated positive results. Generally, domestic deployments have some advantages in terms of the inclusion of the UN Volunteers with disabilities, considering similar country and cultural context of both UNV and HE, which facilitates their orientation and interaction of the actors. Therefore, the next phase of the project should preponderantly focus on the strengths, i.e. on national deployment of the UN Volunteers with disabilities.

This recommendation should not lead to exclusion of the international assignments from the project design. On the contrary, as remarked in the *Lesson Learnt* sub-chapter of the report, the challenges encountered by the project during two international deployments should be taken into consideration during the next phase of the project, while planning other international assignments.

It should be also kept in mind that the conclusions about the international deployment were drawn based on the very small number of project assignments (three) and might be less relevant or even irrelevant for a future larger number of international UNV deployments. International deployment contributes to benefits of inter-cultural collaboration, which is in line with the core concept of the United Nations' approach of encouraging diversity and increasing the tolerance and inclusiveness, but it might also generate several challenges for the involved actors. It requires a certain level of readiness of both Host Entity and UN Volunteer and, unlike the national assignment, might be substantially influenced by the (limited) international experience of some PwDs due to difficulties to easily travel and accommodate abroad, mismatch of expectations and misunderstanding of responsibilities of the HE and the UN Volunteer. In terms of inter-cultural differences remarked by some of the interviewed stakeholders, they are valid for all types of international assignments not just those regarding the deployment of the PwDs. At the end of the day, it might create more unexpected harm than expected benefits, which might demotivate the UN Volunteer, but also the HE. The recommendation is to set up some preconditions or more specific selection criteria for the international deployment in an attempt to diminish the risks and negative consequences. For

acronym that represents the five tangible and concrete outcomes that individuals and organizations need to achieve for lasting change:

Awareness – of the need for change,

Desire – to support the change,

Knowledge – of how to change/act,

Ability – to demonstrate needed skills and behaviours,

Reinforcement – to make the change sustainable.

For additional information, please see: www.prosci.com/adkar/adkar-model

instance, in some cases the international deployment might be supported as the 2nd phase, after the national one or if, at least one of the actors (UN Volunteer or HE) had a previous international deployment experience.

Regarding the international deployment of PwDs in NYC or in other expensive locations – higher financial costs of international deployment, should not represent a reason for exclusion.

Rec. 05 *Include UNV as hosting entity and promote inclusion by example.*

Usually, the best way to influence others is to influence by example. In other words, it is advisable for UNV to act as a hosting entity, as well and this should be reflected in the project document. In such a way, the UNV will struggle both to increase the deployment rate of the PwD within the UN system and within the own organization.

Subsequently, it is recommendable for the next phase of the project to set distinct volunteer deployment targets for UN system and for UNV or a general indicator/target for the UN system and a sub-indicator for UNV.

Rec. 06 *Set up a project management unit.*

This recommendation is not in line with the actual set up and the existing organizational philosophy of UNV, which is not a project or programming-based organization.

However, it is suggested by the evaluation as a potential solution to adjust the situation when a UNV section (in this case the HRS) has the responsibility for managing the project, which goes beyond their regular duties. It is also advisable given the promising perspectives of the project-based actions, such as the one financed by BMZ. It is not about shifting the leadership from HRS to another section, because regardless of the section, it will still face the same challenge - managing a project, which goes beyond its regular duties.

The project management unit (PMU) might be set within the HRS, but it should be adequately staffed and reflected in the budget. It is important, to make sure that sufficient human and financial resources are allocated for the scale-up phase, when the targets and, subsequently the workload will be increased, and much more individual assistance will be needed for inclusive assignments. Subsequently, the inclusion focal point, should be also part of the PMU.

Rec. 07 *Update the UNV policies on inclusiveness to reflect the drafted SOPs and to enhance sustainability of the RAF in case it gets established.*

Usually it is vice-versa, the SOPs are developed to facilitate adequate implementation of the policies. There is a need for a more consistent cooperation between the UNV sections in this regard, and especially a greater involvement of VSS. A thematic senior management decision in this regard is needed.

The Conditions of Services should specify social inclusion aspects, particularly disability inclusion issues in case of deployment of the UN Volunteers with disabilities. In such a way, it will not be a gap between the SOPs and the CoS, on contrary both documents will be aligned.

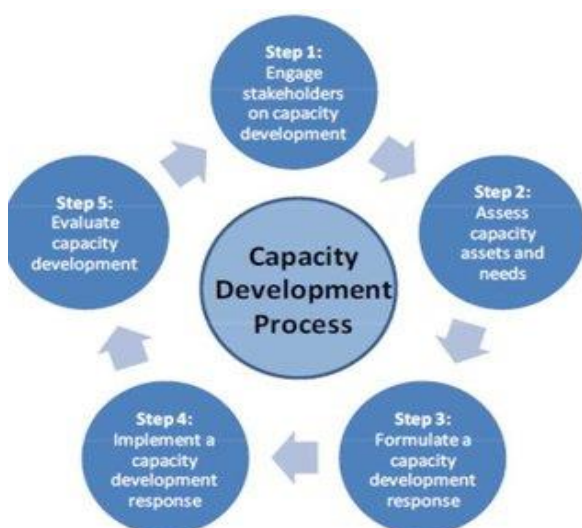
Rec. 08 *Systematize the readiness assessment of the HE, tailor capacity development and reinforce it by using generated good practices.*

This is a complex recommendation, which can be easily divided in three parts focused on: readiness assessment, capacity development and using good practices. An important component is tailored capacity development.

