

“Strengthening Volunteerism for Development in China  
through the 2008 Beijing Olympic Games”

2007-2011

## **Results and Impact Report**



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Project Context

Since the International Year of Volunteers in 2001, there has been a heightened collective recognition of the economic and social value of voluntary action in China. The enhanced acknowledgment of the benefits of volunteerism, both for the society and the individual volunteer, have led to stronger Government commitments to support its development. 2008, which has been called the birth Year of Volunteering in China, saw extensive volunteer participation first in the Wenchuan earthquake relief in Sichuan, showing how volunteers can help responding to overwhelming natural catastrophes, and later in the Beijing 2008 Olympic Games, featuring the contribution of 1.7 million volunteers. The path of volunteerism in China, defining itself through these major events, and more recently, the 2010 Shanghai Expo and the

2010 Guangzhou Asian Games, as well as through the daily work of community, poverty relief and environmental services, has been one of growth, with many challenges on the way. In 2007, some of these included the lack of capacity in volunteer management and volunteer project management, a weak infrastructure, and few opportunities for volunteers to contribute to development.

The Beijing 2008 Olympics, with its Volunteer Programme, represented a unique chance of strengthening international cooperation to build capacity, infrastructure and link volunteerism with development goals.



Project Introduction

1. Project Overview

“Strengthening Volunteerism for Development in China through the Beijing 2008 Olympic Games” is a partnership between the United Nations Development Programme (UNDP), the United Nations Volunteers (UNV) programme, China International Center for Economic and Technical Exchanges (CICETE), Beijing Youth League (BYL), Beijing Volunteer Federation (BVF) and, until the end of the Games, the Beijing Olympic Games Volunteer Work Coordination Group Office (BOGVWCGO), launched in 2007 with the **overall goal** of

*Enhancing capacity of national partners to support the Olympics and demonstrate the role of volunteerism as a development resource and to contribute to the MDGs and a Xiaokang society.*

2. Objectives and Outputs

In the first phase, before and during the Beijing Olympics, the project assisted in the training of core Olympic volunteers and volunteer managers by engaging high-level expertise. It also provided a series of well-planned volunteering opportunities and events to promote the role of volunteers in realizing environmental development goals, in support of the “Green Olympics” Campaign. After the Olympics, the project has continued to apply the experiences gained during this special time for China

*To strengthen the capacity of volunteering organizations, increase the impact of volunteer activities, and advocate volunteerism in its multiple forms, in particular volunteerism as a powerful means to address development issues and to build stronger, more compassionate communities.*

Project objectives - 1st Phase	Project objectives - 2nd Phase	Project Outputs
1) To support and facilitate BOGVWCGO in implementing the Beijing Olympic Volunteer Action Plan, especially the Training Operational Plan	1. Improve capacity and strengthen volunteer infrastructure of BVF to increase the quality of volunteer management in Beijing and promote volunteerism for development – <b>Building capacity and volunteer infrastructure</b>	Institutional capacity of BVF and of its staff in effective volunteer management and mobilization of volunteers enhanced
2) To enhance environmental awareness promoted through volunteerism with the involvement of communities and civil society organizations to support the “Green Olympics” concept 3) To support volunteers, including Olympic Volunteers, through a national volunteer campaign to contribute to achieving the MDGs and enhancing a Xiaokang society	2. Engage volunteers, including previous Olympic Volunteers, to pilot initiatives that demonstrate effectiveness of volunteerism towards the achievement of the MDGs and a Xiaokang, Harmonious society – <b>Demonstrating the effectiveness of Volunteerism for Development</b>	Opportunities and awareness are created for Beijing and Chinese citizens to engage in volunteer activities related to environment and other MDGs
	3. Promote the Beijing Olympics volunteer legacy knowledge management through documentation, publication and dissemination to national and international volunteer community – <b>Transferring the Olympic Volunteer Legacy</b>	The Beijing Olympics good practices, lessons learned and legacy is documented and disseminated

3. Management Structure

The project, executed through CICETE with technical and financial support from UNV and UNDP, was implemented by BVF through the Project Management Office (PMO). A total of 12 UNV volunteers have served in different positions at the PMO, based in BVF, demonstrating the valuable contribution that volunteers can offer in development projects.



