

# **Review of UNV's Facility for Evaluation – FACE**

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## Acronyms

A.I.M.	Advocacy, Integration and Mobilisation
APEC	Asia, the Pacific, Europe and the CIS
ARLAC	Arab States, Latin America and the Caribbean
CO	Country office/officer
DEC	Deputy Executive Coordinator
DPKO	UN's Department of Peacekeeping Operations
EC	Executive Coordinator
ECOSOC	Economic and Social Council of the UN
EU	Evaluation Unit
FACE	Facility for Evaluation
IYV	International Year of Volunteers
JPO	Junior Professional Officer
M&E	Monitoring and Evaluation
PAC	Project Appraisal Committee
PDOG	Programme Development and Operations Group
SO	Special Operations
SVF	Special Voluntary Fund
TOKEN	Transfer of Knowledge Through Expatriate Nationals
ToRs	Terms of Reference
UNDP	United Nations Development Programme
UNEG	UN Evaluation Group
UNV	United Nations Volunteers programme
V4D	Volunteerism for Development
VRS	Volunteer Reporting System

## Summary of main conclusions and recommendations

The objective of the review, as noted in the ToRs, was to “assess how the Facility for Evaluation has contributed to enhancing UNV’s evaluation function, organizational learning and accountability by analyzing process, effectiveness and sustainability aspects of the use of FACE to date. Ultimately, it will seek to assess whether FACE has been an effective instrument in contributing to results and performance of UNV and its programmes, whether FACE funded evaluations and reviews have been implemented in an independent, credible and useful manner, and whether it had an impact on the way UNV does business. In addition, the review will examine UNV’s current policy framework and programming needs, and will propose ways forward in which FACE can strategically support the organization.”

During the scoping mission it was agreed that the emphasis of the review be on the work the UNV Evaluation Unit did using both, FACE funds and other budgetary sources, as well as its staff time, and that the emphasis should be on the products/outputs of the unit rather than the level of (FACE) funds spent. And that the investment of staff time, e.g. in supporting project development processes and in the preparation of evaluation synthesis reports (rather than outsourcing such tasks), should be taken into consideration as well.

The EU does fulfil most of the functions described in the Evaluation Policy and the overall judgment made is that although there are significant challenges, and not enough corporate level evaluative work was commissioned, the EU has made a significant contribution to UNV. This has included supporting the development of progressively stronger corporate policy frameworks and supporting results frameworks, the introduction and revision of the Volunteer Reporting System and the coordination of the preparation of UNV’s Executive Board reports. The EU has also moved to strengthen the value of its support in the PAC process and build required skills in the programme departments in the past two years. In terms of corporate level evaluation, the basic systems and approaches, as advocated in the norms and standards issued by the UN’s Evaluation Group are in place, but remain largely untested. However, there is less evidence that the availability of FACE funds has been a major factor in these achievements.

Several of the judgments and conclusions in this review, if looked at in isolation, suggest that the EU has been ineffective as defined in the questions posed in the ToRs for this review. However, this needs to be contextualised. Decisions taken by the UNV Executive Coordinator (EC) on the most important priorities for the organisation and, the reality that in a small organisation, units and staff may need to be tasked with work that falls outside what is technically their core area of work, have been dominant drivers of the work of the EU. The EU has been a major repository of skills needed by the EC to meet higher corporate priorities than straight corporate evaluation. The consequence has been that the EU has increasingly focused upon work that would usually be carried out by other parts of the house in bigger UN agencies. This review has, in the main, not explicitly assessed the quality of this other, non-evaluation, work. So, while the EU has had money (i.e. from FACE), it hasn’t had the spare capacity to use this money, as staff were busy on other tasks.

The following eight recommendations focus on how UNV, and the EU, might strengthen the availability and use of evaluative evidence within the organisation.

**Recommendation 1:** Assuming that the second Evaluation Specialist position is unfrozen and filled, the UNV EC should open a third Evaluation Specialist position, funded using FACE resources, as initially agreed in late 2008. The Head of the EU should then move to fill this position.

**Recommendation 2:** Free up capacity within the EU by moving more tasks to other units or sections in UNV as soon as possible. The most obvious candidate would be the analysis of the VRS data, which clearly should be a responsibility of programme management. The revision of the VRS questionnaires to ensure that they provide the information needed for measuring UNV performance at corporate and country levels, reporting against the Corporate Plan, and corporate reporting in general are three other candidates and should be responsibilities of the new “strategy and performance” section.

**Recommendation 3:** UNV implement a number of SVF projects as true pilots that aim to verify the programme logic for why UNV interventions and support will make a contribution. This would require designing the projects to define (using the methodology to assess the contribution of volunteering to development) and test the programme logic, which would mean identifying suitable possible projects at or before the concept note stage, gaining agreement of partners that the project include a pilot component, the use of counterfactuals, and investment in an evaluation process that might last for several years.

**Recommendation 4:** It is recommended that the EC consider using a formative evaluation to clarify where the opportunities for adding value to the volunteerism agenda lie for UNV, before a decision is taken and clearly communicated on what the corporate view is on where UNV will seek to add value.

**Recommendation 5:** EU should continue to prioritise support to enhancing learning from the project evaluations and should seek to ensure that key lessons, based on analysis, are concisely synthesised.

**Recommendation 6:** In future, the EU’s provisional work plan should be developed as part of the organisation’s formal planning and budgeting systems. The FACE Project Board should also be used as a forum to enhance discussion on what the work programme and priorities for the EU should be. The rationale for the final prioritisation of the work plan should also be communicated back to wider management within the organisation.

**Recommendation 7:** A project document for a new phase of FACE should be drafted and approved.

**Recommendation 8:** UNV has never systematically and rigorously evaluated its core business processes – identification of, recruitment, placement and support for, IUNVs.<sup>1</sup> Evaluation of these basic processes should be considered by the EC.

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<sup>1</sup> Although the evaluation of NUNVs does start to look at this agenda.

## 1. Introduction

1. The **objective** of this review, as stated in the ToRs found at Annex 1, is to assess how the Facility for Evaluation (FACE) has contributed to enhancing UNV's evaluation function, organizational learning and accountability by analyzing process, effectiveness and sustainability aspects of the use of FACE to date. Ultimately, it seeks to assess whether FACE has been an effective instrument in contributing to results and performance of UNV and its programmes; whether FACE funded evaluations and reviews have been implemented in an independent, credible and useful manner; and whether it had an impact on the way UNV does business. In addition, the review examines UNV's current policy framework and programming needs, and proposes ways forward in which FACE can strategically support the organization.

2. The **scope** of the review includes all activities undertaken and results achieved with FACE funds since its start in 1998, taking into consideration the broader context of the evaluation function in UNV, where FACE resides. The review also covers evaluative exercises managed by the Evaluation Unit (EU), which were not funded from FACE but other UNV budget lines, such as the five global thematic "Volunteerism for Development" results workshops organized and case studies undertaken in 2007 and its support to decentralised evaluations in UNV.

3. The initial scoping work for this review resulted in a slight change in the emphasis of the work. FACE is effectively a funding modality used to support the work of the EU. As such, many of the questions identified in Section 3 of the ToRs therefore require first examining and assessing the experience and performance of the evaluation function. Only then is it possible to assess how FACE has affected this broader experience. This is particularly important, given the significant role of the EU outside of commissioning corporate evaluations. The methodology follows that requested in Section 4 of the ToRs.

4. Chapter 2 of the review report therefore summarises findings and conclusions on past performance of the evaluation function in UNV and the relevance, efficiency and effectiveness of its operations. Chapter 3 then specifically examines the contribution made by the FACE facility against the three criteria identified in the ToRs.<sup>2</sup> Chapter 4 makes recommendations on strengthening the contribution of evaluation within UNV and whether FACE is required in the future.

5. The review process followed that set out in Section 4 of the ToRs and a list of those interviewed is at Annex 2.

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<sup>2</sup> (i) FACE has been an effective instrument in contributing to results and performance of UNV and its programmes; (ii) whether FACE funded evaluations and reviews have been implemented in an independent, credible and useful manner; and (iii) whether it had an impact on the way UNV does business.

## 2. Past evaluation performance in UNV

### 2.1 The UNV Evaluation Unit

6. During the review period, the Head of the Evaluation Unit has nearly always reported directly to the Executive Coordinator (EC)<sup>3</sup> on evaluation issues and the work programme of the Unit has been agreed between the Head of EU and the EC.<sup>4</sup> As such the evaluation function has been operationally independent of the programme side of the organisation. A significant result of FACE was to complete the operational separation of the EU from the programme side, by ensuring that funding was not allocated under the same planning and budgeting process as used for programming. This eliminated the possibility that programme managers would have the opportunity to control what the EU does through the budget.

7. Whilst the UNDP Evaluation Policy introduced in 2006 also applies to UNV, there is some evidence to suggest that the policy has affected the approach to evaluation within UNV. In terms of independent evaluation, commissioned by the EU, the introduction of the policy may have affected what is in the ToRs and approach proposed for the joint UNV/DPKO evaluation. However, as the standards really are a reflection of what would be considered good practice more generally, it is difficult to identify any specific impact. The policy was also used to partly frame discussions between the EC and Head of the EU, but again it is difficult to identify specific instances of this substantially changing what would have been discussed and decided anyway. In terms of the decentralised evaluations, introduction of the policy led to a revision of the template used for assessing project level ToRs or evaluation reports, and possibly more significant, strengthened the case for introduction of a system of evaluation management responses in late 2008.

8. In 1998, at the start of the evaluation period, the unit comprised a Head, one Evaluation Specialist (funded by an external donor), one JPO<sup>5</sup> and a Documentalist<sup>6</sup>. The externally funded Evaluation Specialist post was converted to a regular position in 2002, while a second regular Evaluation Specialist post was created in 2005, by converting an administrative position. No JPOs have been assigned to the EU since 2001, with the last JPO serving from Jan 2001 to July 2003. Therefore, during the review period, the EU has normally had three professional evaluation posts – the Head of the Unit and two evaluation specialists (further details found in the history at Annex 3) and these positions have been filled. However, during the second half of 2009 only two positions – the Head and one Evaluation Specialist - have been filled. This reflects the freeze on hiring put in place as part of the current ‘*Changing Together*’<sup>7</sup> exercise. Of these professional posts, those of the EU Head and the Documentalist posts are funded from UNV’s core budget. The two Evaluation Specialist posts are funded out of extra-budgetary resources and the Special Voluntary Fund (SVF)

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<sup>3</sup> In the early 2000s, the Deputy Executive Coordinator was effectively the EU Head’s supervisor, including for preparation of RCA.

<sup>4</sup> Until the 2000 reorganisation, the Head of Evaluation had a dual role, covering both policy and evaluation. As such the Head reported to the EC on evaluation matters and to the equivalent of the Chief, Programme Development and Operations Group (PDOG) on policy matters.

