EVALUATION OF 'STRENGTHENING VOLUNTEERISM FOR DEVELOPMENT THROUGH THE 2008 BEIJING OLYMPIC GAMES' PROJECT, 2007-2011

REPORT

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1. ABBREVIATIONS AND ACRONYMS

APR	Annual Progress Report
AWP	Annual Work Plan
BIVA	Beijing International Volunteers Association
BOCOG	Beijing Organizing Committee of the Olympic Games
BOGVWCG	Beijing Olympic Games Volunteer Work Coordination Group
BVF	Beijing Volunteer Federation
BYL	Beijing Youth League
CICETE	China International Center for Economic and Technical Exchanges
CCA	Common Country Assessment
COT	Country Office Team
CPD	Country Programme Document
CSO	Civil Society Organization
MDGs	Millennium Development Goals
NGOs	Non-government Organizations
NHDR	National Human Development Report
PMBOK	Project Management Body of Knowledge
PMO	Project Management Office
TORs	Terms of Reference
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNV	United Nations Volunteers
V4D	Volunteering for Development
VBGP	Volunteer Beijing Green Partnership
VIOs	Volunteering Involving Organizations

2. EXECUTIVE SUMMARY

CONTEXT

Beijing has an established volunteering infrastructure, largely centred in the Youth League network, though participation rates are low and the potential for volunteering to address development needs has not been fully realized. The 2008 Beijing Olympic Games provided an opportunity to support the Olympics volunteering programme and at the same time leverage the experience and the public attention it received to promote volunteerism more broadly.

The project partners – UNDP / UNV, CICETE and BYL / BYL - collaborated on this project during 2007-2011. The project was structured in two phases and the project objectives evolved over this time to adapt to the post-games needs. Although the focus in the first phase of the project included supporting the Olympics volunteer programme, in the post-games phase of the project the objectives are to:

1   Improve capacity and strengthen volunteer infrastructure of the Beijing Volunteer Association (now BVF) to increase the quality of volunteer management in Beijing and promote volunteerism for development.

2   Engage volunteers, including previous Olympic volunteers, to pilot initiatives that demonstrate effectiveness of volunteerism towards the achievement of the MDGs.

3   Promote Beijing Olympics volunteer legacy knowledge management through documentation, publication and dissemination to national and international volunteer community.

PURPOSE OF THE EVALUATION

The **purpose** of the evaluation is twofold – **firstly** to provide a final assessment of the project in terms of achievement of its objectives, impacts and lessons learned and **secondly** to provide advice and directions in relation to future cooperation. The evaluation focuses on the following areas:

● Project design and its **relevance**
● Progress in terms of **efficiency**, **effectiveness** and **timeliness**
● Management arrangements
● Monitoring and evaluation
● Project **impact**
● Replication and future cooperation
● Sustainability of project outcomes

EVALUATION METHODOLOGY

The evaluation methodology included desk review of relevant documents (listed in the Annex), consultation with key stakeholders (listed in the Annex) and visits to the Model Projects and / or discussions with staff and volunteers involved in these projects. The evaluation team comprised one international consultant (team leader) and one national consultant and was supported by a volunteer translator.

KEY FINDINGS

Overall, the project has been well planned and executed and has achieved the planned project activities within the project timeframe and budget. The project used a model of collaborative development, planning and oversight based on a Project Board comprising the project partners and a PMO located within BVF. The Board provided effective oversight of the project, and the PMO was able to collaborate with BVF to deliver project activities through its specialist departments and networks with volunteer involving organizations.

The project Results and Resources Framework and the Annual Work Plans supported the project (and the Board's oversight role), although the project would benefit from a more rigorous approach to monitoring and evaluation, particularly in terms of establishment of baseline data, measurement of outcomes and impacts and the use of a Monitoring and Evaluation Framework to complement the Results and Resources Framework.

The project has been very successful, both in terms of the completion and delivery of its project activities (outputs) and the results that these activities have achieved. These results include:

- raising the profile of volunteering broadly, and raising community awareness of and participation in volunteering
- supporting the 2008 Beijing Olympics volunteer effort, particularly in strengthening the system and capacity for recruiting and managing volunteers for the event
- capturing and sharing the learnings of the Olympics volunteering experience in order to support other organizations responsible for similar events
- strengthening BVF's capacity to develop and promote volunteering in Beijing
- improving and strengthening the practice of volunteer management in Beijing by adopting international best practice and developing a more systematic and professional approach to volunteer management
- establishing an effective IT platform to identify, match and manage volunteers and projects available through volunteer involving organizations
- developing and delivering training programmes to build the capacity and professionalism of volunteer managers
- developing and demonstrating the potential for volunteering to be used for social development and environmental protection
- building four Model Projects as demonstration projects, which in turn have achieved demonstrable results such as:
  - strengthening the capacity and professionalism of each organization providing the services
  - supporting the organization to utilize best practice methods in volunteer management such as undertaking needs assessments, developing clear plans and strategies, establishing volunteer management systems, policies and procedures to better recruit, manage and retain volunteers
  - enabling the organizations to expand their services, either within their project site or to other sites
  - achieving results for the beneficiaries of the project services in terms of well-being, health, support with daily living and access to educational, cultural, sporting and other activities

- enhancing the credibility of these organizations and improving their ability to secure support from municipal authorities and from sponsors, donors and volunteers
- utilizing the experience of the Beijing Olympics and engaging volunteers to deliver activities to raise community awareness of environmental issues.

Although all elements of the project have been completed and it can be shown that results have been achieved, and BVF is now in a better position to play a leading role in volunteering in Beijing, there remain aspects of the current project that will benefit from follow-up and further development. These include:

- providing further support and follow-up to the Model Projects
- supporting the uptake of V4D by other organizations
- harnessing the full potential of the online platform, particularly in terms of data collection, analysis and reporting
- further developing and strengthening of the volunteer management training programme.

In addition to these activities which promote and support volunteering in Beijing, BVF itself is facing considerable challenges in fulfilling its enhanced role in leading volunteerism in Beijing. To meet these challenges, it is suggested that future cooperation projects focus on supporting BVF to develop its capacities for this new role. This includes:

- strengthening its position and capacity in the leadership of volunteering, particularly in regard to:
  - the long term strategic vision and plan for volunteering in Beijing
  - building relationships and networks with members organizations, with BVF as the hub
  - capacity and practices in relation to stakeholder consultation, needs analysis sand prioritization
- further developing and differentiating the guidance, support and resources for the V4D
- continuing to expand and diversify the training programme, including:
  - developing a strategic training plan
  - developing a rigorous approach to training evaluation, particularly the evaluation of outcomes and impacts
  - developing additional training modules and a overarching training curriculum
  - strengthening quality assurance and review and revision of programmes and materials
  - considering the development of a training pathway with the possibility of a recognised volunteering management qualification
- developing capacity in monitoring and evaluation
- addressing its organizational development needs.

2.1 LIST OF RECOMMENDATIONS

RECOGNITION

1   That the project partners be commended for the successful completion of the project and the results achieved.

TRANSITION STRATEGY

2   That as part of the project closure and handover to BVF, a Transition Strategy be developed that clearly articulates the process for transitioning project resources and continuing activities to BVF as well as the allocation of specific roles and responsibilities for maintaining products and resources developed through the project and continuing any project activities, as well as knowledge management arrangements.

FOLLOW-UP

3   That BVF allocates appropriate resources for the maintenance of the online platform and for utilization of the platform's capacity for routine data collection, analysis and reporting.

4   That BVF establishes arrangements for ongoing monitoring and support of the four Model Projects to ensure the sustainability of the effort and results of each project.

5   That BVF conducts a post-implementation evaluation of the four Model Projects (1-2 years after completion of the project), including measurement of project outcomes.

6   That BVF builds on and consolidates the outcomes of the Model Projects activity by developing resources, guidance material and activities that support the application and translation of the Model Projects to the full range of V4D opportunities in Beijing.

7   That in promoting and developing V4D volunteering programmes, including environmental awareness programmes, BVF adopts a strategic, systematic and coherent approach to planning and implementation.

8   That the further development and implementation of the volunteer management training programme be support and guided by a Strategic Training Plan.

FUTURE DIRECTIONS

9   That future cooperation projects ensure a more rigorous approach to monitoring and evaluation, including the use of a Monitoring and Evaluation Framework, and a stronger focus on measurement of project outcomes.

10   That future cooperation projects focus on significantly expanding the V4D volunteering programmes in Beijing.

11   That future cooperation projects focus on supporting BVF to strengthen and position itself for its leadership role in volunteering in Beijing. This will require:

- Clearly articulating the vision and modalities of volunteering in Beijing
- Developing a long-term strategic plan
- Further developing and differentiating the models of V4D
- Establishing a network of volunteer organizations with BVF as the hub

- Strengthening its capacity and tools in managing relationships and networking, stakeholder consultation and needs analysis
- Adopting a more strategic approach to the planning, prioritization and implementation of volunteering activities
- Strengthening and developing the training programme, including the development of a Strategic Training Plan to guide this work
- Strengthening its capacity in monitoring and evaluation
- Developing and implementing an Organizational Development Plan.

3. INTRODUCTION

3.1 INTRODUCTION TO THE PROJECT

BACKGROUND TO THE PROJECT

China's Development Challenges
Despite significant reform in China over the last thirty years, and the resultant rapid economic growth and improvements in a number of areas of human development, serious development challenges remain, particularly in the areas of urban / income disparities, social protection for vulnerable groups and sustainable development.

Volunteerism and Development
Volunteerism can make a significant contribution to development, particularly by engaging and empowering communities and individuals to address key development challenges. The Government of China is increasingly recognizing and promoting the role of volunteerism in development and this is reflected in the UN China Country Team's strategy.

> Civil society empowerment will be critical, as the potential of civil society and other partners to contribute to China's development is being recognized by the Government. An estimated 300,000 to 500,000 non-governmental organizations (NGOs) are operating in China . . . there is an opportunity to explore the role of civil society and volunteers-for-development in empowering communities and addressing the conditions of the vulnerable groups, i.e., the elderly, disabled persons, persons living with HIV / AIDS, and migrant workers, as well as addressing climate change and promoting disaster risk reduction.
>
> *Country Programme Document, 2011-2015, UNDP, p.3*

Sport and Development
The United Nations recognizes that sport can be an effective tool for development and peace and has recommended the integration of sport-based initiatives into development programmes:

> The fundamental elements of sport make it a viable and practical tool to support the achievement of the MDGs. Sport has an impact on health and reduces the likelihood of many diseases. Sports pro-grammes serve as an effective tool for social mobilization, supporting health activities such as HIV / AIDS education and immunization campaigns. Sport can be a significant economic force, providing employment and contributing to local development. It is also a key site and natural draw for volunteer involvement. Furthermore, participation in sport supports the preservation of a clean and healthy environment.
>
> *Sport for Development and Peace: Towards Achieving the MDGs*,
> United National Inter-Agency Task Force on Sport for Development and Peace, 2003, p.v

The 2008 Beijing Olympics provided an ideal opportunity to showcase the relevance of sport and volunteerism for development.

Volunteerism in China

China has an established and complex volunteerism infrastructure for volunteering at the national and local level, as well as internationally, which has developed considerably over the last thirty years. The International Year of Volunteers (IYV) in 2001 strengthened the recognition and promotion of volunteering.

Volunteerism in China is expressed through a range of activities including:

- large-scale events
- emergency response
- community service
- support for vulnerable groups
- international volunteering.

Under the guidance of the Central Youth League (CYL), a comprehensive network of volunteer committees and organizations had been established in provinces, cities, municipalities and towns in order facilitate volunteering at the grassroots level – in universities, schools, communities and workplaces. In addition to the Youth League network, there is a well-established community-based mutual support system in place.

A recent development has been rapid growth in local non-government organizations providing programmes in the areas of environmental protection, education, health and caring for disabled and other vulnerable groups with the support of volunteers. There has also been recent growth in private sector and corporate volunteering and in international volunteering (between 2003 and 2009 China dispatched 8,400 Chinese volunteers abroad, particularly in the area of Chinese language training).

As a result of this recent rapid growth in the volunteering infrastructure, the organizational landscape for volunteering is quite large - there are now over 400,000 registered and 4 million non-registered civil society organizations.

However, despite this well-established and developing volunteering infrastructure, compared to developed nations, participation rates are very low. Other challenges include effective coordination and networking and building the capacity of organizations to manage volunteers.

UNDP / UNV Support for Volunteerism

UNDP / UNV has been supporting the development of volunteerism in China since 1981. Prior to the current project, this support has included:

- facilitation of four UNDP / UNV-supported volunteer projects
- mobilization of over 180 international UNV volunteers into UN projects in China
- mobilization of over 170 Chinese international UN volunteers into UN projects in 35 developing countries
- mobilization of over 60 Chinese national UNV volunteers into UN projects in China.

Coordination of Volunteerism in Beijing

Beijing Volunteer Federation (BVF) was established in 1993 as the Beijing Volunteer Association and is registered with the Beijing Bureau of Civil Affairs, under the Beijing Regulations on Voluntary Service Promotion.

In 2007, volunteer legislation was passed in Beijing aimed at promoting the development of volunteering and the volunteering sector.

BVF had lead responsibility for the volunteers for the 2008 Beijing Olympics. The 2008 Beijing Olympics presented the need to mobilize large numbers of volunteers, and this itself required considerable support, particularly in terms of training of volunteers. However, the Games also provided an opportunity to harness lessons learned and leverage the capacity developed through the Olympics effort, as well the public attention it received, to further promote and develop volunteerism particularly in the areas of environmental sustainability and participation in social and economic development.

In 2009 BVF was appointed the *focal point* for volunteer organizations in Beijing, and as such is responsible for leading the development of volunteering in Beijing, under the guidance of the Beijing Youth League (BYL). BVF is a membership organization with has just over 400 volunteer-involving organizations, representing 2 million volunteers.

PROJECT OBJECTIVES

While the project was developed to support the Beijing Olympic Volunteer Programme Action Plan, particularly in relation to training, it also encompassed broader objectives that leveraged the focus on volunteering for the 2008 Beijing Olympics to develop awareness and capacity in relation to the contribution of volunteering to environmental objectives and MDGs. The project was launched in July 2007 for an initial 3-year period and subsequently extended (Phase 2) to 2011.