Management Structure	
Project executing agency	CICETE
Technical and financial support	UNDP and UNV
Project implementing agency	BVF, through the PMO
Head of the PMO	BVF Secretary General
UNV volunteer positions at the PMO	7
Total number of UNV volunteers who have served for the project	12

4. Implementation Duration

Implementation Duration	
Project start	July 2007
Project initial duration	3 years – until July 2010
Project extended duration	4 years – until July 2011, extended a second time until September 2011

5. Project Area

Project Area	
Local - direct	Beijing, at the city level, and in its 16 Districts
National – through experience sharing	Shanghai, Guangzhou, Shenzhen
International – through experience sharing	Kazakhstan, Brazil, London and other cities hosting large-scale events

6. Project Funds

Project Funds	
UNDP funds	USD 500,000
UNV funds	USD 400,000
Government cost-sharing	USD 500,000
Total project funds	USD 1.4 million

# Results and Impact 1

## Stronger Capacity and Volunteer Infrastructure

“Institutional capacity of BVF and its staff in effective volunteer management and volunteer mobilization enhanced”





Stronger Capacity and Volunteer 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." (Evaluation Report)



Summary of Results - Stronger Capacity and Volunteer Infrastructure
8,200 core volunteers and volunteer managers trained
19 in-house trainers prepared to deliver volunteer project management training and equipped with a specifically designed "Volunteer Project Management Manual"
The "Volunteer Beijing" website has a more user-friendly design and improved functionalities that attract more users

IMPACTS - Stronger Capacity and Volunteer Infrastructure
Long-term volunteer management capacity of volunteer leaders built, as volunteer leaders have gained new skills on how to manage volunteer-involving projects
Awareness raised on the importance of systematized management methods to increase the impact of volunteering
The first Chinese language "Volunteer Project Management Manual" supported by a governmental organization produced under the project will serve as reference for other parts of China
The project's Spring Shoots Training Programme has been integrated with BVF's Shining Steps Training Programme launched in May 2011, ensuring sustainability. The Shining Steps Training Programme intends to continue enhancing the quality of local volunteer work through extensive training activities for wider target group over the next few years
More successful volunteer-volunteer opportunity matches are achieved, contributing to increased appreciation of volunteering and to more people volunteering



With the long-term goal of strengthening capacity not only for the Olympics but for the future development of the voluntary sector in Beijing and China, training and advisory activities have been a strong focus throughout the project.

In the pre-Games and Games phase, volunteer management capacity of BYL and BOCOG Volunteer Department leaders, managers, and volunteers was built to contribute to the management of the Olympic Volunteer Program and volunteerism for development activities.

Over 7,500 Olympic Volunteers and volunteer managers trained in various aspects of volunteer management and HIV/AIDS prevention and anti-stigmatization during the pre-Games and Games phase.



3 BVF managers and 29 Beijing Olympic volunteer leaders (volunteers who manage other volunteers) participated in hands-on volunteer training at major sport events, such as the *Shanghai Special Olympics* (October 2007) and the *Macao Asian Indoor Games* (November 2007). **"Experience and practice"**, a publication summarizing best practices, practical tips, challenges and lessons learned from Olympic volunteer leaders experience was compiled and provided to Olympic volunteers and the Beijing Youth League system.

4 international volunteer experts, including Mr. David Brettell, Director of Sydney Olympic Volunteer Department, were invited to the *"Beijing International Volunteer Communication Week"* Forum (December 2007) organized by Beijing Youth federation, for a series of workshops on volunteer infrastructure, volunteer management in large scale sporting events, and developing volunteerism after large scale events. A total of 24 international experts shared their knowledge at the event.

International expertise was provided in a high-level training on 8-9 March 2008. The team of trainers, assembled by the project, was composed of Mr. Lee Hang-Hyun, Secretary General of Korea Council of Volunteering, incoming President of the International

Association of Volunteer Effort (IAVE) and former lead trainer for 2002 Korean World Cup; Ms Karen Fourier, Trainer for 2006 German World Cup Volunteer Program, and Ms Moy-Yin Lam, Lead Trainer at the Singapore National Volunteer and Philanthropy Center. Training contents for 65 Olympic Volunteer Leaders comprised volunteer risk management and motivation. 435 Olympic related officials including BOCOG Volunteer Department staff, BYL staff, 66 Olympic Venue Volunteer Managers and 168 Deputy Venue Volunteer Managers were trained in volunteer management for large scale events. The event received extensive national media coverage including circulation through Xinhua and television coverage on CCTV-2 morning and evening news programs reaching an estimated audience of 144 million people.

► 7,000 Beijing Olympic Volunteer Leaders were trained in **HIV and AIDS prevention and anti-stigmatization** in a UN system China-wide effort (14 June to 26 July 2008). 12 half-day sessions were held at universities across the capital. Training curriculum and material were jointly prepared by 6 UN agencies, the Chinese Red Cross and Marie

Stopes International with each partner participating in the training sessions. An innovative segment of each session focused on capacity building activities led by PLWHIV which had a huge impact on the participants. **The training received special recognition by UN Resident Coordinator and UNAIDS Executive Coordinator as a key UN event of 2008.**

► High-level consultant, Mr. David Brettell, Director of Sydney Olympic Volunteer Department, was provided to BOCOG Volunteer Department (27 July to 25 August 2008). The consultant worked as the advisor to the Director of the BOCOG Volunteer Department, writing daily reports to the Director during the Olympic Games.