Tailoring might be depending on the: 1) type of participants: (UN Volunteers, hosting entities and both group of actors) and 2) format (group events versus individual sessions). Project implementation revealed that there is a necessity to focus more on individual capacity development, because the needs of the UN Volunteers are different.

Therefore, the capacity development should represent a consistent and step-by-step approach, such as: 1) capacity needs assessment, 2) capacity development plan, 3) adequate human and financial resources allocation, 4) step-by-step implementation and 5) assessment of the capacity development. The UNDP's *Five Steps of the Capacity Development Cycle* shown in Figure 5 might be useful. Each step or stage has its own distinct actions, tools and deliverables.

Figure 5: *Five Steps of the Capacity Development Cycle*



Again, in this regard what might be useful is a UNDP capacity development source entitled - *Capacity Development A UNDP Primer*²⁸, which describes several important aspects, such as: Three levels of capacity development, which should be targeted; Elements of UNDP's approach to capacity development; Capacity development areas, as well as the core issues and the indicative activities per each of them.

One cognitive recommendation is to distinguish between the terms „*capacity building*” and „*capacity development / strengthening*”, because the project documents and informational sources use both terms as similar and they are not. Thus, the first term means building the capacity from the scratch, because we assume that there are no any capacities, i.e. the baseline is “0”; while the second one recognizes that there are some capacities already, i.e. the baseline is not “0” and it is about development of the existing capacities.

²⁸ For additional information: www.undp.org/content/undp/en/home/librarypage/capacity-building/capacity-development-a-undp-primer.html

Rec. 09 *Establish a representative and functional Board.*

Both Governance and Management arrangements are important and should be functional. The project, especially the pilot one, needs a proactive project implementation team responsible for delivery, but also an active and representative Board. The Board is needed to govern and steer the project, i.e. to review periodically and systematically the progress against timeline and deliverables and to advise the strategic adjustments to be made in response to any risks and delivery constraints or challenges. Given the multi-year productive partnership with UNDP in UN Volunteer deployment, it is advisable to include further UNDP representatives in the Board.

This recommendation is valid not just for the next phase of the project, but also for the actual extended period. Thus, it is advisable to organize at least two Board meetings by the end of 2020. The first meeting might take place in the near future (as mentioned in the Amendment of the membership of the Project Board) to discuss the results and recommendations of the final evaluation, as well as the management response and some other project related issues, and the second one – at the end of the extended period to analyse and approve the concept note for the next phase of the project.

Rec. 10 *Establish a disability inclusion fund and develop a financial sustainability plan.*

Despite the valuable deployment experience of the UN Volunteers and positive public image remarked by the interviewed stakeholders, UNV still does not have a provision in place to sustainably cover additional costs related to deployment and management of UN Volunteers with disabilities. This fact limits UNV's interventions and affects enabling of the PwD to serve as UN Volunteers.

Therefore, this recommendation goes beyond the project framework. Thus, for increasing the financial sustainability and diversification of the financial sources, it is highly recommendable to: 1) establish a Disability Inclusion Fund (DIF), not just a RAF, as planned in the project document and 2) develop a Financial Sustainability Plan at least for 3-5 years.

Establishment of the RAF will cover the reasonable accommodation costs during the assignments (assistance, aids etc.), while establishment of the DIF would allow a more comprehensive funding covering of further inclusion related costs, such as: outreach activities and UNV staff working on disability inclusion. In other words, the DIF will include the RAF.

Both dimensions (DIF and Financial Sustainability Plan) are important, because a fund without an articulated financial sustainability vision, will not be effective, and a financial plan without an adequate setting is simply a sheet of paper. Both dimensions are inter-linked, but still require different types of actions and deliverables:

- Fund establishment – legal setting aspects, policy framework, chart, accountability, governance, management procedures, human resources issues etc.
- Financial Sustainability Plan: current financing, identification of the funding sources, financial/funding estimations and targets or milestones per year, planning the actions to be taken, responsible bodies, key performance indicators on financial sustainability (e.g. diversity of funding sources, duration/longevity of funding; core operations

coverage, ability to bring new donors), key risks and mitigation measures, monitoring and assessment of the financial sustainability etc.

The Evaluation noticed that UNV is looking for solutions and has undertaken some steps in this regard, for instance several internal consultations, drafting the info notes, assignment of the responsible UNV sections with the development of draft concepts, which is commendable.