Phase 1 Objectives

Phase I of the project focused on three key objectives:

1   To support and facilitate the Beijing Olympic Games Volunteer Work Coordination Group Office (BOGVWCGO), Beijing Organising Committee of the Olympic Games (BOCOG) and Beijing Youth League (BYL) in implementing successfully the Beijing Olympic Volunteer Programme Action Plan, especially the Training Operational Plan.

2   To enhance environmental awareness through volunteerism with the involvement of communities and civil society organizations to support the 'Green Olympics' concept.

3   To engage volunteers, including Olympic Volunteers, through a national volunteer campaign to support and contribute to achieving the MDGs and enhancing a Xiaokang Society.

Phase 2 Objectives

The experience and lessons learned from Phase 1, and the need to address identified gaps in the volunteering capacity, provided an opportunity to further develop the third objective of Phase 1 (contribute to achieving the MDGs) through a second phase of the project. Phase 2 was endorsed in April 2010 and extended the project for an additional year to June 2011. The Phase 2 project focused on three key objectives:

1   Improve capacity and strengthen volunteer infrastructure of the Beijing Volunteer Association (now BVF) to increase the quality of volunteer management in Beijing and promote volunteerism for development.

2   Engage volunteers, including previous Olympic volunteers, to pilot initiatives that demonstrate effectiveness of volunteerism towards the achievement of the MDGs.

3   Promote Beijing Olympics volunteer legacy knowledge management through documentation, publication and dissemination to national and international volunteer community.

PROJECT LINKAGES

In seeking to both develop volunteerism and raise awareness of the contribution of volunteerism to development, both phases of the project are clearly linked to the UN China Country Team's development objectives and to the Government's vision of a *Xiaokang Society* – which pursues economic development and prosperity balanced with social equality and environmental protection.

Linkages with the UN China Country Team's Development Objectives

The project is linked to the specific outcomes and outputs of 2006-2010 UNDAF / CPD as shown in the following table.

TABLE 1: PHASE 1 UNDAF / CPD LINKAGES

UNDAF Outcome	CPD Outcome	CPD Output	CPD Indicator
1 Social and economic policies are developed and improved to be more scientifically based, human centred and sustainable	2 National efforts to lead and manage Xiaokang / MDG implementation supported through a variety of instruments and capacity building initiatives	2.1 Awareness created in civil society on the broader definition of an all round Xiaokang society	2.3 Awareness on Xiaokang / MDGs increased among key stakeholders (national and provincial)
	3 Enabling environment for civil society participation and its effective engagement in Xiaokang priority issues supported	3.2 Increased participation of civil society in the design and implementation of development policies / programmes	3.3 Civil society organizations' capacities strengthened to more effectively participate in the development of Xiaokang society
			3.4 Environmental awareness and capacity to address environmental issues raised through visible high-profile campaign, strategy and training

Linkages with Government Policy and Strategy

As well as its linkages to the Government's *Xiaokang Vision* (which is itself linked to the UNDAF / CPD outcomes), the Phase 1 project has clear linkages to the Government's strategy in relation to the 2008 Beijing Olympic Games, specifically the *Action Plan for Beijing Olympic Volunteers,* which identified the recruitment and training requirements for volunteers. In addition, the 'Green Olympics' theme for the 2008 Beijing Olympics sought to promote environmental suitability both in the games themselves and more broadly in Beijing and throughout China.

PROJECT PARTNERS AND BUDGET

The total budget for both phases of the project is USD 1.4 million. The budget breakdown for each phase and by contributing agencies is shown in the table below.

TABLE 2:   PROJECT BUDGET (USD)

Contributors	Phase 1	Phase 2	Total
UNDP	$500,000		$500,000
UNV	$100,000	$300,000	$400,000
Government	$500,000		$500,000
Total	**$1,100,000**	**$300,000**	**$1,400,000**

The project was developed and implemented by four organizations working as project partners.

United Nations Development Programme (UNDP)
UNDP is the UN's global development network, advocating for change and connecting countries to knowledge, experience and resources to help people build a better life. In China, through partnerships and innovation, UNDP works to achieve the Millennium Development Goals and an equitable Xiaokang society by reducing poverty, strengthening the rule of law, promoting environmental sustainability and fighting HIV / AIDS.

UN Volunteers (UNV)
UN Volunteers, which is an arm of UNDP, contributes to peace and development through volunteerism 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.

China International Center for Economic and Technical Exchanges (CICETE)
CICETE is an administratively autonomous agency within the Ministry of Commerce. Its mission is to contribute to China's economic and social development through the promotion of economic and technical exchanges between China and the rest of the world. CICETE's main function is to coordinate the cooperation between China and UNDP, UNIDO and UNV including executing their assistance programs to China as well as to implement general goods supply projects to other developing countries under the China-Aid programme.

Beijing Youth League (BYL) and Beijing Volunteer Federation (BVF)
The Beijing Youth League (Beijing Committee of the China Communist Youth League) is the local organization of the Communist Youth League of China, led by the China Communist Party. It is the major youth organization in Beijing, with branches and appointed personnel at the district level as well as in schools and universities. Beijing Volunteer Federation operates under the guidance of the Beijing Youth League.

During phase 1 of the project, the **Beijing Olympic Games Volunteer Work Coordination Group Office (BOGVWCGO)** was also a project partner.

PLANNED OUTCOMES AND OUTPUTS

As the project has been implemented in two phases, separate outcomes, outputs and activities were planned for each phase.

Phase 1 Outcome and Outputs

The planned outcomes and outputs for Phase 1, as identified in the Results and Resources Framework for Phase 1, are shown in the table below.

TABLE 3:   KEY ELEMENTS OF THE RESULTS AND RESOURCES FRAMEWORK, PHASE 1

Component / Objective	Outcome	Output
Component 1 Objective: To support and facilitate BOGVWCGO, BOCOG and BYL in implementing successfully the Beijing Olympic Volunteer Programme Action Plan, especially the Training Operational Plan	Capacity of BOGVWCGO, BOCOG and BYL strengthened to implement the Beijing Olympic Volunteer Programme	1 Project launched and management structure of the project established
		2 Coordinated operational management support plan established to contribute to Olympic Volunteer Action Plan
		3 Coordinated operational management support plan implemented resulting in tangible support to Beijing Volunteer Action Plan
Component 2 Objective: 'Green Olympics' linked with volunteerism for development in Beijing and nationwide through awareness	Environmental awareness promoted through volunteerism enhanced with the involvement of communities and civil society organizations in support of the Green Olympics concept	4 Action Plans for 'Volunteers for a Green Olympics, Green Beijing' developed by Planning Committee
		5 'Green Olympics' activities implemented demonstrating the effectiveness of volunteerism to build environmental awareness, based on the campaign action plans
Component 3 Objective: To support volunteers, including Olympic Volunteers, through a national volunteer campaign to contribute to achieving the MDGs and enhancing a Xiaokang society	Support and recognition of volunteers to MDGs and Xiaokang society enhanced	6 Action Plan on Awareness on Volunteerism for Development (V4D) developed by the Beijing Olympic Volunteer Programme Communications Committee
		7 The effectiveness and relevance of V4D and contribute towards or advocate for the achievement the MDGs demonstrated by Olympic Volunteers
		8 A national effort with the participation of Olympic Volunteers launched to mobilize citizen involvement in volunteerism for development throughout China
		9 External evaluation in two phases conducted
		10 Institutional infrastructure, resources and organizational capacity is ensured for sustaining of V4D contributions after the formal completion of this project

Phase 1 Annual Work Plans

The development of Annual Work Plans based on the Phase 1 Results and Resources Framework indicates that the project evolved and developed from its original conceptualization. Given that a major focus of Phase 1 was preparing for the 2008 Beijing Olympics, and that the project extended beyond the games, it is appropriate that the project focus evolved to include activities to harness and share the lessons learned from the games and to capitalize on this momentum to address gaps and needs in the area of environmental awareness and volunteering for Development (V4D).

The outcomes and outputs addressed in the 2009 Annual Work Plan shown below illustrate the shift in focus from the original Results and Resources Framework.

TABLE 4:   KEY ELEMENTS OF THE 2009 ANNUAL WORK PLAN

Component / Objective	Outcome	Output
Component 1	Legacy and key lessons of Beijing Olympics shared with major Volunteer Involving Organizations in China and abroad	1.1 Publications on lessons learnt from Olympic Volunteers management completed and distributed
		1.2 Beijing Olympics and Paralympics experts roster established and in use
		1.3 BYL high level delegation to UNV Bonn, International Olympic Committee, Volunteer Service Overseas and Institute for Volunteering Research in UK carried out to share BOCOG's volunteer management experience
Component 2	Effectiveness of Volunteerism-for-Development demonstrated through pilot projects	2.1 Environmental advocacy campaign carried out in Beijing
		2.2 Local Volunteerism-for-Development projects effectively designed and implemented
		2.3 800 BVA Volunteerism-for-Development project managers trained in volunteer management
Component 3	Beijing volunteer infrastructure improved to better promote volunteer service	3.1 Beijing Volunteer Handbook published and distributed among public and relevant organizations
		3.2 Online volunteer service information system set up on BYL website
		3.3 Collaboration on Volunteerism-for-Development activities between BYL and grassroots NGOs enhanced

Phase 2 Outcome and Outputs

The planned outcomes and outputs for Phase 2, as identified in the Results and Resources Framework, are shown in the table below.

TABLE 5:   KEY ELEMENTS OF THE RESULTS AND RESOURCES FRAMEWORK, PHASE 2

Intended Outputs	Indicators	Indicative Activities
1 Institutional capacity of BVF and of its staff in effective volunteer management and volunteer mobilization enhanced	A No. of BVF staff members trained in volunteer management and volunteer activities B No. of BVF volunteer project managers trained and coached by BVF staff	1.1 Organization of training courses for volunteer project managers and BVF staff with the technical advice of VSO and production of training materials
	C Number of volunteers and assignments that are appropriately matched through the online platform	1.2 Strengthening of online volunteer matching platform
	D Beijing Volunteer Handbook on volunteer opportunities updated and disseminated	1.3 Produce, launch and distribute updated edition of Beijing Volunteer Handbook
2 Opportunities and awareness are created for Beijing and Chinese citizens to engage in volunteer activities related to environment and other MDGs	F No. of pilot volunteer initiatives supported by the project in the areas of environment and other MDGs G No. of people involved in the pilot volunteer initiatives supported by the project H % of pilot initiatives considered successful in achieving positive results I Sustained volunteer-driven environmental awareness activities and website implemented and maintained	2.1 Support of local volunteer initiatives as V4D pilot projects 2.2 Implementation of sustained volunteer-driven environmental awareness campaign 2.3 Monitoring, evaluation and sharing of pilot initiatives through workshops and advocacy events
3 The Beijing Olympic good practices, lessons learned and legacy documented and disseminated	J No. of publications summarizing Beijing Olympic and Paralympic volunteer work and legacy published and distributed among relevant volunteer-involving organizations	3.1 Production of publications on Olympic volunteer experience
	K Roster of Beijing Olympics and Paralympics volunteer experts established and promoted L No. of experts in the roster who receive ToT training and provide training in cities / countries hosting future mass games or events	3.2 Set-up and promotion of Olympic volunteer experts roster

Phase 2 Annual Work Plans

The Phase 2 Results and Resources Framework forms the basis of Annual Work Plans for 2010 and 2011 which outlined specific activities, inputs and budget contributions for each activity in order to achieve the intended outputs.


PROJECT GOVERNANCE AND MANAGEMENT

Currently the Project Board consists of the three project partners – CICETE, BYL / BVF and UNDP / UNV. BOGVWCGO was a project partner for Phase 1 only.

CICETE, as UNDP's national programme counterpart, is the project's executing agency, while project implementation is the responsibility of BYL through BVF. The BVF Director is the Project Director and the Project Manager, who has day-to-day responsibility for the project, is a BVF Deputy Director.

The project's governance and management arrangements are represented diagrammatically below.

FIGURE 1: PROJECT GOVERNANCE AND MANAGEMENT
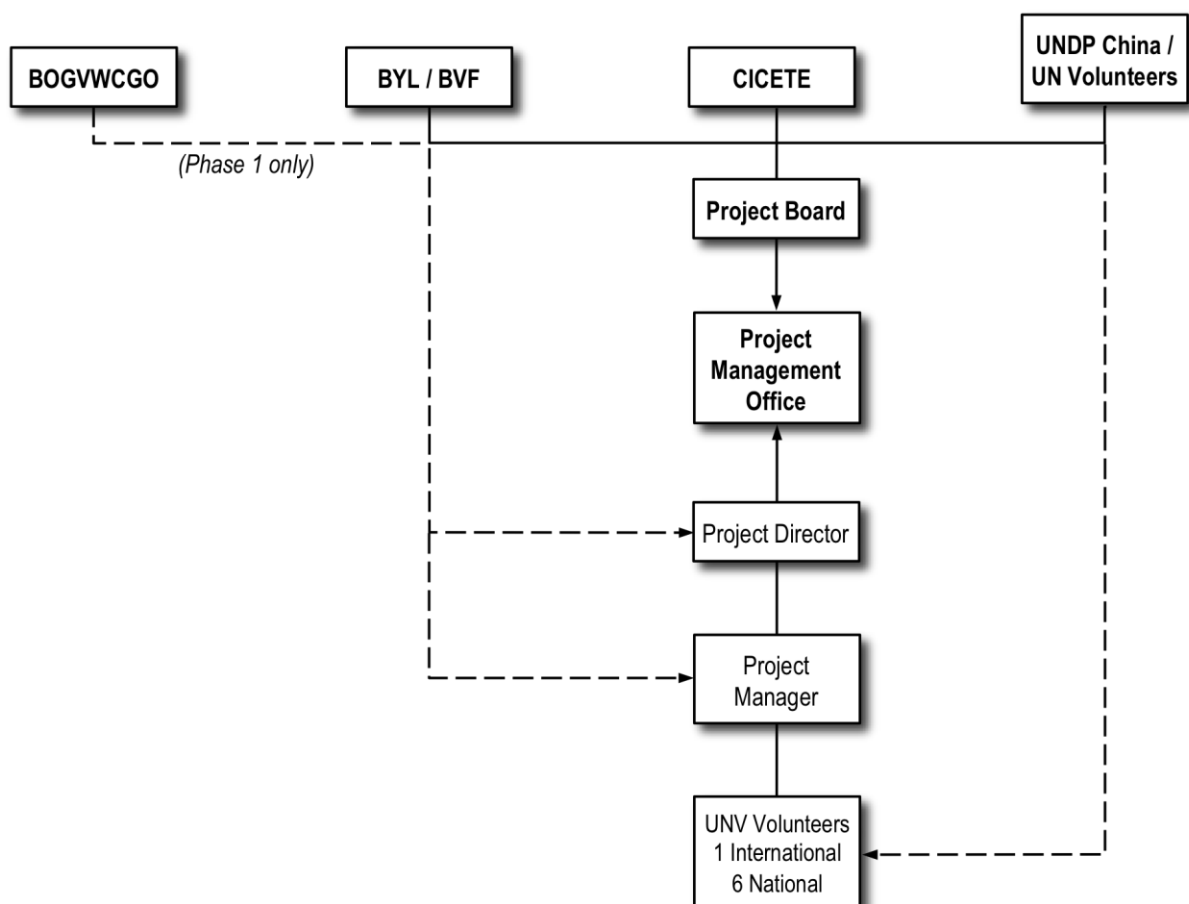
3.2 INTRODUCTION TO THE EVALUATION

PURPOSE AND SCOPE

The **purpose** of the evaluation is twofold – **firstly** to provide a final assessment of the project in terms of achievement of its objectives, impacts and lessons learned and **secondly** to provide advice and directions in relation to future cooperation. Specifically, the purpose of the evaluation is:

1   To perform a final assessment of the extent to which the Project has successfully accomplished its objectives in terms of activities, outputs and outcomes.