Building on the widely-recognized success of the volunteer service during the Olympics and in order to transfer this precious legacy to the practice of community based volunteering, the project launched the **Spring Shoots Training Programme** on Chinese Volunteer Day, 5th March, 2009. The Programme aims at improving the volunteer and project management capacity of BVF and community based volunteer projects.



700 volunteer leaders trained in volunteer project management, team of 19 in-house trainers formed and first Chinese language Volunteer Project Management Manual produced.

► 600 volunteer managers and core volunteers were trained on volunteer project management and volunteer management in a series of 2-day sessions for district, sub-district and community level projects delivered by a specialized volunteer capacity building organization, Huizeren (2009 – 2010).

► A team of 19 BVF in-house trainers was formed through a professional Training of Trainers (ToT) course focused on international standard project management and a series of 5 trainer skills workshops. The new trainers will in turn deliver training targeted at local volunteer leaders in the 16 Beijing Districts. Some have already conducted sessions on the essentials of volunteer project management for approximately 100 trainees in Dongcheng and Chaoyang Districts. They will continue provide training as needed under the newly established "Shining Steps Training Programme", the continuation of the Spring Shoots Training Programme.

► The first Chinese language **"Volunteer Project Management Manual"** supported by a governmental organization was produced. The manual development





process included inputs from specialized training organizations, collection of case studies from real volunteer-involving projects, feedback from different kinds of users (trainers, trainees, BVF managers) and expert review. Reflecting specific features of Chinese volunteerism, this training material smoothly combines the theoretical framework of international Project Management standards with the practice of volunteer projects, aiming to be both a training tool and a useful guide for volunteer project managers. A reference trainer's ppt slide material has also been created to complement the Manual on training courses.

The vision of an online one-stop station where volunteers can find volunteering opportunities and volunteer organizations can find volunteers in a convenient way has guided support activities to BVF website. As a fundamental component of the whole volunteer infrastructure in Beijing, the **"Volunteer Beijing" online platform** ([www.bv2008.cn](http://www.bv2008.cn)) has been upgraded to better promote volunteerism by providing a more user-friendly information and volunteer-volunteer opportunity matching system.

► The project funded a team of five technical experts to design enhancements to the Beijing Olympic volunteer registration and selection IT system used in the recruitment of 100,000 venue volunteers (November and December 2007). The Beijing Olympic Volunteer Management Information System was the foundation of the current platform utilized to match volunteers and volunteer opportunities in different service fields.

► Following assessment of stakeholders' needs for the post-Games era, a specialized IT company was

hired through bidding to execute further upgrades and increase platform's functionality (2010). The platform has undergone substantial revision and is now more user-friendly and better apt to perform its functions efficiently. The English version of the website, a section dedicated to "International Cooperation", and an Online Volunteering service were created. The new platform was promoted among university students, BVF member organizations and on project events.

► International expertise was engaged to support the upgrading work. UNV Online Volunteering expert Ms. Elise Bouvet provided technical advice and training to key BVF staff in charge of the platform, addressing challenges such as information management flow, monitoring and evaluation, website management and design, volunteer recruitment, online volunteering. She shared her expertise also with 17 volunteer-involving organizations on a training dedicated to website management and volunteer online recruitment.

In an effort to advocate volunteerism for development by further spreading information on how to volunteer, the first Beijing Volunteer Handbook complemented the online platform as a paper tool.

► The **2008 Beijing Volunteer Handbook** was produced by an expert consultancy team of Beijing University. The Handbook, the first of its kind, features information on volunteering in the capital and includes detail on current volunteering opportunities available at over 200 volunteer-involving organizations across the city. 2,000 copies were distributed among volunteer groups and organizations. ■

## Results and Impact 2

### Effectiveness of Volunteerism for Development Demonstrated

"Opportunities and awareness are created for Beijing and Chinese citizens to engage in volunteer activities related to environment and other MDGs"



## Effectiveness of Volunteerism for Development Demonstrated

The project took advantage of the special momentum for volunteerism created by the Olympics to show how volunteers can contribute to social development – how volunteers can make people’s lives and society better. This was done by creating meaningful opportunities for volunteers to contribute to environmental goals and by supporting

volunteer-involving projects addressing the needs of disadvantaged groups, as well as through advocacy efforts.