<sup>5</sup> Junior Professional Officer

<sup>6</sup> Fifty percent of the Documentalist’s time is assigned to management of the UNV Archive and Reference Unit. Currently the remainder of the Documentalist’s time is assigned to work on knowledge management and the provision of administrative support to the Evaluation Unit.

<sup>7</sup> In 2009, UNV initiated an internal change process aiming to enhance efficiency and improve client services. Following an extensive business process review it is now determining structural alterations, which are expected to be in place in early 2010. This will be followed by staff skills training and a review of UNV’s management behaviour.



respectively. Actual work has been funded from a variety of funding sources, of which FACE is the most significant.

9. It is mandatory within UNV to evaluate projects funded using SVF funds, although such evaluations are managed either directly by the programme side or by the project partners. The EU has a mandatory quality assurance function within such evaluations, commenting upon and clearing the ToRs and commenting upon the draft reports, but has no direct management role. No mandatory evaluations to be directly commissioned and managed by the EU are prescribed.

10. Almost all EU commissioned evaluations have been funded under FACE and are listed in the history presented in Annex 3. However, as discussed below, the EU has commissioned no evaluations since 2003, reflecting a shift in its work programme. In the main, the focus of the EU's work programme, especially in the past five years has been on:

- Reporting, including:
  - Managing preparation of the biennial UNV report to the Executive Board and participation in the writing process.
  - Preparation of UNV contributions to UNDP and UN reports to the UNDP Executive Board, ECOSOC and the General Assembly.
  - Revision and enhancement of the Volunteer Reporting System (VRS) and analysis of the data.
- Strategy development, including:
  - Support for development of the Business Model presented to the Executive Board in 2006.
  - Support to development of the Corporate Plan to be presented to the Executive Board in 2010.
  - Participation in corporate task forces.
  - Leading on the development and management of the five results workshops conducted across the organization in 2007.
- Methodology development, including:
  - Leading on development of the Handbook on the Measuring of the Contribution of Volunteering to Development.
  - Representing UNV in the UN Evaluation Group (UNEG) discussions and task forces.
- Strengthening the evidence base, through:
  - Production of biennial synthesis reports of evidence from the project reviews and the 2006 Review of the SVF.
  - Liaison with UNDP and other partner agencies in identifying evaluations by those agencies that could assess the contribution of volunteerism.
- Supporting evaluation by other parts of the organisation, via:
  - Participation in the Project Appraisal Committee (PAC) system, including the peer reviews beforehand.
  - Support to PDOG staff in developing ToRs and managing evaluations of projects. EU staff have also directly participated in 3 project evaluations.
  - Preparation of templates (ToRs, evaluation matrix, evaluation report, management response) to be used in all UNV evaluations, reflecting UNEG norms and standards for evaluation and including specific criteria for UNV, such as the added value of volunteerism/ volunteers.
  - Project M&E capacity building for UNV HQ and CO staff.

11. The above focus for the EU to a great extent reflects decisions taken by the EC on the most important priorities for the organisation and, that in a small organisation, units and staff may need to be tasked with work that falls outside what is technically their core area of work. However, this does mean that a review focused on assessing the function of the EU as a central evaluation unit and the use of FACE funds (which were mainly intended to fund evaluation) will by definition appear negative, as it does not assess the quality of the bulk of the actual work carried out by the EU.

## 2.2 Relevance

*Have EU's evaluation activities been coherent with UNV's policy framework and addressed programming needs?*

12. There has been considerable evolution of UNV's policy framework during the review period, as summarised below:

- |             |   |
|-------------|---|
| <b>1997</b> | <b>The UNV Strategy 2000 (1997-2000)</b> provides a framework for UNV to expand beyond its original focus on technical assistance response to requests for UNV volunteers. Produces greater focus on increasing UNV involvement in UN partner programme planning and implementation and on pro-actively building partnerships to increase its focus on areas of rising global concern. Furthermore, suggests a more proactive and collaborative programming approach, and a move away from implementation of Special Voluntary Fund (SVF)-funded stand-alone projects.  |
| <b>2001</b> | <b>International Year of Volunteers (IYV).</b> Leads to increasing awareness of the benefits of volunteerism for both volunteers and communities and that opportunities for the participation of all segments of the population are increasing. Governments also recognise the important role they play in promoting volunteerism. Contributes to significant expansion in UNV's mandate to promote and advocate for concept of volunteerism. This creates a need for UNV to quantify this contribution to inform new and supportive policy and programme reform in many areas and promote social inclusion. Importance of volunteerism and the expansion of the UNV mandate re-affirmed in subsequent General Assembly resolutions in 2002, 2005 and 2008. |
| <b>2006</b> | UNDP Executive Board approves the <b>UNV Business Model</b> as the organisation's main planning and programming framework. Since then, the organisation's corporate results, management and reporting frameworks have been guided by the three areas of intervention of Advocacy, Integration and Mobilisation (A.I.M.). One of the three regional groups within PDOG (ARLAC) developed a specific strategy to operationalise the Business Model.   |
| <b>2006</b> | UNV develops its <b>Corporate Management Plan (CMP) 2006-2008</b> as a roadmap for the operationalization of the new UNV Business Model and its related results framework. The CMP builds upon on the objectives under UNV's Strategic Business Plan 2003-2005 and continued use of the seven "key goals" relating to policy, performance, people, internal and external resources, IYV and partnerships. It enables UNV to monitor and track agreed upon corporate deliverables and activities.  |

- 2007** UNV develops its **Strategic Management Map 2007** as supplement to the CMP consisting of UNV's overall mission, programmatic dimensions (the Business Model), five management priorities (related to programme policy and coherence, programme results, capacity alignment and enhancement, accountability framework, and networks/stakeholders) and the above stated seven "key goals". It was used to highlight essential areas for action.
- 2009** UNV **develops** the **UNV Corporate Plan 2009-2011** which presents high-level corporate outcomes and outputs for both programme and management processes and captures the wide-range of UNV's work. Under an overarching UNV development goal it presents four outcomes or UNV results, which essentially correspond to the UNV Business Model's advocacy, integration and mobilisation pillars, plus a fourth pillar for support areas such as human resources, procurement, administration and other organizational functions.

13. Evolution in the policy framework has undoubtedly led to shifts in the work and focus of UNV. The areas of intervention (advocacy, integration and mobilization) found in the 2006 Business Plan and the related organizational key results guided UNV's new projects and pilot initiatives, and they were used to structure reporting in the 2008 Report to the Executive Board. The 2009 Corporate Plan refines this approach by making more explicit the operational commitments, outcomes and outputs under these broader areas of intervention, and by defining indicators, units responsible for corporate outputs, and annual targets, and by linking the budgetary planning process to those. This rather recent evolution in the UNV policy framework therefore makes it difficult to examine the degree to which the evaluation related work of the EU was coherent with past the policy frameworks.

14. UNEG<sup>8</sup> Standard 1.5 deals with how to ensure the relevance and coherence of the programme of evaluations with an organisation's policy framework. In particular, the following two sub-standards are key to achieving this: (i) an evaluation plan of evaluation activities should be developed as part of the organization's planning and budgeting cycle, on an annual or biannual basis; and (ii) the plan should prioritize those areas most in need of evaluation, and specify adequate resources for the planning, conduct and follow-up of evaluations. Neither of these sub-standards are fully met in UNV.

15. In terms of the first sub-standard, the EU has during the review period consulted with programme managers on a regular basis to identify the possible range of EU-commissioned evaluations that could be carried out by the EU. However, this consultation process has not been carried out as part of the organisation's formal planning and budgeting cycle, as stated in the UNEG standard. Prioritisation of the work plan of the EU, and hence the evaluation plan has then been carried out on a bilateral basis between the EC and the Head of the EU. The implications of the EC's prioritisation were then informally communicated to wider management by the Head of the EU. However several programme managers interviewed were of the opinion that the EU was not

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<sup>8</sup> The United Nations Evaluation Group issued a set of evaluation norms and standards in 2006 that lay out where in a UN agency the central evaluation function should be located, how it should be managed and funded, and the processes that should be in place to allow credible, useful and independent evaluation to be produced.

responsive to programme's needs in the area of evaluation, which either suggests that they did not agree with the EC's priorities or that further communication by the Head of EU is needed in future.

16. Evaluations commissioned by the EU between 1998 and 2003 mostly focused on thematic issues (identified through a consultative process) or evaluated the contribution of UNV at the country level. It can be questioned whether the reviews of the UNV contribution at the country level were coherent and relevant to the then policy framework. This is because UNV does not programme at the country level, so such an evaluation lacks both a programme framework against which to evaluate and a manager to which recommendations can be addressed.<sup>9</sup> This may have been one of the major reasons why the then EC decided in 2003 that no more such reviews be carried out, as they were not proving useful information, although the then EC's recall on the rationale for the decision is now unclear. Thematic evaluations commissioned during this period were thought to be relevant to issues then raised. For example, the Review of UNV's Involvement in Conflict Resolution and Confidence Building commissioned in 1999 can be seen as aiming to address a major information gap, in terms of UNV's performance in this area. Other reviews/evaluations, such as that on the Review of the UNV Fieldworker programme or the Review of TOKTEN can also be seen as aimed at addressing topical issues, where the organisation was faced with decisions about its future support to these approaches. As such, the thematic work commissioned between 1998 and 2003 can be seen as relevant.

17. However, the fact that no further evaluations have been commissioned by the EU since 2003 is a major reason why the second sub-standard has not been met. Both the past and present Head of EU report that evaluation topics were identified as part of consultations with programme managers. However, in discussion with the EC, these evaluations were not judged as being a high enough priority to be implemented, given the professional staff available within the EU and other tasks assigned by the EC. Therefore the substandard is not met, since although evaluations may have been included in the draft workplan of the EU, they were not included in the final agreed work plan.

18. This is clearly seen in the Table below, which illustrates the current focus of the EU's work against functions of a central evaluation function set out in the 2006 Evaluation Policy.<sup>10</sup>

<b>Evaluation Office Function</b>	<b>Major focus of the EU's work</b>	<b>Minor focus of the EU's work</b>	<b>Not a focus of the EU's work</b>
(a) periodically review and revise, as necessary, the evaluation policy;		✓	
(b) contribute to the development by the Evaluation Office of common evaluation quality standards and guidelines;		✓	
(c) support the elaboration of well-defined results	✓		

<sup>9</sup> The then Head of the EU states that this issue was recognised at the time, but the reviews were still untaken, with the justification that there was a need to evaluate the contributions and achievements of the majority of UNV volunteers assigned to projects/activities which were managed by other UN agencies than UNV.

