



# Evaluation of the United Nations Volunteers 2018-2021 Strategic Framework

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## Technical Annex Pack

Prepared for //

United Nations Volunteers (UNV)

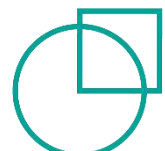
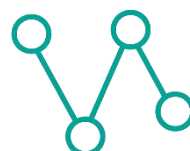
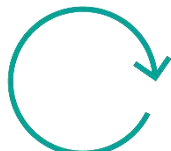
By //

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# Contents

Annex 1: Evaluation Matrix.....	1
Annex 2: Survey Instruments.....	8
Annex 3: Survey Responses .....	29
Annex 4: Interview Guide.....	39
Annex 5: Key stakeholders consulted.....	46
Annex 6: Document List.....	52
Annex 7: Risk Assessment and Mitigation Plan .....	62
Annex 8: Evaluation Team.....	64
Annex 9: Legacy Projects .....	65
Annex 10: Terms of Reference.....	66

# Annex 1: Evaluation Matrix

Original evaluation questions (ToRs)	Sub questions	Primary Data Sources	Secondary Data Sources	Data collection tools
<b>1. Relevance and coherence: is the SF doing the right things? how well does it fit?</b>				
<p>1.1 (A) To what extent are the outputs and outcomes designed under the SF relevant to key stakeholders and in line with the 2030 Agenda?</p>	<ul style="list-style-type: none"> <li>• How does the SF address UNV's mandate?</li> <li>• How was the SF developed?</li> <li>• What assumptions and risks have been considered in the development of the SF?</li> <li>• To what extent were key stakeholders involved in the SF design process?</li> <li>• How have the needs of UNV partners been identified?</li> <li>• Is the SF responsive to identified needs?</li> <li>• How relevant is the SF for key stakeholders and aligned to their needs (UNVs; partners; donors; VIOs)?</li> <li>• To what extent does the SF respond to the needs and expectations of UNV?</li> <li>• To what extent are the design of the internal logic and measurement mechanisms of the SF adequate?</li> <li>• How coherent is the SF with 2030 Agenda?</li> </ul>	<ul style="list-style-type: none"> <li>• UNV Senior Management and Section Chiefs.</li> <li>• UNV staff in HQ, regional and FU staff.</li> <li>• Former UNV staff.</li> <li>• UNVs (SF alignment with UNVs needs/expectations)</li> <li>• Partners for Outcome 1 and 2</li> <li>• Donors</li> <li>• VIOs</li> <li>• Bellwether</li> </ul>	<ul style="list-style-type: none"> <li>• UNV Foundation documents (UNGA Res. 2659; 40/212; 52/17; 56/38; 67/138; 70/129)</li> <li>• UNV strategic and policy documents</li> <li>• Third party documents</li> <li>• VRA reports</li> </ul>	<ul style="list-style-type: none"> <li>• Systematic document review and extraction</li> <li>• In-depth, semi-structured interviews</li> <li>• Focus group discussions</li> <li>• Online survey instrument</li> <li>- NVivo queries/coding</li> <li>- ParEvo</li> </ul>
<p>1.1 (B) To what extent does the SF respond to the new UN development landscape?</p>	<ul style="list-style-type: none"> <li>• How does the SF align to the QCPR and UN Reform?</li> <li>• To what extent does the SF facilitate UNV's inclusion in UNSDCFs?</li> </ul>	<ul style="list-style-type: none"> <li>• UNV Senior Management and Section Chiefs.</li> <li>• UNV staff in HQ, regional and FU staff.</li> <li>• Former UNV staff.</li> <li>• Bellwether</li> </ul>	<ul style="list-style-type: none"> <li>• UNGA 71/243 (QCPR)</li> <li>• UNV strategic and policy documents</li> <li>• UN partner documents (publicly available)</li> <li>• VRA reports</li> </ul>	<ul style="list-style-type: none"> <li>• Systematic document review and extraction</li> <li>• In-depth, semi-structured interviews</li> <li>• Focus group discussions</li> </ul>

Original evaluation questions (ToRs)	Sub questions	Primary Data Sources	Secondary Data Sources	Data collection tools
<p>1.2. How does UNV position itself in relation to VIOs outside the UN System and/or other organizations (inside and outside the UN System) mobilizing cost-effective talent?</p>	<ul style="list-style-type: none"> <li>• How does UNV position itself in relation to other VIOs and/or other organisations mobilising cost-effective talent?</li> <li>• What is the added value of UNV? How does it contribute to the work of UN partners?</li> <li>• What has UNV done that other entities could not / did not during the SF period (2018-21)?</li> <li>• What is UNV's additionality in relation to volunteerism?</li> <li>• How does UNV leverage its unique offering in response to the SDGs vis-a-vis other VIOs?</li> <li>• How does UNV align and collaborate (effectively) with other entities?</li> <li>• What has UNV done to further the volunteerism agenda?</li> </ul>	<ul style="list-style-type: none"> <li>• UNV Senior Management and Section Chiefs.</li> <li>• UNV staff in HQ, regional and FU staff.</li> <li>• Former UNV staff.</li> <li>• UNVs (UNV unique offering vis-a-vis other VIOs)               <ul style="list-style-type: none"> <li>- Partners for Outcome 1 and 2</li> </ul> </li> <li>• Donors</li> <li>• VIOs</li> <li>• Bellwether</li> </ul>	<ul style="list-style-type: none"> <li>• UNV strategic documents</li> <li>• MoUs</li> <li>- Power BI</li> <li>- VRA</li> </ul>	<ul style="list-style-type: none"> <li>• Systematic document review and extraction</li> <li>• In-depth, semi-structured interviews</li> <li>• Focus group discussions</li> <li>• Online survey instrument</li> <li>• NVivo queries/coding</li> <li>- ParEvo</li> </ul>
<p>1.3. What has been the contribution of the four individual outputs to the outcomes of the SF?</p>	<ul style="list-style-type: none"> <li>• To what extent is the internal logic between SF outputs and outcomes coherent?</li> <li>• To what extent have output delivery/ work plans and actions been fit for purpose to deliver the aims and objectives of the SF? (i.e. coherent with design, realistic, achievable)</li> <li>• To what extent are the outputs aligned and complementary?</li> </ul>	<ul style="list-style-type: none"> <li>• UNV Senior Management and Section Chiefs.</li> <li>• UNV staff in HQ, regional and FU staff.</li> <li>• Former UNV staff.</li> </ul>	<ul style="list-style-type: none"> <li>• UNV Monitoring, measurement data</li> <li>• Power BI</li> </ul>	<ul style="list-style-type: none"> <li>• Systematic document review and extraction</li> <li>• In-depth, semi-structured interviews</li> <li>• Focus group discussions</li> </ul>

Original evaluation questions (ToRs)	Sub questions	Primary Data Sources	Secondary Data Sources	Data collection tools
1.4. How relevant have they been?	<ul style="list-style-type: none"> <li>• Has UNV selected a suitable combination of activities and outputs to deliver in pursuit of the SF outcomes?</li> </ul>	<ul style="list-style-type: none"> <li>• Senior Management and Section Chiefs.</li> <li>• UNV staff in HQ, regional and FU staff.</li> </ul>	<ul style="list-style-type: none"> <li>• UNV documents</li> <li>• UNV finance and budgetary documents</li> </ul>	<ul style="list-style-type: none"> <li>• Systematic document review and extraction</li> <li>• In-depth, semi-structured interviews</li> <li>• Focus group discussions</li> </ul>

## 2. Efficiency: how well are resources being used?

2.1 To what extent have UNV resources been used efficiently in contributing to the outcomes and results outlines in the SF?	<ul style="list-style-type: none"> <li>• To what extent have outputs delivered to date met expectations (technical quality and content, timeliness, outreach; other established output indicators)?</li> <li>• How have UNV <b>financial resources</b> been used and mobilised to contribute to the outcomes and results outlined in the SF?</li> <li>• How has the budget for SF implementation been developed? Have clear resources been made available for each outcome?</li> <li>• What measures are in place to ensure costs are managed, tracked and contained?</li> <li>• What efficiency gains have been made through action cost control?</li> </ul>	<ul style="list-style-type: none"> <li>• Senior Management and Section Chiefs.</li> <li>• UNV staff in HQ, regional and FU staff.</li> <li>• Partners for Outcome 1 and 2</li> <li>• Donors</li> </ul>	<ul style="list-style-type: none"> <li>• UNV finance and budgetary documents</li> <li>• Annual Progress reports to the EB</li> </ul>	<ul style="list-style-type: none"> <li>• Systematic document review and extraction</li> <li>• In-depth, semi-structured interviews</li> <li>• Focus group discussions</li> <li>• Online survey instrument</li> </ul>
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<p>2.2. What are the results of UNV's organisational and digital transformation and how has it influenced institutional efficiency and effectiveness?</p>	<ul style="list-style-type: none"> <li>• To what extent have the intended outputs and activities prescribed to transformation (i) OrgT - inc. capacity to deliver; operational excellence; operating infrastructure - (ii) DT - inc. Salesforce for CRM and Service Desk, Azure for all cloud-based future applications including UVP) in the SF been achieved?</li> <li>• Have activities and outputs been delivered in line with planned/allocated effort/resources?</li> <li>• What difference have they made? And why?</li> </ul>	<ul style="list-style-type: none"> <li>• Senior Management and Section Chiefs.</li> <li>• UNV staff in HQ, regional and FU staff.</li> <li>• Former UNV staff</li> </ul>	<ul style="list-style-type: none"> <li>• UNV documents</li> <li>• UNV Staff surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Systematic document review and extraction</li> <li>• In-depth, semi-structured interviews</li> <li>• Focus group discussions</li> </ul>
<p>2.3. To what extent have the management and coordination among teams (at the global, regional and country levels) have ensured the efficient implementation of the SF?</p>	<ul style="list-style-type: none"> <li>• What mechanisms for management have been established in pursuit of efficient co-ordination and collaboration (e.g. delegations of authority; internal control frameworks; etc.)?</li> <li>• What has been the impact of decentralization on management arrangements?</li> <li>• Have both outcomes received proportionate human resource investment and management focus?</li> <li>• How sufficient were the knowledge, skills and capacity of human resources to achieve the SF?</li> </ul>	<ul style="list-style-type: none"> <li>• Senior Management and Section Chiefs.</li> <li>• UNV staff in HQ, regional and FU staff.</li> <li>• Former UNV staff</li> </ul>	<ul style="list-style-type: none"> <li>• UNV HRS documents - HR strategy; policy; training plans</li> <li>• Delegation of Authority matrix; Internal Control Frameworks; etc</li> <li>• Annual Progress reports to the EB</li> <li>- UNV Staff surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Systematic document review and extraction</li> <li>• In-depth, semi-structured interviews</li> <li>• Focus group discussions</li> </ul>

**3. Effectiveness: is the SF achieving its objectives?**

<p>3.1. How effective has UNV been in achieving the expected outcomes of the SF?</p>	<ul style="list-style-type: none"> <li>• Is the SF being implemented as planned?</li> <li>• What has been implemented so far? What is left to do?</li> <li>• Have the intended outputs and outcomes in the SF been achieved?</li> <li>• To what extent have services (recruitment and advisory) within the SF meet expectations?</li> </ul>	<ul style="list-style-type: none"> <li>• UNV Senior Management and Section Chiefs.</li> <li>• UNV staff in HQ, regional and FU staff.</li> <li>• Partners for Outcome 1 and 2</li> <li>• Donors</li> </ul>	<ul style="list-style-type: none"> <li>• UNV Results reporting</li> <li>• Power BI</li> <li>• Annual Progress reports to the EB</li> </ul>	<ul style="list-style-type: none"> <li>• Systematic document review and extraction</li> <li>• In-depth, semi-structured interviews</li> <li>• Focus group discussions</li> <li>• Online survey instrument</li> </ul>
<p>3.2. How have different UNV partnerships and stakeholder relationships contributed to the outcomes of the SF?</p>	<ul style="list-style-type: none"> <li>• Who are UNV's strategic partners in delivery the SF?</li> <li>• How has UNV managed these relationships effectively in pursuit of the SF?</li> <li>• How inclusive have partnership strategies been?</li> </ul>	<ul style="list-style-type: none"> <li>• UNV Senior Management and Section Chiefs.</li> <li>• UNV staff in HQ, regional and FU staff.</li> <li>• Partners for Outcome 1 and 2</li> <li>• Bellwethers</li> <li>• Donors</li> </ul>	<ul style="list-style-type: none"> <li>• UNV documents</li> <li>- VRA reports</li> <li>- Power BI</li> </ul>	<ul style="list-style-type: none"> <li>• Systematic document review and extraction</li> <li>• In-depth, semi-structured interviews</li> <li>• Focus group discussions</li> </ul>
<p>3.3. What are the major factors (both internal and external) helping (enabling) or hindering (constraining) the implementation of the SF?</p>	<ul style="list-style-type: none"> <li>• What factors have helped or hindered SF effectiveness?</li> <li>• What are the internal and external factors that need to be in place for the successful implementation of SF? To what extent were these currently in place?</li> <li>• What are stakeholders' expectations regarding SF delivery? Has the delivery of the SF met stakeholders' expectations?</li> </ul>	<ul style="list-style-type: none"> <li>• Senior Management and Section Chiefs.</li> <li>• UNV staff in HQ, regional and FU staff.</li> <li>• Former UNV Staff</li> <li>• UNVs (have delivery met their expectations - recruitment, on job support, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• UNV documents</li> <li>• Staff survey</li> <li>• Annual Progress reports to the EB</li> <li>• Audit reports</li> <li>- VRA reports</li> </ul>	<ul style="list-style-type: none"> <li>• Systematic document review and extraction</li> <li>• In-depth, semi-structured interviews</li> <li>• Focus group discussions</li> <li>• Online survey instrument</li> <li>- ParEvo</li> </ul>
<p>3.4. How effective have the implementation mechanisms been in supporting the achievement of the SF outcomes and results?</p>	<ul style="list-style-type: none"> <li>• What strategies and mechanisms have supported the implementation of the SF?</li> <li>• What risks and risk mitigation strategies have been deployed?</li> <li>• Have unintended (but predictable) impacts been anticipated?</li> </ul>	<ul style="list-style-type: none"> <li>• UNV Senior Management and Section Chiefs.</li> <li>• UNV staff in HQ, regional and FU staff.</li> <li>• UNVs (unexpected effects for UNVs; career development, well-being, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• UNV Results reporting</li> <li>• Power BI</li> <li>• Annual Progress reports to the EB</li> <li>- VRA reports</li> </ul>	<ul style="list-style-type: none"> <li>• Systematic document review and extraction</li> <li>• In-depth, semi-structured interviews</li> <li>- ParEvo</li> </ul>

<p>3.5. To what extent has UNV contributed/is expected to contribute to the SDGs at the country and regional and global levels through the achievement of the SF outcomes?</p>	<ul style="list-style-type: none"> <li>• How is UNV contributing to the SDGs through the implementation of the SF?</li> </ul>	<ul style="list-style-type: none"> <li>• UNV Senior Management and Section Chiefs.</li> <li>• UNV staff in HQ, regional and FU staff.</li> <li>• Bellwethers</li> </ul>	<ul style="list-style-type: none"> <li>• UNV Results reporting</li> <li>• Power BI</li> <li>• Annual Progress reports to the EB</li> <li>- VRA reports</li> </ul>	<ul style="list-style-type: none"> <li>• Systematic document review and extraction</li> <li>• In-depth, semi-structured interviews</li> <li>• Focus group discussions</li> </ul>
<p><b>4. Sustainability: will the contributions last?</b></p>				
<p>4.1. To what extent is the SF conducive to the long-term sustainability of UNV?</p>	<ul style="list-style-type: none"> <li>• How was long-term sustainability considered in the design of the SF?</li> <li>• What changes may be necessary in the next 12 months to ensure long-term sustainability?</li> </ul>	<ul style="list-style-type: none"> <li>• Senior Management and Section Chiefs.</li> <li>• IUNV staff in HQ, regional and FU staff.</li> <li>• Partners for Outcome 1 and 2</li> <li>• Bellwethers</li> <li>• Donors</li> </ul>	<ul style="list-style-type: none"> <li>• UNV Results reporting</li> <li>- Power BI</li> <li>• Annual Progress reports to the EB</li> </ul>	<ul style="list-style-type: none"> <li>• Systematic document review and extraction</li> <li>• In-depth, semi-structured interviews</li> <li>• Focus group discussions</li> <li>• Online survey instrument</li> </ul>
<p>4.2. To what extent can the concrete results obtained through the SF (under both outcomes) be sustained into the future?</p>	<ul style="list-style-type: none"> <li>• How is knowledge and evidence generated within the SF being used?</li> <li>• What usage of knowledge and evidence generated within the framework of the SF can be expected?</li> <li>• How would the results obtained through the work of the UNVs within the framework of the SF be sustained into the future?</li> </ul>	<ul style="list-style-type: none"> <li>• Senior Management and Section Chiefs.</li> <li>• UNV staff in HQ, regional and FU staff.</li> <li>• Partners for Outcome 1 and 2</li> <li>• Bellwethers</li> </ul>	<ul style="list-style-type: none"> <li>• UNV Results reporting</li> <li>• Annual Progress reports to the EB</li> </ul>	<ul style="list-style-type: none"> <li>• Systematic document review and extraction</li> <li>• In-depth, semi-structured interviews</li> <li>• Focus group discussions</li> <li>• Online survey instrument</li> </ul>
<p><b>5. Cross-cutting issues - Is the SF aligned to global norms and standards &amp; responsive to COVID-19?</b></p>				