Summary of results - Effectiveness of Volunteerism for Development Demonstrated
Volunteerism for development advocated through extensive media campaign, including TV and radio programs and PSA distributed nationally for an audience of millions
4 volunteer-involving projects targeted at disadvantaged groups effectively supported as “Volunteerism for Development Model Project” to better manage volunteers and develop their organization, with hundreds of volunteers benefitting
Over 5,350 environmental volunteering opportunities created
2 volunteer-driven environmental awareness pilot projects established
Volunteer Beijing Green Partnership launched and green online platform developed

IMPACTS - Effectiveness of Volunteerism for Development Demonstrated
The role of volunteerism in promoting development goals and a more sustainable and equitable society has been practically demonstrated and appreciated by the government, media and the wide public
4 volunteer-driven projects are now better placed to grow as organizations, manage their volunteers and serve their target groups
BVF, now closer to grassroots projects, will use a similar model to support public welfare projects in the future
Environmental awareness promoted among millions of citizens - 58,000 citizens directly reached, many more reached through media coverage; more people volunteer for the environment and make environmentally sound choices in their daily lives
Cooperation strengthened among local, national and international organizations working towards a cleaner environment
Good models of volunteerism for development pilots have been established and will be replicated in more universities and schools in Beijing, and hopefully in other parts of China



► **Communications** efforts were successful in highlighting volunteerism for development as a legacy of the Beijing Olympic volunteerism. Volunteerism for development was promoted through a number of media features.

- UNV Bonn Volunteer Infrastructure Specialist was interviewed on CCTV-4 regarding affect of Olympics, volunteerism and environmental advocacy (December 2007);
- UNV China Programme Officer and UNV Bonn

Programme Specialist made two appearances on CCTV-9 Dialogue 30-minute national talk show to discuss how Olympic volunteerism can promote volunteerism in China (13 February and 19 June 2008);

- UNV volunteers and project staff members appeared twice on People’s Daily Online programme to advocate volunteerism as legacy for Games (January and June 2008) and on Beijing TV 9 talk show (4 May 2008);
- UNV Bonn East Asia Portfolio Manager and with BYL Secretary General made two appearances on CCTV-9 Dialogue programme to talk about lasting and sustainable volunteering ( 8 and 9 August 2010)



- The first bilingual Public Service Announcement (PSA) on the topic, “**Volunteering for the MDGs**” PSA was produced and launched on the internet on 15th April 2011. Vividly illustrating in cartoon scenes how volunteers can contribute to the MDGs, it is available on main Chinese portal websites such as Tudou, Sohu, Youku and Sina. It was screened at pilot Volunteer Stations during the “Charity Week” activities organized by BVF in one of the most visited parks in the city in April and has been broadcasted on busses TV in 28 major cities in China for two weeks after the launch. In addition, millions of netizens have been reached through distribution on Sina Microblog



platform on UNDP China and UNV China – IYV+10 accounts. Sina Microblog has an estimated number of users of 100 million.

► A survey was conducted in cooperation with the NGO Huizeren to study the current status and development themes of 1,000 BVF “Public Welfare Action Projects”. The survey results have been used to understand better how to establish “Volunteerism for Development” demonstration projects.

In order to harness the enthusiasm for the Olympic Volunteer experience into volunteerism for development, the project demonstrated the role of volunteerism in contributing to a more equitable and sustainable society by strengthening capacity of four selected volunteer-involving organizations.

► 4 volunteer-driven organizations in Beijing were selected through a call for proposal based on a set of criteria, such as a strong link to one of the MDGs or having a disadvantaged group as target. Throughout 2010, these “**Volunteerism for Development Model Projects**” received support in the form of small grants, tailor-made training and coaching by an international Project Coach (a volunteer herself) with extensive experience in community-based welfare projects. A final review in 2011 confirmed that remarkable benefits were gained by the projects, in particular through the capacity building assistance which helped them understand their organizational goals more clearly, rationalize operations and manage volunteers, as well as through the heightened credibility and visibility linked to participation in



Organization	Leling Senior Citizens Cooperative
Target group	Elderly people in various communities of Shijinshan District
Mission	To improve the quality of life of old disadvantaged people, at the grass-roots level, by providing a range of care services and resources, in order to promote a cohesive community
Main activities	Research and community old people needs assessment Work with local community to enable them to help themselves Local volunteer and skills training opportunities
N. of volunteers involved	1,400 volunteer opportunities in 2010

Organization	Hong Dandan Cultural and Education Exchange Center
Target group	Blind people in Beijing
Mission	To provide equal opportunities to blind people by enriching their education and cultural life
Main activities	Audio library, audio description of films, cultural visits & activities Advocacy for blind people's equal opportunities in education and quality of life
N. of volunteers involved	534 registered volunteers

government-led and UN supported project. For example, after becoming part of this initiative, the Leling Senior Citizens Cooperative was able to extend their services to new communities and Hong Dandan Cultural and Education Exchange Center was able to successfully apply for funds from private foundations.