PART VII. ANNEXES

Annex 1: Evaluation Matrix

Evaluation Criteria	Key questions	Sub-questions	Type of Indicators	Indicators related to EQs	Sources	Tools/Methods
Relevance & Coherence	How relevant and coherent is the project with the thematic priorities globally, in the involved countries and with UNV's priorities?	How relevant and coherent is the project for/with the SDGs/ Agenda 2030?	Mainly qualitative Partially quantitative	Confirmation of external coherence and relevance by the stakeholders. Linkages of the project with the priorities of the UN CO countries. % or number of countries, which find full approximation relevant. Degree of involvement /participation of the UNDP CO/RH in the project events/actions.	Written project and thematic policy documents. Stakeholders of the project. Evidenced-based statements and opinions expressed by the project stakeholders.	Analysis of the project documents, progress reports and strategic thematic documents on disability inclusion and UN development priorities. Remote key informants Interviews (KII), Focus Group discussions Desk review KII, FGD with project stakeholders
		To what extent the objective and design of the project are suited to meet UNV's strategic goals and priorities?	Mainly qualitative	Internal coherence of the project. Consistency of the linkages of the project with the UNV priorities.	Project documents and strategic documents of UNV.	
	To what extent have the types of actions funded under the project been relevant and consistent for achieving the expected results?	To what extent the results were achieved due to the implemented activities?	Mainly qualitative Partially quantitative	Confirmation of relevance by representatives of the beneficiary countries. % of respondents, which find it relevant. Evidences of the causality inter-linkage between the actions delivered by the UNV project and changes generated.	Project documents. Evidences of increased capacities expressed by the beneficiaries and reflected in the documents.	Analysis of the project documents, progress reports. KII, FGD with project stakeholders
		Are there any significant project design gaps?				
	To what extent the project design is consistent in terms of results based and human rights based approach (HRBA) and LNOB?	To what extent the results` chain is interconnected with the targets and indicators? To what extent the project targeted <i>duty bearers</i> and <i>rights holders</i> ? To what extent the LNOB aspects were reflected in the project?	Mainly qualitative	Consistency and focus of the project approach in terms of RBM, HRBA and LNOB.	Project proposal, logframe, results` framework. Thematic guidelines on RBM, HRBA and LNOB.	Analysis of the project documents. Analysis of the project documents.
	To what extent the cross -cutting and (intersectional) issues were considered?	To what extent the cross cutting issues (gender and most excluded sub-groups of	Qualitatively	The degree of inclusion of the cross-cutting issues in the project framework (objectives,	Project proposal, logframe, results` framework.	

Evaluation Criteria	Key questions	Sub-questions	Type of Indicators	Indicators related to EQs	Sources	Tools/Methods
		PwD) were reflected in the project design, monitoring and reporting?	Quantitatively	expected results, indicators, data base).		
	What are the key lessons, which should be learned the project design?	<p>What should be learned from the design of the logic of intervention?</p> <p>What worked well about streamlining of tasks? What didn't and why? What can be learned?</p> <p>What are the key conclusions and learnings in terms of the applied eligibility criteria (age limit, experience, kind of disability) for UNV Volunteers? How should the eligibility be adjusted in future?</p>	Mostly Qualitatively	<p>Flexibility of the project in terms of doing, learning, proving and improving.</p> <p>Relevance of the eligibility criteria.</p>	Project documents, key stakeholders.	KII, FGD with project stakeholders
Effectiveness	To what extent have the expected results been or are likely to be achieved by the end of the UNV Project?	<p>To what extent the project:</p> <ol style="list-style-type: none"> Contributed to the UNDP/UNV Talent Programme for Young Professionals with Disabilities by supporting UN Volunteer deployments; Strengthened UNV's capacity and ability to mainstream deployment of UN Volunteers with disabilities in the wider UN system; Contributed to UNV becoming a knowledge hub on the inclusion of PWD into the UN workplace and workforce. 	Qualitative Quantitative	<p>Project fulfilment, i.e. effectiveness in reaching the expected results.</p> <p>Nr of deployed UN Volunteers.</p> <p>Nr of the UNDP entities (CO and RH) hosting UN Volunteers with disability.</p> <p>Evidences of increased capacity of UN system to include PwDs in its workforce.</p> <p>Establishment and functionality of the fund for reasonable accommodation.</p>	<p>Progress reports</p> <p>Survey questionnaires checklists.</p> <p>Project stakeholders</p>	<p>KII and FGD with stakeholders</p> <p>Desk review of the secondary informational materials and documents</p> <p>Desk review KII and FGD with stakeholders</p> <p>Desk review KII and FGD with stakeholders</p>
	To what extent has the project promoted positive changes towards the inclusion of PwDs within the UN system? Were there any unintended effects?	<p>What is the comparative advantage and added value of a PwD volunteering in a host UN entity in comparison to other personnel?</p> <p>How did the project adapt to (unforeseen) external and internal factors?</p>	<p>Qualitative</p> <p>Quantitative</p> <p>Mostly Qualitative</p>	<p>Positive changes and added value generated by the UNV project</p> <p>Nr of mobilization and capacity development events on inclusion of the volunteers with disabilities.</p>	<p>Project documents, Stakeholders of the project.</p> <p>Project documents, Stakeholders of the project.</p>	<p>Desk review KII and FGD with stakeholders</p> <p>Desk review KII and FGD with stakeholders</p>