<p>5.1. To what extent has the SF been conducive to the incorporation of core principles such as human rights, gender equality, equal opportunities for people with disabilities and marginalised groups, resilience and leaving no one behind?</p>	<ul style="list-style-type: none"> <li>• Has funding been earmarked to advance on cross-cutting issues and if so, through which mechanisms?</li> <li>• How is the engagement of UNVs in the implementation of the SF contributing to personal changes (agency, social and political awareness, empowerment, etc) in key stakeholder groups?</li> </ul>	<ul style="list-style-type: none"> <li>• UNV Senior Management and Section Chiefs.</li> <li>• UNV staff in HQ, regional and FU staff.</li> <li>• Partners for Outcome 1 and 2</li> <li>• UNVs (contributions to personal changes in different groups; women/men, South/North)</li> </ul>	<ul style="list-style-type: none"> <li>• UNV mainstreaming documents</li> <li>- VRA reports</li> <li>- Power BI</li> </ul>	<ul style="list-style-type: none"> <li>• Systematic document review and extraction</li> <li>• In-depth, semi-structured interviews</li> <li>• Focus group discussions</li> <li>• Online survey instrument</li> <li>- ParEvo</li> </ul>
<p>5.2. To what degree was the UNV SF robust, flexible and adaptable to address the challenges caused by the global COVID-19 crisis?</p>	<ul style="list-style-type: none"> <li>• What mechanisms did UNV have in place (BCM, etc) which provided the characteristics of agility (<i>responsiveness; competence; flexibility; speed</i>)?</li> </ul>	<ul style="list-style-type: none"> <li>• Senior Management and Section Chiefs.</li> <li>• UNV staff in HQ, regional and FU staff.</li> <li>• Partners for Outcome 1 and 2</li> <li>• Donors</li> </ul>	<ul style="list-style-type: none"> <li>• UNV documents</li> <li>- Power BI</li> <li>- VRA reports</li> </ul>	<ul style="list-style-type: none"> <li>• Systematic document review and extraction</li> <li>• In-depth, semi-structured interviews</li> <li>• Focus group discussions</li> <li>• Online survey instrument</li> </ul>

## Annex 2: Survey Instruments

The evaluation team will design and develop a systematic online survey instrument which can be tailored to the different stakeholder groups (based on partnership typology); plus, other stakeholders depending on the further requirements explored with UNV. It is proposed that the survey will use a Likert-type scale where respondents are requested to specify their level of agreement or disagreement on an asymmetric agree-disagree scale to a series of statements. A Likert-type scaling is a bipolar scaling method, measuring either positive or negative responses to a statement. In the design of this survey, an even-point scale will be used to avoid respondents giving a non-committal middle rating. This is sometimes called a "forced choice" method, since the neutral option is removed. A 'no opinion' option will be given. In addition to requesting a selection on the 'agree-disagree' scale, provision will also be made available to capture qualitative feedback in relation to each area of inquiry.

The online survey will be hosted on secured servers; confidentiality will be protected through restricted access, and feedback from the survey will be anonymised and themed. Invitations to participate will be sent by e-mail with an embedded web-link to the survey. The evaluation team encourage this initial invitation to be sent from a senior sponsor within UNV, as having senior sponsorship has been found to increase response rates. Response rates will be monitored, and reminders may be issued to secure increased responses.

## Communication plan

### First notification (from UNV) to be sent 4<sup>TH</sup>-6<sup>TH</sup> January 2021

TO: All selected partners (see sampling details)

FROM: EO

CC: Matthew, Eva and Itziar

SUBJECT: Evaluation of UNV's Strategic Framework 2018-21.

Greetings,

In a few days, you will receive an email asking you to complete an online survey for the evaluation of UNV's Strategic Framework 2018-21.

This evaluation will assess the implementation of UNV's Strategic Framework 2018-21 and analyze how it is contributing to the work of UNV's development partners across the world. This process will serve to extract lessons from UNV's implementation of the strategic framework and to identify UNV's concrete contributions to the work of its development partners (including UN entities, intergovernmental organizations, government bodies, civil society organizations, academic institutions and other key stakeholders).

Since the research for this evaluation is being conducted by external evaluators (Matthew Crump, Eva Otero and Itziar Gómez from IOD PARC), I am providing you with advanced notification through this e-mail.

Thank you in advance for your time and honest feedback.

Sincerely,

EO

### Invitation (from the evaluation team) to be sent 8<sup>TH</sup> January 2021

TO: All UNV partners

FROM: Evaluation Team <itziar.gomez@leitmotivsocial.com>

SUBJECT: Your input to UNV's Strategic Framework 2018-21 Evaluation

Greetings,

We are writing to you to kindly request your inputs for the evaluation of UNV's Strategic Framework 2018-21. This evaluation is a great opportunity to reflect on what has been done, learned and achieved to date by UNV (in collaboration with its partners) within this strategic framework. This exercise will provide valuable information to Member States, UN entities, UNV Senior Management and other key stakeholders, and will also inform UNV's future planning and strategic thinking.

This survey is one of the methods we are applying to collect data and observations to inform this evaluation. **As one of UNV's partners, your input is crucial for us** in order to ensure a useful assessment of UNV's performance and learning under the current Strategic Framework.

As external evaluators, we will treat your feedback anonymously. Your input will only be released in summary form, ensuring that no individuals can be identified.

**[SurveyLink]**

**IMPORTANT:** Thank you for kindly sending the following link to any person, particularly other individuals in your respective teams, who you feel can provide insightful information for the evaluation. **LINK TO SHARE:** [SurveyWebLink]

The deadline for completion is Friday 29<sup>th</sup> January 2021. If you have any questions or concerns, please do not hesitate to contact us.

We look forward to hearing from you.

Sincerely,

Matthew Crump, Eva Otero and Itziar Gómez  
Evaluation Team  
IOD PARC

**Reminder (from evaluation team): to be sent at the end of the second week (22<sup>nd</sup> January 2021).**

TO: Recipients who have not completed the survey

FROM: Evaluation Team <itziar.gomez@leitmotivsocial.com>

SUBJECT: DEADLINE: Your input to UNV's Strategic Framework 2018-21 Evaluation

Greetings,

We recently invited you to provide feedback on UNV's Strategic Framework. We hope to reflect your views in the evaluation that is currently taking place.

If you have not yet had the time, we hope that you can spare a moment to share your thoughts with us. The survey ends next Friday, 29<sup>th</sup> January 2021.

Click here, to share your views: [SurveyLink]

Remember that you can also send the following link to anyone who you feel can provide valuable information for the evaluation.

**LINK TO SHARE:** [SurveyWebLink]

Sincerely,

Matthew Crump, Eva Otero and Itziar Gómez  
Evaluation Team  
IOD PARC

## Online questionnaire

### Introduction

#### External Evaluation UNV Strategic Framework 2018-21 (EN\_ES\_FR)

Thank you for sharing your thoughts with us. Your input will help UNV to reflect on its performance under the current Strategic Framework and plan its future.

This questionnaire should take approximately 20-30 minutes to complete. You will be asked your opinion on a number of statements. There are no "correct" answers, only your opinions. If you are unable to answer any question for any reason, please select "No opinion".

We will also be asking for brief examples and further information on some questions. The more detail you can provide, the better we will be able to understand UNV's role and contribution to your work, as well as its relevance for your organization.

We appreciate your time.

Start >>

## About you

The information provided in this section will help us to better understand your answers and will allow us to acknowledge your contribution to the evaluation report. The online survey is hosted on secured servers; confidentiality is protected through restricted access, and feedback from the survey will be anonymized and themed.

- Your name

- The name of your organization

- I am:

(Dropdown list)

- Female
- Male
- Prefer not to say

- Please select the type of organization you belong to:

[Drop down list]

- UN entity
- Government body
- Intergovernmental organization
- Civil society organization
- Academic institution
- Other (please specify)
  
- What country are you based in?
- [Drop down list all countries, alphabetical order]
  
- Do you work for a Volunteer Involving Organization (VIO)?
- Yes
- No
  
- Is your work mainly:
  - Humanitarian
  - Peacebuilding

- Development
- Campaigns/Advocacy
- Other

*In this introductory section of the survey we are gathering information to help us understand UNV's contribution to the implementation of the 2030 Agenda through its partnerships, as well as its comparative advantage in the current context.*

- **How much do you agree or disagree with the following statements<sup>1</sup>:**

	Completely Disagree	Somewhat disagree	Somewhat agree	Completely Agree	No opinion/ No basis for judgment
<b>My organization's partnership with UNV involves:</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	
-supporting the development of programs, policies and legislation that promote volunteerism <sup>2</sup> and volunteer action.					
-enhancing understanding of volunteerism and its value through knowledge exchanges on volunteerism for sustainable development.					
- expanding the opportunities for people to contribute as volunteers to the United Nations development, peace and humanitarian efforts.					
- promoting volunteerism with United Nations partner entities and integrating volunteerism in UN development assistance frameworks and relevant program documents.					

<sup>1</sup> Statements extracted from UNV's Strategic Framework 2018-21.

<sup>2</sup> "The terms volunteering, volunteerism and voluntary activities refer to a wide range of activities, including traditional forms of mutual aid and self-help, formal service delivery and other forms of civic participation, undertaken of free will, for the general public good and where monetary reward is not the principal motivating factor", UNGA Resolution 56/38.

- How much do you agree or disagree with the following statements<sup>3</sup>:

	Completely Disagree	Somewhat disagree	Somewhat agree	Completely Agree	No opinion/ No basis for judgment
	1	2	3	4	
UNV supports the work of my organization by contributing to raising awareness of the 2030 Agenda in remote areas and with marginalized populations.					
UNV supports the work of my organization by enabling the monitoring of the SDGs through citizen-driven qualitative and quantitative data collection.					
UNV supports the work of my organization by providing technical expertise to encourage conducive policy environments and opportunities for people to volunteer.					
UNV supports my organization by helping to improve the delivery of services.					
UNV supports my organization by modelling behaviors to inspire others.					
UNV supports my organization by contributing to UN peace and humanitarian efforts.					

Other (please specify)<sup>4</sup>:

- How much do you agree or disagree with the following statements:

	Completely Disagree	Somewhat disagree	Somewhat agree	Completely Agree	No opinion/ No basis for judgment
	1	2	3	4	
UNV is effectively advancing the volunteerism agenda globally.					
UNV has the mandate, will and capacity to lend expert advice on volunteer legislation.					
UNV has sufficient understanding and knowledge to effectively support the development of volunteer infrastructure and volunteer programs.					

<sup>3</sup> Statements extracted from UNV's Strategic Framework 2018-21.

<sup>4</sup> Responses will be analyzed using Nvivo to identify patterns.

	Completely Disagree	Somewhat disagree	Somewhat agree	Completely Agree	No opinion/ No basis for judgment
	1	2	3	4	
UNV is uniquely placed to contribute to the SDGs through volunteerism.					
UNV is a credible partner in the volunteerism sector with the capacity to facilitate contacts with government bodies and key stakeholders.					
UNV has the capacity to mobilize and engage civil society volunteers through effective advocacy and outreach.					

**Do you have anything to add about UNV's contribution to your organization?**

- Does your organization host UNVs?
- Yes (specific questions for outcome 2 branch: continue with questions 12-17)
- No (specific questions for outcome 1: jump to questions 18-20)

**OUTCOME 2 BRANCH:**

*In this section we would like to explore your experience partnering with UNV including different aspects of the recruitment and management processes that may have facilitated or hindered the recruitment and deployment of UN Volunteers (UNVs) within the framework of your programs and activities.*

- **How much do you agree or disagree with the following statements:**

	Completely Disagree	Somewhat disagree	Somewhat agree	Completely Agree	No opinion/ No basis for judgment
	1	2	3	4	
UNVs make a clear and distinctive contribution to the implementation of the 2030 Agenda through our programmes and/or activities.					
What most appeals to my organization to hire UNVs is the cost-effectiveness of this type of contract.					
UNVs actively advocate for volunteerism in my organization.					
UNVs bring a special motivation to my organization that other members of staff do not have.					



	Completely Disagree	Somewhat disagree	Somewhat agree	Completely Agree	No opinion/ No basis for judgment
	1	2	3	4	
UNVs recruited to date have always met my organization's expectations.					
My organization will continue to recruit UNVs in the future.					
UNVs in my organization are mainly driven by a desire to serve others.					
UNVs in my organization aspire to advance their career in the UN.					
UNVs in my organization are driven by their need to financially support themselves and their families.					

**Do you have anything to add about UNV's contribution to your organization?**

- **How much do you agree or disagree with the following statements:**

	Completely Disagree	Somewhat disagree	Somewhat agree	Completely Agree	No opinion/ No basis for judgment
	1	2	3	4	
UNV provided adequate support and clear guidance prior to the recruitment of UNVs (information on conditions of service, UNV modalities, etc.).					
The information provided by UNV allowed my organization to make informed decisions on the recruitment of UNVs.					
UNV recruitment processes were always conducted in an efficient and timely manner.					
UNV required additional positive discrimination measures to ensure equitable geo-representation in the UN.					
UNV required additional positive discrimination measures in the recruitment process to ensure that vulnerable and marginalized groups are represented.					

	Completely Disagree	Somewhat disagree	Somewhat agree	Completely Agree	No opinion/ No basis for judgment
	1	2	3	4	
UNV required additional positive discrimination measures in the recruitment process to ensure gender parity.					
UNV recruitment processes were clear, flexible and agile.					
The transparency and fairness of UNV selection processes could be improved.					
Selected UNVs were always of adequate professional standard.					
My organization was satisfied with UNV's role at every stage of the recruitment process.					
UNV lends effective guidance, mentoring and support to the UNVs serving in my organization at all times.					
The management fee charged by UNV represents good value for money.					
My organization understands the costs the UNV management fee has to cover.					

*In this section, we would like to understand how your partnership with UNV is contributing to medium or long-term change (at the personal, socio/cultural or organizational level).*

- **How much do you agree or disagree with the following statements:**

	Completely Disagree	Somewhat disagree	Somewhat agree	Completely Agree	No opinion/ No basis for judgment
	1	2	3	4	
The UNVs in our organization identify more with the UNV mandate than with our own.					
UNVs are well placed to occupy positions that involve supporting community work.					
UNVs are well placed to occupy positions that require technical expertise.					
UNVs are well placed to occupy positions that involve administrative support.					
UNV provides a type of talent that is difficult to find.					
UNV offers an attractive pool of skills.					

	Completely Disagree	Somewhat disagree	Somewhat agree	Completely Agree	No opinion/ No basis for judgment
	1	2	3	4	
UNV offers an attractive range of contractual modalities.					

- Please select the 3 SDGs that the UNVs serving your organization contribute to the most to:
  - SDG1: End poverty in all its forms everywhere.
  - SDG 2: Zero hunger.
  - SDG 3: Good health and well-being.
  - SDG 4: Quality education.
  - SDG 5: Gender equality.
  - SDG 6: Clean water and sanitation.
  - SDG 7: Affordable and clean energy.
  - SDG 8: Decent work and economic growth.
  - SDG 9: Industry, innovation and infrastructure.
  - SDG 10: Reduced inequalities.
  - SDG 11: Sustainable cities and communities.
  - SDG 12: Responsible consumption and production.
  - SDG 13: Climate action.
  - SDG 14: Life below water.
  - SDG 16: Peace, justice and strong institutions.
  - SDG 17: Partnerships for the goals.

*In this section, we want to identify aspects of UNV's contributions that are likely to be sustained beyond your collaboration, including an analysis of the factors that might help or hinder UNV's sustainability in the future.*

- How much do you agree or disagree with the following statements:

	Completely Disagree	Somewhat disagree	Somewhat agree	Completely Agree	No opinion/ No basis for judgment
Our partnership with UNV has achieved a high degree of visibility.					
Our partnership with UNV has brought about benefits (raised awareness on volunteerism, increased commitment to collective action, new skills and knowledge) that will continue beyond our collaboration.					

**Has your partnership with UNV brought other benefits to your organization?**

- How much do you agree or disagree with the following statements:

	Completely Disagree	Somewhat disagree	Somewhat agree	Completely Agree	No opinion/ No basis for judgment
	1	2	3	4	
UNV should provide more support and guidance to its UNVs during the entire duration of their assignments.					
UNV should make its administrative processes more agile.					
UNV should strengthen its field units.					
UNV should introduce other UNV modalities to respond to the needs of the sector.					

**What suggestions would you make to maximize the success of UNV's work in the future?<sup>5</sup>**

<b>Strengths</b>	<b>Weaknesses</b>
------------------	-------------------

<sup>5</sup>Responses will be analyzed using Nvivo to identify patterns.

--	--

Thank you very much for taking the time to complete this questionnaire.

Is there anything else you would like to add?