<sup>10</sup> UNV uses the same evaluation policy as UNDP, which includes sections that are specific to the Evaluation units of the associated funds and programmes. The roles of the EU are specified at paragraph 21 of the policy.

frameworks to facilitate the evaluation of programmes and activities;			
(d) submit to their senior management a biennial plan and budget for the evaluation unit;	✓ <sup>11</sup>		
(e) develop, in consultation with key stakeholders, an annual agenda of evaluations to be conducted;		✓	
(f) manage and conduct evaluations;			X
(g) ensure, whenever possible, joint evaluation work with the United Nations system and other partners;		✓ <sup>12</sup>	
(h) quality-assure mandatory evaluations outsourced or managed by programme staff;		✓	
(i) ensure the maintenance of a publicly accessible repository of evaluations;	✓		
(j) ensure the dissemination of evaluation findings and lessons in appropriate formats for targeted audiences, and promote their consideration in decision-making and for learning;	✓		
(k) track management response and follow-up to agreed evaluation recommendations;		✓ <sup>13</sup>	
(l) alert their senior management to evaluation-related issues of corporate significance;		✓	
(m) provide input to the annual report on evaluation to the Executive Board;	✓		
(n) contribute to developing evaluation capacity		✓	
(o) ensure consistency with United Nations policy and reforms, and contribute to improving evaluation collaboration, quality and usefulness, including through participation in UNEG.		✓	

19. There are three key findings that can be taken from the summary analysis in the Table above:

- The EU does fulfil most of the functions described in the Evaluation Policy;
- The significant exception is in terms of the core evaluation role of actually commissioning and carrying out evaluations;
- Much of the EU's workload, as described in paragraph 10 above, falls outside what would be expected in a central evaluation function. Prime examples include the work on the VRS, the lead role in drafting of the biennial report to the Executive Board and the involvement in development of the Corporate Plan and development of RBM within UNV.

<sup>11</sup> The Head of EU does consult with senior management colleagues and PSs when developing the work plan but not in prioritisation, which is done with the EC (as should happen with an independent evaluation function). With hindsight, the EU Head should consider discussing the reasons given by the EC for prioritisation of the work programme with other senior staff, to forestall the danger that others assume that their requests were not seriously considered and that consultation was therefore not genuine.

<sup>12</sup> Evaluation has consistently been included in the draft EU work programme discussed with the EC, but has not been a high enough priority to be included in the actual work carried out, given the staff available within the unit. If the planned joint evaluation with DPKO is started in 2010, this would then become a major focus of the unit's work.

<sup>13</sup> This should not become a major priority of the EU, as the accountability for implementing recommendations lies with the programme side and not the EU.

20. This raises the question of whether evaluations could have been commissioned, given that the bulk of the work would be carried out by consultants and financial resourcing wasn't the constraint. Box 1 below discusses the level of staff time that might be required to commission and manage a strategic evaluation and shows that the time demands are significant.

**Box 1: How much staff time is required to commission and manage an independent, credible and useful evaluation process?**

Evaluation functions take two basic approaches to evaluation, with some contracting out the actual evaluative work, while others carry out nearly all the evaluative work using their own staff, with support from a subject matter specialist for key issues. In the EU's case, it is likely that evaluations will be contracted out, but this still leaves many tasks with the EU, including:

- Drafting the ToRs and ensuring adequate consultation with key stakeholders in the drafting of the ToRs
- Managing the identification and recruitment of the consultants
- Facilitating access of the consultants with stakeholders, including logistic preparation of meetings and workshops
- Ensuring that basic information is compiled and accessible to the consultants
- Quality assuring the outputs produced by the consultant, such as: (i) the evaluation plan and proposed methodology and data collection approaches to be used; (ii) liaising with partners in the field/ countries visited during the evaluation; (iii) the inception report; (iv) and the draft and final versions of the evaluation report
- Facilitating consideration of the evaluation findings within UNV
- General contract administration

At a minimum, these tasks are likely to absorb at least 12 weeks of continuous professional staff time in a straightforward and uncontentious strategic evaluation.

21. Yet, the compiled recommendations on project management derived from the '*Changing Together*' exercise strongly show that there is a strong demand for thematic and strategic evaluations rather than on project specific evaluations, as shown in the quote below:

*'In the current evaluation policy of UNDP and its associated funds and programmes, the types of mandatory evaluations UNV conducts are "mid-term and final evaluation of projects and initiatives financed from the Special Voluntary Fund (SVF)" in addition to optional strategic, thematic and outcome evaluations, and country review. Taking into account the development of a PDOG strategy, the move towards integrated projects and non-UNV implementation modality, the high transaction cost of single project evaluations and the implementation of "delivering as One" at country level, it is recommended to review the UNDP Evaluation Policy as it relates to UNV with regards to focus, type of evaluations and management response to recommendations as outlined in the recommendations below. Focus: (1) Greater focus on thematic and strategic evaluations rather than on project specific evaluations and (2) Develop a system of planning for strategic and thematic evaluations.'*

22. In terms of meeting programming needs, the EU's most significant contribution has been its engagement in the Project Appraisal Committee (PAC) process. Interviewees are consistent in reporting that the EU play a full and constructive role in the committee. Looking at this contribution:

- The EU has in the past two years responded to a previous limitation in their role, which was that they focused too much on perfecting the results framework and indicators, but didn't bring in learning from previous evaluations. Clear evidence of this change are the preparation of the 2008 Synthesis of evaluations undertaken in 2006-2007 and of the two page summary of what should and shouldn't be done based on material presented in the 2008 Synthesis, as well as the ongoing work of preparation of a synthesis report of evaluations and reviews conducted during 2000 – 2008, and of two-page "evaluation briefs" of all evaluations and reviews conducted during the same period. The EU has therefore moved decisively to bring in learning from the evaluative evidence commissioned by others.
- There is little relevant evidence that can be brought into this process from the more strategic evaluations completed by EU in the early 2000s and no strategic evaluations have been subsequently commissioned by the EU.
- As over half of UNV volunteers (especially those placed by Special Operations (SO)) are not placed within projects, there is no opportunity for the EU to bring in evaluation learning for these volunteers and their activities. It is possible that the joint UNV/DPKO evaluation can address this issue, but the need for the evaluation was first identified as a 2002 request of the General Assembly and it has still to be commissioned.
- EU's (and the PAC's more generally) participation in the process is still probably too late to effect significant change in project design, given that (i) most project design work takes place at the country level and (ii) the decrease in stand-alone UNV projects. This reflects a number of the challenges for evaluation faced within UNV:
  - First, most projects reviewed through the PAC are conceived, developed, funded, managed (including evaluated) by other agencies.
  - Second, while several recently designed projects include a commitment to use the "Methodology to assess the contribution of volunteering to development" as part of the evaluation process, these projects haven't yet been evaluated, and therefore evidence on the volunteerism element remains scarce.
  - Third, if SVF funds were really used to test innovations, the projects would need to be designed to provide robust and convincing evidence that the innovation really works and what it means in terms of programme logic and contribution. However, there is no evidence that this is practice within UNV.

### **2.3 Efficiency**

23. UNEG or other evaluation standards for assessing whether an evaluation process is managed and designed to be cost efficient have not been set, while variations in the scope and focus of evaluations between organisations make it difficult to benchmark and compare the cost of evaluations commissioned by differing organisations.

24. Within UNV, it also has to be borne in mind that most evaluations of UNV support are commissioned and carried out by either the lead UN agency or other implementation partners, rather than UNV. While respondents report that UNV has tried to ensure participation in these evaluations, this remains a major challenge, with respondents reporting (i) either little opportunity to be involved in the drafting of ToRs; (ii) little focus on assessing or even acknowledging UNV's contribution in evaluations; and (iii) even cases of evaluations being commissioned and completed without telling UNV. Within this context, the feasibility of UNV's EU affecting the efficiency of the design and management of the evaluation process is severely constrained.

25. The EU does play a significant role in the design of project evaluations commissioned by PDOG, mainly by providing templates for ToRs and reports and commenting on the ToRs then drafted. PDOG staff in this context report that this support is required given that staff skills in drafting robust evaluation ToRs is dependent upon whether they have relevant experience or training from previous assignments outside of UNV. In this context, it is important to note that while funding of training workshops is one of the defined uses of FACE resourcing, the EU only started to provide systematic project monitoring and evaluation training from 2007. M&E training sessions were provided to Programme Officer and Programme Managers during annual workshops, some selected UNV HQ staff attended the UNEG evaluation training in 2008, and a Planning Monitoring and Evaluation training was rolled out to HQ staff in 2009.

26. It is not possible to comment upon the efficiency of the design and implementation process of EU commissioned evaluations, given that none have been commissioned since 2003.

## 2.4 Effectiveness

### Are EU evaluations undertaken conducted in a credible and impartial manner?

27. Given the long period since FACE funded evaluations were last commissioned, it is not possible to assess the credibility and impartiality of these evaluation products or the processes used to produce them. However, the UNV evaluation systems and guidance (principally the templates) now in place within UNV, when compared with the relevant UNEG standards, imply that evaluations commissioned by the EU in the future would be credible and impartial, if the systems and guidance were used.

28. As a proxy, the draft ToRs for the proposed joint evaluation with DPKO of and the nearly completed evaluation of the National UNV volunteer scheme are assessed below to see whether the designs imply a credible and impartial evaluation process as specified under the UNEG standards.

UNEG Standard for what should be found in an evaluation's ToRs	Addressed in ToRs for:	
	UNV/DPKO evaluation	NUNV evaluation
Standard 3.1: The evaluation should be designed to ensure timely, valid and reliable information that will be relevant for the subject being assessed.	X	X
Standard 3.2: The Terms of Reference should provide the purpose and describe the process and the product of the evaluation.	✓	✓
Standard 3.3: The purpose and context of the evaluation should be clearly stated, providing a specific justification for undertaking the evaluation at a particular point in time.	✓	✓
Standard 3.4: The subject to be evaluated should be clearly described.	✓	✓
Standard 3.5: Evaluation objectives should be realistic and achievable, in light of the information that can be collected in the context of the undertaking. The scope of the evaluation also needs to be clearly defined.	✓	✓
Standard 3.6: The evaluation design should clearly spell out the evaluation criteria against which the subject to be evaluated will be assessed.	✓	✓



UNEG Standard for what should be found in an evaluation's ToRs	Addressed in ToRs for:	
	UNV/DPKO evaluation	NUNV evaluation
Standard 3.7: Evaluation methodologies should be sufficiently rigorous to assess the subject of evaluation and ensure a complete, fair and unbiased assessment.	<b>Partial</b> <sup>14</sup>	<b>Partial</b> <sup>15</sup>
Standard 3.8: An evaluation should assess cost effectiveness, to the extent feasible.	✓	<b>Partial</b> <sup>16</sup>
Standard 3.9: The evaluation design should, when relevant, include considerations as to what extent the UN system's commitment to the human rights-based approach has been incorporated in the design of the undertaking to be evaluated.	✓	X
Standard 3.11: Stakeholders should be consulted in the planning, design, conduct and follow-up of evaluations.	<b>Partial</b> <sup>17</sup>	<b>Partial</b> <sup>18</sup>
Standard 3.12: A peer review, or reference group, composed of external experts may be particularly useful.	<b>Partial</b> <sup>19</sup>	X

29. In terms of the UNV /DPKO evaluation, against the UNEG standards, the ToRs in general meet the standards of what would be expected, barring in the case of the methodology proposed, where it is debatable whether the data collection methods identified would provide the evidence to answer all of the proposed questions in a realistic and robust manner. In the context, the ToRs could be strengthened by more clarification on what the limits of the evaluation will be, given the methodologies proposed. In the case of the NUNV evaluation, the proposal to develop a detailed methodology as part of the evaluation practice is actually fairly standard practice, but obviously doesn't allow assessment of the methodology from the ToRs.