2   To evaluate the impacts and sustainability of project outcomes.

3   To summarize the best practices and lessons learned in achieving the results.

4   To identify implementing agency's institutional strengths and weaknesses, in view of future cooperation.

5   To provide indicative recommendations in view of future cooperation in the current Project area.

The evaluation is focused on both phases of the project – Phase 1 (2007/8-2009/2010) and Phase 2 (2010/2011).

The evaluation focuses on the following areas:

- Project design and its **relevance**
- Progress in terms of **efficiency**, **effectiveness** and **timeliness**
- Management arrangements
- Monitoring and evaluation
- Project **impact**
- Replication and future cooperation
- Sustainability of project outcomes.

Each of these areas of focus are described more fully the Terms of Reference (Annex 8.1).

EVALUATION PROCESS AND METHODOLOGY

The evaluation methodology was developed in close consultation with the project partners and is consistent with the approach prescribed in the Terms of Reference. The key elements of the review methodology are outlined below.

Preparation

The evaluation team was briefed by the project partners prior to and at the commencement to the evaluation mission.

Prior to the evaluation mission, copies of relevant documents (See Annex) were provided to the evaluation team for their review and to confirm the evaluation scope and process and identify and plan the evaluation methodology. The consultants conducted a desk review of the materials provided and developed a draft Work Plan.

At the commencement of the evaluation mission, briefings were held jointly with the project partners and separately with UNDP / UNV and BVF, after which the Work Plan was confirmed and the consultation schedule developed.

Data Collection

Data collection was undertaken through a number of processes, including:

- Desk review and analysis of **key documents**, including:
  - Phase 1 and Phase 2 Programme Documents, Annual Work Plans, Annual Project Review Reports and project reports, materials and publications
  - relevant UN documents including UNDAF 2006-2010 and 2011-2015 and UNDP Country Programme Document for China 2006-2010 and 2011-2015
- Visits to the **Model Project** sites (or interviews with stakeholders involved in the projects)
- consultation with key stakeholders including project partners, BVF staff and other stakeholders (a list of stakeholders consulted during the evaluation is included as an Annex)
- debriefing with the project partners prior to the completion of the evaluation mission.

Analysis and Reporting

This stage includes analysis of data collected from all sources (briefings, documents, site visits and consultations) and development of the Draft Report. Feedback and comments elicited on the draft report will be incorporated into the Final Report.

LIMITATIONS AND CHALLENGES OF THE EVALUATION

Overall, the evaluation has been implemented in accordance with the requirements and expectations outlined in the TORs, and BVF has been able to provide all the necessary information and assistance to support the evaluation. In fact, the evaluation team experienced a great deal of goodwill and openness to the evaluation and the project partners fulfilled all requests for assistance and information made by the evaluation team.

However there have been a few challenges and limitations for the evaluation, which are outlined below.

Focus of the Review

As the duration of the evaluation is limited, and there are a large number of project elements implemented through two phases of the evaluation, it has not been possible to undertake a detailed analysis of all elements of the project, particularly at the level of individual activities. Further, the evaluation methodology has relied on secondary data sources (for example Annual Progress Review Reports). As a result, the evaluation is focused on the project overall and at a high level.

Respondents

Due to the timing of the evaluation towards the end of the project cycle, the national UNV volunteers that supported the PMO throughout the project were not available for consultation as they had completed their assignments.

Organizational Factors

The project is implemented through BVF under the supervision of BYL, and although it utilized a dedicated PMO for the design and delivery of project components and activities, BVF's organizational context, capacity and needs are key factors in the effectiveness of the project.

As a result the evaluation focuses both the project itself and on the organizational factors that influence the project's performance and achievements.

BVF in Transition

Throughout the lifecycle of the project, BVF itself has been in transition – evolving from Beijing Volunteer Association to the Beijing Volunteer Federation and developing into a focal point for volunteering in Beijing. This transformation is continuing and sees the role and responsibilities of BVF changing and this is placing increased demands on BVF and its capacity as it responds to these challenges.

The focus of the evaluation will reflect the changing role of BVF and the challenges it faces in developing this role.

STRUCTURE OF THE REPORT

The report structure used in this Report is informed by the guidance provided in the *UNDP Handbook on Planning, Monitoring and Evaluating for Development Results, 2009*.

4. EVALUATION FINDINGS

As the project consists of a large number of activities implemented over a four-year period, it is not possible within the scope of this evaluation to provide a detailed assessment of all activities. Therefore, our assessment of the project focuses on four specific aspects – training, the Model Projects, assessment of the project against the evaluation objectives and other relevant factors or themes.

The first two aspects, training and the Model Projects have been chosen as specific areas of focus and the later two reflect the TORs.

4.1 TRAINING

Training has been selected as a specific focus as training is a fundamental element of the project and has been reflected in a number of activities. It is a key enabler of capacity building and of the development of effective and sustainable volunteering.

Programme Development
BVF has adopted a rigorous approach to the development of its training programme, utilizing international expertise and an internationally recognized framework (PMBOK) for the development of its volunteering project management training programme - the 'Spring Shoots' programme. The Spring Shoots programme has been reviewed and refined, and used as the basis for the development of further training tailored to specific needs - the 'Shining Steps' programme. The programme commenced in 2011 and will continue to be rolled out, and consists of five key components:

1   Management training for high-level volunteer managers
2   Project management training for grassroots volunteer project leaders
3   Training for volunteer trainers
4   Creation of standard volunteer training programs
5   Establishment of volunteer training bases around Beijing

In building on the initial training programme developed through the project, BVF has been able to leverage this capacity for further capacity building across its network of volunteer involving organizations.

Integration of Volunteerism for Development
Another element of the training is the utilization of the *Making it Happen* publication (which documents the Model Projects) as a resource for training, thereby further promoting the concept of volunteerism for development and optimizing its integration within volunteering in Beijing.

Train-the-Trainer
BVF has made effective use of its training resources and capacity by adopting a train-the-trainer approach to develop the capacities of volunteer managers as identified trainers. This will enable the BVF training program to be delivered to a wider audience and substantially increase the uptake of training in volunteer involving organizations.

A Strategic Approach to Training

In developing the Spring Shoots programme into the Shining Steps programme, and by building up the capacity of trainers able to deliver this programme, BVF has developed a more systematic approach to its training, although our understanding is that, from the information provided, the planning horizon for the Shining Steps programme is short term, that is for the next 12 months.

Given BVF's emerging role as the pivotal or peak volunteering body in Beijing, and the critical role that training will play in building the capacity of volunteer involving organizations and their volunteer managers, a comprehensive and long term approach to training is required. Such an approach should be articulated in a Strategic Training Plan which could include:

- identification of the priority training needs, underpinned by a comprehensive training needs analysis
- articulation of the long term training plan, in terms of target audiences, programmes (modules and topics) and the staging of training offerings over the next 3-5 years
- monitoring and evaluation strategies, including indicators, targets and methods for evaluating training outcomes and impacts
- processes for review and update of the training needs and development of additional training offerings.

In addition, as BVF's approach to training develops, and as training delivery is devolved as planned to 'training bases' around Beijing, BVF's role and capacity in training will need to evolve and develop to manage this role – for example in coordination and quality control of training delivered by other organizations. Further, as more training programmes (modules and topics) are developed and delivered, BVF will need to pay attention to the development of the overall training design (the training curriculum) and the articulation of individual programmes within this design to ensure coherency and avoid duplication. As the training programme grows, and more modules added, it is likely that, as has been the experience elsewhere, the programme may evolve into a recognized qualification delivered through accredited providers. While this may be a potential development in the long term, it should be factored into BVF's future planning.

4.2 THE MODEL PROJECTS

The Model Projects have been selected as a specific focus as they have strategic significance in developing and promoting volunteerism for development in Beijing and beyond.

This activity focused on identifying and developing four 'model projects' of volunteerism for development which directly benefit disadvantaged or vulnerable groups. The process involved developing each model through a combination of tailor-made training, individual coaching and small grants in order to develop the skills and abilities of each of the volunteering involving organizations.

Through an open selection process, four key projects were identified:

1   Leiling Senior Citizen Cooperative (providing services for the elderly)

2   Beijing Home for Migrant Workers (assisting migrant workers in the city)

3   Happy Football, Caring for Migrant Children Volunteer Project (implemented by students from the Beijing University of Chemical Technology)

4   Hongdandan Education and Culture Exchange Center (providing services for blind people)

During 2010, a volunteer international project coach from VSO (Voluntary Service Overseas) supported the four chosen projects to improve their practice, professionalize their services and build their confidence in managing volunteers. The ultimate objective was to enable them to sustain and expand their service for disadvantaged communities into the future.

LEILING SENIOR CITIZEN COOPERATIVE

Key Achievement: Increased credibility and authority through support from the project

Context

China's population is ageing rapidly – in 2000, 6.97% of the population was aged 65 and above and by 2010 (the Sixth Census) this figure had grown to 8.87%. The proportion of the population aged 65 above in Beijing is also significant – in 2000 it was 8.4% and by 2010 had grown to 8.7%. While the proportion of the total has grown slightly, Beijing's population has grown by nearly 45% since 2000. The rising number of elderly citizens in Beijing will increase the demand for the provision of services to care for their needs.

Leiling Senior Citizen Cooperative was established in 2008 with initial funding from the Ford Foundation. Currently it has 8 full time staff, 3 part-time staff, 30 regular volunteers and 100 elderly volunteers. In 2010 it provided 1,400 volunteer opportunities. Its mission is to improve the quality of life of disadvantaged senior citizens, working directly with the communities it serves using volunteers.

Leiling's approach includes:

●   research to identify the needs of local senior citizens

●   arts and crafts skill sessions (which targets lower income elderly women who learn to make craft items which they can sell to supplement their income)

●   regular health awareness and education sessions

- singing and dance groups
- free, certificated training for volunteer carers to work with elderly residents in their own homes, to provide a range of social services on the behalf of the local authority
- Make-a-Wish Programme (which pairs volunteers with vulnerable senior citizens to assist them with their daily care).

Leiling has been working with the Tian Xiang Community Center for the Elderly in Shi Jing Shan District in Beijing, providing a comprehensive range of services and resources and encouraging active participation by local residents to build community cohesion.

Challenges

Leiling's pilot model in Shi Jing Shan has been operating effectively, however in order to respond to the demands of Beijing's increasing ageing population, Leiling required support to develop and promote its model for replication to other communities.

Support

In addition to the coaching and training provided by the project, other support and assistance enabled Leiling to:

- conduct a needs survey to identify the services local elderly people need and value
- promote Leiling's services to local government leaders and community members, including the development of promotional materials and the redevelopment of the website.

Results

For the **Shi Jing Shan community**, support from the project during 2010 had a direct impact on the Shi Jing Shan community, including:

- 100 elderly volunteers have been trained to run activities
- 56 activities have been offered
- 2,600 citizens have participated in activities provided by Leiling.

In addition it is likely that there have been other impacts of the project that have not been measured, such as increased health and welfare of participants and an improved level of cohesion and mutual support within the community.

Other communities in Beijing have directly benefited from the project as Leiling has been able to expand its model of services to four new communities in Beijing.

For **Leiling**, there have been significant benefits in terms of its improved capacity to manage volunteers and deliver services. In addition, an important benefit for Leiling has been the improvement in the organization's credibility as an NGO, to both local government and to the communities it seeks to provide its services, which will strengthen the prospects for the future growth and development of both Lelling and volunteerism for development in Beijing.

BEIJING HOME FOR MIGRANT WORKERS

Key Achievement: Strengthening the organization and providing a strategic focus

Context

Migrant workers, who make up nearly one-third of Beijing's population, do not have the same level of access to services in Beijing such as education, health and housing. The Beijing Home for Migrant Workers, established in 2001 and supported by the Beijing Youth League and the Youth League Working Committee of Henan Province, seeks to support migrant workers with services including:

- legal advice
- health information
- employment and training opportunities
- an afterschool club and library.

Challenges

Although supported by over 800 volunteers, the organization relies heavily on its founder, Mr Li, and service provision is ad hoc and short term in focus. However the demand for services is increasing and there is a need to develop a sustainable management model for the organization with a strategic focus and direction and to develop its activities into a more mature and stable model of service delivery.

Support

The project coach enabled the organization to identify its mission and direction, name and identity and to adopt a management model based on volunteer teams with clear roles and responsibilities. The group also identified its core objectives and developed targets and plans around these six core areas of focus.

Results

The work of the project has had a direct impact on **the services provided** by the Beijing Home for Migrant Workers, including:

- 300 volunteers involved in the project
- 15 services offered by the group
- 2,000 migrant workers and their families participated in activities provided by the group.

However, the project has also directly benefited **the organization** by providing it with a strategic focus, a stable structure, effective management model and a systematic approach. As the organization now has clear roles and responsibilities, objectives and plans, there were a number of other benefits, including:

- clarification of roles and responsibilities allowed workloads to be shared and provided more access to volunteer opportunities (and minimized the danger of burnout)
- planning projects and setting targets enhanced the group's ability to measure progress and success.