--

Done >>

**<b>We appreciate your input. </b>**

**<br><br>**

If you have any questions or thoughts, please contact us at: [itziar.gomez@leitmotivsocial.com](mailto:itziar.gomez@leitmotivsocial.com)

**OUTCOME 1 BRANCH:**

*In this section, we would like to understand how your partnership with UNV is contributing to medium or long-term change (at the personal and/or institutional level).*

- How much do you agree or disagree with the following statements:

	Completely Disagree	Somewhat disagree	Somewhat agree	Completely Agree	I can't say
	1	2	3	4	
Our partnership with UNV has contributed to important transformations in people.					
Our partnership with UNV has contributed to important institutional transformations.					
Our partnership with UNV has contributed to the introduction and/or elaboration of policies on volunteerism.					
Our partnership with UNV has contributed to advancing on the volunteerism agenda.					
Our partnership with UNV has contributed to developing volunteer infrastructure and/or programs.					
Our partnership with UNV has contributed to the generation of knowledge products on volunteerism (such as research, manuals, guidelines, data sets, etc.).					

	Completely Disagree	Somewhat disagree	Somewhat agree	Completely Agree	I can't say
	1	2	3	4	
Our partnership with UNV has facilitated our access to strategic partners and stakeholders.					
Our partnership with UNV has benefitted from UNV's capacity to mobilize high numbers of volunteers.					
Our partnership with UNV has allowed us to access cutting-edge research on volunteerism and other key knowledge products of relevance to our work.					

*In this section, we want to identify aspects of UNV's contributions that are likely to be sustained beyond your collaboration, including an analysis of the factors that might help or hinder UNV's sustainability in the future.*

- **How much do you agree or disagree with the following statements:**

	Completely Disagree	Somewhat disagree	Somewhat agree	Completely Agree	No opinion/ No basis for judgment
Our partnership with UNV has achieved a high degree of visibility.					
Our partnership with UNV has brought about benefits (raised awareness on volunteerism, increased commitment to collective action, new skills and knowledge) that will continue beyond our collaboration.					

**Has your partnership with UNV brought other benefits to your organization?**

- **How much do you agree or disagree with the following statements:**

	Completely Disagree	Somewhat disagree	Somewhat agree	Completely Agree	I can't say
	1	2	3	4	
UNV should strengthen its technical capacity to advise governments on volunteer legislation.					
UNV should continue to generate knowledge products on volunteerism for the SDGs.					
UNV should engage with volunteer-involving organizations more meaningfully.					
UNV should focus its efforts more on advocacy and outreach than on UNV deployment.					

**What suggestions would you make to maximize the success of UNV's work in the future?<sup>6</sup>**

**What are the key strengths and weaknesses of UNV's work?**

Strengths	Weaknesses

**Thank you very much for taking the time to complete this questionnaire.**

**Is there anything else you would like to add?**

Done >>

**We appreciate your input.**

If you have any questions or thoughts, please contact us at: [itziar.gomez@leitmotivsocial.com](mailto:itziar.gomez@leitmotivsocial.com)

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<sup>6</sup>Responses will be analyzed using Nvivo to identify patterns.

## UNV SF Evaluation: Survey for UNVs

### Communication plan

#### First notification (from UNV) to be sent 4TH-6TH January 2021

TO: All UNVs

FROM: EO

CC: Matthew, Eva and Itziar

SUBJECT: Evaluation of UNV's Strategic Framework 2018-21.

Greetings,

In a few days, you will receive an email asking you to complete a short online survey for the evaluation of UNV's Strategic Framework 2018-21.

This evaluation will serve to extract lessons from UNV's implementation of the strategic framework and to identify UNV's concrete contributions to the work of its development partners (including organizations hosting UNVs).

As UNV you are a key source of information for this evaluation. Your opinion really matters!

Since the research for this evaluation is being conducted by external evaluators (Matthew Crump, Eva Otero and Itziar Gómez from IOD PARC), I am providing you advanced notification through this e-mail.

Thank you in advance for your time and honest feedback.

Sincerely,

Martin

#### Invitation (From the evaluation team) to be sent 8<sup>TH</sup> January 2021

TO: All UNVs

FROM: Evaluation Team <eva.otero@leitmotivsocial.com>

SUBJECT: Your input to UNV's Strategic Framework 2018-21 Evaluation

Greetings,

We are writing to you to kindly request your inputs for the evaluation of UNV's Strategic Framework 2018-21. This evaluation is a great opportunity to reflect on what has been done, learned and achieved to date by UNV, most relevantly through the work of UN Volunteers like yourself.

This exercise is important because it will provide valuable information to Member States, UN agencies, UNV Senior Management and other key stakeholders, and will also inform UNV's future planning and strategic thinking.



This survey is one of the methods we are applying to collect data and observations to inform this evaluation. **As a UNV, your input is crucial for us!**

As external evaluators, we will treat your feedback anonymously. Your input will only be released in summary form, ensuring that no individuals can be identified.

**[SurveyLink]**

The deadline for completion is Friday 28<sup>th</sup> January 2021. If you have any questions or concerns, please do not hesitate to contact us.

We look forward to hearing from you.

Sincerely,

Matthew Crump, Eva Otero and Itz'iar Gómez  
Evaluation Team  
IOD PARC

## Reminder (From evaluation team): to be sent AT THE END OF THE SECOND WEEK (22<sup>nd</sup> January 2021).

TO: Recipients who have not completed the survey

FROM: Evaluation Team <eva.otero@leitmotivsocial.com>

SUBJECT: DEADLINE: Your input to UNV's Strategic Framework 2018-21 Evaluation

Greetings,

We recently invited you to provide feedback on UNV's Strategic Framework. We hope to reflect your views in the evaluation that is currently taking place.

If you have not yet had the time, we hope that you can spare a moment to share your thoughts with us. The survey ends next Friday, 28<sup>th</sup> January 2021.

Click here, to share your views: **[SurveyLink]**

Sincerely,

Matthew Crump, Eva Otero and Itz'iar Gómez  
Evaluation Team  
IOD PARC

# Online Questionnaire

## Introduction

### External Evaluation UNV Strategic Framework 2018-21 (EN\_ES\_FR)

Thank you for sharing your thoughts with us. Your input will help UNV to reflect on its performance under the current Strategic Framework and plan its future.

This questionnaire should take approximately 10 minutes to complete. You will be asked your opinion on a number of statements. There are no "correct" answers, only your opinions. If you are unable to answer any question for any reason, please select "No opinion".

We appreciate your time.

**Start >>**

## About you

The information provided in this section will help us to better understand your answers and will allow us to acknowledge your contribution to the evaluation report. The online survey is hosted on secured servers; confidentiality is protected through restricted access, and feedback from the survey will be anonymised and themed.

- Your name
- Your host organization as UNV was: (Dropdown from Power BI)
  - Other (please specify)
- Type of UNV (dropdown)
  - Community
  - Expert
  - Refugee
  - Specialist
  - Youth
- Your nationality
  - (All countries)
- Are you an International UNV?
  - YES/NO (If YES go to 6) (If NO go to 7)
- Country where you were a UNV
  - (All countries)
- I am:
  - Female
  - Male
  - Prefer not to say

## ABOUT YOUR PLACEMENT AS UNV

### Reason to volunteer

- My reasons to volunteer with the UN were:

	Not at all	Somewhat disagree	Somewhat agree	Very much so	No opinion/ No Basis for Judgment
	1	2	3	4	
To help others and make a difference					
Chance to get new skills and abilities					
To start a career in the UN					
To explore different career options / good on CV					
To be part of a prestigious organisation, i.e. a UN agency					
Attractive benefits (e.g.: monthly allowance, travel allowance, health insurance etc.)					
To do something worthwhile and feel proud					
To contribute to the SDGs and the 2030 Agenda					
Have a passion for the job I was offered as a UNV					
Genuine interest in the organisation/project where I was placed as a UNV					
Develop relationships with new people					
To gain contacts beneficial for future					

### Expectations/Support/wellbeing

- How much do you agree or disagree with the following statements.

	Not at all	Somewhat disagree	Somewhat agree	Very much so	No opinion/ No Basis for Judgment
	1	2	3	4	
My placement as UNV has/d negative characteristics (e.g. high demands, a lot of effort; little consultation on change; role conflict; issues with other members of staff)					
My placement as UNV has/d positive characteristics (e.g. control over what I do/did or how I do/did it; support from colleagues; support from managers; appropriate rewards)					
I am/was committed to my host organisation (e.g. high job satisfaction; a committed to stay in my placement until end of contract)					

	Not at all	Somewhat disagree	Somewhat agree	Very much so	No opinion/ No Basis for Judgment
I am/was committed to UNV (e.g. identified myself as a UNV, proud of being a volunteer)					
Being a UNV has not met my expectations					
During my assignment I feel/felt safe and secure					
My host organisation and I have/had a good psychological contract (e.g. keep promises; treated fairly, felt supported)					
UNV and I have/had a good psychological contract (e.g. keep promises; treated fairly, felt supported)					
I have/had a high level of wellbeing in my placement as a UNV (e.g. high satisfaction; a positive mood; happiness)					
I have/had a low level of wellbeing in my placement as UNV (e.g. stress; anxiety; depression)					
Overall, I am satisfied with my experience as a UN Volunteer					

- How much do you agree or disagree with the following statements.

	Completely Disagree	Somewhat disagree	Somewhat agree	Completely Agree	No opinion/ No Basis for Judgment
	1	2	3	4	
I am satisfied with the recruitment process for UN Volunteers (e.g. information on conditions of service, UNV modalities, etc.).					
I am satisfied with the induction I received at the start of my assignment					
UNV recruitment processes were always conducted in an efficient and timely manner.					
The transparency and fairness of UNV selection processes could be improved.					
UNV lends effective guidance, mentoring and support during the placement duration.					
The support received from UNV during the placement could be improved.					

## Personal changes

- How much do you agree or disagree with the following statements.

	Not at all	Somewhat disagree	Somewhat agree	Very much so	No opinion/ No Basis for Judgment
<b>(If you have already finished your placement)</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	
After my UNV placement I have been LESS involved with community / social / political action than before my placement •					
After my UNV placement I have been MORE involved with community / social / political action than before my placement					
After my UNV placement I have been involved with community / social / political action at a SIMILAR level to before my placement and doing SIMILAR things					
After my UNV placement I have been involved with community / social / political action at a SIMILAR level to before my placement but doing DIFFERENT things					

- Do you think that your UNV placement has influenced/ will influence any of the following?

	Not at all	Somewhat disagree	Somewhat agree	Very much so	No opinion/ No Basis for Judgment
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	
Career change or direction					
The way you approach your work					
Your income					
Knowledge of development issues					
Your resilience					
Attitude towards family relationships					
Your adaptability					
Attitude towards volunteering					
Your confidence					
Desire to learn more about development/ social justice,					

## Added value

- How much do you agree or disagree with the following statements:

	Not at all	Somewhat disagree	Somewhat agree	Very much so	No opinion/ No Basis for Judgment
	1	2	3	4	
Through my work as a UNV, I can see I am making a clear and distinctive contribution to the implementation of the 2030 Agenda.					
What most appeals to my host organization to hire UNVs is the cost-effectiveness of this type of contract.					
As a UNV, I actively advocate/d for volunteerism in my organization					
As a UNV, I brought/bring a special motivation to my organization that other members of staff do not have.					

- In your view, what are the key strengths and weaknesses of UNV's work?

Strengths	Weaknesses

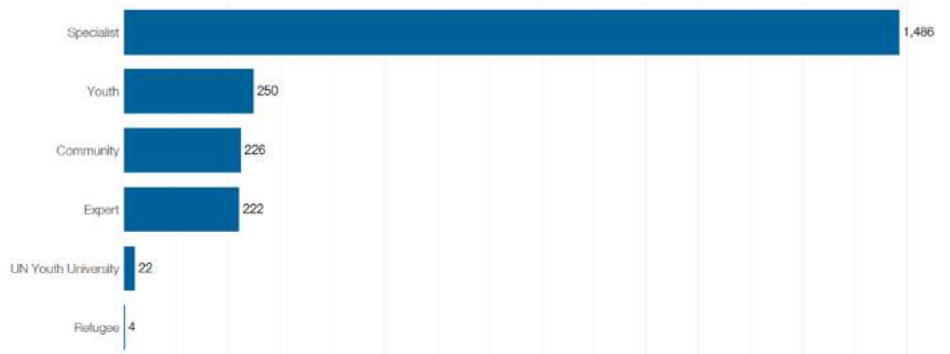
Thank you very much for taking the time to complete this questionnaire.

Is there anything else you would like to add?

Done >>

# Annex 3: Survey Responses

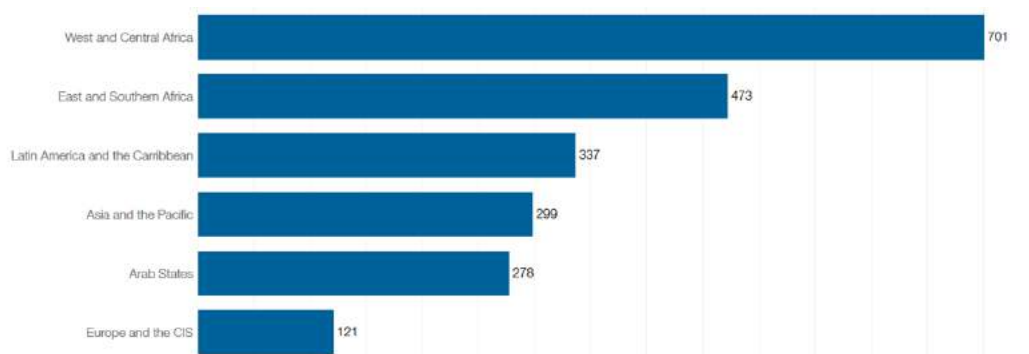
## UN Volunteers survey



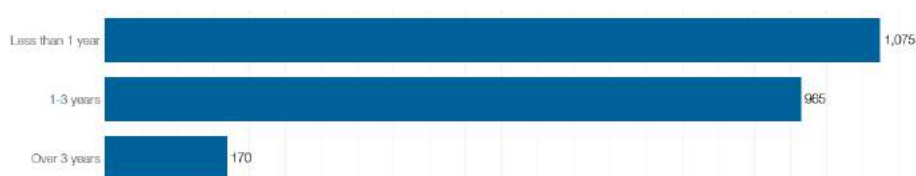
Are you an international volunteer?



Country where you were a UN Volunteer (grouped by UNV classification of region)



Length of time as a UN Volunteer

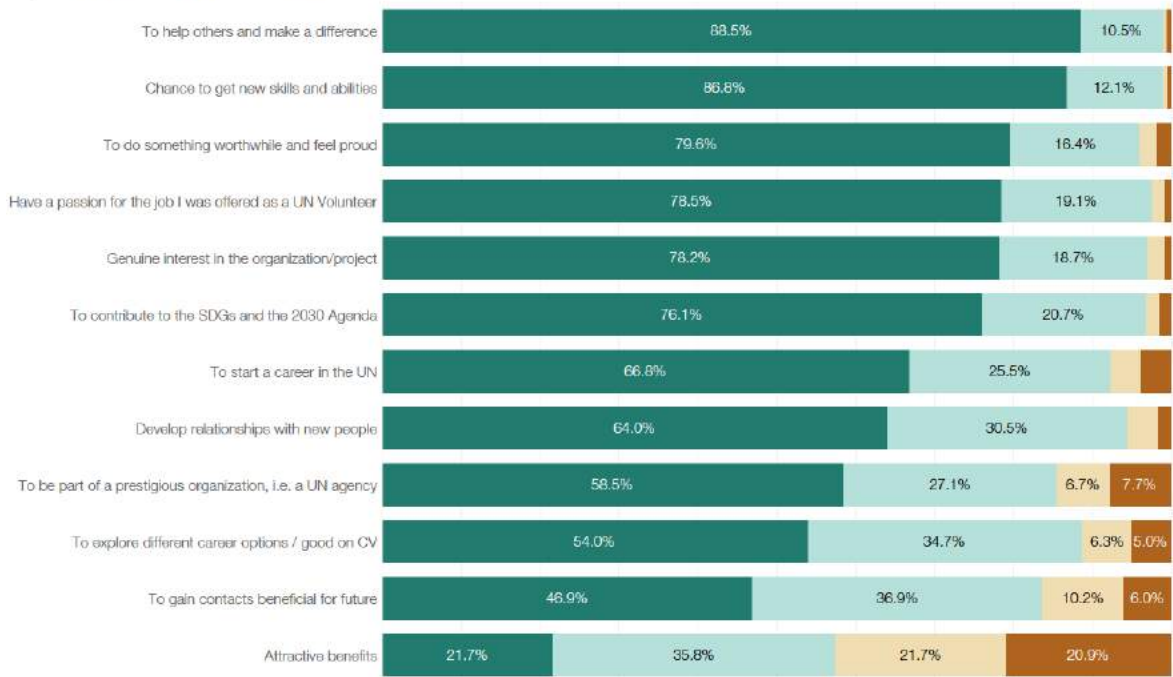


I am:



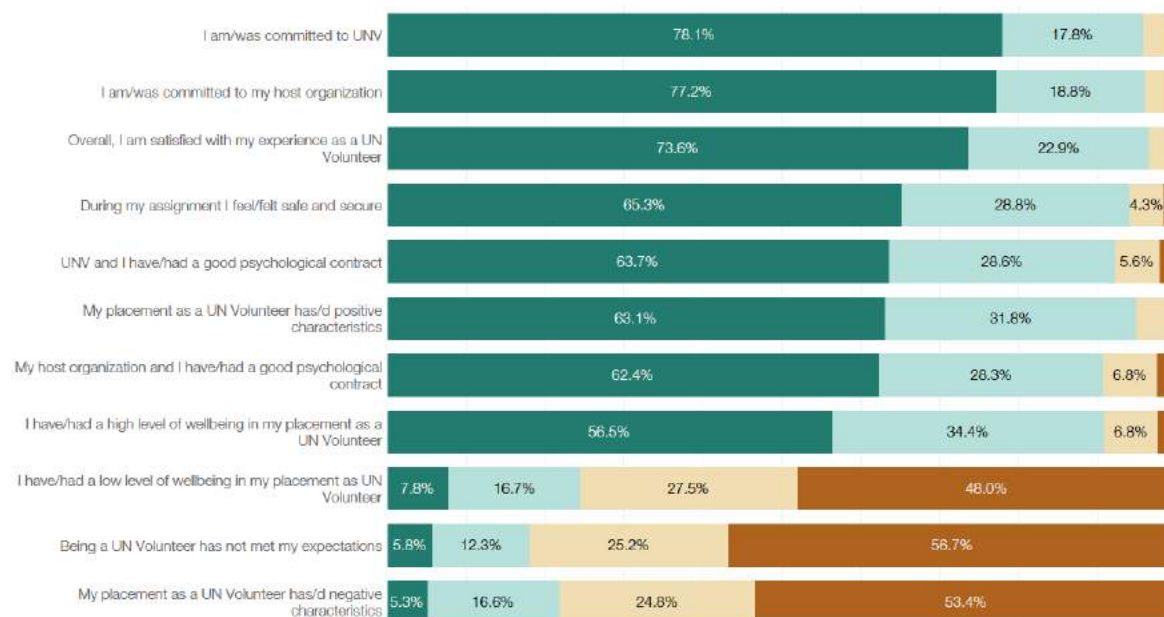
To what extent do you agree with the following statements?