*Has the UNV evaluation function had the proper degree of independence to allow FACE to generate critical, useful and credible results?*

30. Against the UNEG standards, the EU is correctly situated and should be independent. However, there is one instance that illustrates a possible limit on this independence – the 2006 review of the SVF. One aspect of independence relates to the freedom of the Head of EU to publish and make freely available all evaluations, without seeking permission of management. The challenge is that while some products of the EU can be clearly defined as evaluations, others are termed reviews and there is no easy way to always judge whether a review is actually an evaluation or not. This therefore raises an ambiguity over whether such products can or cannot be published by the EU, without first seeking permission from management.

<sup>14</sup> Unlikely that can assess sustainability, particularly environmental, or impact as defined using methods proposed and limitations of methodology proposed. It is reported that in the next revision of the ToR, the methodology will be strengthened to address these concerns.

<sup>15</sup> Detailed methodology to be developed in first two weeks of the evaluation, but standard implies that should be addressed in the ToRs.

<sup>16</sup> While not specified in the ToR, surveys were commissioned to provide information on volunteer allowances compared to country benchmarks during the actual evaluation.

<sup>17</sup> No evidence of consultation with stakeholders beyond DPKO and UNV in design of the evaluation to date, although this is intended once the evaluation process starts.

<sup>18</sup> No evidence of consultation with stakeholders beyond UNV in design of the evaluation.

<sup>19</sup> Role of UNDP EO not specified in time-frame and roles and responsibilities specified in the ToRs, so assessed as partial compliance..

Have UNV's programming units effectively used lessons from evaluations during subsequent project/programme planning?

31. See discussion and findings in paragraph 22 above.

Have evaluations contributed to improving organisational accountability?

32. No. Accountability implies accountability to an external party, which in the case of UNV would be the Executive Board. There is no evidence that the evaluations commissioned in the late 1990s and early 2000s fulfilled such a purpose. Nor is there evidence that the ex-post project evaluations have fulfilled this purpose or were intended to do so (in terms of organisational accountability). In general, accountability would come through evaluation of the SVF and use of the evaluation by those who fund the SVF, but there is no evidence of either the 2000 or 2006 SVF evaluations being shared with the funders of the SVF.

33. Introduction of the management response system may increase internal accountability within UNV, although this remains untested. Proof will come when management responds to the second report on progress against management responses to be prepared by the EU.

34. Possibly, EU's main technical contribution in this area was through the five Volunteerism for Development workshops held in 2007. Whilst these were not evaluations, they were partly intended to provide evidence that could be integrated into the 2008 UNV Report to the Executive Board, and therefore strengthen organisational accountability. The EU, with consultant support, took the lead in preparing the methodology for these results workshops, analysis of the workshop results and the preparation of the draft reports. Responsibility for their implementation however lay with the programme sections (APEC, ARLAC, Africa and SO). There is evidence that the workshops did provide evidence that was then used in the 2008 Report to the Executive Board. But with hindsight the workshop process also illustrated a number of challenges. The process was concentrated over too short a period and clearly created massive demands on staff within the organisation, which diminished their effectiveness.

35. However, more importantly, the process illustrates a major lesson for the senior management of UNV in using skills found within the EU to meet wider corporate needs. In practical terms, key skills in RBM, development of results frameworks and clear statements of programme logic and M&E more widely exist mostly within the EU. Those outside of the EU with these skills are focused on other tasks. But these skills are vital for progressing a number of corporate agenda, and this has been a major reason for the ECs' prioritising non-evaluation work for the EU. However, the experience with the results workshops clearly shows that effectively using skills within the EU requires senior management to retain leadership within these processes, as the EU are not the line managers and key decision makers, and not expect the EU to drive such processes.

Have evaluations adequately addressed gender issues?

36. The UNEG standards suggest that gender be reflected in the project objectives and then in the evaluation questions and the methodology sections of an evaluation's ToRs. UNV's Global Template for Evaluation ToRs (February 2009) classes gender as an additional evaluation criterion, which should to the extent appropriate be part of the evaluation and specifically included in the

evaluation report. As such, gender will be assessed as part of the EU's quality assurance role for project evaluation. This means that UNV's approach only meets one of the two requirements for how gender be addressed in evaluation ToRs (with evaluation questions and methodology being the two) and is assessed. It is also noted that the same approach to gender is found in the draft ToRs for the joint UNV/DPKO evaluation. But, this approach is judged adequate, given that UNV rarely has the lead role in designing and managing project evaluations and if specified in the evaluation questions, evaluators would be expected to reflect this issue in the methodology actually used.

*Have evaluations adequately addressed the added value of volunteerism for peace and development?*

37. To date the answer is no, if the criterion used is adequacy. The Methodology to assess the contribution of volunteering to development was partly developed in response to this need and its use has been proposed in a number of SVF projects, but not yet implemented. Therefore, future evaluations should increasingly deal systematically with assessing the added value of volunteerism, assuming that the methodology (i) works as planned and (ii) is used.

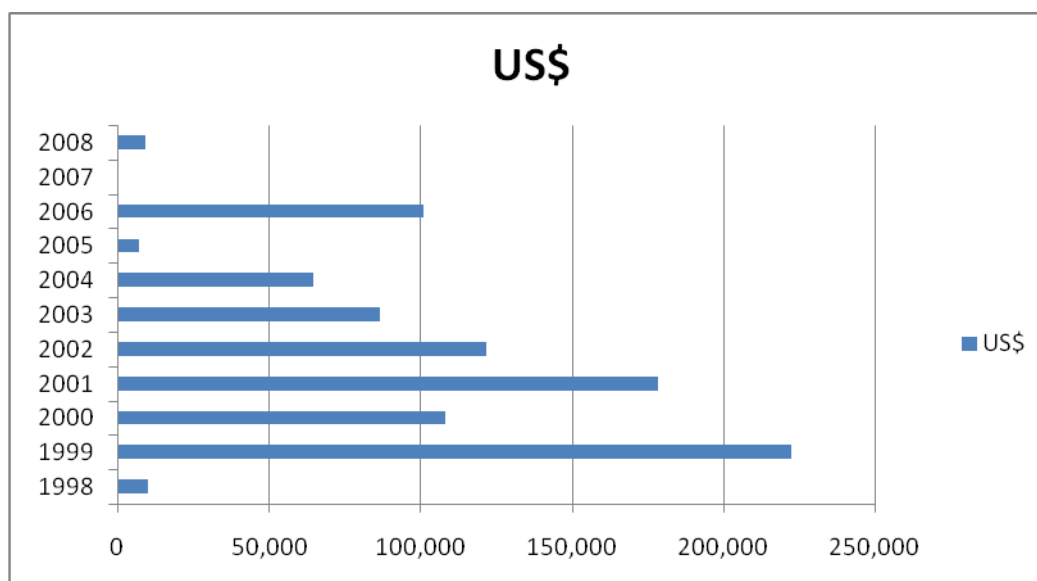
### **3. The added value from having FACE**

#### ***3.1 The use of FACE***

38. The overall objective of FACE, as per the original 1998 project document, was to enhance the relevance and effectiveness of the UNV evaluation function. More specifically, it aimed to enable UNV (a) to promote organizational learning through maximizing the contribution to improving project and programme design and the incorporation of lessons learned into future activities, including the documentation and dissemination of instructive practices; and (b) to enhance corporate accountability through expanding the volume, scope and quality of evaluation activities.

39. Three status reports have been produced, in 2000, 2001 and 2003, but none has been produced since. These status reports were descriptive in nature, presenting information on the utilization of the FACE funds, including type of evaluations and reviews, reports produced and costs.

40. The original FACE budget was US\$ 500,000 and its initial duration 24 months. Several budget revisions and extensions-in-time have been undertaken, and expenditure by year is shown below. Overall, expenditure data suggests an overall decline in the use of FACE funds from 2001 onwards, although significant expenditures were made in 2006 and, although not shown in the chart below, in 2009 (at least US\$50,000). This should be seen in the context of significant use of SVF funds under the two other projects to fund production of: two case studies; support to drafting the Executive Board report; development of the methodology to assess the contribution of volunteering to development; and the five V4D workshops.



41. An analysis of what has been funded under FACE against the five purposes outlined in the project document is presented below and helps to explain the decline in use of FACE funds:

FACE Purpose	What funded
Cross-cutting thematic evaluations.	<u>1999</u> - Review of the NUNV: UNV Responding to the Future <u>2001</u> - Review of UNV's Involvement in Environment <u>2002</u> - UN Volunteers' Multisectoral Projects - Multiple Countries: Greater Involvement of People Living with HIV/AIDS in the Caribbean, using the "National UNV" Modality A Collaborative Pilot Project by UNV, UNAIDS, and the National Networks of People Living with HIV/AIDS (NNP+) - Final Evaluation <u>2003</u> - Multiple Countries: Review of the Programme Officer Empowerment Mechanism <u>2004</u> - Review of UNV/UNAIDS Supported Greater Involvement of People Living with HIV/AIDS (GIPA) initiatives in Africa, The Caribbean and Cambodia
Strategic evaluations.	<u>1999</u> - Review of the UNV Fieldworker - Review of TOKTEN: Revitalizing the Transfer Of Knowledge Through Expatriate Nationals (TOKTEN) -Programme: Options for the UNV <u>2000</u> - Review of UNV's Involvement in Conflict Resolution and Confidence Building <u>2002</u> - The Review of IYV 2001 - Seminar on the role of UNV in Post-crisis situations <u>2008</u> - Beginning of negotiations for a joint evaluation of the collaboration of UNV and the UN Department for Peace Keeping Operations
Cross-sectoral country reviews.	<u>1999</u> - Desk Study Country Programme Review <u>2001</u>