HAPPY FOOTBALL, CARING FOR MIGRANT CHILDREN VOLUNTEER PROJECT

Key Achievement: Ensuring the commitment and sustainability of volunteering activities

Context

Whereas the previous model projects focused on organizations providing services to vulnerable groups, this project focused on an activity delivered entirely by a team of 15 students from the Beijing University of Chemical Technology student volunteer association, under the direct leadership and guidance of BVF.

The main activities include:

- weekly fitness training and football skills sessions delivered after school
- regular football matches
- visits to sporting and cultural events
- a mentor relationship built between students and children.

Challenges

The Happy Football project aimed to make this activity an ongoing programme rather than a 'one-off' event, however recruiting student volunteers who could commit the time over a longer term was a challenge and the student volunteer association lacked the experience and structure to manage student volunteers in a long-term assignment.

Support

The project coach worked closely with BVF to devise an approach tailored to the needs of this student project, and worked with the students to refine their project plan, including:

- providing a greater focus on the needs of the beneficiary
- setting realistic and achievable goals for both their short-term action plan and for a three-year development plan
- focusing on the core purpose
- addressing the potential high drop-out rate by adapting some simple principles of volunteer management to the university context, including recruitment and selection of volunteers to match the volunteer opportunity (to better manage expectations), providing satisfying tasks for volunteers, training, a basic volunteer agreement and creating a larger pool of volunteers to share the workload (which helped prevent 'burn-out')
- identifying and managing risks to volunteers or beneficiaries
- communicating regularly (with volunteers, participants and schools).

Results

The project has directly benefited the Happy Football programme by securing a regular commitment by 25 volunteers to a programme which benefits 30 school children. In addition, the program has been able to build a strong partnership relationship with the school.

In addition, by adopting a planned and systematic approach, the students were able to create a sustainable project structure and system for the project that was not totally reliant on specific individuals, and that encourages and enables a sustained commitment by the student volunteers involved in the project.

HONGDANDAN EDUCATION AND CULTURE EXCHANGE CENTER

Key Achievement: Building the organization's professionalism and sustainability

Context

There are nearly 17 million blind people in China. Hongdandan Education and Culture Exchange Center was established as a non-profit organization in 2000 and is dedicated to providing education, communication and training programmes for blind people. The Center is supported by private donations, media contacts and celebrity support and currently has 6 full-time staff, 2 part-time staff, 600 regular volunteers and 300 regular participants.

Hongdandan's primary programme is its Heart's Eye Theatre, a weekly live film show which uses specially trained volunteers to 'read' the film for a blind audience and provide an audio description that enables the audience to enjoy the same level of detail as a sighted person would through viewing the film. Other programmes include:

- creation of a library of talking books in Chinese
- visits to historical and cultural sites
- sporting activities
- group activities such as singing, poetry recital and drama workshops and performances.

Challenges

Hongdandan's success proved to be a key challenge as its profile generated large numbers of willing volunteers, resulting in difficulties in managing numbers and matching available support to needs, leading to high turnover, inconsitency and high workloads for the staff. The Center was seeking a more strategic and sustainable approach to work.

Support

The project provided assistance to the Center in the preparation of funding proposals in order to develop a more sustainable funding base for the organization. In addition, the project provided coaching and training in the development of a volunteer management system tailored to the Center's specific needs.

Results

The Center now has a more secure and sustainable structure, and a more professional approach to the management of its volunteers which enables it to more effectively assess and match its volunteers to specific assignments.

> Whether it's for big events or for regular volunteer activities, Hongdandan always make the best use of volunteer skills, their management system makes their volunteer service more systematic and efficient.
>
> Hongdandan volunteer, from *Making it Happen*, p.37

4.3 TERMS OF REFERENCE

The following section provides an assessment of the project in relation to each of the evaluation criteria prescribed in the evaluation TORs.

TOR 1 - PROJECT DESIGN AND RELEVANCE

The project is supported by detailed and comprehensive planning documents, including the Phase 1 and Phase 2 Programme Documents and the 2008, 2009, 2010 and 2011 Annual Work Plans. These documents indicate that careful planning was undertaken to develop strategies and activities to achieve the project outcomes, and that as the project progressed, the project design was adapted to respond to emerging needs. This is evident in the development of the Phase 1 planning to shift the focus after the 2008 Beijing Olympics to harness and share the Olympic 'legacy'.

However, this also suggests that the initial conceptualization and planning of the Olympic volunteering component project was narrowly focused (on supporting the Beijing Olympics Volunteering Programme Action Plan). The broadening of the focus after the Games to harnessing and sharing the Olympic legacy was a sensible direction for the project, and one that has been beneficial to both BVF (and its members) and other organizations preparing for similar events. This broader approach is an appropriate strategic objective for the project, and had it been contemplated as part of the initial conceptualization and planning of the project, the project implementation and results may have been enhanced.

Development Priorities

The project components and project activities are clearly informed by the **national** development priorities. The Programme Document for both Phase 1 and Phase 2 of the project identify the UNDAF / CPD outcomes and outputs which the project is aligned with, and this is also discussed in Section 3.1 above.

Beyond this broad alignment however, it not clear whether any specific needs assessment, prioritization or other information was available to inform the design of project components and activities. This is not to say however that the project activities were not relevant and appropriate, rather that the Programme Documents do not provide a linkage between identified needs and priorities and the selected activities.

The project, particularly in Phase 1, is also very strongly aligned with **local priorities** in terms of the 2008 Beijing Olympics. The Games, and the Beijing Olympics Volunteering Programme Action Plan, provided a clear priority and imperative for the volunteering effort, and the project directly supports this.

Stakeholder Needs

The project has been designed and implemented with and through its key stakeholders – UNDP / UNV, the Government of China as represented by CICETE and the Beijing Youth League volunteering network as represented by BYL / BVF. Review of the Project Annual Review Reports and feedback from these stakeholders indicate broad satisfaction that their expectations of the project have been met. In addition, stakeholders representing the beneficiaries of the project (volunteers undergoing training and participants in the model

projects) also indicative a broad level of satisfaction with the project and the level of support and assistance provided by it.

It is assumed that BVF will have a close understanding of the needs of its stakeholders through the coordination and communication structure of the Youth League network and its committees. The evaluation did not seek to assess the level of needs assessment or consultation undertaken as part of the project planning.

It is recognized that volunteering in Beijing is evolving, as are the management and coordination arrangements to support it. As the base of volunteering is broadening beyond the Youth League network to include other volunteering involving organizations, BVF's role has also shifted to that of a pivotal leadership organization, and its capacity and procedures for consulting with stakeholders and identifying needs will also need to evolve to support this.

There is evidence that BVF is taking a more structured approach to consultation and needs assessment as it develops its programs, which is to be commended. As BVF's leadership role continues to develop, its capacity and procedures for consulting with stakeholders and identifying needs will also need to evolve to support this.

Ownership

There are very positive signs of ownership of the project at number of levels. The strong participation of the Government of China and BYL (and BOGVWCGO in Phase 1) in terms of investment and participation in the **Project Board** is both evidence and a strong enabler of their ownership of and commitment to the project.

BVF's ownership of the project and its outcomes is evident in a number of ways. The 2008 Beijing Olympics volunteering effort was a significant undertaking and achievement, and the lessons learned that have been captured with the support of the project have been taken on board and 'owned' by BVF, in the sense that the organization has utilized a number of opportunities to promote and share its experience with other organizations planning similar events. The Olympics provided a significant opportunity for BVF to capitalize on the Olympics experience, which it did through a range of publications, promotional materials and opportunities, and by leveraging the experience of Olympic volunteers to promote volunteerism more broadly.

There is strong evidence that significant elements of the project have become embedded in the BVF approach to supporting volunteering. For example, the Volunteer Project Management Training Programme developed through the project has been embedded in BVF's approach to supporting volunteering and formed the basis of further training programmes.

Similarly, the practice of V4D, as developed and documented through the Model Projects is fully embraced by BVF as a model of volunteering that is promoted and supported. The Government's recent promotion of 'social management' is seen by BVF as an opportunity to enhance and extend models of V4D in Beijing and to address the needs of vulnerable groups.

The project also facilitated the development of a BVF online platform for volunteer recruitment which BVF is committed to maintaining and further developing.

The **project handover** arrangements include the identification of the individual areas within BVF which will take over responsibility for support and / or continuation of elements of the project. The following table identified these continuation arrangements.

TABLE 6:   PROJECT CONTINUATION ARRANGEMENTS

Project Element	Ongoing BVF Responsibility
Training Programme, including materials	Research and Training Department
IT Platform	Communications Department
V4D Model Projects	Research and Training Department Project Development Department Membership Department
Environmental Awareness activities	Project Development Department
Olympic Volunteer Legacy Transfer	Research and Training Department

BVF's future planning, as outlined in its 2011 Work Plan, is building on and continuing these key elements of the project as it develops itself into the pivotal volunteering organization in Beijing.

In these and other ways, the project's outputs – capacity, publications and methods - have become more than just a list of products for BVF to add to its inventory of resources. They represent an approach that BVF has embraced and has committed to in developing volunteering in Beijing.

Project beneficiaries also demonstrated a strong sense of ownership of the process and results of the activities they participated in. In the case of the four Model Projects, it is evident that there is a high degree of ownership of the project, particularly in terms of approach, products and outcomes. Their participation in the project, which demanded a degree of commitment both in terms of time and effort, and in terms of adopting and implementing the approaches recommended for the development of their practice, is a sign of their commitment to and ownership of the project, as is their intention to continue to develop their models. As a further sign of this high level of ownership, the Leiling Senior Citizen Cooperative is seeking to replicate the model in four other communities.

TOR 2 - PERFORMANCE

Implementation Progress

Overall, the project activities have been well-executed and delivered in accordance with project plans and Annual Work Plans, although there were some initial delays due to decision-making processes which were outside the control of the project. Apart from this there do not appear to be any significant issues or factors impinging on the implementation of the project activities. The discipline of Annual Work Plans and oversight by the Project Board has ensured that the project implementation has continued on track, and where necessary and appropriate the planned activities and budget allocations have been modified which has allowed the project to evolve and adapt to local needs and circumstances.

A key enabler of implementation has been the delivery of projects through the PMO located within BVF, so that where appropriate BVF expertise and networks have been utilized to deliver project activities. This is both efficient and appropriate – the latter ensuring that activities are implemented in a manner that is appropriate to local needs and sensitivities.

The project is scheduled to conclude by December 2012 and is on track to achieve this and is currently preparing for the project closure and transitioning of the project activities to BVF.

Effectiveness

> Effectiveness is a measure of the extent to which the initiative's intended results (outputs or outcomes) have been achieved or the extent to which progress toward outputs or outcomes has been achieved.
>
> *Handbook on Planning, Monitoring and Evaluation for Development Results*,
> United Nations Development Programme, 2009, p. 169

In terms of the project **objectives**, these have broadly been achieved. The project objectives differed between the two project phases and are outlined in the table below.

TABLE 7:   PHASE 1 AND 2 OBJECTIVES

Phase 1 Objectives	Phase 2 Objectives
1 To support and facilitate BOGVWCGO, BOCOG and BYL in implementing successfully the Beijing Olympic Volunteer Programme Action Plan	1 Improve capacity and strengthen volunteer infrastructure of the Beijing Volunteer Association to increase the quality of volunteer management in Beijing and promote volunteerism for development
2 Environmental awareness promoted through volunteerism enhanced with the involvement of communities and civil society organizations in support of the 'Green Olympics' concept	2 Engage volunteers, including previous Olympic volunteers, to pilot initiatives that demonstrate effectiveness of volunteerism towards the achievement of the MDGs
3 Support and recognition of volunteers to MDGs and Xiaokang Society enhanced	3 Promote Beijing Olympics volunteer legacy knowledge management through documentation, publication and dissemination to national and international volunteer community

Each of the objectives have been supported by specific project activities designed to achieve the objectives, and these activities have been successfully delivered. However, as the project objectives and outcomes have largely been framed in terms of outputs and the indicators as output indicators, it is not possible to measure the outcomes achieved by the project. The later section on 'Impacts' provides some commentary on the outcomes and impact that have resulted from the project.

In terms of **national objectives**, it is clear that the project has made a contribution to raising awareness of and increasing participation in volunteering programmes that address development and environmental priorities, and this is also discussed in the later section on 'Impacts'. However there are measurement challenges and any contribution at this stage is demonstrated through case studies and anecdotal evidence, some of which has been also been discussed in the preceding section of The Model Projects.

Measurement is a significant challenge for the project and for BVF and is addressed elsewhere in the report.

Efficiency

> Efficiency measures how economically resources or inputs (such as funds, expertise and time) are converted to results. An initiative is efficient when it uses resources appropriately and economically to produce the desired outputs. Efficiency is important in ensuring that resources have been used appropriately and in highlighting more effective uses of resources.
>
> *Handbook on Planning, Monitoring and Evaluation for Development Results*,
> United Nations Development Programme, 2009, p. 169

To provide a useful and accurate measure of efficiency, a quantitative assessment of the cost of the inputs required to produce an output, and preferably compared to internal or external benchmarks, is preferred.

However, the evaluation methodology in relation to efficiency was not able to access data to perform a quantitative analysis of efficiency. Such data could include the cost of inputs (such as activity-based costing of staff tasks), benchmarking data against which to compare the cost of producing similar outputs by other means (for example through other delivery mechanisms or organizations) and the economic benefit of the project's outputs and outcomes.

However, there are a number of factors in relation to efficiency which have been identified through the evaluation.

Efficiencies have been demonstrated in the **utilization of resources**. The implementation of the project through BVF and the PMO arrangements would appear to be an efficient way to structure the project. It would be expected that co-locating the PMO within BVF would deliver efficiencies in terms of the costs of accommodation, equipment and resources by utilizing existing arrangements. However, it has not been possible to cost and therefore compare the efficiency of this arrangements compared to any alternative office arrangements.

Further it would be expected that utilizing the BVF Director and Deputy Director as PMO Director and Manager would be a more efficient mechanism for establishing and implementing the PMO than recruiting new staff.

The co-location of the PMO within BVF would also deliver efficiencies in terms of the ease of coordination, communication and sharing of ideas about work tasks as well as the potential for synergies between BVF staff and PMO staff.

The staffing of the BVF utilizing international and national UNV volunteers is also an efficient way to procure human resources, as is the utilization of national and international consultants for short-term tasks.