Evaluation Criteria	Key questions	Sub-questions	Type of Indicators	Indicators related to EQs	Sources	Tools/Methods
	<p>What are the major factors influencing the achievement or non-achievement of the objectives?</p> <p>What should be adjusted, dropped off or reinforced to deliver better results?</p>	<p>What should be done to make sure that the project does not create demand that cannot be fulfilled?</p> <p>Shall the similar projects focus on the national assignments in future? What should be the balance national versus international assignments?</p>	<p>Qualitative Quantitative</p> <p>Mostly Qualitative</p> <p>Qualitative Quantitative</p>	<p>Positive or negative unintended effects of the project.</p> <p>Amount, kind and degree of influence of the internal and external factors (enablers and barriers) on achievements.</p> <p>Learning and improvement of the project framework.</p>	<p>Project documents, Stakeholders of the project.</p> <p>Project documents, Key stakeholders.</p> <p>Stakeholders of the project.</p>	<p>KII and FGD with stakeholders</p> <p>Desk review KII and FGD with stakeholders</p>
Efficiency	To what extent were the activities cost-efficient?	To what extent were the available resources (human, financial, materials, time) used efficiently?	Qualitative Quantitative	<p>Cost of the activities related to the results achieved.</p> <p>Costs per outcome versus key achievements.</p> <p>Costs to be made by stakeholders besides the costs of the action.</p>	Financial reports and financial narratives versus achievements described in the progress reports.	<p>Desk review</p> <p>Interviews with UNV team.</p>
	To what extent were activities delivered on time?	Where there any delays in delivery? If „Yes”, why?	Quantitative	<p>Percentage of the timely project fulfilment.</p> <p>Reasons for delays & Effects of delays</p> <p>Role of the actors in the delay and factors for delay.</p>	Annual work plans versus progress reports	<p>Desk review</p> <p>Interviews with stakeholders, incl. UNV project team</p>
	What are the project’s response mechanisms?	<p>What are the key driving forces of the Project?</p> <p>How the project reacted to changing environments?</p>	Mostly Qualitative	<p>Receptiveness and flexibility of the project.</p> <p>Project adaptability.</p> <p>Influence of the KDF.</p>	Annual work plans versus progress reports	<p>Desk review</p> <p>Interviews with stakeholders, incl. UNV project team</p>
	What should be done to increase the efficiency?	Shall the project target Headquarter-based assignments in future, especially in NYC and other expensive places?	Mostly Quantitative	Replicability and coverage of the project.	Stakeholders of the project.	Interviews with stakeholders, incl. UNV project team.
Sustainability	What are the sustainability prospects of the project?	<p>To what extent the benefits and the achievements of a project are continuing after the project completion?</p> <p>What are the 1) <i>Policy sustainability</i>; 2) <i>Institutional sustainability</i> and 3) <i>Financial sustainability</i> perspectives?</p>	Mostly Qualitative Partially Quantitative	<p>Nr of UN Volunteers which are still continuing in the UN system.</p> <p>Evidences of the sustainability prospects.</p> <p>Degree of use of the increased knowledge and enhanced</p>	<p>Progress reports, visual adds.</p> <p>Documents regarding the project areas.</p> <p>Financial plans, Decisions or other commitments.</p>	<p>Analysis of the programme documents.</p> <p>Interviews with the stakeholders.</p>

Evaluation Criteria	Key questions	Sub-questions	Type of Indicators	Indicators related to EQs	Sources	Tools/Methods
		<p>Shall UNV still target a reasonable accommodation fund? Why? If `Yes`, what are the key suggestions in terms of setting, financial sources?</p> <p>What types of resources are needed? For what?</p>		<p>capacities on inclusiveness of PwD;</p> <p>Will and commitments of the UN entities to support inclusion of the UNV volunteers.</p> <p>Sustainability, and, eventually adjustment of the idea of the reasonable accommodation fund.</p> <p>Financial planning guidelines.</p>	Stakeholders of the project.	
	What were the major factors, which influenced the sustainability of the UNV project?	How and why those factors influence project sustainability?	Quantitative Qualitative	Nr, type and complexity of the factors	Project reports and key stakeholders	Analysis of the project documents. KII with the project stakeholders.
Partnership	What were the partnership arrangements and how did they work?	What worked well and what didn't in terms of partnership with UNDP and other actors?	Quantitative Qualitative	Partnership framework of the project. Effects of cooperation of UNV and UN Agencies and other actors.	Project documents and progress reports. Key stakeholders	
	What can be learned and adjusted from the partnership experience?	<p>How to go about the UNV-UNDP partnership in future? What to learn from experiences for the future?</p> <p>Shall the project have a 2nd partnership meeting? If Yes, which scope should it have, whom to invite?</p> <p>Shall the project widen up to further UN Agencies? If yes, in frame of separate project or without?</p>	Quantitative Qualitative	Extension of the partnerships, replicability and sustainability of the project.	Key stakeholders	