	<ul style="list-style-type: none"> <li>- Cambodia: Review of UNV Contribution (1993-2001) <u>2002</u></li> <li>- Guatemala: Revision del Programa de Voluntarios de las Naciones Unidas (1996 - 2002) 2004</li> <li>- Mongolia - Review of the Country Programme</li> </ul>
Training workshops.	<u>1998</u> <ul style="list-style-type: none"> <li>- Performance Indicator Workshop</li> </ul>
Promotion of participatory approaches to monitoring and evaluation.	<u>2006 - 2008</u> <ul style="list-style-type: none"> <li>- Development, fine-tuning and dissemination of the 'methodology to assess the contribution of volunteering to development,</li> </ul>
Work funded under FACE which cannot be easily placed against one of the FACE objectives	<u>1999</u> UNV/WHI Programme Review <u>2000</u> <ul style="list-style-type: none"> <li>- Synthesis Report for 1999: Strategic, Thematic and Country Programme Reviews undertaken in 1999</li> <li>- Review of the Special Voluntary Fund 1996-1999</li> <li>- Six month contract extension for JPO</li> </ul> <u>2001</u> <ul style="list-style-type: none"> <li>- Tanzania: UNV Multisectoral Support for Capacity Strengthening - Terminal Project Evaluation</li> </ul> <u>2002</u> <ul style="list-style-type: none"> <li>- Synthesis Report for 2000-2001: Strategic, Thematic and Country Programme Reviews undertaken in 2000 and up to September 2001</li> </ul> <u>2003</u> <ul style="list-style-type: none"> <li>- Synthesis Report for 2001-2002: Thematic, Country and Project Reviews undertaken in 2001 &amp; 2002</li> </ul> <u>2006 &amp; 2007</u> <ul style="list-style-type: none"> <li>- Review of the Special Voluntary Fund</li> </ul> <u>2007</u> <ul style="list-style-type: none"> <li>- Project level indicator compendium</li> </ul>
Not FACE funded evaluative activities	<u>2006 &amp; 2007</u> <ul style="list-style-type: none"> <li>- Revision of the VRS - Volunteer Reporting System (adjustment of the questionnaire to the new UNV Business Model)</li> </ul> <u>2007</u> <ul style="list-style-type: none"> <li>- Five thematic "volunteerism for development results" workshops</li> <li>- Two case studies on: "Volunteering to Combat Female Genital Mutilation: The cases of Sudan and Egypt" and on "Waste Management as an aspect of sustainable environment management: the cases of Palestine and Guinea Bissau"</li> <li>- Final Evaluation of Reintegration and Transition to Peace-Building project in Sierra Leone</li> </ul> <u>2007 &amp; 2008</u> <ul style="list-style-type: none"> <li>- Revision of the VRS (creation of new IT infrastructure and introduction of analysis tools)</li> <li>- VRS data analysis and preparation of related reports</li> </ul> <u>2008</u> <ul style="list-style-type: none"> <li>- Mid-term Review of Liberia National Youth Volunteer Scheme</li> <li>- UNEG evaluation training for UNV HQ staff</li> </ul>

42. Basically, the decline in the use of FACE funds is explained by: (i) the changing priorities set by the EC for the past five to six years which meant a shift away from commissioning evaluations due to a lack of staff time to manage such evaluations; (ii) latterly, the decision to use funding from alternative sources to support the work of the EU (see table above); and (iii) a deliberate decision to

use EU staff rather than consultants to produce some products (i.e. the biennial syntheses). Within this context, expenditure under FACE from 2009, at least, would also have risen significantly had the agreement to fund one extra evaluator post using FACE funding not been over-taken by the EC's decisions to freeze all recruitment until the '*Changing Together*' process was completed.

### **3.2 Were FACE funded evaluations and reviews implemented in an independent, credible and useful manner?**

43. The view of interviewees is that FACE funded activities were implemented in an independent manner. But there is some evidence that at least in the early 2000s, the EU did not have complete discretion over what was evaluated, and still relied upon the consent of the programme management. The clearest example of this was the decision, following the 2002 workshop designed to explore the scope for evaluations of UNV's work in post-crisis and humanitarian situations, not to continue this work. This decision reflected resistance from programme management.

44. Whether FACE was initially designed to foster greater independence of the EU is also open to question. Independence of the EU is not discussed in the project document although FACE did complete the operational separation of the EU from the programme side, by ensuring that funding was not allocated under the same planning and budgeting process as used for programming. This eliminated the possibility that programme managers would have the opportunity to control what the EU does through the budget. However, FACE funding cannot be seen as 'ring-fenced' for evaluation and does not represent a fixed budget allocation comparable to the allocation to UNDP's Evaluation Office that is agreed by the Executive Board. Instead, funding for the activities of the EU is decided by the EC, who sets the priorities. As such, FACE funding does not bolster the independence of the EU relative to the EC.

45. The fact that the EU has not commissioned recent evaluations makes the assessment of credibility difficult for a number of reasons. Using recall methods to discuss evaluative processes completed at least five to six years ago is unreliable and there have been no recent processes that could be examined.

46. Evidence is however clearer on the degree to which the evaluations carried out between 1998 and 2003 were useful. The reviews of country contribution were definitely not seen by the then EC as useful and he stopped the EU from carrying out further such evaluations from 2004 onwards. Whilst documentary evidence does not exist, the ex-Head of EU does believe that at least two of the early strategic evaluations were found useful by programme management. He reports that the Field Worker Review did provide a timely analysis of situation of fieldworkers and influenced the organisation's decision to move away from this approach and towards the community exchange programme. Again, the TOKTEN review produced in 1999 may have influenced the UNV decision to down-grade its work in this area, as the review clarified the significant levels of resourcing that would have been needed if UNV were to continue a high-profile role in this area.

### **3.3 Has FACE been an effective instrument in contributing to results and performance of UNV and its programmes?**

47. This was the primary purpose of the FACE, as shown on the following quote:

*'The funds will be used to finance strategic and cross-cutting evaluations that will enable UNV to draw lessons learned for the future, including the documentation and dissemination of instructive practises.'*

48. Particularly in the past two years, the EU has made significant investment in this area. Examples include the preparation of "evaluation briefs" of project evaluations and reviews undertaken during 2000 – 2008 (still to be distributed) and the two pager compilation of what to and not do derived from the 2008 synthesis exercise that is now being used by programme staff. While too early to assess, the production and advocacy of these products and their increasing use in the PAC process will start to address this issue. However, only production of the evaluation briefs will be funded using FACE funds. Looking back to the earlier evaluations, there is no evidence of lessons from the country programme evaluations being integrated into the subsequent appraisal processes of UNV. There is evidence that the Field Worker and TOKTEN evaluations influenced management decisions at the time, but none that they have had subsequent influence upon decision making within the organisation. Therefore against the original FACE objective shown in paragraph 47 above, FACE, but not the EU, has to be judged a failure.

### **3.4 Have FACE funded activities had an impact on the way UNV does business?**

49. There is little evidence to suggest that FACE funded evaluation activities have had a significant effect in this area, beyond in the cases of the TOKTEN and Field Worker examples cited above. Support to continued development of the VRS, which was partially funded using FACE funds, may have improved management decision making and therefore had the greatest impact upon the way that UNV works, but this was not examined as part of this review.

## **4. Recommendations for enhancing the value of evaluation in the future for UNV**

50. The EU does fulfil most of the functions described in the Evaluation Policy. Yet, several of the judgments and conclusions in this review, if looked at in isolation, suggest that the EU has been ineffective as defined in the questions posed in the ToRs for this review. However, this needs to be contextualised. The EU has been the main repository of skills needed by the EC to meet higher corporate priorities than straight corporate evaluation and has focused on these. While the EU had money (i.e. from FACE), it didn't have the capacity to use this money, as staff were busy on other tasks. The overall judgment therefore made is that although there are significant challenges, and not enough corporate level evaluative work commissioned, the EU has made a significant contribution to UNV and the basis for increasing the availability and use of evaluative evidence is in

place. However, there is less evidence that the availability of FACE funds has been a key contributor to these achievements.

51. Positives include that:

- a) UNV has a tradition of project evaluation in place, although a significant part of its work is not subject to evaluation (i.e. the work within SO) and it has to cope with the fact that most of these evaluations are commissioned and carried out by other partners.
- b) Over the past two years, the EU has made a good start to synthesising evidence and working to ensure that it is integrated into the PAC process.
- c) The recommendations from the '*Changing Together*' work show a recognition on the programme side that corporate level evaluation has value.
- d) The EU is independent and the approaches and systems outlined in the UNEG standards are in place.
- e) A methodology for assessing the contribution of volunteerism has been developed.
- f) UNV has made significant progress in developing a realistic policy framework and supporting corporate level results framework.
- g) Constant and overwhelming donor demands for evidence of agency effectiveness and impact are not as great in UNV, which is the situation in many UN agencies. This means that RBM and evaluation systems should not be overly distorted towards meeting donor instigated reporting demands, rather than internal agency management and decision making needs.
- h) While staffing isn't enough, the EU's present staff are competent and technically strong.
- i) Management is aware that the EU has been focused on other issues and not focused on its core task, and has indicated that as part of the '*Changing Together*' agenda.

***Is there a demand for EU-led evaluation and what needs to change if this demand is to be met?***

52. There is evidence of a demand from senior programme management for strategic evaluation by the EU. UNV is also an organisation with a relatively strong culture of project level evaluation. This is indicated in the draft proposals for the EU work programme discussed with the EC over the past few years and also from the conclusions of the recent '*Changing Together*' exercise. However, whether corporate level evaluation is a high enough priority to be resourced properly remains to be seen and how senior managers would use and react to robust and challenging corporate level evaluations remains untested. EU has the systems and guidance in place (according to the UNEG evaluation standards) that should allow production of independent, credible and useful evaluations to be produced but these will remain untested, until either corporate level evaluation becomes a higher priority or work currently assigned to the EU is moved elsewhere.

53. Yet, even if some responsibilities are assigned elsewhere under the new organisational structure, and the EC prioritises evaluation, the EU can still be expected in 2010 to:

- Take the lead in coordinating development of the biennial report to the Executive Board and writing key parts of it.



- Continue its support to the PAC process and provision of support to project level evaluations.
- Produce a synthesis of evaluative evidence from the 2008/09 project evaluations.
- Continue with analysis of the data collected in the VRS.
- Coordinate a second revision of the VRS questionnaires to align them to the Corporate Plan 2009 – 2011.
- Play a significant role in coordination of the joint DPKO/UNV evaluation (if commissioned).
- Play a lead role in supporting reporting against the Corporate Plan.
- Spend significant time responding to *ad hoc* requests such as for example coordination of UNV participation in reviews and studies commissioned by other UN agencies on programmatic issues.
- Take a lead role in the joint UNDP/UNV project “Strengthen CO capacity to manage for development results”.
- Develop project and UNDAF level indicators that reflect the contribution of volunteering to peace and development.
- Build PME capacity among UNV staff.
- Continue quality assuring project evaluations commissioned by UNV programme staff.
- Continue to provide technical support to the design of questionnaires and data analysis.
- Rollout the methodology to assess the contribution of volunteering to development.
- Continue to provide technical support to the development of specific methods and tools to assess the contribution of volunteering to development in particular subject areas (e.g. in 2009 community adaptation to climate change programmes).
- Continue to be a focal point for evaluation, studies and reviews undertaken by external partners (e.g. Evaluation of the Volontariat de la Francophonie (2009), OECD study on “The use of Diasporas in core government function and services in fragile and post-conflict countries” (2009).