The model used for the **implementation of activities** is efficient. The delivery of project tasks through BVF and its member associations is a very efficient mechanism for project delivery. BVF has an established network of member associations and organizations with which it has efficient methods of communication and coordination, and has established relationships with relevant Government and municipal authorities and with the Youth League network which would enable it to plan, organize and promote the project activities more efficiently than an organization from outside the network.

However, some **inefficiencie**s were noted. Initially, the PMO was housed in a physically separate location within BVF which did not optimize communication and information sharing between the PMO and relevant areas within BVF. This was rectified by placing the PMO in a location shared with BVF's Project Development Department.

Having said that BVF's working relationship with the Youth League network and Government and municipal authorities provided some efficiencies for BVF in the delivery of project activities, this relationship also presented some inefficiencies, in that working with and through these networks, the PMO was reliant on and sometimes delayed by the decision-making and other processes of these organizations. Such co-dependencies are not uncommon in projects delivered through partnerships, and highlights the need for effective project planning and scheduling to minimize any impacts.

Timeliness
Information provided the Annual Project Review Reports indicates that the project activities, in general, were delivered in a timely way.

TOR 3 - MANAGEMENT ARRANGEMENTS FOCUSED ON PROJECT IMPLEMENTATION

General Implementation and Management

The implementation and management arrangements focus on two key structures which have been illustrated in Figure 1 in a previous section of this report. These structures are:

- a Project Board representing the project partners
- project delivery through BVF utilizing a dedicated PMO.

The structure used for **project governance** (the Project Board) is an appropriate and effective structure for a project of this type for a number of reasons, including:

- it is small, which is effective for project oversight and decision-making
- its small size facilitates regular meetings and continuity of participation
- the structure builds on existing relationships based on previous cooperation
- it represents the key stakeholders with a direct interest in the project and with the capacity to influence the project in terms of bringing policy and strategy to bear on project design, linking the project to other related initiatives, influencing and encouraging the participation of stakeholders and marshalling support and resources for the project
- in the case of BYL / BVF, which represented an extensive network of volunteer-involving organizations, the ability to bring the 'voice' and experience of a wider group of stakeholders to the deliberations of the Board
- in the case of BYL / BVF, which housed the PMO, representation which enables the project's day-to-day operations to inform Board deliberations.

The Board's role was supported by Programme Documents for each phase of the project, Annual Work Plans and Annual Project Review Reports which provided a clear framework for the Board to exercise its oversight role. The Board itself regards the Board as effective in fulfilling its responsibilities, and the projects achievements in terms to delivering the project activities and results would support this view.

The **project implementation structure** used for the project, the PMO, was based on a project team located within BVF and was the primary implementation structure for the project. It was resourced by international and national UNV volunteers and international and national consultants for specific and / or short term requirements and supported and assisted by technical advice and input from BVF staff and UNDP / UNV staff.

Partnership and stakeholder involvement is a critical element of effective and successful project management and is an aspect of the broader governance of the project – ensuring the capacity of the participants and beneficiaries of the project to identify their needs and preferences. Is this sense, the broader concept of governance defines it as:

> . . . the exercise of economic, political and administrative authority to manage a country's affairs at all levels. It comprises the mechanisms, processes and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences".
>
> *Governance for sustainable human development*, UNDP policy document, 1997

Applying this principle to the project, it is important to ensure that volunteer involving organizations, volunteers and citizens who benefit from volunteering activities are able to articulate their needs as part of the project design and implementation. A number of the project activities included a consultation and / or needs analysis process as part of the activity, however, it is not clear if and how the project design overall was informed by a stakeholder consultation strategy. It is acknowledged that, as a key organization in the Youth League network and with a large base of member organizations, BVF will routinely have access to this information and feedback. However, for a project as significant as this, an explicit focus on seeking stakeholder views and on documentation of needs should be incorporated in project planning and implementation. It is also acknowledged that BVF's role as a pivotal organization is emerging, and that this may need to be a focus of future capacity building.

As the Project Board and PMO model have worked well, and as they exemplify aspects of 'good practice', it is a sound basis on which to build for any future cooperation activities and for r**eplication** in other projects.

Financial Accountability

As the evaluation scope and methodology did not permit analysis of financial accounting and record-keeping, it is not possible to provide an analysis of the project's compliance with financial accountability requirements. However, it is evident that the project planning and annual work planning paid close attention to budgeting and monitoring of project expenditure. In cases where the project or the project budget required extensions or amendment, as in the case of the extension of the project closure from June 2011 to December 2011, this was accompanied by documentation provided to the Project Board for approval.

TOR 4 - MONITORING AND EVALUATION

The project undertook ongoing monitoring and evaluation through reporting against the Results and Resources Framework, and the Programme Document for each phase addressed the processes for monitoring and evaluation.

Monitoring and Evaluation Framework

However, although the Project Board ensured ongoing monitoring, this process was not supported by an explicit Monitoring and Evaluation Framework.

A clear framework, agreed among the key stakeholders at the end of the planning stage, is essential in order to carry out monitoring and evaluation systematically. This framework serves as a plan for monitoring and evaluation, and should clarify:

● What is to be monitored and evaluated

● The activities needed to monitor and evaluate

● Who is responsible for monitoring and evaluation activities

● When monitoring and evaluation activities are planned (timing)

● How monitoring and evaluation are carried out (methods)

● What resources are required and where they are committed

Handbook on Planning, Monitoring and Evaluation for Development Results,
United Nations Development Programme, 2009, p. 83

Such a framework should consist of three main components:

1 A **narrative** component articulating the process and partner roles and responsibilities, as well as an assessment of existing monitoring and evaluation capacities and any plans to strengthen these capacities

2 **The Results and Resources Framework** prepared in the planning stage

3 The **planning matrix** for monitoring and evaluation, which contains the consolidated monitoring and evaluation information for each outcome and output identified in the Results and Resources Framework. This information includes:
    – indicators (and baselines and targets)
    – data collection methods
    – timing and frequency of data collection
    – responsibilities
    – resources required.

Project Monitoring

The Annual Project Review Reports provide detailed reporting against the indicators identified in the Results and Resources Framework.

However, as there is no Monitoring and Evaluation Framework for the project, and as result no consolidated listing of project indicators and results, it is not possible to view complete project data in one place – it must be extrapolated from each Annual Project Review Report.

For example, it is not possible, from the documents provided, to easily identify the number of volunteer managers trained through the project – they have been trained in different stages of the project and in different programs, and this information is reflected in different reports. These reports indicate that in relation to volunteer management training:

- 520 volunteer managers were trained in 2009 under the *Spring Shoots* programme
- 70 volunteer managers were trained in 2010 under the *Spring Shoots* programme
- 25 volunteer managers received train-the-trainer training in 2010 under the *Spring Shoots* programme
- 100 volunteer managers in two districts were trained in 2011 under the *Shining Steps* programme (this training was conducted by trainers who received train-the-trainer training and were then matched to a district).

in addition, during 2008, 65 volunteer leaders received training in preparation for the Beijing Olympics. This training focused on risk management and volunteer motivation.

A Monitoring and Evaluation Framework would enable the project to consolidate all project performance information about the project in one place and, where possible, aggregate performance information about similar activities (such as training of volunteer managers).

This is not so say that the project has not performed against its objectives and targets or that routine monitoring has not taken place. Rather, the project has not been supported by an explicit monitoring strategy with consolidated planning, information collection and reporting.

TOR 5 - PROJECT IMPACT

> **Impact** measures changes in human development and people's well-being that are brought about by development initiatives, directly or indirectly, intended or unintended.
>
> *Handbook on Planning, Monitoring and Evaluation for Development Results*,
> United Nations Development Programme, 2009, p. 170

Project impact usually refers to the medium to long-term changes that result from a project, and these changes are often evident or visible only when and / or after a project has been in operation for a long period of time and the project is of a large scale. Measurement of impact also requires the prior identification of the desired or intended impacts expected of a project, often expressed as an impact statement which articulates the change which the project seeks to achieve.

The scope and scale of this project is perhaps not sufficient to achieve impacts of the type described above (impacts in terms of human development and well-being), and in any case it is too early in the project cycle to expect these types of impacts. In addition, the project documentation does not articulate the desired impacts or the indicators that might be used to measure impact.

While it is not possible to *measure* project impacts at this stage, it is possible to comment on some areas where it may be considered that the project is having an impact, or has the potential to have an impact, in relation to the three project objectives and the project more broadly.

Overall, the project has contributed to increased recognition of volunteering and raising community awareness of and participation in volunteerism. During and since the 2008 Beijing Olympics, high levels of participation were reported and Beijing now has over 1 million registered volunteers.

Objective 1 - Strengthen BVF Capacity and Infrastructure

As BVF plays a central role in developing, supporting and promoting volunteerism, strengthening its capacity and infrastructure will make a significant contribution to volunteerism in Beijing. Put simply, a stronger BVF will result in stronger volunteering programmes and stronger volunteering involving organizations. In turn, this will contribute to improved outcomes and impacts for the beneficiaries of volunteering programmes, both individual and communities.

A simple example of this is the training of volunteer managers, which can result in a more professional and systematic approach to the recruitment, mobilization and retention of volunteers and to the increased effectiveness and sustainability of volunteering programmes. This was a theme of feedback from the representatives of volunteer involving organizations consulted during the evaluation, and while theses outcomes and impacts have not been measured quantitatively, they are nevertheless real impacts from the project.

Objective 2 - Demonstrate Volunteerism for Development

Activities undertaken under this objective can impact communities and individuals directly in relation to their well-being. The **Green Lessons** programme, which delivers environmental lessons to elementary schools, and the Volunteer Beijing Green Partnership (VBGP) more broadly, will raise environmental awareness within the community which will contribute to improved environmental outcomes in the long term as these awareness raising activities result in changed attitudes and behaviours that will have a direct impact on the quality of the environment.

However, there are challenges in measuring these impacts, including:

- lack of baseline data in relation to the environmental attitudes and awareness of participants (in order to measure change)
- difficulties in measuring change on environmental behaviours
- difficulties in attributing these changes to the VBGP or Green Lessons programme
- the long timeframe required for changed awareness and behaviours to translate into environmental impacts.

While addressing these measurement challenges is perhaps beyond the scope of a project of this scale and focus, it is nevertheless worth considering ways of building in a more systematic and rigorous approach to identifying and, if possible, measuring these impacts in the future.

The four **Model Projects** present significant potential for project impacts, both because they focus on building the capacity of individual organizations to sustain and grow their programmes, and because the organizations focus on addressing the well-being of communities and individuals.

In addition, as demonstration projects, they can also have significant and broader impacts through the dissemination and promotion of V4D programmes. The project has capitalized on this potential by incorporating the model projects publication *Making it Happen* into the training programme. However, it is too early in the project cycle to measure the degree of uptake of the V4D approach by other volunteer involving organizations.

An area of significant and long-term impact of the model projects is the changes and improvements they can have on the lives and well-being of beneficiaries and at an anecdotal level, it is clear that this has been achieved, including:

- ensuring elderly citizens feel safe and / or have a point of contact in their communities that they can call on for assistance
- improving access for blind people to recreational and cultural activities
- enriching and extending educational, physical and sporting opportunities for children of migrant workers
- improving access for migrant workers to information, advice and assistance to improve their working and living conditions
- providing elderly citizens with health information and basic health checks and monitoring.

This last area of impact, that of health information and basic health monitoring, provides great potential for long-term impacts that will benefit the individual, particularly in terms of improved health, increased longevity and the ability to extend the time that they can remain living at home and care for themselves. There are also significant impacts for government and health care service providers in terms of delaying or avoiding the need for hospitalization and reducing the cost of providing health care to elderly citizens.

However, measurement of these impacts requires a rigorous approach to monitoring and evaluation, including collection of baseline data against which to measure improvements, which has not been provided for in the project planning.

Objective 3 – Promote Beijing Olympics Volunteer Legacy

The impacts resulting from the achievement of this objective will be evident beyond the project as the focus of the activities undertaken under this objective is on the application of the Beijing 'legacy' to other situations and contexts – those organizations who have benefited from the lessons learned and applied them to their own needs. Two key activities have ensured that the experience and learnings of the Beijing Olympics have been transferred. Firstly, documentation, publication and dissemination of *Experience, Value, Influence: A Research Report on the Volunteer Operations of the Beijing 2008 Olympic Games and Paralympic Games* and other legacy knowledge products has enabled widespread access to the Beijing Olympics legacy. This document has received targeted dissemination and made widely available on the BVF website. Secondly, through visits and participation in forums and other events, volunteering organizations involved in similar events have benefited from the transfer of the Beijing 'legacy'. These events include:

- Expo 2010 Shanghai
- 2010 Singapore Summer Youth Olympics
- 2010 Guangzhou Asian Games
- 2011 Shenzen Summer Universiade
- 2011 Kazakhstan Winter Asian Games
- 2012 London Olympic Games (mission scheduled for late September 2011)
- 2016 Rio de Janeiro Olympics and 2014 FIFA World Cup (UNV Brazil)

While the sharing of the Beijing legacy is an area where the project has been able to have broader impacts, it has not been possible for this evaluation to assess the extent to which the Beijing legacy has improved or strengthened the organizations involved in these events, or contributed to their success.

Measuring Impact

The preceding comments have highlighted both the opportunities and the challenges in measuring the potential impacts that the project may have. However, the project planning and documentation did not identify the desired impacts for the project or the process for measuring impacts. Yet the project activities, particularly those focusing on V4D programmes, have significant potential to achieve impacts that will improve the well-being of participants. For example, the provision of health information and basic health checks can achieve impacts that can be measured and will be of interest to government, health service providers and municipal authorities, and will provide a powerful rationale for the further promotion and uptake of V4D volunteering programmes.

Measuring impact then is not just an important feedback and accountability mechanism for project planning and programming - it can support the promotion of and advocacy for the role of volunteering, particularly V4D, by demonstrating benefits and results. As BVF continues the activities and programmes developed under this project, and considers the development of future projects, strong consideration should be given to a more systematic and rigorous approach to the indicators and methods used to measure the impact of these initiatives.

TOR 6 - REPLICATION AND FUTURE COOPERATION

Replication Potential

The project has significant replication potential, largely as a number of the project activities have been designed with replication in mind and include a focus on documenting and / or adapting best practice.

The 'legacy' activities focused on documenting, disseminating and sharing the learnings from the Beijing Olympics volunteer experience with a view to supporting other major event organizers in preparing for and developing their volunteer programme – in effect to *replicate* the useful and applicable elements of the Beijing experience.