My reasons to volunteer with the UN were...





### To what extent do you agree with the following statements?



#### Response

- Completely disagree
- Somewhat disagree
- Somewhat agree
- Completely agree

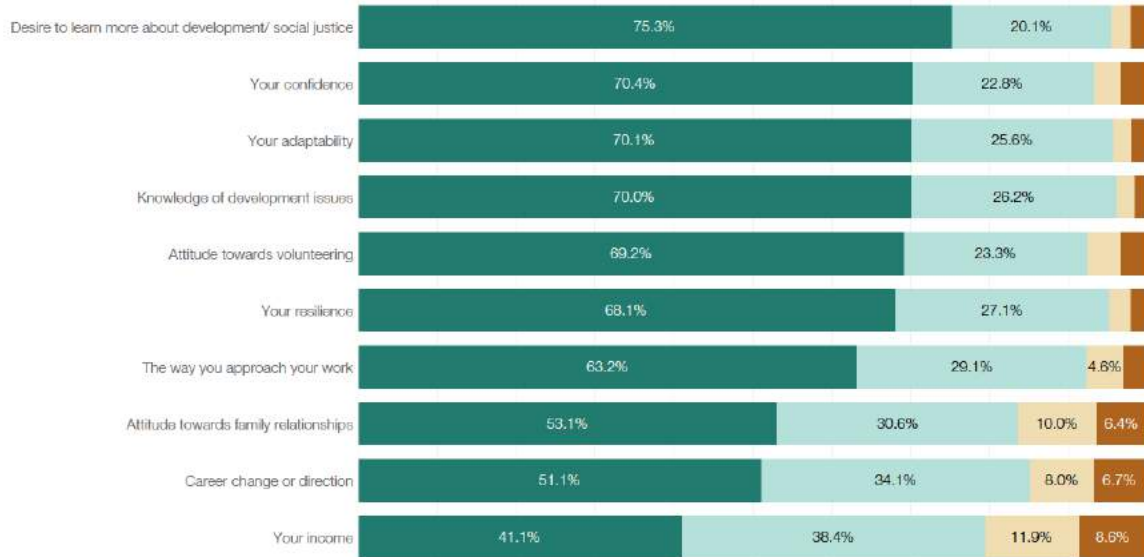
### To what extent do you agree with the following statements?



### To what extent do you agree with the following statements? (if you have already finished your placement)



Do you think that your UNV placement has influenced/will influence any of the following?



To what extent do you agree with the following statements?



Response

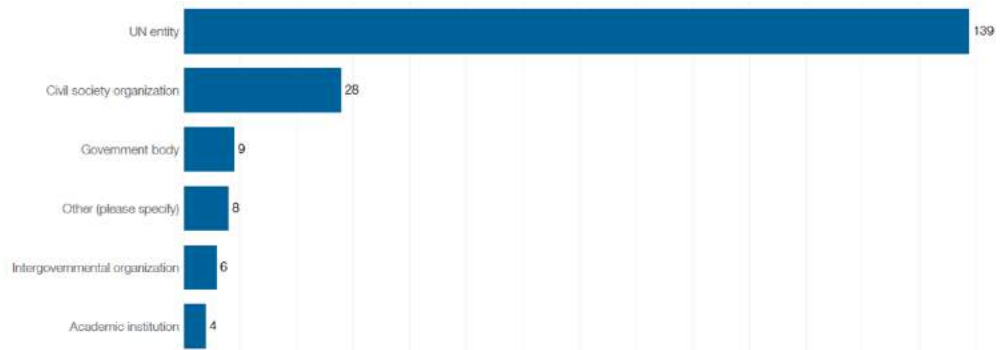
- Completely disagree
- Somewhat disagree
- Somewhat agree
- Completely agree

# Partner survey

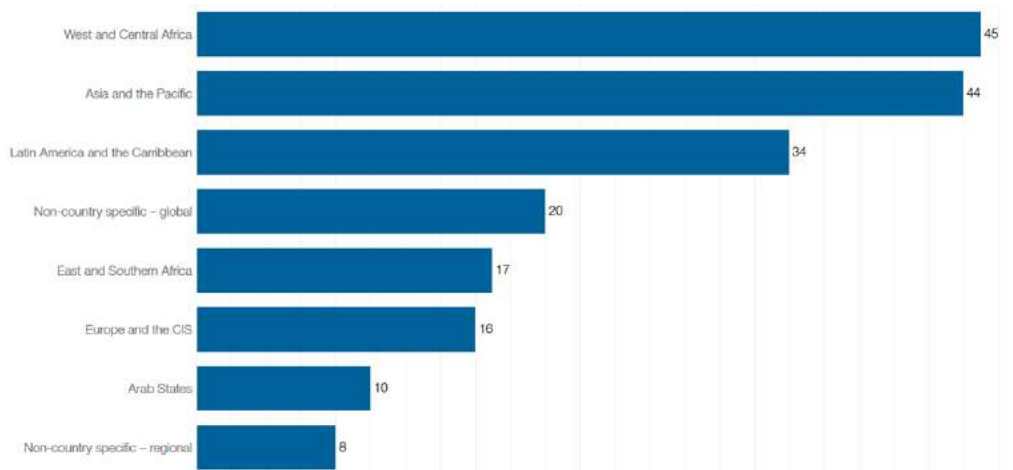
I am



Type of organization



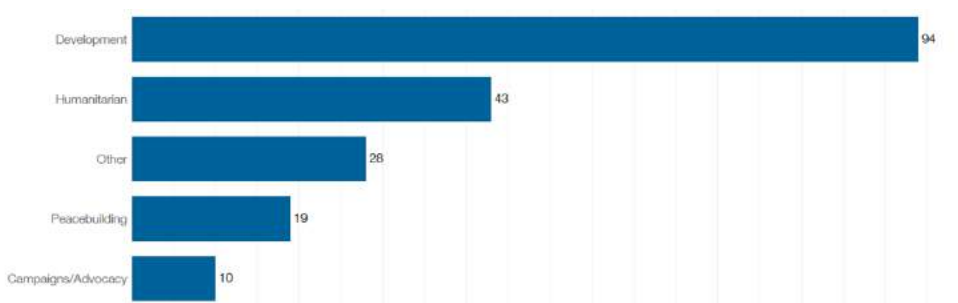
Country representation (grouped by UNV classification of region)



Do you work for a Volunteer Involving Organization (VIO)?

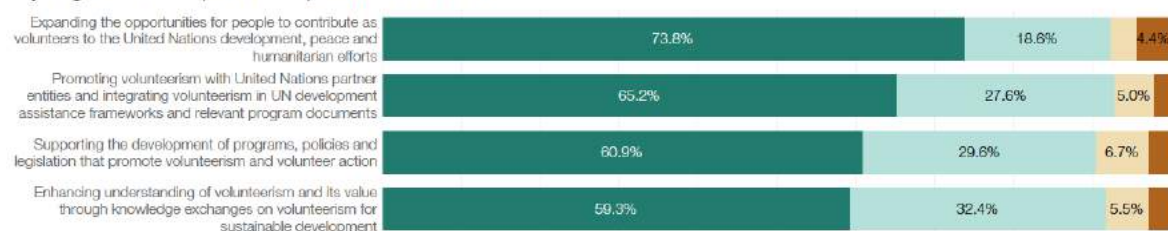


## Type of work

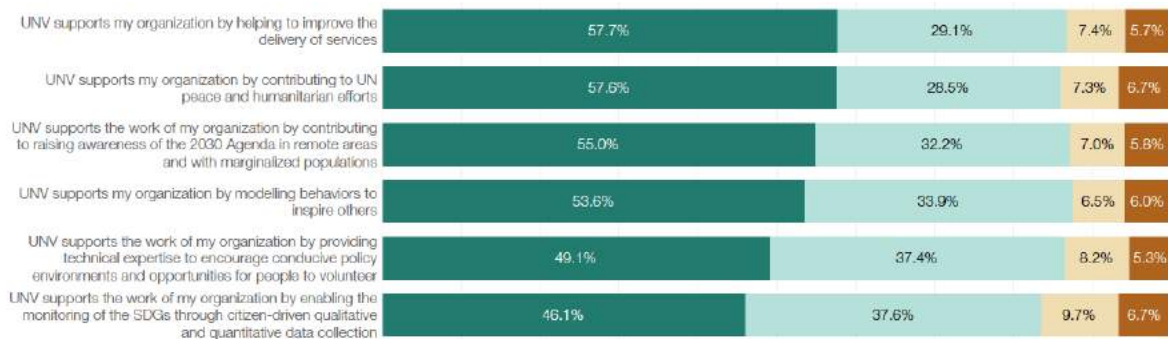


## To what extent do you agree with the following statements?

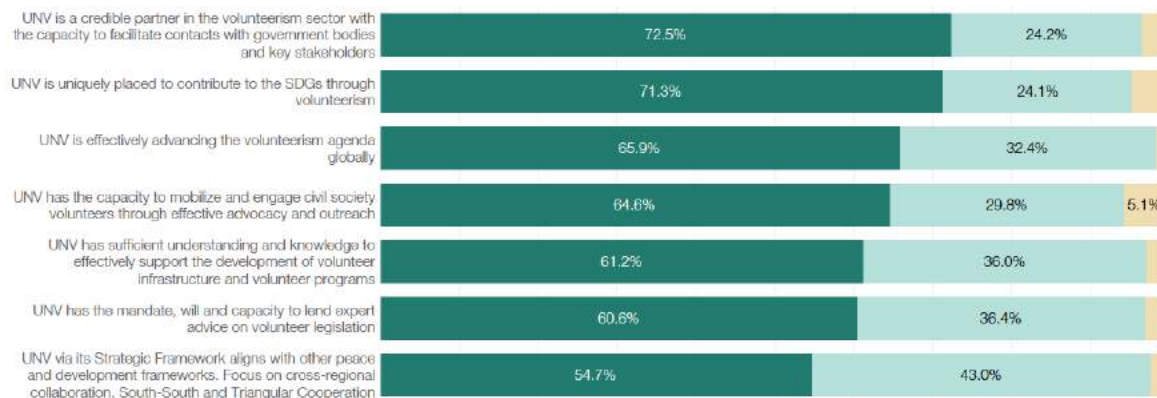
### My organization's partnership with UNV involves...



## To what extent do you agree with the following statements?

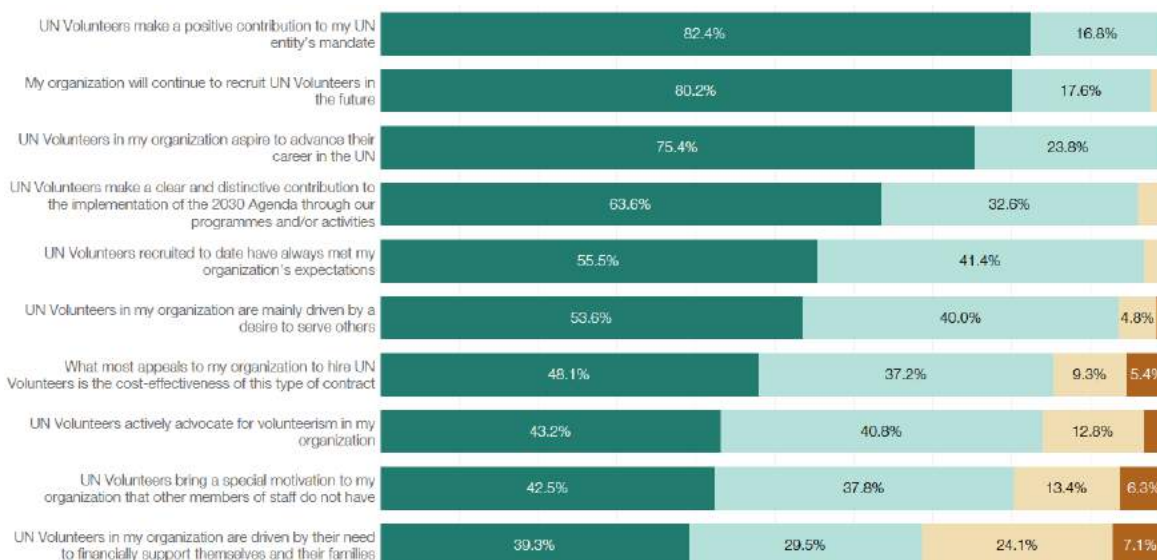


## To what extent do you agree with the following statements?

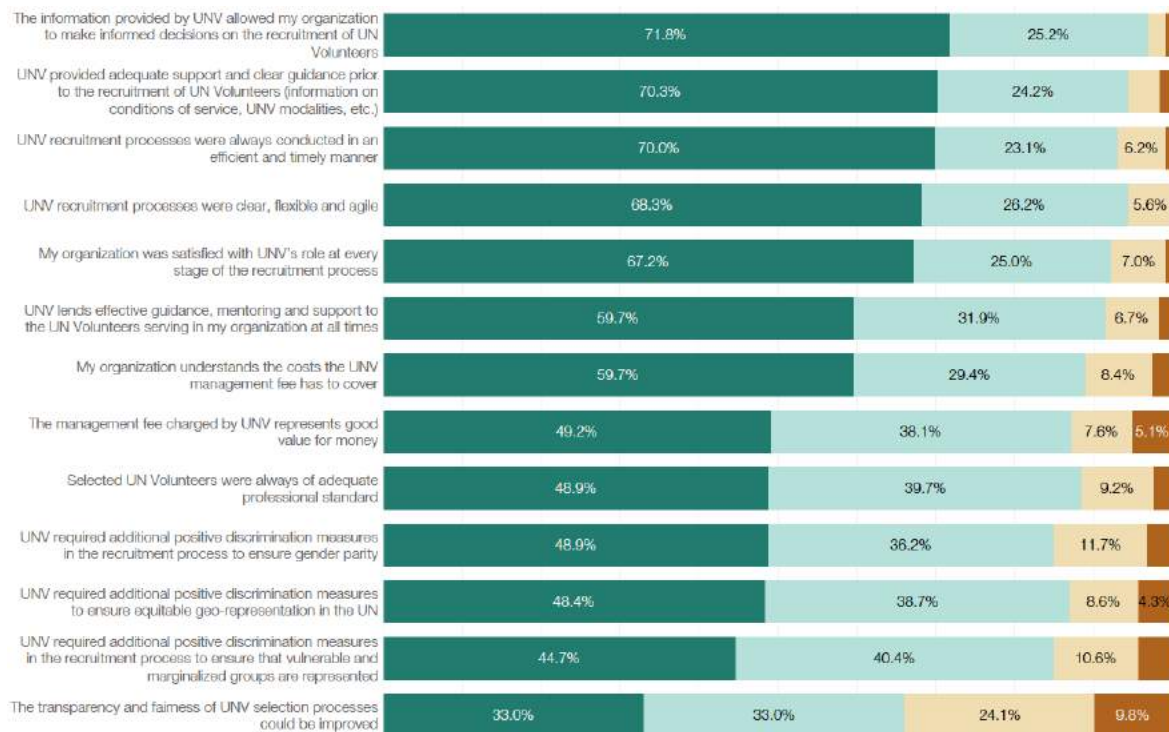


## Outcome 2 Branch\*

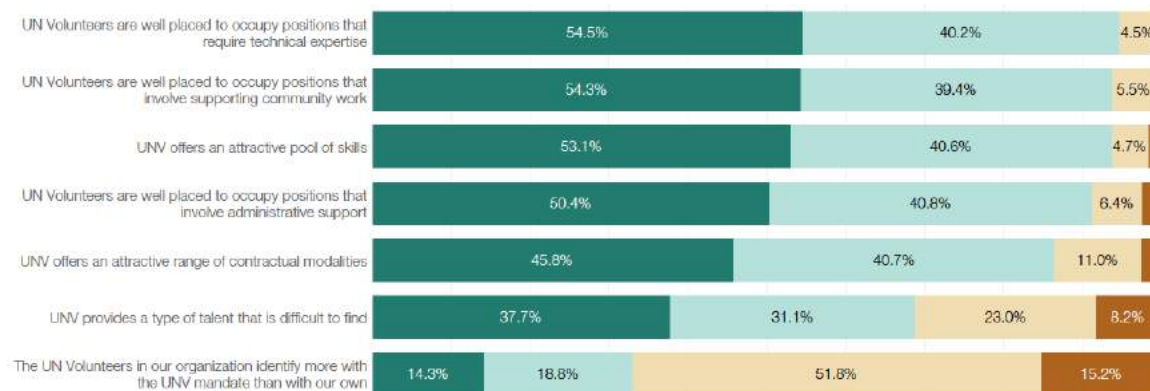
## To what extent do you agree with the following statements?