54. Past experience would suggest that the EU does not have the capacity in terms of number of staff to adequately do the above work with the current professional staff - the Head and one Evaluation Specialist. Even if the currently frozen Evaluation Specialist position were filled, it would be difficult. It is also important to note that excepting the possible work on the joint DPKO/UNV evaluation, many of the above tasks are recurrent in nature. Therefore, it is unlikely that the EU will have the spare capacity to launch a significant programme of additional evaluative work, on top of the probable Joint UNV/DPKO evaluation, until 2011 at the earliest.

**Recommendation 1:** Assuming that the second Evaluation Specialist position is unfrozen and filled, the UNV EC should open a third Evaluation Specialist position, funded using FACE resources, as initially agreed in late 2008. The Head of the EU should then move to fill this position.

**Recommendation 2:** Free up capacity within the EU by moving more tasks to other units or sections in UNV as soon as possible. The most obvious candidate would be the analysis of the VRS data, which clearly should be a responsibility of programme management. The revision of the VRS questionnaires to ensure that they provide the information needed for measuring UNV performance at corporate and country levels, reporting against the Corporate Plan, and corporate reporting in general are three other candidates and should be responsibilities of the new “strategy and performance” section.

### ***Ensuring that evidence of the added value of UNV and volunteerism are available***

55. The present corporate plan's indicators are quite correctly pitched at the output level, but these indicators will not provide evidence that UNV has made a contribution to greater volunteerism at country level as expressed in the corporate level outcomes. Nor does the present Corporate Plan illustrate the logic for how volunteerism is linked to development outcomes. RBM approaches rely upon evaluations and research to provide the evidence that these links within the programme results logic are plausible and based on evidence. But the present approach to project evaluation and outputs of the Research Division are not providing this evidence.

**Recommendation 3:** UNV implement a number of SVF projects as true pilots that aim to verify the programme logic for why UNV interventions and support will make a contribution. This would require designing the projects to define (using the methodology to assess the contribution of volunteering to development) and test the programme logic, which would mean identifying suitable possible projects at or before the concept note stage, gaining agreement of partners that the project include a pilot component, the use of counterfactuals, and investment in an evaluation process that might last for several years.

### ***Evaluation for internal learning – implications of RBM and use of formative evaluation techniques***

56. The Corporate Plan 2009-2011 outlines what UNV thinks it should do to enhance volunteerism at output level and outcome levels. Interviews during this review however suggest that the corporate plan does not represent a common vision across staff on what the organisation's focus and the priorities should be. Differences in the views on the balance between the three AIM objectives remain for example. The challenge to identify indicators for tracking volunteerism may also be a signal that staff are not clear on what the programme logic really is.

**Recommendation 4:** It is recommended that the EC consider using a formative evaluation to clarify where the opportunities for adding value to the volunteerism agenda lie for UNV, before a decision is taken and clearly communicated on what the corporate view is on where UNV will seek to add value.

### ***Getting more value out of the project evaluations***

57. UNV already has a relatively strong culture of project level evaluation. In the past three years, the EU has moved, with some success, to strengthen both the quality of the evaluations and the use of lessons learned. Initiatives such as the management response system, investment in training programme specialists in basic evaluation issues and the use of results frameworks, and investment by the EU in synthesising and making easily available the main lessons learned should all be commended and continued. However, it needs to be clear that the basic responsibility for learning ultimately lies with the programme staff and not the EU.

**Recommendation 5:** EU should continue to prioritise support to enhancing learning from the project evaluations and should seek to ensure that key lessons, based on analysis, are concisely synthesised.

### ***Fully implementing approaches outlined in the UNEG Standards***

58. In the main, systems and approaches outlined in the UNEG Standards and the Evaluation Policy are in place, even though they have yet to be fully used, and there will undoubtedly be areas requiring further investment. Looking at experience to date, experience would suggest that the EU's provisional work plan should be developed as part of the organisation's formal planning and budgeting approach, before the decision by the EC of what should be the priorities. This should not adversely affect the independence of the EU, as the allocation decision would remain with the EC, but would strengthen transparency of the process and the basis for prioritisation. With hindsight, the EU Head should consider discussing the reasons given by the EC for prioritisation of the work programme with other senior staff, to forestall the danger that others assume that their requests were not seriously considered and that consultation was therefore not genuine. More fully integrating the planning and budgeting of the EU's work programme into those of the organisation would also help to ensure that skills found in EU are used within wider corporate level initiatives, while helping to clarify the responsibilities of others in leading such initiatives.

**Recommendation 6:** In future, the EU's provisional work plan should be developed as part of the organisation's formal planning and budgeting systems. The FACE Project Board should also be used as a forum to enhance discussion on what the work programme and priorities for the EU should be. The rationale for the final prioritisation of the work plan should also be communicated back to wider management within the organisation.

### ***Is a new phase of FACE needed?***

59. The ToRs asked whether a new phase of FACE is required. The answer is yes, as FACE both serves to distance the EU from the normal planning and budgeting process and cuts transaction costs, as it eliminates the need for the EU to draft a project memorandum every time it wants to access SVF funds.

**Recommendation 7:** A project document for a new phase of FACE should be drafted and approved.

### ***Relevant and coherent strategic evaluations?***

60. The Corporate Plan and strengthening discussion of the EU's work plan in the organisations formal planning and budgeting systems should make the identification of relevant and policy coherent strategic evaluations easier and more transparent. However, the assumption that strategic evaluations are confined to the programme area needs to be challenged. Evaluations, such as that of RBM in UNDP, show that strategic evaluations can, and should, also cover the internal processes of an organisation.

**Recommendation 8:** UNV has never systematically and rigorously evaluated its core business processes – identification of, recruitment, placement and support for, IUNVs.<sup>20</sup> Evaluation of these basic processes should be considered by the EC.

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<sup>20</sup> Although the evaluation of NUNVs does start to look at this agenda.

## Annex 1: ToRs for the ‘Review of UNV Facility for Evaluation – FACE’

### 1. BACKGROUND AND JUSTIFICATION

#### *Background to the UNV Programme*

The United Nations Volunteer (UNV) programme is the UN organization that contributes to peace and development through volunteerism worldwide. Volunteerism is a powerful means of engaging people in tackling development challenges, and it can transform the pace and nature of development. Volunteerism benefits both society at large and the individual volunteer by strengthening trust, solidarity and reciprocity among citizens, and by purposefully creating opportunities for participation. UNV contributes to peace and development by advocating for recognition of volunteers, working with partners to integrate volunteerism into development programming, and mobilizing an increasing number and diversity of volunteers, including experienced UNV volunteers, throughout the world. UNV embraces volunteerism as universal and inclusive, and recognizes volunteerism in its diversity as well as the values that sustain it: free will, commitment, engagement and solidarity.

#### *Background to the Facility for Evaluation and Justification*

UNV is committed towards results-based management and organizational learning, which are both supported by its evaluation function. Following a decision of the UNDP Executive Board in June 1998, that “it is appropriate to finance from the Special Voluntary Fund (SVF) strategic and cross-cutting evaluations and to supplement the monitoring of United Nations Volunteers and projects executed by the United Nations Volunteers programme”, the FACE project was created in 1998.

The overall objective of FACE, as per the 1998 project document, is to enhance the relevance and effectiveness of the UNV evaluation function. More specifically, it aims to enable UNV (a) to promote organizational learning through maximizing the contribution to improving project and programme design and the incorporation of lessons learned into future activities, including the documentation and dissemination of instructive practices; and (b) to enhance corporate accountability through expanding the volume, scope and quality of evaluation activities.

The original FACE budget was US\$ 500,000 and its initial duration 24 months. Several budget revisions and extensions-in-time have been undertaken and various status reports produced. Those reports are of descriptive nature and present information on the utilization of the FACE funds, including type of evaluations and reviews, reports produced and costs. It is time for a more in-depth analysis of the results of having a facility for evaluation and the significance of its use, with a view towards the achievement of stated objectives and the future design of the Facility. Also changes in the internal and external environment of the UNV programme call for such review and for the preparation of a new phase and project document of the Facility.

### 2. OBJECTIVES AND SCOPE

The **objective** of the review is to assess how the Facility for Evaluation has contributed to enhancing UNV’s evaluation function, organizational learning and accountability by analyzing process, effectiveness and sustainability aspects of the use of FACE to date. Ultimately, it will seek to assess whether FACE has been an effective instrument in contributing to results and performance of UNV and its programmes, whether FACE funded evaluations and reviews have been implemented in an independent, credible and useful manner, and whether it had an impact on the way UNV does business. In addition, the review will examine UNV’s current

policy framework and programming needs, and will propose ways forward in which FACE can strategically support the organization.

The **scope** of the review includes all activities undertaken and results achieved with FACE funds since its start in 1998, taking into consideration the broader context of the evaluation function in UNV, where FACE resides. A complete list of evaluations and other activities funded with FACE resources will be provided to the consultant at the beginning of the review process.

The review will also cover evaluative exercises managed by the Evaluation Unit, which were not funded from FACE but other UNV budget lines, such as e.g. five global thematic “Volunteerism for Development” results workshops organized and case studies undertaken in 2007.

### 3. KEY AREAS / ISSUES TO BE ADDRESSED

Based on the objectives stated in the project document and the activities undertaken with FACE funds, the review will address the following main areas:

#### *Coherence and relevance*

- Are FACE activities coherent with UNV’s policy framework, as well as external UN and UNDP evaluation norms and standards?
- Have FACE funded activities been suitable to address UNV’s programming needs?
- Is the Facility still relevant given the changes in the UNV external and internal environment?
- Are the FACE activities still the most effective ones to achieve the Facility’s objectives?
- Is FACE correctly located and managed in UNV, allowing the evaluation function to operate in an independent manner and optimizing its influence on the way the organization operates?

#### *Efficiency / Process*

- How have FACE funds been used (thematic focus areas, type of activities, information/learning target groups)?
- Have FACE funded activities been implemented in the most cost efficient manner?
- Was the decision-making process on the use of FACE funds inclusive and participatory?
- Have FACE funded activities considered all stakeholders’ needs and interests (including UNV headquarters and country teams, UN and non-UN partners, government and civil society)?
- How have findings and recommendations been disseminated and how has learning been fostered?
- Have evaluations undertaken under the framework of FACE been conducted in a credible and impartial manner?
- Has the UNV evaluation function had the proper degree of independence to allow FACE to generate critical, useful and credible results?