Similarly, the Model Projects, particularly through *Making it Happen* and its integration within the training programme, is also focused on developing, documenting and promoting a best practice approach that could easily be *replicated* in other volunteering programmes.

The training programme also has the principle of replication built into the programme, in that by training volunteers and volunteer managers in a best practice approach to volunteer management, the principles and practices of volunteer management will be applied and replicated in volunteer programmes. Further the train-the-trainer approach also creates a cohort of trainers who can extend the training through the volunteering network, thereby replicating the training by a significant factor.

However the replication potential of the project lies not only in the replication principles that are built into the project activities – it has been a very effective model of capacity building that may well be applicable to other situations and contexts.

As has been discussed elsewhere, the model of the PMO embedded in a host organization is also a very efficient and effective model which would be applicable and appropriate for replication elsewhere.

Opportunities for Follow-up and Further Cooperation

Within each of the three project objectives, there remain areas of need and opportunities for further development and cooperation. In relation to **BVF's capacity and infrastructure**, this has been addressed elsewhere in the report and includes:

- assisting BVF to reposition itself for the new leadership role that it is now undertaking, particularly in terms of:
  - defining and articulating the vision and model of volunteering in Beijing
  - developing a long term strategic plan
  - supporting the development of the volunteering network and BVF's role as the network hub
  - strengthening its role and capacity in stakeholder consultation and identification of needs and priorities
  - strengthening its role and capacity in monitoring and evaluation
- developing a more strategic approach to training and training evaluation and further developing and extending the training programme

- building on the enhanced online platform to provide for improved data collection, analysis and reporting.

While the project has been successful in demonstrating the potential of **V4D**, there are a large number of volunteering involving organizations, beyond the four Models Projects, who can benefit from the support and assistance in developing a V4D approach. Further the need, in terms of the vulnerable groups who would benefit from such programs is large and growing and there is strong support and encouragement from the Government to address these needs. Extension of the training programme is an important element of promoting and supporting the uptake of V4D programmes, however the experience of the model projects was that intensive support and assistance, including one-to-one coaching and support played a valuable role in enabling each organization to succeed. Encouraging and supporting a larger number of volunteer involving organizations implementing V4D programmes will be a significant challenge for BVF and one that will require careful planning, prioritization and innovative solutions.

Despite this challenge, BVF has the opportunity to promote and develop volunteering in line with current Government and municipal priorities which include:
- addressing the needs of vulnerable citizens
- promoting Beijing as a World City that is culture-enriched, technology-empowered and environmentally-friendly.

These priorities effectively provide BVF with a mandate to develop volunteering modalities and programmes to support these objectives. There is scope therefore to continue to develop V4D programs that support vulnerable groups as well activities under the Volunteer Beijing Green Partnership and other 'Green' activities.

However these opportunities do present a challenge for BVF – the need and demand for volunteering programmes is large and growing, there are a large number of BVF members who will look to BVF for guidance and support and the BVF model of volunteering is spread across a range of modalities (the 'brand' projects). In the context of the many and varied demands placed on BVF, there is the danger that its efforts will be diffused and less effective without clear prioritization and targeting of its programmes. A long term strategic plan will assist BVF in this regard and this needs to be informed by stakeholder consultation, needs assessment, prioritization and clear articulation of the Beijing volunteering model.

The **Beijing Olympics volunteer 'legacy'** activities would be expected to require less support and follow-up as the experience is now well documented and easily accessed, although demand for information sharing will no doubt increase as the 2012 Olympics and other major events draw near.

In previous sections of the report, commentary has been provided on the need for the development of a more rigorous and systematic approach to monitoring and evaluation, particularly in the area of measurement of outcomes and impacts. This is an area which would benefit from some follow-up, and in regard to future cooperation, consideration could be given to both building the capacity of project proponents in monitoring and evaluation and in ensuring that the design of future projects includes a stronger monitoring and evaluation framework.

TOR 7 - SUSTAINABILITY OF PROJECT OUTCOMES

Sustainability measures the extent to which benefits of initiatives continue after external development assistance has come to an end. Assessing sustainability involves evaluating the extent to which relevant social, economic, political, institutional and other conditions are present and, based on that assessment, making projections about the national capacity to maintain, manage and ensure the development results in the future.

Handbook on Planning, Monitoring and Evaluation for Development Results,
United Nations Development Programme, 2009, p. 170

The sustainability of the results of this project will be dependent on the capacity of BVF and volunteer involving organizations, and indeed volunteers, to continue to promote and develop volunteerism, to pursue opportunities to integrate development objectives into volunteering activities and to allocate the resources and priorities needed to sustain and continue the achievements that the project has made.

Needs and Opportunities

Sustainability of the project outcomes will be driven to a large extent by the continuing needs and opportunities that will enable and encourage the delivery of volunteering programmes. There are clearly significant needs in Beijing, both in terms of environmental protection and in supporting vulnerable groups, and this provides considerable scope for the further development of volunteering programmes. The four Model Projects each have a continuing demand for their services, as well as scope for expanding their services both within their current programmes, and in the case of Leiling, to other communities. In addition, the approach taken by the project, to build the capacity of these organizations, has strengthened these projects to enable them to sustain and develop themselves. Through the dissemination of *Making it Happen* and its incorporation in the training programme, other volunteering involving organizations, who have also been supported by training programmes delivered through the project, are now in a better position to develop their own V4D programmes, which will see the impetus and achievements of the project sustained.

The elevation of BVF to a pivotal role in relation to volunteering in Beijing also provides a significant opportunity for BVF to build on the project activities that have focused on strengthening its capacity and infrastructure. BVF has clearly adopted the key learnings and achievements of the project, particularly in terms of methods and approaches, and now has an enhanced infrastructure for managing and coordinating volunteers and volunteers programmes. The volunteer management training programme, a professional and systematic approach to volunteer management, the online platform and V4D are now integral components of BVF's approach which the organization will continue to implement, support and promote.

There will continue to be opportunities for the organizers of major events to learn from the Beijing Olympic volunteer experience. By documenting these learnings and establishing the expert roster, there is now a platform that can be easily utilized and mobilized as required to support organizations responsible for major events – this experience is now accessible and this will facilitate the continued transfer of this experience in the future.

Challenges for BVF

BVF faces specific **challenges and risks** in sustaining the achievements of this project, including:

- ensuring that appropriate **financial resources** are applied to:
  - maintaining the infrastructure and products developed through the project (for example the IT platform, training programme and knowledge products)
  - investing in further development of these products and in promotion
- understanding and responding to national and municipal **government polices** and directions
- balancing **competing needs and priorities**, for example responding to requests for assistance with emergencies or events while supporting projects that address the needs of vulnerable groups
- developing its **new role** as a pivotal volunteering organization in Beijing and ensuring it has the appropriate resources, structures and capacities to perform this role.

The Government's recent focus on social management is an **opportunity** which BVF can leverage for the promotion and development of volunteerism for development, although there are significant and growing needs in this area, particularly in relation to the aged and migrant workers, which require a strategic approach to planning and prioritization, otherwise there is the danger that ad hoc and uncoordinated development will diffuse the effort and effectiveness of V4D projects in this area.

Volunteer Involving Organizations

The evidence from the Model Projects is that the benefits that project participants have received has created a platform for beneficiaries to continue to grow and develop their volunteering projects. Establishment of volunteer management systems, development of skills and systems for managing volunteers and strengthening of the organizations will equip them well for the future. Likewise, the Spring Shoots and Shining Steps training programmes have strengthened the capacity of volunteer managers.

However, volunteer involving organizations, particularly the grassroots NGOs, face particular challenges, such as limited resources and organizational capacity, and significant and growing needs. While the project has contributed significantly to developing the capacity of volunteer involving organizations to further develop their programmes, they will continue to need support, direction and guidance, which is a key role for BVF. In addition, by their nature, these organizations have limited **financial capacity**, and rely heavily on the goodwill of sponsors, donors and volunteers and it is likely that financial support and incentives will be a key factor in their ability to respond to the challenges and opportunities that V4D provides.

Built in Sustainability

The approaches and methods used in the projects focused on 'building in' sustainability in the design of activities and the capacity of organizations. In this way, the project has also ensured the future sustainability of the project outcomes. This is evident, for example, in the 'self help' approach of activities in Leiling where citizens have developed mechanisms to watch out for and assist each other with their day-to-day needs, and the Happy Football activity, where professional approaches to volunteer management and creating a larger a pool of volunteers, has created amore sustainable model for this activity.

TOR 8 - OTHER FACTORS

As BVF is the primary vehicle through which the project has been delivered, both through the PMO and through BVF's expertise, networks and relationships with volunteering organizations in Beijing, BVF itself is a key enabling factor for the project.

While a number of project activities focused on strengthening BVF's capacity and infrastructure, there are a number of elements of BVF which are outside the direct influence of these activities and which are critical to its role and in turn to the success of the project.

BVF's Relationship to the PMO

The positioning of the PMO within BVF and the interactions and communications between BVF expertise and the PMO was a significant factor. Initially, the physic allocation of the PMO was not conducive to the effective functioning of the PMO and the project and this was remedied during the course of the project, particularly in later stages when the PMO was more integrated with BVF.

However physical positioning is only one aspect of integration and effective functioning – others include inclusive business practices and processes, communication, collaborative planning and other aspects of organizational functioning.

BVF's Emerging Role

During the course of the project BVF experienced some significant changes – both in terms of name and status. It now has a leadership role in managing and supporting volunteering organizations in Beijing and this will require a shift focus in terms of capacities and functions. While this shift did not necessarily impact the project, it is nevertheless an important factor and BVF's emerging role will have implications in terms of its future capacity development needs and the direction of future cooperation projects.

Organizational Stability and Continuity

The changes that BVF has experienced throughout the duration of the project have been exacerbated by a high level of turnover of senior staff (the PMO Manager). While this will have had some impact on the project in terms of continuity of management oversight, it is outside the control of the project and the Project Board. However, given that it has been acknowledged that this is an unavoidable aspect of the BYL / BVF working arrangements, it suggests the need for careful attention to management arrangements to minimize this risk. Such arrangements could include:

- succession planning and processes to provide coverage such as job 'shadowing'
- clear documentation of project plans, work plans and activity schedules etc.
- knowledge management.

The PMO itself has experienced some turnover, and this combined with the fixed-term nature of the appointments leaves the work of the project vulnerable through staff turnover. In addition, given that the PMO will be closed down and its work 'absorbed' into BVF at the completion of the project, there is a need to ensure effective knowledge management. It was evident that although the PMO had a clear idea of the transition arrangements for the PMO closedown, there was not an explicit transition strategy that documented the procedures and arrangements for transferring PMO knowledge and documents to BVF or for the transfer of

roles and responsibilities from the PMO to BVF. In addition, the PMO's national UNV volunteers had completed their contracts prior to the commencement of this evaluation, and there were no arrangements in place to capture their knowledge and views as an input to the evaluation process.

Strategic Focus

Previous sections of this report have commented on the need for BVF to strengthen its focus in areas such as monitoring and evaluation, measurement of impact and a strategic framework for training – the need for this is largely the result of the stronger leadership role it is now expected to take. Further, the need to take a more strategic approach in areas like training is likely to apply also to a range of functions such as policy development, advocacy, stakeholder consultation and networking and support of its member organizations.

In addition, the wide range of opportunities for developing V4D will necessitate a more targeted and strategic approach to developing these opportunities, particularly as the limited resources available will require prioritization of effort. There is danger that BVF's strategy may resemble a collection of activities, rather than a coherent and systematic set of interventions.

As BVF shifts from a largely operational role to a leadership role, so too its focus is shifting to include a greater strategic focus, and this will have implications for its future capacity development needs and the way its works with government and municipal authorities and with volunteer involving organizations.

Repositioning BVF

As part of this shift in focus, BVF will need to ensure that its strategy, structure and resourcing is aligned with the future role that it is expected to take.

In regard to **strategy**, BVF's 2011 Work Plan focuses on building on the 'historic opportunity' to transform BVF into a pivotal volunteering organization as it fulfils the expectations placed on it and meets the need of society, including development and promotion of its 'brand' volunteering modalities.

The Work Plan identifies clear priorities for BVF to achieve this role, including forming the BVF system and mechanisms with its members, establishing a hub network and promoting the Beijing volunteer 'brand' modalities.

This is a significant change for BVF and while the 2011 Work Plan sets a clear direction for the short term, this needs to be supported by a long-term strategic plan that articulates the vision and direction for volunteering in Beijing and the strategies to achieve this. In addition, as BVF will need to continue to build its capacity and infrastructure to perform this new role, and the strategic plan will need to articulate both the strategies that BVF will undertake to develop and promote volunteering, and the strategies it will undertake to build and reposition itself as an organization.

Given the nature of the change in role that BVF is facing, consideration should be given to the development of a comprehensive organizational development strategy for BVF in order to support its transformation. Such a strategy would identify the required structure, roles,

human resource capabilities, systems and business practices and tools required as well as the strategies to develop these capacities.

Organizational Structure

For the current project, BVF's organizational structure ultimately worked well (after the PMO was relocated) as the positioning of the PMO within the Project Development Department maximized the linkages and coordination between the PMO and BVF. This also better enabled access to BVF expertise from relevant departments such as the Research and Training and Communication Departments.

BVF's current organizational structure, including the positioning of the PMO is shown in the following diagram.