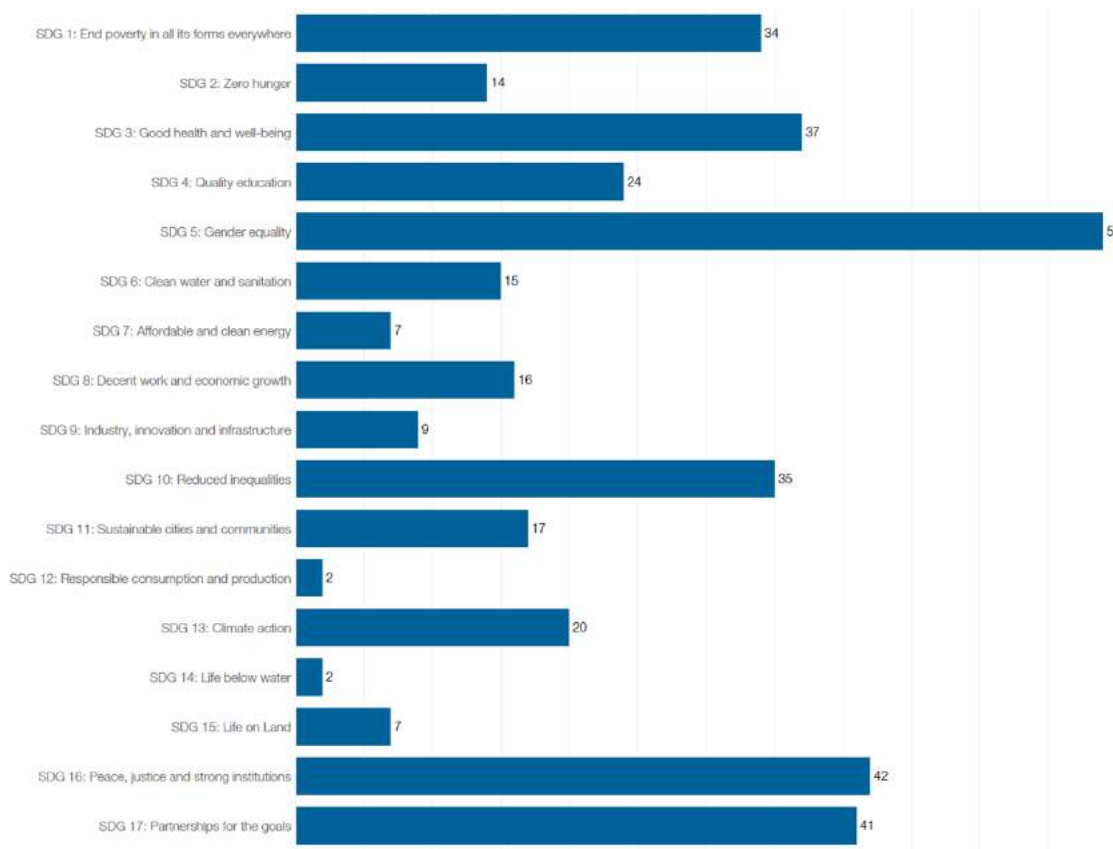
### To what extent do you agree with the following statements?



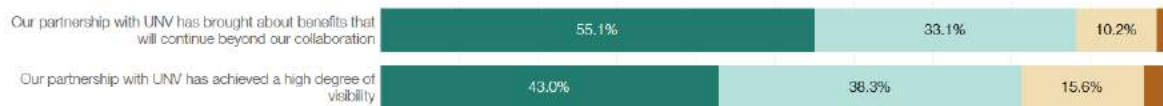
### To what extent do you agree with the following statements?



Please select the 3 SDGs that the UN Volunteers serving your organization contribute to the most to



To what extent do you agree with the following statements?

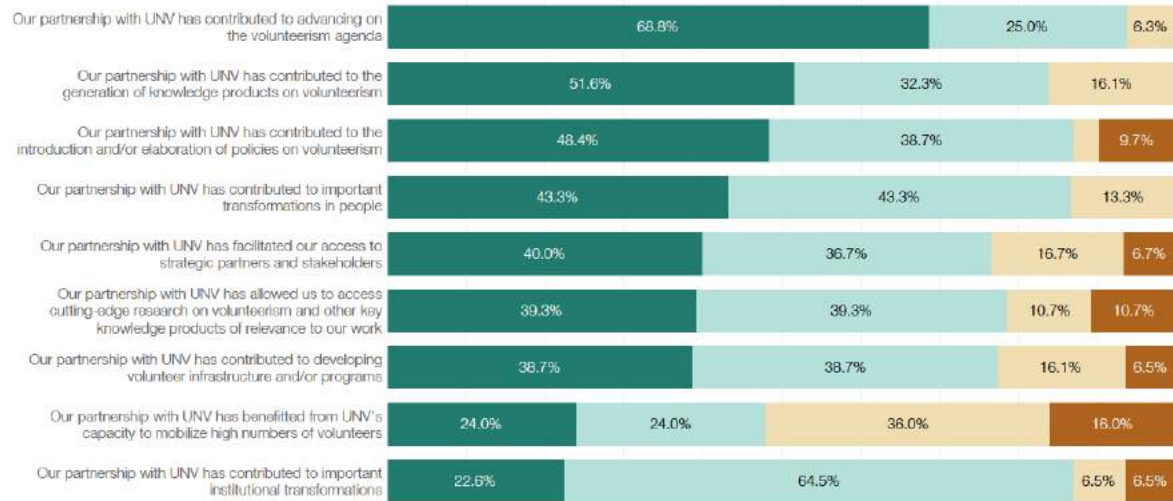


To what extent do you agree with the following statements?



### Outcome 1 branch\*

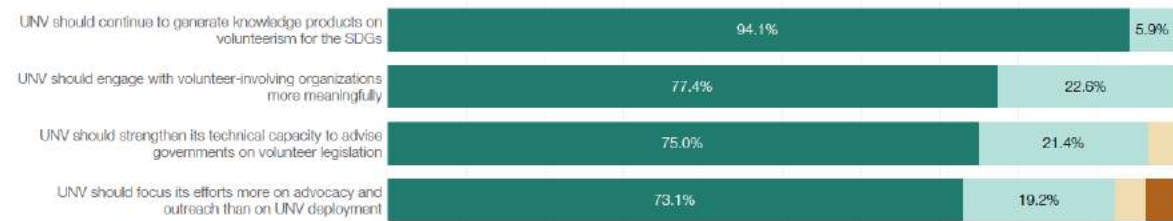
To what extent do you agree with the following statements?



To what extent do you agree with the following statements?



To what extent do you agree with the following statements?





# Annex 4: Interview Guide

Interview guide for interviews/ consultations (Semi structured individual or small group interviews)

Evaluation questions	Interview questions	UNV				Other stakeholders			
		Senior Mgt and Chiefs of Section	HQ Staff	ROs and FUs	Former UNV staff	Donors	Partners Out. 1 (inc. VIO)	Partners Out 2 (inc. UN partners)	Bellwether
<b>1. Relevance and coherence: is the SF doing the right things? How well does it fit?</b>									
<b>1.1 (A) To what extent is the SF relevant to the 2030 Agenda?</b>	How is the current SF adequately addressing UNV's mandate?	✓	✓	✓					
	Please describe the design and the development process of the SF. Who was involved and what mechanisms were applied to engage key relevant stakeholders? What was your own involvement in the process?		✓	✓	✓				
	What assumptions and risks were considered during the development of the SF and which still hold? What has been done to mitigate?	✓	✓	✓					
	Do you think that the SF's logic and measurement mechanisms are adequate? Anything that could have been done directly?		✓	✓	✓				
	Is the SF adequately responding to UNV's current needs and expectations?	✓	✓	✓					
	Is UNV's SF aligned with the needs and expectations of your organization? If so, how?						✓	✓	
<b>1.1 (B) To what extent does the</b>	Is UNV's current SF aligned to the QCPR and UN Reform?	✓							✓

Evaluation questions	Interview questions	UNV				Other stakeholders			
		Senior Mgt and Chiefs of Section	HQ Staff	ROs and FUs	Former UNV staff	Donors	Partners Out. 1 (inc. VIO)	Partners Out 2 (inc. UN partners)	Bellwether
SF respond to the new UN development landscape?	Is UNV being included in UNSDCFs in countries with a presence?			✓			✓	✓	
1.2. What is the comparative and collaborative advantage of the UNV SF, UN Volunteers and volunteerism in response to the SDGs and the new development landscape?	What is UNV's comparative advantage vis-à-vis other VIOs and other organizations providing cost-effective talent?	✓	✓	✓	✓	✓		✓	
	What and how is UNV contributing to the work of partner organisations?			✓					
	Within the UN system, is there anything that UNV is uniquely placed to do? What would that be?	✓		✓				✓	✓
	How would you rate your organization's collaboration with UNV? What are the advantages and the challenges of your collaboration?						✓	✓	
	In the volunteerism sector, what is UNV's main contribution? What is it currently doing to advance the volunteerism agenda globally?						✓		✓
1.3. What has been the contribution of the four individual outputs to the outcomes of the SF?	Is there internal coherence between outputs and outcomes in the current SF? Anything that could have been done differently?	✓	✓	✓	✓				
	Have UNV's action/workplans been conducive for attaining both outcomes of the SF? Anything that could have been done differently?		✓	✓	✓				
	How do the different outputs of the SF complement each other?	✓	✓	✓					

## 2. Efficiency: how well are resources being used?

Evaluation questions	Interview questions	UNV				Other stakeholders			
		Senior Mgt and Chiefs of Section	HQ Staff	ROs and FUs	Former UNV staff	Donors	Partners Out. 1 (inc. VIO)	Partners Out 2 (inc. UN partners)	Bellwether
<b>2.1 To what extent have UNV resources been used efficiently in contributing to the outcomes and results outlines in the SF?</b>	Have the outputs delivered to date met UNV's expectations (in terms of technical quality and content, timeliness, outreach; other established output indicators)?		✓	✓	✓		✓	✓	On quality of outputs
	How have UNV financial resources been used and mobilized to contribute to the outcomes and results outlined in the SF?	✓	✓	✓		✓			
	How, when and in consultation with whom was the SF implementation budget developed? Connection with each Outcome	✓	✓	✓		✓			
	How is expenditure controlled to ensure that implementation costs are on track and deviations are corrected?		✓	✓					
	What efficiency gains have been made through action cost control?	✓	✓	✓					
<b>2.2. What are the results of UNV's organisational and digital transformation and how has it influenced institutional efficiency and effectiveness?</b>	What were the key measures introduced as part of Change Management Transformation Plan for the implementation of the SF?	✓	✓	✓					
	Has progress in the implementation of the Change Management Transformation Plan advanced as planned?	✓	✓	✓					
	How would you rate the effects of these actions on UNV's operations?	✓	✓	✓	✓				
	What has worked best and what has proved challenging?	✓	✓	✓	✓				
<b>2.3. How efficient is coordination and collaboration, specifically</b>	How is human resource management (including coordination among UNV teams working in HQ, ROs and FUs) contributing to the results of the SF? Is it better or worse after	✓	✓	✓	✓				

Evaluation questions	Interview questions	UNV				Other stakeholders			
		Senior Mgt and Chiefs of Section	HQ Staff	ROs and FUs	Former UNV staff	Donors	Partners Out. 1 (inc. VIO)	Partners Out 2 (inc. UN partners)	Bellwether
management arrangements at the global, regional and country levels, in supporting the implementation and results achievement of the SF?	the decentralisation process? How clear are delegations of authority?								
	Give us your opinion about whether UNV staff have the knowledge, skills and capacity required to achieve the SF objectives? Anything that could have been done differently?	✓	✓	✓		✓	✓	✓	✓
<b>3. Effectiveness: is the SF achieving its objectives?</b>									
3.1. How effective has UNV been in achieving the expected outcomes of the SF?	What have been the results achieved so far? What is still to be achieved in the next year of implementation? Is this as expected?	✓	✓	✓					
	To what extent have UNV services met expectations? (of UNV and partners).	✓	✓	✓	✓	✓	✓	✓	
3.2. How have different UNV partnerships and stakeholder relationships contributed to the outcomes of the SF?	Which of UNV's partners are playing a more strategic role in the delivery of the SF?	✓	✓	✓					✓
	How are you collaborating with UNV within the framework of the SF (i.e. since 2018)? How has your partnership evolved in this period?						✓	✓	
	On what criteria have you established new partnerships?	✓	✓	✓					
3.3. What are the major factors (both internal and	What are factors and mechanisms have determined the successful (or unsuccessful) implementation of SF?	✓	✓	✓			✓	✓	

Evaluation questions	Interview questions	UNV				Other stakeholders			
		Senior Mgt and Chiefs of Section	HQ Staff	ROs and FUs	Former UNV staff	Donors	Partners Out. 1 (inc. VIO)	Partners Out 2 (inc. UN partners)	Bellwether
external) helping (enabling) or hindering (constraining) the implementation of the SF?	Have unintended (but predictable) impacts been anticipated?		✓	✓					
<b>4. Sustainability: will the contributions last?</b>									
4.1. Are the results of the UNV contributions under the Strategic Framework likely to be sustained?	Were sustainability concerns considered in the design of the SF? How?	✓							
	How has the sustainability of SF results been pursued during the implementation of the SF so far?	✓	✓		✓				
	Will any concrete adjustments be required to support the SF implementation in the next 12 months to ensure its sustainability? Are they foreseen?	✓	✓						
	How have these considerations been reflected in workplans and other operational documents?		✓	✓					
	To what extent is the SF conducive to the long-term sustainability of UNV?	✓				✓			✓
4.2. How has knowledge, evidence and policy development on volunteerism contributed to sustainability and the case for	Is there evidence of knowledge uptake as part SF results? Which knowledge products have been more successful and why? Is this uptake in line with expectations?		✓	✓			✓		✓

Evaluation questions	Interview questions	UNV				Other stakeholders			
		Senior Mgt and Chiefs of Section	HQ Staff	ROs and FUs	Former UNV staff	Donors	Partners Out. 1 (inc. VIO)	Partners Out 2 (inc. UN partners)	Bellwether
volunteerism for the SDGs?									
<b>5. Cross-cutting issues - Is the SF aligned to global norms and standards &amp; responsive to COVID-19?</b>									
5.1. To what extent has the SF been conducive to the incorporation of core principles such as human rights, gender equality, equal opportunities for people with disabilities and marginalized groups, resilience and leaving no one behind?	Has funding been earmarked to advance on cross-cutting issues (gender, vulnerable persons, persons living with disabilities, etc) and if so, through which mechanisms? Are any positive discrimination measures in place with the objective of engaging better with marginalized groups?	✓	✓	✓		✓		✓	
	How is the engagement of UNVs in the implementation of the SF contributing to personal changes (entity, social and political awareness, empowerment, etc) in relation to gender, human rights, disabilities and marginalized groups in key stakeholder groups?			✓				✓	
5.2. To what degree was the UNV SF robust, flexible and adaptable to address the challenges caused by the global COVID-19 crisis?	How is UNV responding to the COVID crisis? What factors explain UNV's response? What mechanisms have been decisive?		✓	✓	✓	✓	✓	✓	✓

## Annex 5: Key stakeholders consulted

### Interviews - UNV

	Name	Role	Department/Duty Station	
1.	Olivier Adam	Executive Coordinator (EC)	Executive Office	UNV HQ
2.	Toily Kurbanov	Deputy Executive Coordinator (DEC)	Executive Office	UNV HQ
3.	Andrey Pogrebnyak	Director	Management Services	UNV HQ
4.	Kyoko Yokosuka	Chief	External Relations and Communications Section (ERCS)	UNV HQ
5.	Anna Sargsyan	Chief	Finance and Budget Section (FBS)	UNV HQ
6.	Frederic LeMaistre	Chief	Information and Communication Technology Unit (ICTU)	UNV HQ
7.	Olga Zubritskaya-Devyatkina	Chief	Volunteer Solutions Section (VSS)	UNV HQ
8.	Elise Bouvet	Chief	Volunteer Service Center (VSC)	UNV HQ
9.	Emma Morley	Chief	Volunteer Advisory Services Section (VASS)	UNV HQ
10.	Martin Hart-Hansen	Chief	Executive Office and Strategic Planning <a href="#">and Evaluation focal point</a>	UNV HQ
11.	Naoual Driouich	Chief	UN System Affairs and New York Office	UNV HQ
12.	Miroslava ("Mirka") Vavrecanova	Chief	Human Resources Section (HRS)	UNV HQ
13.	Naoual Driouich	Chief	UN System Affairs and New York Office	
14.	Veronique Zidi-Aporeigah	Regional Manager	Regional Office for West and Central Africa (ROWCA)	Regional
15.	Lita Paparoni	Regional Manager	Regional Office for Latin America and the Caribbean (ROLAC)	Regional
16.	Sarah Anyoti	OIC, Regional Portfolio Manager	Regional Office for East and Southern Africa (ESARO)	Regional
17.	Shalina Miah	Regional Manager	Regional Office for Asia and the Pacific (ROAP)	Regional
18.	Jason Pronyk	Regional Manager	Regional Office for Arab States (ROAS)	Regional
19.	Dmitry Frischin	Regional Manager	Regional Office for Europe and the Commonwealth of Independent States (ROECIS)	Regional
20.	Hendrik Smid	Programme Specialist, RBM	Executive Office and Strategic Planning <a href="#">and Evaluation focal point</a>	UNV HQ
21.	Avetis Avagyan	Digital Transformation Project Manager	Volunteer Solutions Section (VSS)	UNV HQ
22.	Margaret Carroll	Policy Specialist	Volunteer Advisory Services Section (VASS)	UNV HQ