#### *Effectiveness*

- Have UNV’s programming units effectively used lessons from FACE funded activities during subsequent project/ programme planning?
- Have they contributed to improving organizational accountability?
- Have they supported UNV’s organizational learning and strategic planning processes?
- What were the enabling and constraining factors for the use of FACE funds, and for the ownership and dissemination of outputs generated?
- Have FACE funded activities adequately addressed gender issues?

- Have they adequately addressed the added value of volunteerism for peace and development?

### *Sustainability*

- How has learning taken place? Has it been sustainable?
- Have lessons generated from FACE activities been strategically used by UNV? How?
- How has the transfer of knowledge been secured for “future generations” of UNV programme staff?

### *Strategic issues related to M&E supporting future programming*

- Considering the past experience and the future strategic and programmatic direction of UNV, what should be the strategic and programmatic direction of evaluation and monitoring respectively in the organization? Where should those functions be placed and how should they be managed?
- How should Phase 2 of FACE be configured to fulfil this mandate?
- What activities and subject matters should FACE focus on in the future? What kind of evaluation processes should UNV invest in to effectively perform its accountability and learning functions? What are the budget implications?
- What are the necessary adjustments for Phase 2 of the FACE project document?

The above is preliminary list of semi-structured questions, which can be fine-tuned and complemented during the review process.

## 4. METHODS AND APPROACHES

The review should be done in consultation with all relevant stakeholders, using a mixed method approach and a variety of participatory tools. The review design needs to take into consideration the different stakeholder groups, their specific needs and inputs, in order to avoid biases in the overall analysis.

Methods and tools that can be combined at different stages as part of the review include:

- Desk review
- Briefing meetings and interviews with UNV HQ: Evaluation Unit (EU), Programme Development and Operations Group, Special Operations, Office of the Executive Coordinator and others with an interest and stake in evaluation
- In-depth telephone interviews with and questionnaires for selected stakeholders (UNV high-level management, programmatic units, country office teams), to collect recommendations on the future direction of FACE
- All evaluations and reviews in UNV are consistent with the UNEG (United Nations Evaluation Group) Norms and Standards, and the UNDP Evaluation Policy. Consultants undertaking evaluations and reviews need to adhere to those and, furthermore, are required to sign the UNEG Code of Conduct for UN evaluators. All documents mentioned are included in the Annex of this TOR.

## 5. REVIEW PROCESS

The review will unfold in a phased approach:

- **Desk review:** a close examination of UNV internal and UN documents, as well as UNV corporate systems where information on FACE is available, in order to understand the UN and UNV context, UNV’s corporate and policy frameworks, and activities undertaken with FACE funds.
- **Preparation of Inception report:** that includes a review matrix with evaluation criteria, key questions, indicators and means of verification; detailed information on methods and tools to be used; as well as the review work plan.
- **Semi-structured interviews:**

- with current and former staff of the UNV Evaluation Unit and other UNV internal actors as needed to acquire a general overview of the history of FACE, key issues observed over the duration of the project, and the rationale behind key decisions taken and outcomes of evaluations/reviews.
- with UNDP Evaluation Office staff to get the external and independent perspective.
- **Telephone interviews** with selected stakeholders, including the UNDP Evaluation Office, to collect recommendations on the future strategic direction of FACE (vis-à-vis UNV's current policy frameworks and programming needs) and to discuss key elements of Phase 2 of the FACE that should be in the new project document.
- **Analysis and report writing:** the review findings, conclusions and recommendations will be documented in a draft review report.
- **Presentation:** presentation of draft review report, including recommendations for Phase 2 of the FACE, to UNV stakeholders and the UNDP Evaluation Office.
- **Finalization:** preparation of final report including recommendations for Phase 2 of the FACE to the stakeholders, addressing factual errors and omissions identified by key stakeholders that may lead to a distortion of the analysis.



## **Annex 2: List of those interviewed and consulted**

1. Ad de Raad, Former UNV Executive Coordinator
2. Allen Jennings, Chief PDOG-ARLAC
3. Ana Cristina Matos, Evaluation and Management specialist, EU
4. Andre Carvalho, Former PDOG Chief
5. Donna Keher, Chief, Partnerships and Communications Group
6. Edmund Bengtsson, Knowledge Manager, Research and Development Unit
7. Elena Tischenko, Former Chief, PDOG-APEC
8. Flavia Pansieri, UNV Executive Coordinator
9. Ghulam Isaczai, Chief PDOG
10. Ibrahim Hussein, Senior Programme Specialist, PDOG-ARLAC
11. Josephine Sinyan, Operations Associate, PDOG-Africa
12. Joyce Yu, Former Deputy Executive Coordinator
13. Juha Uitto, Deputy Head, Evaluation Office, UNDP
14. Katrin von der Mosel, Head EU
15. Kevin Gilroy, Chief SO
16. Mae Chao, Chief, Research and Development Unit
17. Manon Bernier, Programme Specialist, PDOG-ARLAC
18. Naheed Haque, Deputy Executive Coordinator
19. Oliver Wittershagen, Programme Specialist, PDOG-APEC
20. Robert Leigh, Former Chief, Research and Development Unit
21. Robert Palmer, Programme Specialist, PDOG-AFRICA
22. Robert Toe, Programme Specialist, PDOG-AFRICA
23. Rosalind David, consultant, 2007 Results Workshops
24. Ruby Harmandip Sandhu-Rojon, Former Chief, PDOG- Africa
25. Sezin Sinanoglu, Chief PDOG-APEC
26. Tapiwa Kamuruko, Senior Programme Specialist and OIC, PDOG-AFRICA

### Annex 3: History of FACE and the EU – 1998 to 2009

Year	Significant events	Evaluative exercises funded by FACE	Evaluative exercises: not FACE-funded/ EU managed	Evaluative exercises: not FACE-funded/ not EU managed
1998	UNV Strategy 2000 (1997) EB meeting	<p><b>(a) Staffing</b></p> <p>6 staff members: Edmund Bengtsson (Unit Head); Julia Rees (Participatory Techniques Specialist); Ulrika Richardson-Golinski &amp; Iris Stange (Policy and Evaluation Analyst); Josephine Sinyan (Unit Assistant); Marguerite Minani (Documentalist)</p> <p><b>(b) FACE fund utilization</b></p> <ul style="list-style-type: none"> <li>US\$10,040</li> </ul> <p><b>(c) Evaluations funded under FACE</b></p> <ul style="list-style-type: none"> <li>None</li> </ul> <p><b>(d) Other products produced by EU using FACE resources.</b></p> <p>- Performance Indicator Workshop</p>	<p>- Namibia: Review of UNV Programme (1990-1997)</p> <p>- Preliminary work on an Evaluation Handbook (never completed)</p>	
1999		<b>(a) Staffing</b>		- Synthesis Report for 1997-1998: Review and Consolidation of

Year	Significant events	Evaluative exercises funded by FACE	Evaluative exercises: not FACE-funded/ EU managed	Evaluative exercises: not FACE-funded/ not EU managed
		<p>5 staff members: : Edmund Bengtsson (Unit Head); Julia Rees (Participatory Techniques Specialist); Iris Stange (Policy and Evaluation Analyst); Josephine Sinyan (Unit Assistant); Marguerite Minani (Documentalist)</p> <p><b>(b) FACE fund utilization</b></p> <ul style="list-style-type: none"> <li>• US\$222,573</li> </ul> <p><b>(c) Evaluations funded under FACE</b></p> <ul style="list-style-type: none"> <li>- Review of the UNV Fieldworker</li> <li>- Review of TOKTEN: Revitalizing the Transfer Of Knowledge Through Expatriate Nationals (TOKTEN) - Programme: Options for the UNV</li> <li>- Review of the NUNV: UNV Responding to the Future</li> </ul> <p><b>(d) Other products produced by EU using FACE resources.</b></p> <ul style="list-style-type: none"> <li>• UNV/WHI Programme Review</li> <li>• Desk Study Country Programme Review</li> </ul>		Evaluations and Country Programme Reviews undertaken in 1997 and 1998. Carried out by Programme Officer.
2000	Executive Board meeting. In 2000, amendments were made to the UNV org chart, i.a. the	<p><b>(a) Staffing</b></p> <p>5 staff members: : Edmund Bengtsson</p>		

Year	Significant events	Evaluative exercises funded by FACE	Evaluative exercises: not FACE-funded/ EU managed	Evaluative exercises: not FACE-funded/ not EU managed
	former Strategy and Research Group consisting of R&D and PEU was dissolved and EMS consisting of MSU and EU (formerly Policy and Evaluation Unit) was established	<p>(Unit Head); Julia Rees (Participatory Techniques Specialist) ; Iris Stange (Evaluation analyst); Josephine Sinyan (Unit Assistant); Marguerite Minani (Documentalist)</p> <p><b>(b) FACE fund utilization</b></p> <ul style="list-style-type: none"> <li>US\$108,249</li> </ul> <p><b>(c) Evaluations funded under FACE</b></p> <ul style="list-style-type: none"> <li>- Review of UNV's Involvement in Conflict Resolution and Confidence Building</li> <li>- Synthesis Report for 1999: Strategic, Thematic and Country Programme Reviews undertaken in 1999</li> </ul> <p><b>(d) Other products produced by EU using FACE resources.</b></p> <ul style="list-style-type: none"> <li>- Review of the Special Voluntary Fund 1996-1999</li> <li>- Six month contract extension for JPO</li> </ul>		
2001	International Year of Volunteerism	<p><b>(a) Staffing</b></p> <p>5 staff members: Edmund Bengtsson (Unit Head); Julia Rees (Participatory</p>		

Year	Significant events	Evaluative exercises funded by FACE	Evaluative exercises: not FACE-funded/ EU managed	Evaluative exercises: not FACE-funded/ not EU managed
		<p>Techniques Specialist) ; Luca Brusa (Evaluation analyst); Josephine Sinyan (Unit Assistant); Marguerite Minani (Documentalist)</p> <p><b>(b) FACE fund utilization</b></p> <ul style="list-style-type: none"> <li>US\$178,329</li> </ul> <p><b>(c) Evaluations funded under FACE</b></p> <ul style="list-style-type: none"> <li>- Review of UNV's Involvement in Environment</li> <li>- Cambodia: Review of UNV Contribution (1993-2001)</li> <li>- Tanzania: UNV Multisectoral Support for Capacity Strengthening - Terminal Project Evaluation</li> </ul> <p><b>(d) Other products produced by EU using FACE resources.</b></p> <ul style="list-style-type: none"> <li>None</li> </ul>		
2002	EB meeting	<p><b>(a) Staffing</b></p> <p>5 staff members: Edmund Bengtsson (Unit Head); Luca Brusa (Evaluation analyst); Julia Rees (Participatory Techniques Specialist)/Robert Toe</p>	- Multiple Countries: TICAD UN Volunteer Programme (check)	