FIGURE 2: BVF ORGANIZATIONAL STRUCTURE
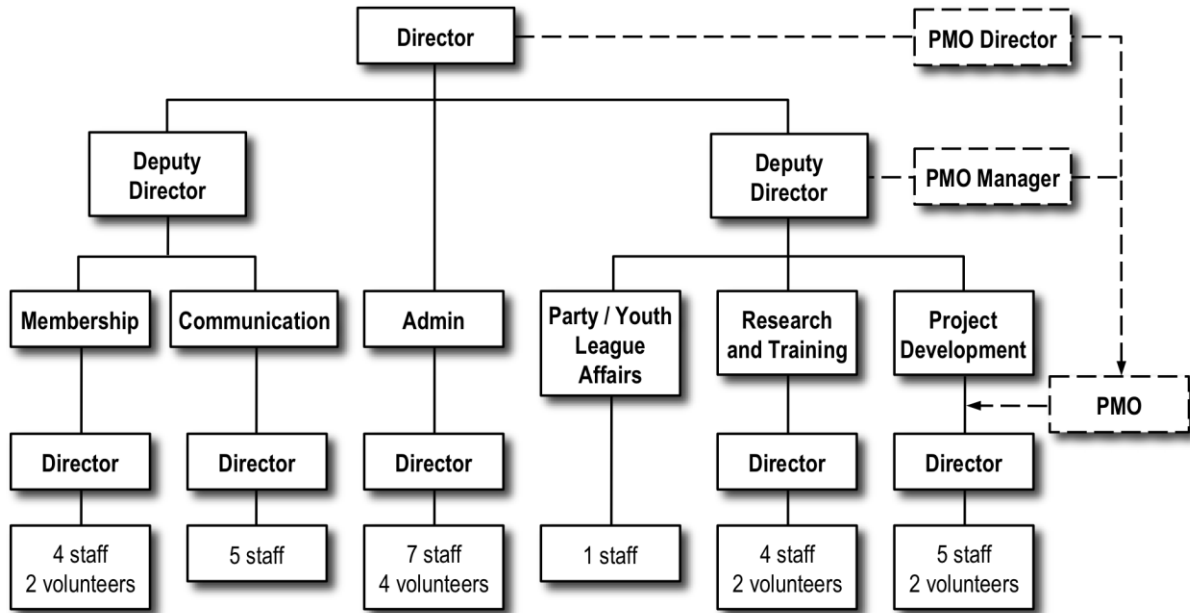
The broken lines to the PMO reflect the project-specific aspect of the structure, which will be removed at project closure.

While this structure has worked well for BVF and for the PMO, in the context of BVF's shift in role and focus, it may be appropriate for BVF to review its organizational structure to ensure that its functions are aligned with its future needs.

5. CONCLUSIONS

PROJECT CONCEPT AND PLANNING

The project built on a unique opportunity to support and then leverage the 2008 Beijing Olympics volunteer programme to raise the profile of volunteering and promote and develop volunteering for development. The overall project concept and the planning of specific project activities responded to this opportunity and supported the national development objectives. In this way the project was both very relevant and able to provide practical and useful support and assistance.

The model of collaborative development, planning and oversight used by the project partners was effective, both in terms of the Project Board and the PMO located within BVF. While the project planning was well supported by the Results and Resources Framework and the Annual Work Plans, the project would benefit from a more rigorous approach to monitoring and evaluation, particularly in terms of establishment of baseline data, measurement of outcomes and impacts and a Monitoring and Evaluation Framework.

The project planning has evolved during the project, both in terms of reshaping the Phase 1 project objectives to reflect the post-Olympics focus ('legacy' transfer) and the Phase 2 extension of the project to capitalize in the success of the Olympics volunteer experience to promote V4D.

IMPLEMENTATION

Overall the project has been well executed and has achieved the planned outputs within the project timeframe. The Project Board has exercised appropriate and effective oversight of the project and the PMO arrangements have enabled the PMO to access BVF expertise and its relationships and networks with volunteering organizations in Beijing. However, the PMO is an artificially imposed management structure, and it is not surprising that this would require clarification of roles and responsibilities and processes for communication, coordination and access to office process and facilities.

RESULTS

The project has been very successful, both in terms of the completion and delivery of its project activities (outputs) and the results that these activities have achieved. These results include:

- raising the profile of volunteering broadly, and raising community awareness of and participation in volunteering
- supporting the 2008 Beijing Olympics volunteer effort, particularly in strengthening the system and capacity for recruiting and managing volunteers for the event
- capturing and sharing the learnings of the Olympics volunteering experience in order to support other organizations responsible for similar events
- strengthening BVF's capacity to develop and promote volunteering in Beijing

- improving and strengthening the practice of volunteer management in Beijing by adopting international best practice and developing a more systematic and professional approach to volunteer management
- establishing an effective IT platform to identify, match and manage volunteers and projects available through volunteer involving organizations
- developing and delivering training programmes to build the capacity and professionalism of volunteer managers
- developing and demonstrating the potential for volunteering to be used for social development and environmental protection
- building four Model Projects as demonstration projects, which in turn have achieved demonstrable results such as:
    - strengthening the capacity and professionalism of each organization providing the services
    - supporting the organization to utilize best practice methods in volunteer management such as undertaking needs assessments, developing clear plans and strategies, establishing volunteer management systems, policies and procedures to better recruit, manage and retain volunteers
    - enabling the organizations to expand their services, either within their project site or to other sites
    - achieving results for the beneficiaries of the project services in terms of well-being, health, support with daily living and access to educational, cultural, sporting and other activities
    - enhancing the credibility of these organizations and improving their ability to secure support from municipal authorities and from sponsors, donors and volunteers
- utilizing the experience of the Beijing Olympics and engaging volunteers to deliver activities to raise community awareness of environmental issues.

The project has made significant progress in the development of volunteering in Beijing – it enjoys greater recognition from the community, Government and municipal authorities, the practice of volunteering is now more professional and systematic and it is becoming more normalized and institutionalized as a resource and instrument for addressing human development and environmental protection needs.

However, the focus of planning and monitoring and evaluation has been largely at the level of outputs, and the specification of outcomes and impacts, and the means of measuring these results has not been as rigorous as it could.

FUTURE DIRECTIONS

Although all elements of the project have been completed and it can be shown that results have been achieved, and BVF is now in a better position to play a leading role in volunteering in Beijing, there remain aspects of the current project that will benefit from follow-up and further development.

Development of the V4D Modality

The progress made in developing and demonstrating the potential of V4D will need further support. While the four Model Projects have been completed and their organizations

strengthened, they will need continued monitoring and support to maintain and even improve their model. Further, the process of promoting and supporting the uptake of the V4D approach by other organizations (including expansion of any of the four Model Projects into other sites) will need careful planning, guidance and support. It should not be assumed, for example, that promotion of the V4D approach and integration of *Making it Happen* in training programmes alone can support its broader development. In addition, the range of applications of V4D is much broader than the types of services outlined in *Making it Happen*, and there will be a need for materials and guidance to translate the V4D models into other contexts.

There are a large of range of needs and opportunities that the V4D approach can be applied to, both in terms of human development and environmental awareness, and this will provide direction for future activity. However, a much more strategic approach is needed to ensure that this is addressed in a manner that is both systematic and prioritized, otherwise there is a danger of an ad hoc and uncoordinated approach that could diffuse the impact of this effort.

BVF's Leadership Role

BVF's emerging role as a leading organization for volunteering in Beijing should not be underestimated, both because the need is quite large and growing and the expectations will be high, particularly in terms of its member organizations. As the project and BVF have encouraged and promoted volunteering, and as the V4D approach is increasingly utilized, the demands on BVF for guidance, support and resources will increase.

While the project has strengthened BVF's capacity and infrastructure considerably, and its role and focus has been enhanced, there now remain significant areas where BVF will need support to meet these challenges, including:

- strengthening its position and capacity in the leadership of volunteering, particularly in regard to:
  − the long term strategic vision and plan for volunteering in Beijing
  − building relationships and networks with members organizations, with BVF as the hub
  − capacity and practices in relation to stakeholder consultation, needs analysis sand prioritization
- further developing and differentiating the guidance, support and resources for the V4D
- continuing to expand and diversify the training programme, including:
  − developing a strategic training plan
  − developing a rigorous approach to training evaluation, particularly the evaluation of outcomes and impacts
  − developing additional training modules and a overarching training curriculum
  − strengthening quality assurance and review and revision of programmes and materials
  − considering the development of a training pathway with the possibility of a recognised volunteering management qualification
- developing capacity in monitoring and evaluation
- addressing its organizational development needs.

6. LESSONS LEARNED

6.1 LESSONS IN REGARD TO THE PRACTICE OF VOLUNTEERING

Capturing lessons learned has been a fundamental component of a number of the project activities and as these lessons have been well-documented it would not be appropriate to repeat them here.

LESSONS LEARNED FROM THE 2008 BEIJING OLYMPICS

The learnings of the 2008 Beijing Olympic volunteer experience has been well documented in knowledge products developed by the project, including:

- Experience and Practice - experience and lessons learned from the experience of volunteers for the 2008 Beijing Olympics
- Beijing Olympic Games and Paralympics Games Volunteer Legacy Transfer Research Report
- Su Hui's Story – the story of an Olympic volunteer
- Olympic Volunteer Legacy Transfer to Kazakhstan Winter Games – Mission Report
- Olympic Volunteer Legacy Transfer to the Guangzhou Asian Games – Expert Team Report.

Broadly however, the key lessons from the Olympic experience included:

- the value of adopting learnings and approaches from international expertise and best practice
- the effectiveness of utilizing professional and scientific approaches to the planning and management of volunteer programmes
- the importance of documenting and sharing lessons learned.

Research conducted as part of these activities provided insights into the experiences, motivations and expectation of volunteers and potential volunteers which has created a valuable database which can inform future planning.

LESSONS FROM THE MODEL PROJECTS

In a similar way, the key lessons from the development of the Model Projects has been documented in *Making it Happen* and its accompanying DVD.

It is clear from this activity, however, that strengthening and empowering local or grassroots organizations can unlock powerful resources which can have a significant impact on the lives of beneficiaries of these services. The key lesson for the project partners is that considerable untapped potential resides in these organizations, and that the strengthening of these organizations will address national development objectives and urgent social and environmental needs within Beijing.

The project has piloted and tested approaches which are now proven and can be applied more broadly across volunteer involving organizations in Beijing. In particular, the

opportunity to develop, apply and test volunteer management systems was a valuable lesson for the project partners.

LESSONS FROM STRENGTHENING BVF'S CAPACITY AND INFRASTRUCTURE

Activities under this component of the project enabled BVF to develop and implement a volunteer management training programme and to develop its online platform. Key lessons from these activities included:

- the effectiveness of the volunteer management training program in building the capacity of volunteer managers
- the importance of needs analysis in the design of training programmes
- the role of feedback and review in improving and developing training programmes and materials
- the effectiveness of a train-the-trainer approach which can support the broader roll out of the training programme
- the role of the online platform in supporting volunteer management and its potential for additional functions such as data collection, analysis and reporting
- the need for appropriate resources for the maintenance and support of the online platform.

6.2 LESSONS FROM DESIGNING AND IMPLEMENTING THE PROJECT

Key lessons for the project partners in relation this aspect of the project included:

- the need to monitor project progress and to adapt project plans and schedules to respond to changing or emerging factors and needs
- the importance of organizational stability and continuity throughout the project and for strategies to manage staff turnover
- in establishing a PMO within a host organization, the need to clarify respective roles and responsibilities and processes for communication, coordination and information sharing
- in locating a PMO within a host organization, the need to carefully consider physical positioning of the PMO in order to maximize integration and collaboration between the PMO and the host
- the need to document a transition strategy to facilitate effective project closure and handover.

7. RECOMMENDATIONS

RECOGNITION

Recommendation 1
That the project partners be commended for the successful completion of the project and the results achieved.

TRANSITION STRATEGY

Recommendation 2
That as part of the project closure and handover to BVF, a Transition Strategy be developed that clearly articulates the process for transitioning project resources and continuing activities to BVF as well as the allocation of specific roles and responsibilities for maintaining products and resources developed through the project and continuing any project activities, as well as knowledge management arrangements.

FOLLOW-UP

Recommendation 3
That BVF allocates appropriate resources for the maintenance of the online platform and for utilization of the platform's capacity for routine data collection, analysis and reporting.

Recommendation 4
That BVF establishes arrangements for ongoing monitoring and support of the four Model Projects to ensure the sustainability of the effort and results of each project.

Recommendation 5
That BVF conducts a post-implementation evaluation of the four Model Projects (1-2 years after completion of the project), including measurement of project outcome.

Recommendation 6
That BVF builds on and consolidates the outcomes of the Model Projects activity by developing resources, guidance material and activities that support the application and translation of the Model Projects to the full range of V4D opportunities in Beijing.

Recommendation 7
That in promoting and developing V4D volunteering programmes, including environmental awareness programmes, BVF adopts a strategic, systematic and coherent approach to planning and implementation.

Recommendation 8
That the further development and implementation of the volunteer management training programme be support and guided by a Strategic Training Plan.

FUTURE DIRECTIONS

Recommendation 9
That future cooperation projects ensure a more rigorous approach to monitoring and evaluation, including the use of a Monitoring and Evaluation Framework, and a stronger focus on measurement of project outcomes.

Recommendation 10
That future cooperation projects focus on significantly expanding the V4D volunteering programmes in Beijing.

Recommendation 11
That future cooperation projects focus on supporting BVF to strengthen and position itself for its leadership role in volunteering in Beijing. This will require:

- Clearly articulating the vision and modalities of volunteering in Beijing
- Developing a long-term strategic plan
- Further developing and differentiating the models of V4D
- Establishing a network of volunteer organizations with BVF as the hub
- Strengthening its capacity and tools in managing relationships and networking, stakeholder consultation and needs analysis
- Adopting a more strategic approach to the planning, prioritization and implementation of volunteering activities
- Strengthening and developing the training programme, including the development of a Strategic Training Plan to guide this work
- Strengthening its capacity in monitoring and evaluation
- Developing and implementing an Organizational Development Plan.

8. ANNEXES

8.1 TERMS OF REFERENCE FOR THE REVIEW

A BACKGROUND AND CONTEXT

Volunteerism in China is driven by large Government-supported associations and grassroots organizations. A major outcome following the International Year of Volunteers (IYV) in 2001 is a heightened collective recognition of the economic and social value of volunteering action, in particular for promoting social harmony and contributing to the human development of the country.

The Government of China and the United Nations Country Team recognize the need for combined efforts to further promote volunteerism as a valuable resource for development. Compared with developed nations, where 30 to 40 percent of citizens have volunteer service records, China's volunteer service participation rate is three percent. Further development of volunteerism in China will need to be supported by heightened public appreciation of volunteerism's contributions to society, improved management of volunteers, the creation of more meaningful opportunities for women and men to volunteer to contribute to the nation's development, and a better collaboration among local volunteer-involving organizations.

In 2007, the Beijing volunteer legislation was passed and since then there have been great strides in the promotion of volunteerism in China. The 2008 Summer Olympics and Paralympics Games in Beijing became an extraordinary platform on which 1.7 million volunteers successfully participated. Beijing's theme of a 'Green Olympics, Scientific Olympics and People's Olympics' meant that volunteers were mobilized for sport as well as to promote environmental protection, conserve resources and maintain ecological balance; thus enhancing the sustainable, coordinated development of the economy, society and environment of Beijing and China as a whole. Earlier in 2008, the unprecedented large-scale mobilization of volunteers and volunteer-involving organizations throughout the country in response to the post-disaster needs of the Wenchuan Earthquake showed the critical importance of volunteer contributions to the well-being of societies.