Annex 2: List of consulted stakeholders

Nr	Name	Organisation/ Locality	Position/Role in Project
1	Niels Lohmann	UNV project team, Bonn	Team Leader Capacity Development
2	Miroslava Vavrecanova	UNV project team, Bonn	Chief of HRS, Project Manager
3	Rebecca Daniel	UNV project team, Bonn	Programme Analyst
4	Naoual Driouch	UNV project team, Bonn	Ex-Chief of HRS, ex-Project Manager
5	Namchok Petsaen	Thailand	UN Volunteer
6	Huong Dao Thu	Vietnam	UN Volunteer
7	Moses Chubili	Zambia	UN Volunteer
8	Olga Altman	Dominican Republic	UN Volunteer
9	Vibhu Sharma	India	UN Volunteer
10	Gift Govere	Zimbabwe	UN Volunteer
11	Anima Acharya	Nepal	UN Volunteer
12	Yurii Chernukha	Ukraine	UN Volunteer
13	Paul Chitengi	UNDP Zambia	Supervisor, UN Coordination specialist
14	Ruth Fernandez	UNDP Dominican Republic	Supervisor, Inclusion & Human Rights Advisor
15	Tafadzwa Musingi	UNDP Zimbabwe	Supervisor
16	Yuriy Savko	UNDP Ukraine	Supervisor, Programme Analyst
17	Artem Danylchenko	UNDP Ukraine	Supervisor, Procurement Analyst
18	Natalia Karkanitsa	UNDP Belarus	Supervisor
19	Kiryl Stsezhkin	UNDP Belarus	Supervisor
20	Catherine Phuong	UNDP Vietnam	Supervisor, Assistant Resident Representative Governance and Participation
21	Celine Ancelet	UN Secretariat, New York	Supervisor
22	Sorina Nihta	Romania	Consultant, Workshop Facilitator
23	Federica Milano	Italy	Consultant, Workshop Facilitator
24	Kyoko Yokosuka	External Relations and Communications Section UNV	Chief of ERCS, Project board member
25	Rafael Martinez	External Relations and Communications Section UNV	Staff responsible for communication with BMZ
26	Karen Foernzler	External Relations and Communications Section UNV	Staff responsible for communication with BMZ
27	Olga Zubritskaya-Devyatkina	Volunteer Solutions Section UNV	Chief VSS
28	Marc Liberati	Volunteer Solutions Section UNV	Policy Specialist
29	Nora Dineen	Volunteer Service Center UNV	Staff supporting volunteer recruitment & management
30	Leslie Loch	Volunteer Service Center UNV	Staff supporting volunteer recruitment & management
31	Margaret Carrol	Voluntary Advisory Services Section UNV	VASS Staff Member
32	Olivier Adam	Executive Office UNV	Executive Coordinator
33	Toily Kurbanov	Executive Office UNV	Deputy Executive Coordinator UNV, Project Board Member
34	Martin Hart-Hansen	Executive Office UNV	Chief of ExO, Project Board Member
35	Manon Bernier	Regional Office UNV Thailand	Portfolio Manager for UNV AsiaPacific Region
36	Vojtech Hledik	Regional Office UNV Kenya	Regional Portfolio Specialist

37	Njoya Tikum	Regional Office UNV Kenya	Regional Manager for East and Southern Africa
38	Jean-Luc Marcelin	United Nations Development Programme	Working Group UNDP-UNV Talent Programme for Young Professionals with Disabilities
39	Maria Teresa Lago Lao	United Nations Development Programme	Working Group UNDP-UNV Talent Programme for Young Professionals with Disabilities
40	Erik Kinnhammar	United Nations Development Programme	Working Group UNDP-UNV Talent Programme for Young Professionals with Disabilities
41	Cornelia Henriksson	BMZ, Germany	Focal point for disability inclusion; Division for Human Rights, Gender Inclusion of PwD

Annex 3: List of Consulted documents

1. Project Document UNV Talent and Capacity Development Programme for an Inclusive UN System for persons with disabilities 2017-2019.
2. 2018 Annual Project Progress Donor Report for the Government of Germany (BMZ), 15 Apr. 2018 - 28 Feb. 2019.
3. 2019 Annual Project Progress Donor Report for the Government of Germany (BMZ), 1 Mar. - 31 Dec. 2019.
4. 2020 Annual Work Plan (Planned Budget).
5. Organigram UNV updated 03 May 2019.
6. United Nations Disability Inclusion Strategy, 20 Mar. 2019.
7. Note to the file: Amendment of the membership of the Project Board, 29 January 2020
8. UNV and UNDP engaging young talent with disabilities for the SDGs.
9. DRAFT lessons learnt - assignment of Vibhu Sharma in NYC.
10. Matrix: SOP Adjustments - Disability Inclusion, Draft as of 23 April 2020.
11. First results from the survey of the Talent Programme.
12. Power Point Presentation "Participants of Talent and Capacity Building Programme 2018-2020".
13. Power Point Presentation "Results from the Survey on Experiences of UN Volunteers with Disabilities".
14. Talent Pool persons with disabilities.
15. Booklet "Reasonable Accommodation".
16. UNDP Guidance note on reasonable accommodation.
17. Lessons Learnt: Talent Programme for Young Professionals with Disabilities.
18. Power Point Presentation "Disability Inclusion at UNV", MT Meeting 7 January 2020 - MSD/Human Resources
19. UNV UN Volunteer Performance Assessment Report
20. Concept note for the establishment of a 'Disability Inclusion Fund'.
21. Description of Assignment (template), UNV
22. Accessibility checklist for host entities, UNV
23. Report Expenditures for Work plan, 30 January 2020
24. Evaluation of Disability-Inclusive Development at UNDP-Full Report, Independent Evaluation Office, UNDP, 2016.
25. About the UNV Full Funding Programme: www.unv.org/sponsor-un-volunteers
26. United Nations Volunteers UNV Strategic Framework, 2018-2021: <https://undocs.org/DP/2018/6>
27. United Nations Disability Inclusion Strategy: www.un.org/development/desa/disabilities/wp-content/uploads/sites/15/2019/03/UNDIS_20-March-2019_for-HLCM.P.pdf
28. Evaluation of UNDP Disability Inclusion Development and management response to consider volunteerism as a mechanism for employment of PWDs within UNDP.
29. UNV overview over roles and responsibilities of Host Entities.
30. Questionnaires of the internal evaluation of experiences. (Survey of the Talent Programme)
31. UNDP Evaluation Guidelines

32. UNV's Presence on UNDP's Evaluation Resource Centre.
33. UNV Conditions of Service for International and National UN Volunteers
34. Issue Log of the Talent Programme, MTM from 7 Jan 2020 to put suggestions from MTM into actions.