	Name	Role	Department/Duty Station	
23.	Niels Lohmann	Team Leader, Capacity Development & Learning	Human Resources Section (HRS)	UNV HQ
24.	Mishra Narendra	Programme Specialist Volunteer Infrastructure	Volunteer Advisory Services Section (VASS)	UNV HQ
25.	<a href="#">Sandra Koch</a>	<a href="#">Management Specialist, Executive Support</a>	<a href="#">Executive Office and Strategic Planning and Evaluation focal point</a>	<a href="#">UNV HQ</a>

### Interviews - Partners

	Name	Role	Department	Organisation
1.	Katherine Aston	Deputy	Independent Evaluation Section	UNODC
2.	Amanda Mukwashi	Chief Executive	Executive Office	Christian Aid
3.	Dominic Allen	Chief a.i.	Operational Support and Quality Assurance Branch Policy and Strategy Division	UNFPA
4.	Cielo Morales	Director		Latin American and the Caribbean Institute for Economic and Social Planning
5.	Amjad Saleem	Inclusion, Protection and Engagement		IFRC
6.	Jayathma Wickramanayake	UN Envoy on Youth		UN Secretariat
7.	Rosemary Kalapurakal	Director of Programing	UNDCO	UNDCO
8.	Lisa Lange	Management Specialist	MSC	UNDP
9.	Michele Candotti	Chief of Staff and Director of Executive Office of UNDP	Executive Office	UNDP
10.	Mourah Wahba	Associate Administrator		UNDP
11.	Theresa Panuccio	Special Advisor	ExO	UNDP
12.	Afke Bootsman	~		UNDP
13.	Njoya Tikum	~		UNDP
14.	Joseph D'Cruz	Executive Office		UNDP
15.	James, O'Brien	Executive Coordinator		Forum
16.	Gelfiya Schienko	~		OSCE
17.	Stefania Letta	Policy and Strategy Division		UNFPA



	Name	Role	Department	Organisation
18.	Matthias Clerc	~		Ministere des Affaires Etrangeres et du Developpement International
19.	Amjad Saleem	Inclusion, Protection and Engagement		IFRC
20.	Szilvia Farkas	Affiliate Partnerships Unit		UNHCR
21.	Timothy Crowley	~		UNMISS
22.	James, O'Brien	~		Forum
23.	Saumik De	Crisis Bureau		UNDP
24.	Ms Satomi Tanaka	~		JICA, Japan
25.	Mr Hajime Usami	~		JICA, Japan
26.	Mr Tatsuhiko Ichihara	~		MOFA, Japan
27.	Mr Fumio Yamazaki	~		MOFA, Japan
28.	Mr Natal Donnalioia	~		CINFO Switzerland
29.	Ellie Zeitlen, Manager	New Talent Unit, Division for Human Resources		UNICEF
30.	Alejandra Puleceo,	Head	Global Volunteer Office	UNICEF
31.	Joseph, D'Cruz,	Senior Advisor	Executive Office	UNDP
32.	Naeem Ahmad	OHR		UNDP
33.	Saumik De	~		UNDP
34.	Lorena Acevedo	~		Swedish International Development Agency
35.	Liliane Tarnutzer	~		Swiss Agency for Development and Cooperation
36.	Elena Clare	~		Federal Foreign Office, Germany
37.	Peter Devereux	~		Independent Consultant
38.	Cliffon Shimengs	ParEvo participant		UN Volunteer
39.	Eliazar Castro	ParEvo participant		UN Volunteer
40.	Deonne Smith-Anderson	ParEvo participant		UN Volunteer
41.	Mohammed Heriza	ParEvo participant		UN Volunteer
42.	Emelin Nwana	ParEvo participant		UN Volunteer
43.	Leticia Zenevich	ParEvo participant		UN Volunteer
44.	Charles M. Kullie	ParEvo participant		UN Volunteer
45.	Muluberhan Berhe Hagos	ParEvo participant		UN Volunteer
46.	Mónica Villanueva Nuñez	ParEvo participant		UN Volunteer
47.	Hayoung Jeon	ParEvo participant		UN Volunteer
48.	Dorcas Manortey	ParEvo participant		UN Volunteer
49.	Lucy Jayne White	ParEvo participant		UN Volunteer
50.	Adewole Oke	ParEvo participant		UN Volunteer
51.	Suryakantham Ravi Chitrapu	ParEvo participant		UN Volunteer
52.	Ali Raza	ParEvo participant		UN Volunteer

## Focus Groups

### FGD Schedule

Region	Group	FGD date/time
Regional Office for Europe and the CIS (ROECIS)	RO	Monday 11th January (9.00 am)
Regional Office for Europe and the CIS (ROECIS)	FU	Tuesday 2nd February (10.00 am)
Regional Office for Arab States (ROAS)	RO	Tuesday 19th January (1.00 pm)
Regional Office for Arab States (ROAS)	FU	Thursday 4th February (10.00 am)
Regional Office for East and Southern Africa (ESARO)	RO	Tuesday 5th January (8.00 am)
Regional Office for East and Southern Africa (ESARO)	FU	Monday 18th January (1.00 pm)
Regional Office for Asia and the Pacific (ROAP)	RO	Wednesday 13th January (8.00 am)
Regional Office for Asia and the Pacific (ROAP)	FU	Wednesday 27th January (06.00 am)
Regional Office for Latin America and the Caribbean (ROLAC)	RO	Friday 29th January (4.00 pm)
Regional Office for Latin America and the Caribbean (ROLAC)	FU	Thursday 4th February (3.00 pm)
Regional Office for West and Central Africa (ROWCA)	RO	Thursday 14th January (4.00 pm)
Regional Office for West and Central Africa (ROWCA)	FU	Thursday 21st January (3.00 pm)

### ROECIS

Name	Position	FGD attended
Rimma Sabayeva	Regional Manager	RO
Dmitry Frischin	Former Portfolio Manager	RO
Ekaterina Polishchuk	Regional Communications Officer	RO
Pinar Akpınar	Programme Associate	RO
Blerim Azizi	Country Coordinator, Kosovo	FU
Nil Memisoglu	Country Coordinator, Turkey	FU
Yuriy Savko	Country Coordinator, Ukraine	FU
Ardanela Ridzalovic	Country Coordinator, Bosnia and Herzegovina	FU

## ROAP

Name	Position	FGD attended
Shalina Miah	Regional Manager	RO
Dmitry Frischin	Deputy RM	RO
Miyeon Park	Portfolio Manager	RO
Emiliya Asadova	Programme Analyst	RO
Sharmalee Jayasinghe	Country Coordinator, Sri Lanka	FU
Nancy Zhang	Country Coordinator, China	FU
Arun Sahdeo	Country Coordinator, India	FU

## ROLAC

Name	Position	FGD attended
Lita Paparoni	Regional Manager	RO
Bart Tilkin	Portfolio Manager	RO
Carmen Ramírez	Communications Officer	RO
Edwin Chipsen	Programme Analyst	RO
Claudia de San Roman	Country Coordinator, Guatemala	FU
Renata Cunha Farias	Country Coordinator, Brazil	FU
Cyra Daroca	Country Coordinator, Bolivia	FU
Ginna Rojas	Country Coordinator, Colombia	FU

## ROAS

Name	Position	FGD attended
Jason Pronyk	Regional Manager	RO
Ouarda Derafa	Regional Portfolio Manager	RO
Inas-Taha Abbas	Regional Portfolio Specialist	RO
Noor Alhakim	Programme Associate	RO
Yeran Tejjian	Country Coordinator, Lebanon	FU
Hani Hindiyeh	Country Coordinator, Palestine	FU
Widad Boukaileh	Programme Assistant	FU
Olfa Borsali Ben Hamida	Multi-country Coordinator, Morocco, Libya, Algeria and Tunisia	FU

## ROWCA

Name	Position	FGD attended
Veronique Zidi-Aporeigah	Regional Manager	RO
Paul Menye	Regional Portfolio Manager and Deputy	RO
Adjoa Sika E. Ahawo	Portfolio Specialist	RO
Mariagiovanna Costa	Portfolio Specialist	RO
Sarjo Sarr	Programme Specialist	RO
Agnes Okodombe	Country Coordinator, Cameroun	FU
Veronica Obiuwebvi	Country Coordinator, Nigeria	FU
Davy Moundongo	Programme Manager/MONUSCO, DRC	FU
Anna Fanny	Programme Assistant/VSC Recruitment Associate, Cote d'Ivoire	FU
Fessou Lawson	Programme Assistant/VSC Recruitment Associate, Togo	FU

## ESARO

Name	Position	FGD attended
Sarah Anyoti	Portfolio Manager	RO
Vojtech Hledik	Portfolio Specialist	RO
Yuichiro Sakai	Portfolio Specialist	RO
Kevin Ochieng	Communications Associate	RO
Lucy Ndungu	Regional Manager	RO
John Ochola	RBM Manager	RO
Waheeb AlEryani	Programme Manager	FU
Fridah Daka	Country Cordinator, Zambia	FU
Salomao Maxaeia	Country Cordinator, Mozambique	FU
Anne-rose Kogi	Country Coordinator, Kenya	FU

## Annex 6: Document List

### UNV and Corporate Documents

1. Kallick Consulting/United Nations Volunteers (UNV) (2020), UNV Strategic Framework 2018-2021 Midterm Review.
2. United Nations Volunteers (UNV) (2020), Report of the UNDP Administrator to the Executive Board 2018 6 April 2020.
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5. United Nations Volunteers (UNV) (2020), Report of the UNDP Administrator to the Executive Board 2018 6 April 2020. Annex 3: Financial Overview 2019.
6. United Nations Volunteers (UNV) (2020), Report of the UNDP Administrator to the Executive Board 2018 6 April 2020. Annex 4: 2019 Annual Performance Indicators.
7. United Nations Volunteers (UNV) (2020), Report of the UNDP Administrator to the Executive Board 2018 6 April 2020. Annex 5: Mid-Term Performance Indicators, cumulative 2018-2019.
8. United Nations Volunteers (UNV) (2020), Report of the UNDP Administrator to the Executive Board 2018 6 April 2020. Annex 6: SF Results Matrix - Compendium of Proposed Adjustments Based on Mid-Term Review.
9. United Nations Volunteers (UNV) (2020), Strategic Framework 2018-21 Indicator Methodological notes 06.04.2020.
10. United Nations Volunteers (UNV) (2020), UNV Contract Modalities.
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23. United Nations Volunteers (UNV) (n.d.), Summary of UNV Partnerships Survey 2018-2019 and detailed Annex on comments.
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25. United Nations Volunteers (UNV) (2013), Annual Session 2013. Report of the Administrator on the evolution of the role and function of the United Nations Volunteers programme since its inception.
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27. ESRI (2020), 'A short history of the United Nations Volunteers' [Online]. Available at <http://www.arcgis.com/apps/MapJournal/index.html?appid=ed74eaf4650341cdad6a0f7df2b5bd10>
28. United Nations Volunteers (UNV) (2020), Organigram UNV updated 13Oct2020.
29. United Nations Volunteers (UNV) (2019), UNV Business Outlook (version 20190111).
30. United Nations Volunteers (UNV) (2018), SF 2018-21 Methodological Notes.
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65. UNV MTR Compendium of adjustments
66. UNV MTR Bonn mission schedule

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71. UNV Volunteer Description of Assignment, TZA-UNRCO UN Coordinator for COVID-19 Zanzibar (2020).
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### VNR Analysis

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	<b>UNGA Resolutions</b>	<b>Date</b>	<b>Synopsis</b>
	UNGA Resolution 2659 on: Establishment of United Nations Volunteers	07 December 1970	Called for the establishment within the framework of the UN system, with effect from 1 January 1971, of an international group of volunteers, the members of which were to be designated collectively and individually as United Nations Volunteers.
	UNGA Resolution 2810(XXVI) on: United Nations Volunteers programme	06 January 1972	Reaffirms conviction that the active participation of the younger generation in all aspects of social and economic life constitutes an important additional source of trained manpower in the overall development efforts, thus ensuring the increased effectiveness of collective efforts necessary for a better society.
	UNGA Resolution 2970 (XXVII) on: United Nations Volunteers programme	14 December 1972	Expressed General Assembly conviction that the United Nations Volunteers programme has the potential to render valuable service to the development needs of the developing countries, and particularly of the least developed among them. Furthermore, reaffirms that the involvement of youth in the collective efforts of the United Nations system will enhance international understanding and co-operation between nations.
	UNGA Resolution 3125/XXVIII on: United Nations Volunteers programme - see pages 46-47	13 December 1973	Endorses the measures being taken by UNV to assume the responsibility for its own recruitment, working directly with sponsoring agencies and organizations interested in participating in the programme.
	UNGA Resolution 31/166 on: UNV Domestic Development Services (DDS) - see page 73	21 December 1976	Requests the Administrator of the United Nations Development programme to develop further and expand activities of the United Nations Volunteers in the field of domestic development services; ensuring that the United Nations Volunteers programme actively promotes the formation of regional advisory groups for domestic development services and subsequently co-operates to the fullest possible extent with such group; to ensure that the United Nations Volunteers programme prepares and publishes relevant material on volunteer and domestic development services activities.

UNGA Resolutions	Date	Synopsis
UNGA Resolution 33/84 on: United Nations Volunteers programme	15 December 1978	Affirms conviction that, with a greater proportion of technically qualified volunteers currently being recruited from developing countries themselves, the United Nations Programme is assuming an important role as an instrument of technical cooperation among developing countries. Also, The General Assembly appeals to the Governments of the Member States to consider contributing to or increasing their contributions to the Special Voluntary Fund for the United Nations Volunteers.
UNGA Resolution 34/107 on: United Nations Volunteers programme - see pages 100-101	14 December 1979	Endorses an increase in the number of volunteers in service to a level of one thousand by 1983 to meet the needs and the requests of developing countries, subject to the availability of funds and with the understanding that the quality of the programme will not be adversely affected.
UNGA Resolution 34/163 on: United Nations Volunteers programme - see pages 183-184	17 December 1979	Recognizes the need for wider and more effective use of all appropriate channels that would allow young people to participate in a concrete and effective manner in national development and in the activities of the United Nations at the national, regional, interregional and international level.
UNGA Resolution 35/421 on: United Nations Volunteers programme	05 December 1980	Notes a change in the title of the post of Coordinator of UNV. It was considered that the title of Executive Coordinator would reflect better the functions and responsibilities of the post.
UNGA Resolution 36/198 on: United Nations Volunteers programme - see pages 131-132 First Decade	17 December 1981	Notes with satisfaction the successful achievement of the United Nations Volunteers programme during the first decade of service, that it is active in 93 countries, including the least developed countries, and that it has, in response to GA resolution 34/107 of 14 December 1979, reached ahead of schedule the target of 1000 volunteers in service.
UNGA Resolution 37/229 on: United Nations Volunteers programme - see page 156	20 December 1982	Renews its appeal to Governments, organizations and individuals to contribute or to increase their contributions to the Special Voluntary Fund for the United Nations Volunteers, and notes with appreciation that a substantial contribution has been made to the programme this year by one individual.
UNGA Resolution 38/173 on: United Nations Volunteers programme - see page 143	19 December 1983	Reaffirms that the United Nations Volunteers programme continues to be an effective instrument of multilateral technical co-operation programmes responding to the needs of the developing countries, particularly to those of the last developed among them.
UNGA Resolution 40/212: Adoption of 5 December as International Volunteer Day for Economic and Social Development (IVD)	17 December 1985	On the recommendation of the Second Committee, the UN General Assembly adopted this resolution (A/RES/40/212) on 17 December 1985, establishing 5 December as International Volunteer Day.
UNGA Resolution 49/139B: Participation of volunteers, "White Helmets", in activities	20 December 1994	Participation of volunteers, "White Helmets", in activities of the United Nations in the field of humanitarian relief, rehabilitation and technical cooperation for development.