Beijing Volunteer Federation (BVF) (former Beijing Volunteer Association), under the Beijing Youth League (BYL), is the agency who led the organization of the Beijing Olympics and Paralympics volunteers.

The "Strengthening Volunteerism for Development in China through the 2008 Beijing Olympic Games" Project was launched in July 2007 by UNV, UNDP China, Beijing Olympic Games Volunteer Work Coordination Group Office (BOGVWCGO), Beijing Youth League (BYL), Beijing Volunteer Association (now Beijing Volunteer Federation) and China International Center for Economic and Technical Exchanges (CICETE) with the following three objectives:

1   To support and facilitate the Beijing Olympic Games Volunteer Work Coordination Group Office (BOGVWCGO), Beijing Organising Committee of the Olympic Games (BOCOG) and Beijing Youth League (BYL) in implementing successfully the Beijing Olympic Volunteer Programme Action Plan, especially the Training Operational Plan.

2   To enhance environmental awareness through volunteerism with the involvement of communities and civil society organizations to support the "Green Olympics" concept.

3   To engage volunteers, including Olympic Volunteers, through a national volunteer campaign to support and contribute to achieving the MDGs and enhancing a Xiaokang Society.

Following the Olympic phase, focused on objectives 1) and 2), a second phase was signed in April 2010 by UNDP, UNV, BYL (on behalf of BVF) and CICETE to address objective 3). The second phase document also extended of 1 year the initial 3-year duration of the Project, until June 2011. Building on the lessons learned, best practices and addressing the gaps under the first stage, overall this phase aims to strengthen and promote national volunteerism and raise awareness of the contributions that volunteers can make towards a sustainable development agenda in achieving the MDGs, with the following three core components and objectives:

1   Improve capacity and strengthen volunteer infrastructure of the Beijing Volunteer Association to increase the quality of volunteer management in Beijing and promote volunteerism for development.

2   Engage volunteers, including previous Olympic volunteers, to pilot initiatives that demonstrate effectiveness of volunteerism towards the achievement of the MDGs.

3   Promote Beijing Olympics volunteer legacy knowledge management through documentation, publication and dissemination to national and international volunteer community.

The total budget for both phases of the project is USD 1.4 million, of which:

UNDP funds: USD 500,000;
UNV funds: USD 400,000 (in two tranches of USD 100,000 and USD 300,000 respectively);
Government cost-sharing funds: USD 500,000.

The Project is executed by UNDP's national programme counterpart, CICETE of the Ministry of Commerce on behalf of the Government. BVF implements the project under BYL supervision through the Project Management Office (PMO), with strong technical and financial support from UNV and UNDP. The PMO, based in BVF, is headed by BVF Secretary General, supervised by BVF's Deputy-Secretary General and is composed of several national UNV volunteers and one international UNV volunteer who collaborate closely with BVF staff to implement activities and work towards the achievement of Project objectives.

The National Programme Director (NPD) is currently the Director of BVF. The PMO is led by a National Programme Manager (NPM) who manages the project on a day-to-day basis. The NPM and PMO are responsible for implementing the project on behalf of the Project Board (composed of Senior Representatives of all partners), coordinate and ensure efficient and effective use of project resources.

B EVALUATION PURPOSE

The purposes of the evaluation are:

1   To perform final assessment of the extent to which the Project has successfully accomplished its objectives in terms of activities, outputs and outcomes with reference to Project objectives and Project contribution to UNDAF 2006-2010 and 2011-2015 and the UNDP Country Programme Document for China 2006 – 2010 and 2011 – 2015.

2   To evaluate the impacts and sustainability of project outcomes.

3   To summarize the best practices and lessons learned in achieving the results.

4   To identify implementing agency's institutional strengths and weaknesses, in view of future cooperation.

5   To provide indicative recommendations in view of future cooperation in the current Project area

C EVALUATION SCOPE AND OBJECTIVES

Under the supervision of UNDP, UNV and CICETE, and in consultation with the PMO and other Project partners, the final evaluation team will focus on the following:

- Project design and its **relevance** in relation to:
    - Development priorities at the national and local level.
    - Stakeholders – assess if the specific needs were met.
    - Country ownership – participation and commitments of government, local authorities and communities involved.
- Performance - look at the **progress** that has been made by the project relative to the achievement of its objective and outcomes:
    - **Effectiveness** - extent to which the project has achieved its objectives and the desired outcomes, and the overall contribution of the project to national strategic objectives.
    - **Efficiency** - assess efficiency against overall impact of the project for better projection of achievements and benefits resulting from project resources, including an assessment of the different implementation modalities and the cost effectiveness of the utilization of resources and actual co-financing for the achievement of project results.
    - **Timeliness of results**.
- **Management** arrangements focused on project implementation:
    - **General implementation and management** - evaluate the adequacy of the project, implementation structure, including the effectiveness of the Project Board and other governing bodies, partnership strategy and stakeholder involvement from the aspect of compliance to donor requirements and also from the perspective of "good practice model" that could be used for replication.
    - **Financial accountability** – extent to which the sound financial management has been an integral part of achieving project results, with particular reference to adequate reporting, identification of problems and adjustment of activities, budgets and inputs.
- **Monitoring and evaluation** on project level – assess the adoption of the monitoring and evaluation system during the project implementation and for its sustainable development, focusing to relevance of performance indicators, in particular:
    - Timeliness and quality of inputs

- Timeliness and cost-effectiveness of activities undertaken
- Ability of the project to utilize efficiently the inputs available to it
- Quality and quantity of outputs produced
- Achievement of immediate objectives
- Factors that have facilitated or deterred the achievement of project objectives

- Project **impact**:
  To determine the short-term and long-term impact of the project, including replication and dissemination of project results within and outside the project area, awareness raised of volunteerism and of the contribution volunteers can make towards a sustainable development agenda.

- **Replication** and **future cooperation**:
  To analyze replication potential of the project best practices in the country and in the region, and present recommendations and lessons of broader applicability for follow-up and future support of UNDP and/or the Government, highlighting good and bad practices.

- **Sustainability** of project outcomes:
  To analyze the risks and assumptions that are likely to affect the persistence of project outcomes, including financial resources, socio-political, and institutional risks.
  - Recommendations and lessons learnt
  - Success stories
  - Problems in project implementation
  - Lessons learnt
  - Recommendations

Moreover, the evaluation team will also look at some key non-project activities, such as policy advice and dialogues, knowledge building and sharing initiatives, etc.

D EVALUATION QUESTIONS

During evaluation, the evaluation team is expected to (**not limited to**) answer the following questions:

- Were the intended results achieved?
- What progress towards them has been made?
- Have there been any unexpected results?
- Has the project been cost-effective, efficient and effective in delivering results?
- What factors have contributed to achieving or not achieving intended results?
- To what extent have donors assistance contributed to the intended results?
- Has the UNDP and UNV partnership strategy been appropriate and effective?
- What factors contributed to effectiveness or ineffectiveness?
- To what extent has the project contributed to the objectives of UNDAF 2006-2010 and 2011-2015 and UNDP Country Programme Document for China 2006 – 2010 and 2011 – 2015?

E METHODOLOGY

During evaluation, the evaluation team may use the following approaches for collecting data and information:

- Desk review of related documents
- Interviews/meetings with concerned managers, staff, partners, stakeholders, beneficiaries, etc.
- Site visits
- Briefing and debriefing with UNV and UNDP China, CICETE and BVF

F EVALUATION PRODUCTS (DELIVERABLES)

The evaluation team is expected to produce the following products (deliverables) during/after the evaluation mission.

- **Draft evaluation report** – UNV and UNDP China as well as the key partners and stakeholders in the evaluation will review the draft evaluation report to ensure that the evaluation meets the required quality criteria (see Annex 1).
- **Final evaluation report** - The team leader of the evaluation is responsible for producing the final evaluation report and submitting it to Project partners on a timely basis.

G EVALUATION TEAM COMPOSITION AND REQUIRED COMPETENCIES

The evaluation team will consist of two consultants: one international consultant (as team leader) and one national consultant (as team member).

The international consultant is required to have the following skills and experience:

- an advanced university degree
- at least ten years of experience in the field of development, preferably in the area of volunteerism
- and at least 5 years of experience in evaluation
- excellent communications and report writing skills
- knowledge of UNDP cooperation project procedures and evaluation practices would be an asset.

The team leader will take the overall responsibility for the quality and duly submission of the evaluation report in English.

Specifically, the international consultant (team leader) will perform the following tasks:

- Lead and manage the evaluation mission
- Design the detailed evaluation scope and methodology (including the methods for data collection and analysis)
- Decide the division of labor within the evaluation team
- Conduct an analysis of the outcome, outputs and partnership strategy (as per the scope of the evaluation described above)

- Draft related parts of the evaluation report
- Finalize the whole evaluation report and submit it to Project partners.

The national consultant will be selected separately.

H EVALUATION ETHICS

The evaluation will be conducted in accordance with the principles outlined in the UNEG Ethical Guidelines for Evaluation, the UNEG Norms for Evaluation in the UN System, and the UNEG Standards for Evaluation in the UN System. The evaluation team must get permission from UNDP China and the government if it would like to collect and disclose sensitive data and information.

I IMPLEMENTATION ARRANGEMENTS

To facilitate the outcome evaluation, an Evaluation Focal Team (EFT) will be set up to provide both substantive and logistical support to the evaluation team.

During the evaluation, UNDP/UNV will help identify the key partners for interviews by the evaluation team. The international consultant (team leader) and the national consultant (team member) will each work for three weeks for the evaluation.

J TIMEFRAME FOR THE EVALUATION PROCESS

The timeframe for the specific tasks/activities is as follows:

Task/Activity	Timeframe
Evaluation design	Week 1
Desk review of existing documents	Week 1
Briefing with UNDP/UNV and then CICETE	Week 1
Interviews with partners	Week 1-2
Site visits	Week 1-2
Drafting of the evaluation report	Week 2-3
Debriefing with UNDP/UNV and then UNDP/UNV, CICETE, PMO and BVF	Week 2-3
Finalization of the evaluation report	Week 3

Finalization of the evaluation report can be home-based for the international consultant.

K COST

The costs to be incurred by the evaluation will be borne by the Project. In particular, costs related to the international consultant will be borne by UNV.

Payment Schedule

The payment will be made by CICETE using the lump sum approach. The total lump sum amount will be paid in three payment terms upon the delivery of the following.

1   50% of total lump sum amount is payable upon delivery of the draft final report

2   50% of total lump sum amount is payable upon acceptance by the UNDP/UNV of the final evaluation report in its final form.

L DOCUMENTS TO BE REVIEWED BY THE EVALUATOR

- UNDP Handbook on Planning, Monitoring and Evaluating for Development Results (2009) – Annex 7. Evaluation Report Template and Quality Standards
- UNDP Guidelines for Outcome Evaluators
- UNEG Norms for Evaluation in the UN System
- UNEG Standards for Evaluation in the UN System
- UNDAF for China 2006-2010 and 2011-2015
- UNDP Country Programme Document for China 2006-2010 and 2011-2015
- Project Documents, briefs, reports, etc.

8.2 LIST OF RESPONDENTS

Name	Position	Organization
Project Partners		
Mr Liu Jun	Director Division of International Personnel Exchanges and Cooperation	China International Center for Economic and Technical Exchanges
Mr Guo Xinbao	Director	Beijing Volunteer Federation
Ms Qing Zhaoshen	Deputy Director	Beijing Volunteer Federation
Mr Napoleon Navarro	Deputy Country Director	United Nations Development Programme
Ms Carla de Castillo Fontanals	Programme Manager	UN Volunteers
Ms Xiaodan Zhang	Country Operations Assistant	UN Volunteers
PMO		
Ms Fiammetta Mancini	International UNV Volunteer	UN Volunteers
BVF		
Mr Wang Howard	Manager Research and Training	Beijing Volunteer Federation
Ms Zou Jianghong	Research and Training Department	Beijing Volunteer Federation
Ms Liu Jinzhi	Research and Training Department	Beijing Volunteer Federation
Mr Wang Hu		Beijing Volunteer Federation
Model Projects		
Ms Wang Yanrui	Director	Leling Senior Citizen Cooperative
Mr Wang Zixin	Executive Director	Green Star Environmental Cooperation Organization
Mr Jiao Yuxiang	Migrant workers	
Ms Zheng Xiajie	Diector	Hongdandan Education and Cultural Exchange Center

8.3 LIST OF KEY DOCUMENTS REVIEWED

UNITED NATIONS STRATEGY AND PLANNING DOCUMENTS

- UNDAF for China 2006-2010 and 2011-2015
- UNDP Country Programme Document for China 2006 -2010 and 2011-2015

PROJECT DOCUMENTS AND REPORTS

- Programme Document – Phase 1
- Programme Document – Phase 2
- Annual Work Plans
  - 2008
  - 2009
  - 2010
  - 2011
- Annual Project Review Reports
  - 2008
  - 2009
  - 2010
- Project materials, including:
  - 2008 Beijing Volunteer Handbook
  - Experience and Practice - experience and lessons learned from the experience of volunteers for the 2008 Beijing Olympics
  - Beijing Olympic Games and Paralympics Games Volunteer Legacy Transfer Research Report
  - Su Hui's Story – the story of an Olympic volunteer
  - Olympic Volunteer Legacy Transfer to Kazakhstan Winter Games – Mission Report
  - Olympic Volunteer Legacy Transfer to the Guangzhou Asian Games – Expert Team Report
  - Volunteer Project Management Training Programme and Train-the Trainers Programme - course materials and text
  - Making it Happen – Volunteerism for Development Model Projects Case Studies book and DVD
  - State of Volunteerism in China Report, 2011
  - Copies of various promotional materials
- BVF website user documentation
- BVF Work Plan 2011

UNITED NATIONS EVALUATION GUIDANCE DOCUMENTS

- UNDP Handbook on Planning, Monitoring and Evaluating for Development Results, 2009
- UNDP Guidelines for Outcome Evaluators, 2002
- UNEG Norms for Evaluation in the UN System, 2005
- UNEG Standards for Evaluation in the UN System, 2005

8.4 LIST OF TABLES, CHARTS, FIGURES AND BOXES USED IN THE REPORT

LIST OF TABLES

LIST OF FIGURES