Organization	Beijing Home of Migrant Workers
Target group	Migrant workers and their families in Beijing
Mission	To help migrant workers in Beijing living a better life
Main activities	Training for migrant workers Legal and health advice service Assistance in finding employment and safe housing Involvement of migrant workers in volunteering for other migrant workers
N. of volunteers involved	20 core volunteers 800 registered volunteers

Organization	Happy Football for Migrant Children
Target group	Migrant children
Mission	To build migrant children's self-confidence and capacity to integrate
Main activities	Soccer training Cultural and educational outings
N. of volunteers involved	20 core volunteers

- Based on an accurate analysis of the projects' needs, a total of over 20 on-site coaching sessions and about 20 small-size training sessions were provided to the benefit of key staff and core volunteers of the 4 organizations. The topics ranged from fund-raising proposal writing, to organization strategic planning, volunteer team building, M&E tools and project management skills. As concrete outputs, the Volunteer Management Policy and Volunteer Handbook of Hong Dandan were devised, for example, resulting in better volunteer management.
- To ensure sustainability of the four projects, a one and a half day seminar on fund raising issues, "Find Your Way Through the Funding Maze - funding opportunities & challenges for NGOs in China today" was held at UNDP compound (4-5 November 2010). 12 national and international NGOs including BVF, Save the Children, China Britain Business Council, VSO, etc., participated as speakers and/or participants.



- Special organizational and profile raising support was provided to the projects on a number of events and celebrations. Examples are the International Children's day "Freeing your dreams, growing together" event in cooperation with the Beijing Home of Migrant Workers and VSO, to support the 1 GOAL "Education for All" Campaign, which saw participation of 50 migrant children and 22 volunteers (June 2010); Leling Community Elderly Care Celebration (December 2010), with 200 participants; Hong Dandan's blind people's Sport Games activity (October 2010), with the participation of over 100 blind people; IVD 2010 Volunteering Expo celebration in collaboration with VSO and other partners (December 2010). A unique event was **UN Secretary General's Wife Mrs. Ban Soon-taek visit to Hong Dandan** (November 2010), which helped bringing the local government and the public closer to the NGO, as demonstrated by the Beijing Politburo Standing Committee Member Mr. Liang Wei's unprecedented visit to Hong Dandan the following month (December 2010), and by the production by BTV1 of a short film and PSA on Hong Dandan's work broadcasted daily in the "Beijing News" during the Spring Festival holidays (February 2011).
- The "Making it Happen – Volunteerism for Development Model Projects Case Studies Book" with a complementary 10 minutes documentary was produced to share experience and encourage replication of the 4 initiatives. The book and film document the experience of growth of the four volunteer-powered initiatives. As part of the Spring

Shoots Training Programme Knowledge Package and BVF promotional material, the booklet and DVD have been disseminated to 243 BVF member organizations, distributed and discussed on Shining Steps training sessions among 30 young volunteer leaders, 30 grass-root NGO managers, and 30 city-level volunteer programs managers, and shared with the Turkish Youth Delegation and Ibero-American Youth Organization upon their visit to Beijing. This learning material is also available for download on BVF website.







Under support from the project, **Hong Dandan has won a 200,000 RMB grant** under the "Skills for Social Entrepreneurs Award Scheme" sponsored by the British Council. The fund will be used to purchase printing machines, and materials (including Thermosensitive paper specialized for braille printing) and administrative fees for the printing of braille products.

"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." (Evaluation Report)

**Environmental volunteering** was promoted widely by the project and pilot volunteer-driven environmental awareness projects were established to show how volunteers can advance environmental goals.

Before and during the Beijing Olympics, Environmental awareness was advocated through volunteerism enhanced with the involvement of communities and civil society organizations in support of the Green Olympics concept.

"Volunteering for the environment" opportunities were created for a total of 5,150 volunteers on a series of activities reaching tens of thousands citizens directly and millions through media coverage.



▶ Environmental campaign launched on "Save Energy and Reduce Pollution – Volunteer Action!" event (17 November 2007). By displaying environmental messages on place cards, a 'carbon calculator,' life size Olympic mascots and distributing informational brochures with daily life environmental tips at the event in Jingshan Park, 40 university volunteers and the PMO educated an estimated 2,000 Beijing citizens on environmental issues.

▶ An estimated 4,000 volunteers spread environmental messages to over 50,000 Beijing citizens as part of "Everyone is a Green Olympics Volunteer" advocacy events (Dec 2007, Jan 2008). Working together with the BYL District Department, 4,000 "City Olympic volunteers" serving at 100 volunteer information stands across the capital were trained to provide green living tips and distribute information brochures to the public.