Annex 4: Bio of Evaluator

Gheorghe Caraseni – Master Degree in Political Science, has a background working as evaluator of *governance, human rights, rule of law, gender, sustainable development, economic empowerment and children protection* projects in different countries from Eastern Europe, CIS Region, Central and Southern Asia, Africa and Latin America.

Gheorghe is well familiar with the evaluation criteria and guidelines, incl. DAC/OECD, as well as with the UNEG and UN development approach as he assessed over 50 initiatives (incl. 15 as Team Leader) implemented by different organizations, including UN Agencies: UNDP, UN Women, UNFPA, UNICEF, UNODC, ILO, OHCHR, and World Bank. He is fluent in English, Romanian, Gagauz and Russian.

Annex 5: TOR

INDIVIDUAL CONSULTANT PROCUREMENT NOTICE **Date: 12/02/2020**

Job title: Evaluator – Final Evaluation Disability Inclusion Project

Duty station (city, country): home based

Job globally advertised: International recruitment

Practice area: RBM, Volunteering, Disability Inclusion, Diversity, Data Analysis

Brand: UNV

Type of contract: Individual Contract

Category: External

Post type: International

Languages required: English is required; Spanish or Russian will be an asset

Starting Date: 16/3/2020

Application deadline: 29/2/2020

Expected duration of the assignment: 17 working days (between 16/3/2020 and 6/4/2020)

Project name: Final evaluation UNV Disability Inclusion project

1. Background and Context

The United Nations Volunteers (UNV) Programme intends to hire an international consultant to evaluate the two-year project focusing on disability inclusion and the recruitment of persons with disabilities serving as UN Volunteers with the UN system. This project contributed to the design and piloting of the [UNDP-UNV Talent Programme for Young Professionals with Disabilities](#).

Project Information

Project Title	UNV Talent and Capacity Development Programme for an Inclusive UN System for Persons with Disabilities
Corporate outcome and output	<p><u>Outcome 1:</u> UN entities are more effective in delivery of their results by integrating high quality and well-supported UN Volunteers and volunteerism in their programmes.</p> <ul style="list-style-type: none"> • Indicator 1.1: # of newly deployed UN Volunteers with disability, disaggregated by National and International UN Volunteers; • Indicator 1.2: # of UNDP Country Offices hosting UN Volunteers with disability; • Indicator 1.3: Fund for reasonable accommodation established and sustainable; <p><u>Outcome 2:</u> The UN System is supported to deliver on the 2030 Agenda.</p> <ul style="list-style-type: none"> • Indicator 2.1: # of conferences, outreach and promotion events aimed to mobilize UN Volunteers with disability in the UN system, and knowledge and best practices sharing through web-based resources and practical guidance materials; • Indicator 2.2: # of capacity development events, trainings and workshops to build expertise, skills and knowledge on inclusion and disability at UNV, UNDP, receiving offices and volunteers; • Indicator 2.3: # of partnerships with donors, and with disabled people's organizations on inclusion of PWDs
Expected project outcome	UN system is more inclusive and responsive to the needs of persons with disabilities.
Country	International
Date project document signed	20 Dec 2017
Project dates	4 Dec 2017 – 30 June 2020 (original end date: 31 Dec 2019)
Project budget	Total USD 590,000 (BMZ USD 540,000 and UNV USD 50,000)
Project expenditure at the time of evaluation	259,592.00 USD (15 December 2019) and 300.000 USD forecast for March 2020.

Funding source	BMZ Germany, United Nations Volunteers (UNV) Programme
Implementing Agency	United Nations Volunteers (UNV) Programme

The United Nations Volunteers (UNV) Programme contributes to peace and development through volunteerism worldwide. We work with 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 administered by the United Nations Development Programme (UNDP) and reports to the UNDP/UNFPA/UNOPS Executive Board.

UNV enjoys a unique global mandate to promote volunteerism for development and has done so since 1970. UNV works under a dual mandate – to mobilize volunteers for the United Nations system and to advocate for the importance of volunteerism in development worldwide.

The aim of the [UNDP-UNV Talent Programme for Young Professionals with Disabilities](#), and more specifically the UNV Talent and Capacity Development Programme for an Inclusive UN System for Persons with Disabilities is to increase the inclusion of persons with disabilities into the workforce of the development sector. The Programme also aims to build a talent pipeline of highly qualified professionals with disabilities who can contribute to the attainment of the Sustainable Development Goals (SDGs) at national and global levels.

The Programme offers young persons with disabilities the opportunity to acquire practical work experience and exposure to the work of the UN Development System through UN Volunteer assignments with UNDP country, regional or headquarters offices.