UNGA Resolutions	Date	Synopsis
of the United Nations - see pages 4-6		
UNGA Resolution 50/19: Participation of volunteers, "White Helmets", in activities of the United Nations	22 December 1995	Participation of volunteers, "White Helmets", in activities of the United Nations in the field of humanitarian relief, rehabilitation and technical cooperation for development.
UNGA Resolution 52/17: Declaration of 2001 as International Year of Volunteers	20 November 1997	Declares 2001 the International Year of Volunteers designated the United Nations Volunteers (UNV) programme, the volunteer arm of the UN, as the focal point. The objectives of the Year are increased promotion, recognition, facilitation and networking of voluntary action worldwide. The resolution was co-sponsored by 123 countries.
UNGA Resolution 52/171: Participation of volunteers, "White Helmets", in the activities of the United Nations	16 December 1997	Participation of volunteers, "White Helmets", in activities of the United Nations in the field of humanitarian relief, rehabilitation and technical cooperation for development.
UNGA Resolution 56/38: Recommendations on support for volunteering	21 May 2001	Proposes recommendations on how governments and the United Nations system can support volunteering.  In these recommendations, the terms volunteering, volunteerism and voluntary activities refer to a wide range of activities, including traditional forms of mutual aid and self-help, formal service delivery and other forms of civic participation, undertaken of free will, for the general public good and where monetary reward is not the principal motivating factor.
UNGA Resolution 56/102: Participation of volunteers, "White Helmets", in the activities of the United Nations	14 December 2001	Participation of volunteers, "White Helmets", in activities of the UN in the field of humanitarian relief, rehabilitation and technical cooperation for development.
UNGA Resolution 57/106: Follow-up to the International Year of Volunteers	26 November 2002	Calls upon stakeholders to support volunteerism as a strategic tool to enhance economic and social development and requests the Secretary-General to report to the General Assembly at its 60th session on the implementation of the current resolution.
UNGA Resolution 60/134: Follow-up to the implementation of the International Year of Volunteers	06 February 2006	Invites all stakeholders, especially from the private sector community and from private foundations, to support volunteerism as a strategic tool to enhance economic and social development, including by expanding corporate volunteering.
UNGA Resolution 63/153: Follow-up to the implementation of the International Year of Volunteers	11 February 2009	Decided that on or around 5 December 2011, two plenary meetings of the sixty-sixth session of the General Assembly shall be devoted to follow-up to the International Year of Volunteers and the commemoration of its tenth anniversary, under the item entitled 'Social development'.

	<b>UNGA Resolutions</b>	<b>Date</b>	<b>Synopsis</b>
	UNGA Resolution 66/67: Tenth anniversary of the International Year of Volunteers - IYV+10	20 February 2012	Adopted Resolution A/RES/66/67 on marking the tenth anniversary of the International Year of Volunteers. The Resolution follows on from other major volunteering events over the year, such as the Global Volunteering Conference in Budapest, and six regional consultations held during the year.
	UNGA Resolution 67/138: Integrating volunteering in the next decade	20 December 2012	Recognizes that "volunteerism is an important component of any strategy aimed at such areas as poverty reduction, sustainable development, health, education, youth empowerment, climate change, disaster risk reduction, social integration, social welfare, humanitarian action, peacebuilding and, in particular, overcoming social exclusion and discrimination."
	UNGA Resolution 70/129: Integrating volunteering into peace and development: the plan of action for the next decade and beyond	13 November 2015	Adopts the Resolution on "Integrating volunteering into peace and development: the plan of action for the next decade and beyond", co-facilitated by Brazil and Japan and co-sponsored by 100 Member States.  The Resolution recognizes that volunteerism can be a powerful means of implementation for the 2030 Sustainable Development Agenda and welcomes the integration of volunteerism in the 2030 Agenda and in related key documents.
	Resolution 73/140: Volunteering for the 2030 Agenda for Sustainable Development'	2 October 2018	Details arrangements around the integration of volunteerism within intergovernmental process for the 2030 Agenda and enables UNV to appropriately support Member States, as well as the UN System, in their preparations leading up to the Global Technical Meeting, which will take place in 2020.

## Annex 7: Risk Assessment and Mitigation Plan

Below we set out potential risks the evaluation team has identified regarding this evaluation, as well as inputs needed from the UNV Evaluation Office to help ensure the evaluation is completed to time and to a high standard of quality, in addition to our own inputs.

Risk descriptor	Risk rating	Mitigation
<b>Publicizing the evaluation:</b> ensuring key stakeholder awareness of the evaluation and the planned approaches to data collection.	Low	The evaluation team will work with UNV to ensure that an effective communications plan is developed at an early stage to facilitate and increase levels of engagement. The evaluation team will be happy to assist with communications, though this will primarily need to be driven by the UNV Executive Office to facilitate and make any necessary introductory arrangements. The evaluation team can supply text for communications, and a short summary of the planned evaluation and survey/ interviews as required. Information will need to be sent out promptly after the inception report is agreed.
<b>Restricted access to data, documentation.</b>	Medium	The evaluation team will work with UNV, in strict adherence to UNEG norms and standards, protecting data sources and points with the strictest of confidence. There may also be issues related data composition. We do not envisage this risk to have a material impact on the evaluation.
<b>UNV staff (and other key informants) availability:</b> the proposed project plan depends on UNV staff, and other stakeholders, being available and able to contribute in a timely way to meet the evaluation requirements. This would include the relevant evaluation staff and UNV staff interviewees, alongside Partners and other key stakeholders.	Medium	The evaluation team will work to the evaluation workplan, ensuring timely status updates and advanced scheduling. If there are difficulties with this, for instance non-availability due to illness, absence or holidays, the evaluation team would propose finding replacement key informants or extending the overall timescale to allow the relevant staff to contribute.
<b>Survey contact emails:</b> insufficient, inaccurate, or delayed contact data.	Low/ Medium	In order to secure a reasonable response rate to the survey the evaluation team assume UNV would assist us in providing contact email addresses promptly after the inception report is finalised, in Excel format, so that the survey can be sent to all survey participants and follow up where necessary.

Risk descriptor	Risk rating	Mitigation
<p><b>Limited engagement due to language constraints.</b></p>	<p>Medium</p>	<p>It will be important that data collection tools, including the survey and key informant interviews for example, are available in multiple languages to improve accessibility and encourage participation. The evaluation team will look to engage in English, Spanish and French where preferred. We would look to work with UNV on translating communications, data collection tools and deliverables in multiple UN languages.</p>
<p><b>Low response rates to the survey.</b></p>	<p>Medium</p>	<p>The evaluation team has proposed an accompanying communication plans to mitigate non-response bias; and will work closely with UNV Executive Office and senior leaders to encourage survey respondents to complete.</p>
<p><b>Commentary process:</b> Delays due to managing and agreeing comments on evaluation draft products.</p>	<p>Low</p>	<p>The evaluation team will agree clear processes and responsibilities to expedite the commentary process. The evaluation team propose that UNV management and staff who comment on each deliverable are identified at the outset and alerted to their responsibility and the likely timing of their inputs. The evaluation team will supply a template for comments on products; and the UNV evaluation manager will consolidate the comments and addresses any internal differences of opinion prior to returning these consolidated comments to IOD PARC.</p>
<p><b>Illness/ absence due to COVID-19:</b> either UNV or the evaluation team capacity is compromised due to COVID-19 related illness or absence.</p>	<p>Medium</p>	<p>Given the team-based nature of the evaluation team, and the virtual-first approach to the conduct of the evaluation, it is not envisaged that this poses a high risk to delivery. Where necessary, IOD PARC has significant organizational capacity to mitigate absence through the substitution of team members with the approval and agreement of UNV.</p>



## Annex 8: Evaluation Team

Team member	Role	Responsibilities / coverage
Matthew Crump	Team Leader	<ul style="list-style-type: none"> <li>• Leadership and coordination of the team throughout the process</li> <li>• Liaison with UNV</li> <li>• Methodology design</li> <li>• Virtual Field visits - KIIs; FGD; virtual consultations</li> <li>• Lead on analysis and report writing</li> <li>• Inception and Evaluation report writing schedule and responsibility for report production on time and to the required quality</li> </ul>
Eva Otero	Evaluator	<ul style="list-style-type: none"> <li>• Support to methodology design and development (partner/ stakeholder engagement)</li> <li>• Virtual Field visits - KIIs; FGD; virtual consultations</li> <li>• Systematic analysis and report writing</li> <li>• Participation in team meetings</li> </ul>
Itziar Gómez Carrasco	Evaluator	<ul style="list-style-type: none"> <li>• Contribute to methodology design and development (document review)</li> <li>• Virtual Field visits - KIIs; FGD; virtual consultations</li> <li>• Contribute to analysis and report writing</li> <li>• Participate in team meetings</li> </ul>
Scott Cameron	Evaluation Team Member	<ul style="list-style-type: none"> <li>• Survey Design, deployment and management</li> <li>• Qualitative data analysis.</li> <li>• Quantitative data analysis.</li> <li>• Data visualization and infographics.</li> </ul>
Emma Henrion	QA/ Technical Advisor	<ul style="list-style-type: none"> <li>• Technical and process QA</li> <li>• Quality assure the appropriateness and robustness of the methodology, data analysis and products, and provide senior peer support.</li> </ul>

## Annex 9: Legacy Projects

Legacy projects: **Ended 2018**; Volunteer community focused Radio in Pakistan, Youth Volunteer Caravan for gender equality in Afghanistan, Local Governance Community Development Programme, Phase II, UNV Support to enhancing capacity of United Nations Plan of Action on Disaster Risk Reduction for Resilience in South and East Asia and Pacific, Partners for Prevention (P4P) (H04), Knowledge Management and Capacity Building in Russia-UNDP Partnership, Phase I (2016-2018)", Support to Global Peacebuilding Programme - specific project: "Enhancing Security, Co-existence and Refugee Protection through Refugee Outreach Volunteers (Kakuma), Enhancing Disaster Risk Reduction Strategies among Rural Women through Volunteer Action, Youth Economic Empowerment and Volunteerism (YEEV) Project, Supporting Enhanced Climate Action for a Climate Resilient Pathway, UNV Support to the Peace Process in Mali through Youth Empowerment/ Projet d'Appui au Renforcement des Capacités des Jeunes pour une meilleure inclusion dans la paix au Mali (PARC-Jeunesse Mali), UNV Support to the Special Criminal Court in the Central African Republic;

**Ended in 2019**; Participation of Youth and Women in Peacebuilding / Support to Global Peacebuilding Programme - specific project: Youth4Peace Sri Lanka Strengthening China's involvement in International Volunteering along BRI Volunteering for skills development in Cambodia, Building the resilience of communities affected by the Aral Sea disaster through a multi-partner human security fund for the Aral Sea - Phase II, UNV-PRDSNGRD cooperation initiative to reinforce the "Project for the Decentralized Reinforcement of the National System for Risk and Disaster Management (PRDSNGRD)", FF/ UNV Nagoya Protocol project: "UNV's support for implementing the UNDP/GEF global project 'Strengthening human resources, legal frameworks and institutional capacities to implement the Nagoya Protocol'", Programme de soutien à l'engagement des jeunes, à travers le volontariat, pour contribuer à la paix, au développement et à la cohésion sociale à Madagascar, Graduate Volunteer Scheme, Appui à la mise en place d'un dispositif national de Volontariat au Gabon, Appui à la mise en place du programme national de volontariat en CIV, Appui à la mise en œuvre du programme national de la volontariat (PNV) au Cameroun, Volunteer Infrastructure Global Project, Online Volunteering - A global multi-stakeholder partnership for sustainable development

**Ended in 2020**; Strengthening Nehru Yuva Kedra Sangathan (NYKS) and National Service Scheme (NSS), Enhancing capacities of the National Volunteer Committee of Guinea Bissau for inclusive citizenship, peace and sustainable development, UNV support to UN Peacebuilding Fund's Gender Promotion Initiative (initial title: "UNV Support to the Second Gender Promotion Initiative") Gender Promotion Initiative, Development and start-up implementation of innovative volunteer solutions: Volunteers for Events (V4Events), UNV Support to Inclusive UN System for Persons with Disabilities;

**Ended in 2021**, ECOWAS - Youth Ambassador for Peace II, Volunteer Knowledge and Innovation Section (VKIS), UNV Digital Transformation.

# Annex 10: Terms of Reference

## Terms of Reference for the Evaluation of the 2018-2021 Strategic Framework

### 1. BACKGROUND

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

Since its establishment close to 50 years ago, UNV has evolved greatly with increasing recognition of the role of volunteerism to contribute to peace and development. The organization has expanded from an initial mandate focused on individual volunteer service to providing support for the achievement of results and outcomes through all forms of volunteerism. UNV pursues global recognition of volunteers for peace and development, encourages the integration of volunteerism into development programmes, and promotes the mobilization of increasing numbers of volunteers with greater diversity who contribute to peace and development. UNV helps countries to foster and develop volunteerism as a force for sustainable development. This is in part achieved by providing strategic advice on the role and contribution of volunteerism and options for civic engagement in development programmes and peacekeeping missions. Additionally, UNV helps countries to improve public inclusion and participation in social, economic and political development, and support the growth of volunteerism within communities as a form of mutual self-help. UNV partners with governments, UN entities and non-profit and private sector organizations to support development programmes and missions. UNV delivers a prompt, efficient and value-added service to identify and engage professionals who can deliver services and fulfil a wide range of specialized tasks. This results in the direct mobilization of around 8,000 national and international UN Volunteers every year, with 80 percent coming from the global south, and more than 30 percent volunteering within their own countries. These volunteers are assigned within UN programmes, projects and initiatives at country level. In addition, UNV's Online Volunteering service offers a global platform for organizations and online volunteers to connect.

During 2019, 13,186 Online Volunteers served through UNV, providing remote volunteer services to 33 United Nations entities and international organizations and 183 civil society organizations and public institutions. The contribution of volunteers and volunteerism to development and peace building has been specifically identified in relation to the contributions that volunteerism can make towards achieving Agenda 2030. Officially, the UN Resolution "Integrating volunteering into peace and development: the plan of action for the next decade and beyond", adopted by consensus by the UN General Assembly in November 2015, recognizes that volunteering can be a powerful means of implementation for the Sustainable Development Goals (SDGs). As mandated, UNV advocates widely for enhancing the understanding of volunteerism and its value for the SDG process through research, evidence, knowledge exchange, consultation and the provision of expert advice on volunteerism for the SDGs including volunteer policy, legislation and schemes. UN General Assembly 73/140 of 2018, further called on UNV to work together with the International Federation of Red Cross and Red Crescent Societies, to jointly organize the global technical meeting to be held in 2020 on the theme "Reimagining volunteerism for the 2030 Agenda", to further strengthen the engagement and contributions of volunteers with regard to the 2030 Agenda. Support of the expanding role and potential of volunteerism and UN Volunteers as well as the

acknowledgement of the results and achievements of UNV has culminated in the development of the UNV Strategic Framework for the period 2018-2021.

The Strategic Framework is supported by a Results Matrix (RM) and a Results Matrix Indicator Methodological Notes. Building on the previous framework for 2014- 2017, it seeks to integrate the most recent developments in the external environment with UNV’s long term efforts to meet its expanded mandate. To this end, the Strategic Framework (SF) for the period 2018-2021 focuses on both institutional effectiveness and the following two main outcomes:

- SF Outcome 1: The efforts of Member States to deliver on the 2030 Agenda are supported through volunteerism as an effective means of implementation and people engagement.
- SF Outcome 2: The UN system is supported to deliver on the 2030 Agenda through the engagement of UN Volunteers and integration of volunteerism.

Institutional Effectiveness, as the third area covered by the SF, is linked to the following results statement: “UNV is a more effective and efficient organization, with improved systems and business practices and processes, well-managed resources and engaged personnel”. In 2018-2019, UNV undertook a comprehensive transformation process that resulted in a new organizational structure and new ways of conducting business. New tools were introduced, and processes redesigned to make UNV fit for purpose and to optimize UNV standards for volunteer management.

As the first strategic framework since the adoption of the 2030 Agenda for Sustainable Development, the SF aims at leveraging the power of volunteerism and volunteers as a means of implementation and people engagement for attainment of the SDGs. This includes leveraging and expanding the evidence and knowledge base on the role and impact of volunteering in transformational global change and supporting development results through UN Volunteers assigned with various partner UN entities.

Since the World Health Organization (WHO) declared COVID-19 a global pandemic on 11 March 2020, UNV has supported the UN system with surge capacity to tackle the health emergency and to minimize its economic, social and health impacts. In particular, National UN Volunteers helped meet the UN system’s capacity gaps in countries with travel restrictions. In evaluating the current SF and in developing recommendations for UNV’s next strategic framework, there is a need to give consideration to the changing global dynamics due to COVID-19 UNV has a clear role to play in helping countries achieve their development objectives and working towards achieving Agenda 2030.

The current SF has been developed on the premise that volunteerism can foster empowerment, broad-based ownership and participation for those affected by poverty and exclusion, thus creating more stable and cohesive societies. It aims to further engage and partner with a wide variety of stakeholders in contributing to achieving globally agreed development goals related to peace and development. The SF defines the scope and dimensions of UNV’s strategic direction and expected results and achievements for the period 2018-2021.

## 2. EVALUATION DESCRIPTION AND MAIN OBJECTIVES

UNV is conducting an evaluation of the 2018-2021 Strategic Framework (SF) as part of its 2018-21 evaluation work plan. The evaluation will provide accountability to both internal and external stakeholders related to the planning, implementation and results of the SF as well as a learning opportunity for the preparation of the next SF 2022-2025.