Year	Significant events	Evaluative exercises funded by FACE	Evaluative exercises: not FACE-funded/ EU managed	Evaluative exercises: not FACE-funded/ not EU managed
		<p>(Evaluation Specialist); Josephine Sinyan (Unit Assistant); Marguerite Minani (Documentalist)</p> <p><b>(b) FACE fund utilization</b></p> <ul style="list-style-type: none"> <li>US\$121,896</li> </ul> <p><b>(c) Evaluations funded under FACE</b></p> <ul style="list-style-type: none"> <li>- UN Volunteers' Multisectoral Projects</li> <li>- Guatemala: Revision del Programa de Voluntarios de las Naciones Unidas (1996 - 2002)</li> <li>- Synthesis Report for 2000-2001: Strategic, Thematic and Country Programme Reviews undertaken in 2000 and up to September 2001</li> <li>- Multiple Countries: Greater Involvement of People Living with HIV/AIDS in the Caribbean, using the "National UNV" Modality A Collaborative Pilot Project by UNV, UNAIDS, and the National Networks of People Living with HIV/AIDS (NNP+) - Final Evaluation</li> </ul> <p><b>(d) Other products produced by EU using FACE resources.</b></p>		

Year	Significant events	Evaluative exercises funded by FACE	Evaluative exercises: not FACE-funded/ EU managed	Evaluative exercises: not FACE-funded/ not EU managed
		<ul style="list-style-type: none"> <li>The Review of IYV 2001</li> <li>Seminar on the role of UNV in Post-crisis situations</li> </ul>		
2003		<p><b>(a) Staffing</b></p> <p>5 staff members: Edmund Bengtsson (Unit Head); Luca Brusa (Evaluation analyst); Robert Toe (Evaluation Specialist); Josephine Sinyan (Unit Assistant); Marguerite Minani (Documentalist)</p> <p><b>(b) FACE fund utilization</b></p> <ul style="list-style-type: none"> <li>US\$86,745</li> </ul> <p><b>(c) Evaluations funded under FACE</b></p> <ul style="list-style-type: none"> <li>- Synthesis Report for 2001-2002: Thematic, Country and Project Reviews undertaken in 2001 &amp; 2002</li> <li>- Multiple Countries: Review of the Programme Officer Empowerment Mechanism</li> </ul> <p><b>(d) Other products produced by EU using FACE resources.</b></p> <ul style="list-style-type: none"> <li>None</li> </ul>		<p>- Evaluation of the United Nations Volunteer Programme - JIU/REP/2003/7. EU was UNV focal point for this evaluation</p>

Year	Significant events	Evaluative exercises funded by FACE	Evaluative exercises: not FACE-funded/ EU managed	Evaluative exercises: not FACE-funded/ not EU managed
2004	EB meeting	<p><b>(a) Staffing</b></p> <p>4 staff members: Edmund Bengtsson (Unit Head); Luca Brusa (Evaluation analyst); Robert Toe (Evaluation Specialist); Marguerite Minani (Documentalist)</p> <p><b>(b) FACE fund utilization</b></p> <ul style="list-style-type: none"> <li>US\$64,859</li> </ul> <p><b>(c) Evaluations funded under FACE</b></p> <p>- Review of UNV/UNAIDS Supported Greater Involvement of People Living with HIV/AIDS (GIPA) initiatives in Africa, The Caribbean and Cambodia</p> <p><b>(d) Other products produced by EU using FACE resources.</b></p> <p>None</p>		
2005		<p><b>a) Staffing</b></p> <p>3 staff members: Edmund Bengtsson (Unit Head); Robert Toe (Evaluation &amp; Management Specialist); Marguerite Minani (Documentalist)</p>	<p>- Zambia: UNDP evaluation of HIV and AIDS Programme</p> <p>- Synthesis Report for 2003-2004: Project Evaluations, Country Reviews &amp; Thematic Reviews.</p>	



Year	Significant events	Evaluative exercises funded by FACE	Evaluative exercises: not FACE-funded/ EU managed	Evaluative exercises: not FACE-funded/ not EU managed
		<p><b>(b) FACE fund utilization</b></p> <ul style="list-style-type: none"> <li>US\$7,048</li> </ul> <p><b>(c) Evaluations funded under FACE</b></p> <p><b>(d) Other products produced by EU using FACE resources.</b></p> <ul style="list-style-type: none"> <li>None</li> </ul>	Prepared by consultant paid and managed through the EU.	
2006	EB meeting Approval of AIM business model	<p><b>a) Staffing</b></p> <p>4 staff members: Edmund Bengtsson (Unit Head); Robert Toe &amp; Caspar Merkle (Evaluation &amp; Management specialists); Marguerite Minani (Documentalist)</p> <p><b>(b) FACE fund utilization</b></p> <ul style="list-style-type: none"> <li>US\$100,937</li> </ul> <p><b>(c) Evaluations funded under FACE</b></p> <ul style="list-style-type: none"> <li>None</li> </ul> <p><b>(d) Other products produced by EU using FACE resources.</b></p>	<p>-</p> <p>- Revision of VRS – Volunteer Reporting System (questionnaire enhancement)</p>	<p>- Analysis of the utilization of POEM-funds in 2005 in the Africa Section</p> <p>- Study on Gender Mainstreaming in UNV: Report into the application of Gender Mainstreaming in UNV policy, programmes and projects. Managed by Africa Section and R&amp;D.</p>

Year	Significant events	Evaluative exercises funded by FACE	Evaluative exercises: not FACE-funded/ EU managed	Evaluative exercises: not FACE-funded/ not EU managed
		<ul style="list-style-type: none"> <li>- Development of methodology to assess the contribution of volunteering to development</li> <li>- Review of the Special Voluntary Fund</li> </ul>		
2007		<p><b>a) Staffing</b></p> <p>4 staff members: Katrin von der Mosel (Unit Head); Ana Cristina Matos &amp; Caspar Merkle (Evaluation and Management specialists); Marguerite Minani (Documentalist)</p> <p><b>(b) FACE fund utilization</b></p> <ul style="list-style-type: none"> <li>• US\$0.00</li> </ul> <p><b>(c) Evaluations funded under FACE</b></p> <ul style="list-style-type: none"> <li>• None</li> </ul> <p><b>(d) Other products produced by EU using FACE resources.</b></p> <ul style="list-style-type: none"> <li>- Development of methodology to assess the contribution of volunteering to development</li> <li>- Review of the Special Voluntary Fund</li> </ul>	<ul style="list-style-type: none"> <li>- V4D Results workshops</li> <li>- UNV Project-level indicator compendium</li> <li>- Case study on “Volunteering to Combat Female Genital Mutilation: the cases of Sudan and Egypt”</li> <li>- Case study on “Waste Management as an aspect of sustainable environment management: the cases of Palestine and Guinea Bissau”</li> <li>- Contributions to UNEG Task Force on developing guidelines to integrate Human Rights and Gender into UN evaluations</li> <li>- Evaluation of Sierra Leone project “Reintegration and Transition to Peace Building”</li> <li>- Further development of methodology to assess the contribution of volunteering to development</li> </ul> <p><i>Non pure evaluative exercises:</i></p> <ul style="list-style-type: none"> <li>- Joining of UNDP’s ERC (ensuring</li> </ul>	

Year	Significant events	Evaluative exercises funded by FACE	Evaluative exercises: not FACE-funded/ EU managed	Evaluative exercises: not FACE-funded/ not EU managed
			<p>that evaluation plan, TOR, reports, mgt. responses and follow-up are made public and the latter is systematized)</p> <ul style="list-style-type: none"> <li>- UNV input to the MYFF and the 2006 and 2007 UNDP Annual Reports on Evaluation</li> <li>- Presentation of “methodology to assess the contribution of volunteering to development” to UNEG, and European and global conferences of FORUM</li> <li>- Roadmap towards the EB report</li> <li>- Data collection strategy for measurement of corporate performance including data collection templates (“country profiles” and “management project briefs”)</li> <li>- Management of user perspective during the development of a new VPPR IT infrastructure</li> </ul>	
2008	EB meeting Preparation of new UNV corporate plan	<p><b>a) Staffing</b></p> <p>4 staff members: Katrin von der Mosel (Unit Head); Ana Cristina Matos &amp; Caspar Merkle (Evaluation and Management specialists); Marguerite Minani (Documentalist)</p> <p><b>(b) FACE fund utilization</b></p>	<ul style="list-style-type: none"> <li>- Evaluation in UNV - A Synthesis of evaluations undertaken in 2006-2007</li> <li>- Contributions to the review of UNDP Planning, Monitoring and Evaluation for Development handbook</li> <li>- Contributions to UNEG Task Force on developing guidelines to</li> </ul>	<ul style="list-style-type: none"> <li>- Review of UNV MDG facility</li> <li>- Review of NUNV scheme</li> </ul>

Year	Significant events	Evaluative exercises funded by FACE	Evaluative exercises: not FACE-funded/ EU managed	Evaluative exercises: not FACE-funded/ not EU managed
		<ul style="list-style-type: none"> <li>US\$9,477</li> </ul> <p><b>(c) Evaluations funded under FACE</b></p> <ul style="list-style-type: none"> <li>None</li> </ul> <p><b>(d) Other products produced by EU using FACE resources.</b></p> <ul style="list-style-type: none"> <li>- Revision of VRS – Volunteer Reporting System (system enhancement and introduction of analysis tools)</li> <li>- Beginning of negotiations for a joint evaluation of the collaboration of UNV and the UN Department for Peace Keeping Operations</li> </ul>	<p>integrate Human Rights and Gender into UN evaluations</p> <ul style="list-style-type: none"> <li>- Contributions to UNEG Task Force on Country-level evaluation</li> <li>- Contributions to UNEG Task Force on development of a roster for evaluation consultants</li> <li>- UND internal “demand check survey” to gauge feedback on the utility of EU’s work and suggestions for 2008-9 workplan</li> <li>- Training to UNV staff on VRS</li> <li>- Methodology to assess the contribution of volunteering to development adjusted to make it more user-friendly and to incorporate tools used during the 2007 results workshops</li> <li>- Mid-term review of UNV’s contribution to the Liberian national youth volunteer service project,</li> <li>- Mission to Uganda as part of the review of the national NUNV volunteer modality</li> </ul> <p><i>Non pure evaluative exercises:</i></p> <ul style="list-style-type: none"> <li>- 2008 EB report</li> <li>- Presentation of the methodology</li> </ul>	

Year	Significant events	Evaluative exercises funded by FACE	Evaluative exercises: not FACE-funded/ EU managed	Evaluative exercises: not FACE-funded/ not EU managed
			<p>at a conference of the International Society for Third-Sector Research (ISTR) and to AusAID</p> <ul style="list-style-type: none"> <li>- UNV inputs to the TCPR and the UNDP Annual Report on Evaluation prepared</li> <li>- Interim Management of the Knowledge Platform</li> </ul>	