In 2019, 13 UN Volunteers with disabilities served under the UNV Talent and Capacity Development Programme, 16 further UN Volunteers with disabilities served in regular assignments across agencies and 611 volunteers with disabilities served through UNV’s Online Volunteering modality.

2. Purpose, Scope and Objectives

With the project coming to an end in December 2019 (due to no-cost extension in June 2019), the Evaluation is expected to clarify and document underlying factors affecting the project results and opportunities, to highlight unintended consequences (positive and negative), and to draw broad lessons learnt. While the evaluation is expected to draw conclusions on the Talent Programme’s results and experiences (summative), it also needs to be prospective (formative), hence also provide forward looking inputs that can be drawn from the Talent Programme in relation to disability inclusion within UNV and within the wider UN system (namely such organizations/ offices that participated in the Talent Programme). This aims at supporting UNV’s follow up actions on disability inclusion with UNV (as organization and volunteer programme) and its contribution to an inclusive UN in future.

The main objective of the consultancy service is to conduct an independent final evaluation and to prepare an evaluation report of the project activities carried out between December 2017 to date.

The specific objectives of the final evaluation are the following:

- **Review the performance of the UNDP-UNV Talent Programme for Young Professionals with Disabilities, and the UNV Talent and Capacity Development Programme for an Inclusive UN System for Persons with Disabilities, in achieving the outputs as per the Project Document and their contributions to outcome level goals by providing an objective assessment of the intervention’s results, achievements and constraints.**

- **Generate lessons learnt to inform current and future corporate strategy and action on disability inclusion:** Identify factors, which facilitated or hindered the results' achievement, both in terms of external environment and those related to internal factors. This should include but not be limited to assessing the strengths and weaknesses in different implementation stages of the project, its design, institutional arrangements, management and coordination, corporate decisions and human resources.
- **Provide** recommendations for inclusive volunteer mobilization and management for a follow-up project and for mainstreaming in UNV in general.
- **Assess the functioning of the reasonable accommodation fund:** Analyse the functionality of the current set up for covering the costs of reasonable accommodation requirements and needs of UN Volunteers with disabilities (What worked, what did not and why?). Provide recommendations on sustainable reasonable accommodation funding models, which could be applied in future.

3. Evaluation criteria and key questions

Key criteria to be addressed by the evaluation are relevance, effectiveness, efficiency, and sustainability of the project.

To reach the overall and the specific objectives of the evaluation, the following are some *exemplary key questions* to be addressed:

Relevance and Coherence:

Relevance: The extent to which the project objectives and design respond to the global UN system, country, partner/institution and PWD needs, policies, and priorities.

External coherence: The compatibility with other interventions in the area of disability inclusion by the host agency, receiving the volunteers with disabilities under the UNV Talent and Capacity Building Programme.

Internal coherence: The extent to which the objective and design of the project are suited to UNV's strategic goals and priorities.

Questions:

- Is the project doing the right things/ not the right things and why?
- How coherent is the project with the UN Disability Inclusion Strategy and UN development agenda globally and in the programme countries, participating in the project and how does this affect the project (positively and negatively)?
- To what extent can this project be easily adapted/replicated/ upscaled in similar areas/countries/regions and for other UN entities? What was done to make the project country/regional/ UN entity specific? Are the methods replicable?
- Are the activities and outputs of the project consistent with the intended impact and effects?
- What relevant lessons emerged from this project, which can inform future UNV projects or modalities?
- To what extent has the project addressed further cross cutting (intersectional) issues such as gender or focussed on most excluded sub-groups of persons with disabilities?

Effectiveness:

The extent to which the project achieved, or is expected to achieve, its results (outcome contributions and outputs), among differentiated stakeholder groups.

Questions:

- Has the project strategy been appropriate to reach the intended outputs and outcomes?
- To what extent are the objectives of the project likely to be achieved? What indicators demonstrate that? What are the major factors influencing the achievement or non-achievement of the objectives?
- To what extent has the project promoted positive changes towards the inclusion of persons with disabilities within the UN system? Were there any unintended effects?
- What is the comparative advantage and added value of a PWD volunteering in a host UN entity in comparison to other personnel?

Efficiency:

The extent to which the intervention delivers, or is likely to deliver, results (outcome contributions and outputs) in the most cost-effective way possible, as compared to feasible alternatives.

Questions:

- What are the project's response mechanisms and how did it adapt to unforeseen external and internal factors?
- To what extent has there been an economical use of financial and human resources? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?

Sustainability:

The extent to which the net benefits of the intervention continue, or are likely to continue. This includes, as relevant, an examination of the financial, economic, social, environmental, and institutional capacities of the systems needed to sustain net benefits over time.

Questions:

- In how far will the project benefits and solutions last?
- Do past results and strategies represent enough foundation for future progress and success of the Talent Programme?
- To what extent have the project measures contributed to have structures and processes in place that will help to implement disability inclusion within UNV and participating UN organizations in a sustainable way? Which improvements could be made in future?
- What are the major factors that influence the sustainability of the project?

The results of this evaluation will help UNV as organization and Human Resources Section (HRS) as responsible section for the implementation of the Talent Programme to plan for future steps and to adjust current commitment to the lessons learnt. This will help both to deliver a higher quality inclusive work and strengthen the sustainable character of UNV's inclusion efforts. Secondary audience will be host entities, gaining from lessons learnt and adjusted offers by UNV in future.