In 2020, the UNV SF underwent a mid-term review (MTR) to inform progress reporting to the Executive Board. The MTR was conducted by an external consultant in a consultative manner grounded in the Results Framework of UNV’s SF 2018-2021. As a review, the analysis heavily relied on pre-existing documentation from UNV, complemented by interviews with UNV

personnel on HQ, regional and country levels. It generated five specific recommendations for strategic adjustments of the current SF, leading to an upwards revision of the already exceeded targets and the introduction of a gender equality indicator. The planned evaluation will serve as a follow up to this exercise aiming at validating and expanding on the MTR’s findings, identifying the lessons learnt and providing actionable recommendations for the next SF period 2022-25.

The primary objectives of the evaluation are to:

- Assess the relevance, coherence, efficiency, effectiveness, and sustainability of outcomes achieved or expected to be achieved by UNV during the period covered by the 2018-21 SF
- Facilitate learning from the UNV experience during the SF period; with regard to outcome 1, outcome 2, the interlinkages between both outcomes, as well as institutional effectiveness.
- Validate and follow up on the findings and future actions identified in the SF’s MTR.
- Provide strategic recommendations regarding the next Strategic Framework 2022-25.

### A brief summary of the planned evaluation

<b>Evaluation Title</b>	<b>Evaluation of the Implementation and Progress of the UNV Strategic Framework (SF) 2018-21</b>
<b>Evaluation Objectives</b>	<p>The primary objectives of the evaluation are to:</p> <p>Assess the relevance, coherence, efficiency, effectiveness, and sustainability of outcomes achieved or expected to be achieved by UNV during the period covered by the 2018-21 Strategic Framework</p> <p>Facilitate learning from the UNV experience during the strategic framework period; with regard to outcome 1, outcome 2, the interlinkages between both outcomes, as well as institutional effectiveness.</p> <p>Provide validation and follow up of the findings and future actions identified in the SF Mid-term Review.</p> <p>Provide strategic recommendations and suggest priority tools for their implementation regarding the next Strategic Framework 2022-2025, taking into consideration the changing global dynamics due to COVID-19.</p>
<b>Evaluation Background Rationale / Scope</b>	/ See Background Section (page 1 and 2). See Scope of Services (Section 3, starting on page 4).
<b>Expected Output/Outcome Evaluation</b>	<p>The expected final outcomes are clearly identified findings, lessons learned, and actionable recommendations related to the relevance, coherence, effectiveness, efficiency and sustainability of the UNV Strategic Framework and implementation mechanisms. This should occur through the following deliverables:</p> <p>Inception Report</p> <p>Data Collection and Analysis including (virtual) field visits</p> <p>Debriefing of initial findings, conclusions and recommendations (and related tools)</p> <p>Draft Report</p>

<b>Evaluation Title</b>	<b>Evaluation of the Implementation and Progress of the UNV Strategic Framework (SF) 2018-21</b>
	Final Report See Deliverables section for further details (page 8)
<b>Previous work done/history</b>	Mid-term review of the SF 2018-21 conducted in 2020

### 3. SCOPE OF SERVICES, EXPECTED OUTPUTS AND TARGET COMPLETION

#### 3.1. Evaluation Scope

The evaluation will focus on the current UNV SF and the associated implementation mechanisms. The evaluation will be aligned with the structure of the SF, covering both programmatic outcomes as well as the institutional effectiveness with the intent to validate the achieved results against the planned results.

*Evaluation Period Scope:* In order to address both the accountability and learning needs related to the SF, the scope of the evaluation will cover the full SF period 2018 to 2021, and all UNV strategies, work and activities developed during this period and related to the SF. *Evaluation Scope:* The evaluation scope will address the relevance/ coherence, efficiency, outcome effectiveness and sustainability of the SF 2018-2021 using the SF Results Model as theory of change (see below, Figure 1). The findings of the mid-term review of the SF undertaken in 2020 should also be included in the evaluation.

#### 3.2. Evaluation Criteria and Questions

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

##### Relevance and Coherence

- To what extent does the SF position UNV to respond to the 2030 Agenda and the new UN development landscape?
- What is the comparative and collaborative advantage of the UNV SF, UN Volunteers and volunteerism in response to the Sustainable Development Goals and the new UN development landscape?
- What has been the contribution of the four individual outputs to the outcomes of the SF? How relevant have they been?

##### Efficiency

- To what extent have UNV resources been used efficiently in contributing to the outcomes and results outlined in the SF?
- What are the results of UNV's organizational and digital transformation and how has it influenced institutional efficiency and effectiveness?

- How efficient is coordination and collaboration, specifically management arrangements at the global, regional and country levels, in supporting the implementation and results achievements of the SF?

### **Outcome Effectiveness**

- How effective has UNV been in achieving the expected outcomes of the SF?
- How have different UNV partnerships and stakeholder relationships contributed to the outcomes of the SF?
- What are the major factors (both internal and external) influencing the achievement or nonachievement of the SF outcomes?
- How effective have the implementation mechanisms been in supporting achievement of the SF outcomes and results?
- To what extent has UNV contributed/ be expected to contribute to the SDGs at the country and regional and global levels through the achievement of the SF outcomes?

### **Sustainability**

- Are the results of the UNV contributions under the Strategic Framework, likely to be sustained?
- How has knowledge, evidence and policy development on volunteerism contributed to sustainability and the case for volunteerism for the SDGs?

### **Cross-cutting issues**

- To what extent has the SF been conducive to the incorporation of core principles such as human rights, gender equality, equal opportunities for people with disabilities and marginalized groups, resilience and leaving no one behind into UNV's work?
- To what degree was the UNV SF robust, flexible and adaptable to address the challenges caused by the global COVID-19 crisis?

## **3.3. Evaluation Approach**

The evaluation will take a utilization-focused approach and therefore will be consultative and participatory in nature. The evaluation will be independent, transparent and inclusive. The evaluation will be conducted in accordance with the UNDP Evaluation Policy and the United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation in the United Nations System, as they apply to UNV. The UNDP Evaluation Guidelines will further guide the process. The evaluation will seek broad engagement from relevant stakeholders during all stages. This will allow for the full range of information and experience to be captured and will also help to ensure the relevance and utilization of evaluation findings and recommendations. To support a participatory approach, the evaluation will include, as part of the inception phase, a thorough stakeholder analysis as well as a plan to involve relevant stakeholders in the evaluation. The specific approach will be determined by the evaluator/s in full consultation of relevant stakeholders during the inception phase. However, given the complexity of the evaluation the methodology will need to consider various evaluation types and complementary methodologies including elements of organizational, process and programmatic evaluations.

## **3.4. Core Stakeholders**

The evaluation will include activities to identify and ensure relevant internal and external stakeholders are consulted. A thorough stakeholder analysis will be carried out and be included in the inception report. For the purposes of this evaluation, stakeholders are defined as those individuals, groups, or entities which are directly involved in carrying out the work of the SF and/or support UNV to carry out this work. In addition, relevant stakeholders also include those individuals, groups or entities which benefit from the work of UNV and the SF and would therefore have a stake in the success of UNV in carrying out and achieving the

results outlined in the SF. Currently identified core stakeholders of the evaluation include, but are not limited to:

- Member States, programme countries and donor countries
- Partner organizations of the UN system, including UNDP as UNV’s administering agency, Development Coordination Offices, Resident Coordinator’s Offices and other host entities of UN Volunteers (i.e. DPO, UNHCR, UNICEF, UN Women)
- Volunteer Involving Organizations, Academia, Corporate Sector, and other partners
- UN Volunteers (national, international and online)
- UNV staff and management, including those at HQ, Regional Offices and Field Units (mission and non-mission)

### 3.5. Consultation Process

A mechanism for stakeholder participation will be developed to ensure appropriate consultation at appropriate process points throughout the evaluation. The evaluation will commence with a thorough consultation process during the inception period. In addition, UNV, in collaboration with stakeholders, will gather the relevant reference documents for the evaluation. Based on inputs received during the consultation meeting and a preliminary review of the reference documents, evaluation ToR and Inception Report will be finalized. To ensure the utilization of the evaluation report thorough consultations with the UNV Management Team will be held throughout the evaluation process. The main responsibilities of this group in relation to the evaluation are to provide guidance in relation to the evaluation questions, stakeholders and information expected from the evaluation. In addition, the Management Team will provide reviews of the inception report and draft report. In order to maintain the independence and objectivity of the evaluation, the focus of these reviews will be factual accuracy and quality assurance in relation to the evaluation ToR and inception report requirements. Debriefings of the draft report, and other processes as necessary, will be provided to larger stakeholder groups including staff and management at HQ, Regional Offices and Field Units to the extent possible. To the extent possible and appropriate, the evaluation will leverage existing opportunities for consultations with both external and internal stakeholders. This may include events such as the UNV Management Retreat.

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

### 3.6. Methodology and Data Sources

The evaluation will be a systematic review and analysis of the UNV SF and implementing mechanisms and processes. To the extent possible, it will address each phase of the planning, monitoring, implementing and reporting processes within the SF. Various data collection methods will be used, including desk review, group interviews/focus groups, individual interviews and surveys. The methods used will ensure an unbiased and objective approach and will validate collected data. Anonymity and confidentiality has to be ensured throughout the process and when reporting in the final evaluation report. To ensure that all data is valid, the use of triangulation of both source and method will be ensured. The evaluation will use a mixed-method approach, inclusive of both quantitative and qualitative methods. Data collection methods will use both primary and secondary data to the extent available and will be implemented through the following processes:

1. Desk review: Relevant reference documents, data and project information will be compiled, summarized and analyzed. The review will include, but not be limited to the following:



- Guidance documents and agreements relevant to the planning and implementation of the UNV mandate and SF, e.g. Executive Board decisions and the General Assembly (GA) resolutions and guidance issued by the Secretariat, if any and/or UNDP.
  - UNV SF 2018-2021 and accompanying Results Matrix.
  - UNV SF Mid-Term Review and accompanying Executive Board Reports.
  - General background information related to UNV, the previous strategic planning processes and current strategies/ guidance.
  - Business intelligence (BI), annual volunteer results reports (VRA), annual project progress reports (APPRs) and project/ programme documents.
  - UNV Knowledge products produced, including the State of the World Volunteerism Report 2018 and evidence and knowledge products developed as part of the Plan of Action process
  - Review of any findings and recommendations from previous UN evaluation reports and their related recommendations, where appropriate.
  - UNDP Assessment of Development Results (ADRs)/ Independent Country Programme Evaluations (ICPEs) covering UNV activities.
2. (Virtual) Stakeholder consultations, partner survey and interviews: Based on the results of the stakeholder analysis, consultation meetings and extensive interviews will be conducted with relevant stakeholders (in person and/or by phone/online) and a comprehensive partner survey will be run. Interview questionnaires will be prepared based on the evaluation questions and on the design matrix and will be included in the inception report.
  3. Virtual) Field Visits: Close consultation with UNV staff and management during the inception phase will help to identify staff in Regional Offices and Field Units to be consulted.

A draft evaluation design matrix has been developed to link the evaluation's questions to indicators/measures and data sources (see draft version in Annex 1). These questions and the matrix will further evolve during the evaluation process and should be detailed and agreed in the Inception Report. Given the current global COVID-19 crisis, the evaluation team should develop a methodology that takes into account the conduct of the evaluation virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. Remote interviews may be undertaken through telephone or online (skype, zoom etc.). This should be detailed in the Inception report and agreed with UNV's Evaluation Focal Point. If all or part of the evaluation is to be carried out virtually then consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. No stakeholders, consultants or UNV staff should be put in harm's way and safety is the key priority. The fulfilment of the purpose of the evaluation and the successful implementation of the evaluation work plan will depend on several factors, including the timely availability and accuracy of data on activities, performance and results and most importantly participation by stakeholders in the evaluation process. Any limitations encountered will be discussed in the final report.

### **3.7. Evaluation Team:**

The evaluation team (ET) will be responsible for undertaking the evaluation, including conducting consultations with relevant stakeholders, data collection, and debriefing meetings. Members of the ET should have no previous direct involvement in the formulation, implementation or backstopping of the UNV SF. Any possible conflict of interest should be

raised by members of the ET prior to starting the evaluation (UNDP Evaluation Guidelines, Section 4: page 19). To the extent possible, the ET should collectively possess expertise in the following areas:

1. Evaluation management and methodology.
2. Strategic Planning within international organizations; and
3. Volunteerism.

The ET will be responsible for conducting the evaluation in accordance with UNV/UNDP and UNEG standards as they apply to UNV, and for the preparation of the inception report, evaluation report and other identified deliverables (see section 6 of these ToR for additional details and qualifications related to the evaluation team).

### 3.8. Evaluation Deliverables

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

A comprehensive list of all specific deliverables is as follows:

No.	Description	Estimated working days and travel	Tentative Due date
<b>Inception Phase</b>			
1	<p><b>Inception report</b>, including stakeholder analysis, plan for stakeholder consultation and draft data collection tools delivered. The inception report should:</p> <ul style="list-style-type: none"> <li>□ be developed following a thorough desk review and stakeholder analysis and plan for engagement;</li> <li>□ allow for coverage of the full SF as well as the implementation processes;</li> <li>□ confirm the evaluation matrix, including finalized question, indicators and data sources.</li> <li>□ include both qualitative and quantitative methods for data collection and analysis;</li> </ul>	<p>10 days per evaluation team member, including 5 days home-based and 5 working days in Bonn (tbc) Total: 20 days</p>	<p>15 November, 2020</p>

No.	Description	Estimated working days and travel	Tentative Due date
	<p>[] come up with complementary data collection tools (interview guides, surveys, focus group protocols, etc.) should be developed to support the methodologies identified and included as part of the inception report. Consultations with identified stakeholder groups should be part of the inception phase. The draft inception report should be circulated for comment/feedback from identified stakeholders, but at a minimum should be presented to the Management Team.</p>		
<b>Data Collection and Analysis</b>			
2	<p><b>Data collection and initial analysis</b>, including both qualitative and quantitative methods, desk review of materials, partner survey and (virtual) data collection from Regional Offices and identified Field Units as applicable.</p>	<p>25 days home based per team evaluation member Total: 50 days</p>	January 2021
3	<p><b>Debriefing mini-workshop:</b> Following the initial data collection phases, a debriefing mini-workshop should be held to discuss findings and potential recommendations. The debriefing process will include at the least a debriefing at UNV HQ with identified stakeholders. Additional debriefing requirements will be determined during the inception phase.</p>	<p>5 days per evaluation team member, with potential for up to 3 days in Bonn for debriefing and follow up (tbc)</p>	January 2021
Total: 10 days			

No.	Description	Estimated working days and travel	Tentative Due date
<b>Reporting Phase</b>			
4	<p><b>Draft evaluation report</b>, including recommendations for SF 2022-25, circulated for stakeholder comments and feedback (a minimum of two weeks should be allowed for the comment and feedback period)</p> <p>□ The evaluation team should conduct a briefing of the draft report to the evaluation reference group as well as a presentation to all staff as appropriate. This may be done via video conference.</p> <p>□ The evaluation report (draft and final) should be structured and presented using the UNDP evaluation report template and UNEG quality checklist.</p>	<p>5 working days home-based per evaluation member</p> <p>Total: 10 days</p>	February 2021
5	<p><b>Final evaluation report</b> delivered, including an issue log identifying how stakeholder feedback was addressed. All recommendations included in the final evaluation should be actionable and relevant to the work of UNV and specifically to the extent possible future strategic planning efforts of UNV. All partner survey data and analysis to be submitted as excel database and pdf.</p>	<p>5 days per evaluation team member, with potential for up to 3 days in Bonn for presentation and follow up (tbc)</p> <p>Total: 10 days</p>	March 2021
Working Days: 100 (50 days per evaluation team member)			

### 3.9. Tentative Schedule of Activities

Activity	Timeframe/deadline
Evaluation team members recruited	October 2020
Evaluation design and inception report finalized	November 2020
Consultations with stakeholders (taking advantage of any pre-existing opportunities/scheduled events)	October-December 2020
Data collection including partner survey	October 2020 - January 2021
Analysis and Synthesis	January - February 2021
Debriefing/mini workshop on preliminary findings with UNV stakeholders identified	January 2021
Draft Report circulated internally for feedback and revisions	February - March 2021
Final report submitted to UNV management	March 2021
Management response completed and available on Evaluation Resource Centre (ERC)	April 2021

#### 4. INSTITUTIONAL ARRANGEMENT

The evaluation will be managed by the UNV Executive Office (ExO) under the supervision of the Chief of ExO, and in cooperation and direct consultation with the Management Team. The UNV Evaluation focal point will be responsible for coordinating the evaluation in accordance with agreed timelines and ensuring the quality of the various deliverables. The Evaluation focal point will also ensure alignment of all evaluation processes and deliverables with UNV/UNDP and UNEG standards as they apply to UNV.

#### 5. DURATION AND LOCATION OF THE WORK

The evaluation will be undertaken within 50 working days over the period October 2020 to April 2021. The number of working days is to be understood as per area of expertise (per evaluation team member, equaling 100 days in total for the assignment). Major deliverables, specifically the inception report and draft evaluation report, will provide a minimum of two weeks as review period for identified stakeholders, including at least the ExO and Management Team. The evaluation will mainly be conducted home-based, if possible, with visits to UNV headquarters in Bonn, Germany, as indicated under "Deliverables": Up to three missions of both evaluation team members to UNV Headquarters in Bonn may be considered (deliverables 1, 3 and 6 as per table on page 10: inception, debriefing, final presentation) - if it is confirmed to be safe for staff, consultants, stakeholders and if such a mission is possible within the evaluation schedule.

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