▶ "You and I Welcome the Green Olympics" coordinated environmental advocacy events held on Earth Day (22 April 2008) in five highly visible locations, including Ritan Park, Wangfujing Street and Xidan Shopping District, spread environmental messages to thousands more Beijing citizens. The



event was covered on CCTV-2 and CCTV-9 national news programs, on the Sina.com website, Guanming, Beijing Youth Daily and Laodong Wu newspapers as well as over 20 Government and UN websites.

► 50,000 project-designed Beijing Olympic venue maps featuring green tips were distributed to Olympic Games visitors at 500 Olympic City Volunteer Stands (8-24 August 2008). The foldable maps, available in Chinese, French and English, presented cartoon images of ten tips on how individuals could be environmentally friendly during their stay in Beijing. The campaign was covered in over 15 newspapers and Government websites.

► 30-second **"Everyone is a Green Olympic Volunteer"** Public Service Announcement reached a domestic audience of over 100 million citizens. The high quality PSA commercial featured volunteers "volunteering for the environment" by taking daily life environmentally conscious decisions such as choosing green transport. Through the lead efforts of the national UNV volunteer Communications Officer the initiative enjoyed extraordinary visibility across the country, through CCTV-1, CCTV-2, CCTV-9, commercial media on trains and subways, CCTV.com and KFC fast food outlets. The total number of viewers is estimated at over 100 million viewers. This was a very cost effective intervention as for as the estimated value of distribution is conservatively over US\$ 1 million. In support of the "Everyone is a Green Olympic Volunteer" campaign, a full set of activities was delivered: a "Volunteer Energy Saving" seminar involving 30 representatives from Government, the private sector, NGOs and community organizations; "Volunteer Energy Saving, Switch-Off Electricity" follow-up campaign with private sector lead by Amway together with PMO; feature story on "Everyone is a Green Olympic Volunteer Campaign" published in China Environment News journal (22 May 2008); 70 volunteers leading tree planting activity at Miyun Reservoir near Great Wall (12 April 2008)



► An integrated **volunteer campaign to protect the Beijing Swift** and raise awareness on biodiversity was carried out from December 2007 to August 2008, after a consultative conference where 12 representatives and experts from Government, local universities, NGOs and community organizations provided comments and advice on the action plan.

► Two extremely successful radio PSA campaigns spread the message of volunteerism and biodiversity protection across the capital and country: the first on China National Radio (106.6 FM) (9 April to 31 August 2008, 144 days) for an estimated market value of the

coverage of over US\$ 62,000; the second, with the most popular radio station in the capital Beijing Traffic Radio (103.9 FM) featuring the Swift project for one-hour each Friday evening (15 February to 27 July, 15 programs) also at no charge to the project.

► A number of activities was organized under this campaign: *"2008 Olympic Year, Nini (swift Olympic mascot) Comes Home"* event at Zizhuyuan Park in partnership with Beijing Bird Watching Association, involving 1,000 participants and supported by 81 volunteers; 50 Beijing Normal University volunteers and 40 volunteers through partnership with Beijing 103.9

radio station were trained to deliver presentations on the Swift and biodiversity protection in April and in turn delivered presentations to 500 middle school students; Swift Protection Volunteer Kite Flying Advocacy Event (19 April 2008), with 300 volunteers supporting the event and 2,000 participants - the event was covered by CCTV-1's leading news program reaching an audience of over 400 million people nationwide, CCTV-2, and prominent newspapers; 150 volunteers led public education Swift watching events in historic sites of Beijing including the Summer Palace, Qianmen, Houhai and Ditan Park (May, July 2008).

Building on the fruitful experience of the Green Olympic campaign, environmental volunteerism was strongly promoted after the Games through cooperation with environmental organizations like the Jane Goodall Institute – Roots and Shoots Programme.

► The **Volunteer Beijing Green Partnership**, aiming to enhance cooperation and resource sharing among local, national and international organizations with a common interest in the environment, was initiated and will be carried on by BVF after the project. The idea of the Partnership was raised by former







BYL Deputy-Secretary General Ms. Deng Yaping in 2009 and received positive feedback by many environmental organizations. The launch event, also marking the start of two pilot activities under the Partnership, was symbolically held in a migrant school and was attended by UNDP Deputy Country Director Ms. Silvia Morimoto and CICETE Deputy Director Mr. Zhao Zhongyi, UNV, Youth League and BVF representatives. 12 well-known environmental organizations based in Beijing, including All-China Environment Federation, WWF, Greenpeace, Jane Goodall-Roots & Shoots, Green Earth Volunteers participated in the first introductory meeting (June 2011) to share their work and explore potential opportunities for cooperation. The Partnership is already operative through the following activities:

► **A green themed website** (<http://www.bjgreen.org/>) has been designed to promote joint activities and partners' initiatives, provide a platform for information and resource sharing and encourage the public to commit to a more sustainable lifestyle through an online interactive pledge.