4. Methodology

It is suggested that the consultant applies a mix of qualitative and quantitative approaches. The following are elements of proposed data collection and analysis.

- Desk review of relevant documents (project documents, annual reports, internal evaluation summary etc.)

- Briefing in person with the Senior Management, Programme Unit (i.e. programme team in HRS), Executive Office, as well as individuals in External Relations and Communications Section, Volunteer Solutions Section and Volunteer Services Centre;
- Remote/Online/personal discussions, interviews and surveys with the project team, project partners, representatives of involved stakeholders, Talent Programme volunteers, UNDP and UN host offices, and donors;
- Remote/Online/personal debriefing sessions on findings and recommendations with the UNV Management Team and the UNV/UNDP Talent Programme Working Group.

The detailed design and evaluation matrix to link the evaluation criteria and questions with data collection methods and source data, shall be developed by the consultant during the inception phase.

5. Project Evaluation Deliverables and Timeline

No.	Expected outputs/key deliverables	Due date (in 2020)	Expected number of working days
1	Inception: <u>Desk review</u> ; <u>Briefing</u> with the Project Team; <u>Inception Report</u> (10-15 pages), including methodology, workplan, evaluation matrix (see annex) as well as the survey design and a detailed interview plan etc.	16 March – 18 February ²⁹	3 days
2	Data Collection: final design of instruments (e.g. guidelines for interviews, online questionnaires etc.), Comprehensive assessment, survey, interviews and/or focus group consultations among key stakeholders conducted	19– 25 March	5 days
3	Draft Evaluation Report (20-25 pages including executive summary, excluding annexes): Results are analyzed; draft evaluation report is compiled, drafted and consolidated	26 March – 31 March	4 days
4	Consultation/ Verification: Electronic peer review of draft evaluation report by Senior Management, Executive Office and Project Team conducted, issues/ comments log produced	1 April	1 day
5	Final Evaluation Report (30 to 40 pages including executive summary, excluding annexes): including comprehensive list of recommendations (for design of new programme and draft recommendations for way forward) by integrating all relevant comments of the electronic peer and programme board review.	2 – 6 April	2.5 days
6	Presentation of the Final Evaluation Report to Project Board, UNV/UNDP working group and UNV Management Team	4 - 5 April	1.5 day

The consultancy work is expected to be completed within two months from the date of contract signature. The consultant is required to prepare and submit the entire plan in a way that allows the achievements of all deliverables to be completed within two months.

²⁹ Start and following due dates depend on finalized recruitment of consultant.

6. Evaluation Management

This evaluation is commissioned by the responsible UNV Programme Unit (i.e. programme team in HRS) which is part of the HR Section. UNV's Executive Office will provide guidance and quality assurance throughout the evaluation process.

Based on the [UNDP policy and guidelines for evaluation](#), the consultant will develop key evaluation questions and the final design and methodology of the evaluation in consultation with Programme Unit (programme team in HRS) and Executive Office.

7. Required Competencies

Corporate Competencies:

- Integrity, professionalism and respect for diversity;

Functional Competencies:

- Strong communication and interpersonal skills, demonstrated ability to build trust;
- Excellent organizational, team-building and planning skills;
- Demonstrated ability to work effectively in team, delivering through and with others;

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

8. Required Skills and Experience

Academic Qualification:

- Minimum of a master's degree or equivalent in Management, Development Studies, International Affairs or any other relevant field;

Experience:

- At least 8 years of work experience in evaluating programs related to international development, and/or volunteering;
- Outstanding analytical and writing skills in English;
- Experience corporate level projects evaluation and UNDP/UNV pro doc design is an advantage;
- Knowledge of global approaches to disability inclusion is an advantage;
- Familiarity or experience with the international voluntary sector is an advantage;

Language:

- Fluency in written and spoken English is essential;
- Knowledge of Spanish or Russian will be an advantage.

Criteria for Selection of the best offer:

The selection of the best offer will be based on the combined scoring method, where the qualifications and methodology will be weighted 70 percent, and then combined with the price offer, which will be weighted 30 percent.

Key selection criteria are:

- Proposed approach and methodology (25%)
- Proven experience monitoring, reviews and evaluation (15%)
- Proven meta-analysis skills for evaluative exercises (15%)
- Excellent report writing skills i.e. at corporate level (15%)

Documents to be included when submitting the proposal:

Interested individual consultants must submit the following documents/information to demonstrate their qualifications:

- Motivation Letter describing their interest in the assignment and why they are the most suitable for the work;
- Curriculum Vitae or Personal History Form (P11) including past experience in similar projects and at least 3 references;
- Technical proposal (3-5 pages) shall describe the methodology and the approach on how to fulfil the required deliverables within the given timeline as well as outline the major components of its implementation;
- Financial Proposal Form, providing a breakdown of the lump sum amount (including per diems, travel to UNV HQ Bonn, Germany for one day) is to be provided by the offeror)
- Detail Terms of Reference, P11 Form and Financial Proposal Form can be found at the following link: http://procurement-notices.undp.org/view_notice.cfm?notice_id=59700
- Please submit your Technical and Financial proposals to the following e-mail address no later than 15 February 2020.

Annexes

Sample Evaluation Matrix