► The project collaborated with the BYL Blue Sky Action - Caring for Migrant Children Programme to distribute the "Our Part Green Life Comic Book" co-produced by UNDP and UNDP's Goodwill Ambassador Zhou Xun's Studio in 125 migrant schools around Beijing. On the launch event of

the Volunteer Beijing Green Partnership, 17 copies of the book were donated to Haidian Xingzhi Migrant School, and a team of university volunteers introduced the book to the students on a special lesson. The project obtained from the publishing partner a generous commitment to donate over 2,000 copies and over 120 books have reached different migrant schools in several districts of Beijing. The Our Part Green Life Comic Book is the first bilingual comic series on the subject of low-carbon lifestyle.

► 2 volunteer-driven environmental awareness projects were established as pilots for future replication.

► **Green Lessons Project** - 150 university volunteers were trained to develop interactive lessons on the environment for primary and middle school students. Participatory training sessions were delivered by the Jane Goodall Institute – Roots and Shoots Programme.



The project was piloted on 2009 World Environment Day. Under the "Volunteers Unite to Combat Climate Change" campaign, 32 volunteers held Climate Change themed lessons in schools around Beijing for a total of 1,000 children, in particular from migrant schools. Advocacy activities to raise awareness of Climate Change and the importance of individual contribution were also carried out in university campuses and at the National Aquatics Stadium's Olympic Volunteer Station. A second pilot was on the launch day of the Volunteer Beijing Green Partnership, when a team of 6 university students delivered environmentally-themed lessons for about 150 pupils of Xingzhi Migrant School. Following assessment of the migrant school's needs, a group of university students has volunteered to further provided Green Lessons following a systematized management approach and guaranteeing regular Green Lessons for three classes of the school once a week. A trip was organized for 40 pupils to visit the Beijing Museum of Natural History around World Environment Day 2011 and more Green Lessons will be held in the next school semester.





► **Green Office Project** – 20 volunteers have been trained on how to conduct an environmental impact assessment for office activities and will raise environmental awareness in several organizations which have replied to the call for participants. The volunteers will collect information about the environmental implications of office activities through a walk-through observation and questionnaires and a final report with suggestions on how to reduce the organization's environmental impact will be presented to the office managers after review by specialized agencies. A set of materials including Volunteer Handbook, three kinds of questionnaires and a report template, with a carbon emissions calculation formula, have been prepared with the assistance of the Jane Goodall Institute – Roots and Shoots Programme and a professional environmental consulting company. The Beijing Energy and Environment Center (BEEC) has showed great interest in the Project and may adopt it in the future.



"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." (Evaluation Report)

Volunteerism for development was promoted also through support to the IYV+10 campaign and celebration of IVD.

► Information brochures and gadgets on IYV+10 and Volunteering for the MDGs were produced and distributed on IVD 2010 and at recently established Volunteer Stations in Beijing. The Volunteer Station in one of the most important traffic junctures (Dongzhimen) adopted Volunteering for the MDGs as theme for the whole station design.

► The project organized an afternoon of different activities within the 2010 Volunteering Expo at Beijing Normal University, to showcase the work of volunteer-involving initiatives under the project, promote the "Volunteer Beijing" website among the public and advocate environmental consciousness. The event was supported by 25 volunteers and saw participation of migrant children and public of all ages. ■



## Results and Impact 3

### Olympic Volunteer Legacy Transferred

"The Beijing Olympics good practices, lessons learned and legacy is documented and disseminated"





Olympic Volunteer Legacy Transferred



“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’. “(Evaluation Report)



Summary of results - Olympic Volunteer Legacy Transferred
The Games-time volunteer experience was documented and analyzed in a comprehensive publication, “Experience, Value, Influence - Beijing 2008 Olympic and Paralympic Volunteer Work Legacy Transfer Report”
The Beijing 2008 Olympic and Paralympic Volunteer Expert Roster was established and its members shared experience with other cities hosting large-scale events, in China and abroad
Forums and other activities were held to exchange information on the Games-time volunteer experience and volunteerism for development

IMPACTS - Olympic Volunteer Legacy Transferred
The Games-time volunteer experience has been shared, with learning that can be applied to volunteerism beyond large-scale events
The Beijing 2008 Olympic and Paralympic Volunteer Expert Roster has been incorporated in the newly established “Beijing Volunteer Research Association”, ensuring sustainability

The Beijing Olympics have provided a playing field for 1.7 million volunteers and an opportunity of practice for volunteer managers. The challenge was then to review, document and learn from this unprecedented experience in order to build on it and bring forward the development of volunteerism in the post-Games phase.

► The event “Olympic Volunteer Celebration: Recognizing Volunteer Contributions for the Games and Development” was held at the UN Compound on the eve of the Games opening on 7 August 2008, setting the stage for a high-level public recognition of the role of volunteers in the Games and in society, and underlining the importance of treasuring the volunteer experience beyond the Games. Participants included UN Under-Secretary General Mr Achim Steiner, Minister of London and the Olympics Ms Tessa Jowell, Beijing Politburo Standing Committee Member Mr Liang Wei, leading movie star Ms Zhou Xun, China’s first winter Olympic gold medal winner Ms Yang Yang as MC. The event recognized four

Olympic volunteers for their contributions towards development in fields of environment, social inclusion and education, and disaster response as well as BVF for its distinctive efforts in preparing for the Beijing Games. The ceremony was widely covered by national media and recognized by the Ministry of Civil Affair and Tsinghua University as one of the top ten events impacting Chinese social development in 2008.





► Two Olympic volunteer legacy forums were convened in the spring of 2008 bringing together over 20 volunteer experts to advise BYL on its Olympic volunteer legacy transfer plans. In the post-Games phase, Olympic Volunteer Work and project's experiences were shared on a number of events.

● A study tour in Europe for BYL, BVF officers and partners (April 2009) was the chance to share experience internationally and pave the way for the post-Games phase. The delegation of 9 people visited UNV Headquarters, International Red Cross, International Olympic Committee Museum, International Paralympic Committee, and VSO Headquarters.

● Participation with keynote speeches in two forums, the International 2009 Forum on Volunteer Service Development in Shenzhen, organized by the Shenzhen Youth League in preparation of the Shenzhen 2011 Summer Universiade, and the "Fabulous Asian Games – Volunteering Guangzhou" Forum on the Asian Games Volunteer Service, organized by the 2010 Guangzhou Asian Games

Volunteer Department.

● Teams of Beijing Volunteers served for the 2010 Shanghai Expo throughout the duration of the event and the participation of the project's International UNV volunteer, together with a team of former Olympic Volunteers (end of April – beginning of May), represented an opportunity to promote volunteerism through a series of media interviews. UNV and BVF also contributed to organize the "China's Low Carbon Future – A Dialogue on Green City and Green Life" in Shanghai (17 October 2010) with participation of UNDP Administrator Ms. Helen Clark and 600 Expo volunteers.

● BVF organized study tour to the Singapore Youth Olympic Games (August 2010), with special participation of the project's UNV volunteer Environmental Awareness Officer.

● UNV East Asia Portfolio Manager, Mr. Oliver Wittershagen, 3 national experts and 2 international experts participated to the Guangzhou Asian Games Volunteer Leaders Camp (July 2010) with

presentations on different aspects of volunteerism for an audience of 300 volunteer managers.

► "Experience, Value, Influence - Beijing 2008 Olympic and Paralympic Volunteer Work Legacy Transfer Report" was compiled by a research team led by Renmin University of China's professor Wei Na, under the initial guidance of BYL Deputy-Secretary General and ping pong gold medalist Ms. Deng Yaping. In cooperation with NGO Huizeren, a survey was conducted among 7,000 venue volunteers, 35 volunteer managers from the former Beijing Olympics Organizing Committee (BOCOG) Volunteer Department, Olympic Venues and Spectator Service Department were interviewed individually, 500 questionnaires were administered to volunteer groups, 600 to Beijing residents, and 98 representatives of different communities were interviewed. The main characteristics of the Beijing model of volunteering, lessons learned and long-term impact of the Olympic volunteer service were identified and a comprehensive analysis on the topic presented for the first time, together with stories from volunteers.

● A first, shorter edition of the Report was launched on an IVD 2009 celebration event at the Bird's Nest. UNDP China Representative and UN Resident Coordinator, Mr. Khalid Malik, UNV Chief of Programme and Operations Group, Mr. Ghulam Isaczai, China International Centre for Economic and Technical Change Deputy Director, Mr. Dong Hong, Beijing Youth League Secretary General Mr. Wang Shaofeng, and more than 70 participants, including volunteers, volunteer experts from academia and volunteer organizations, attended the release ceremony and 25 media agencies reported the news.

● The complete edition of the Report was published in 2010. The Report, available in Chinese and English on BVF website, has been shared with tens of volunteer organizations in Beijing, in other parts of China and abroad (International Olympic Committee, Japan, Canada, Singapore, Kazakhstan, etc.).

► An expert team composed by Senior Research Fellow at Chatham House Asia Programme Dr. Kerry Brown and three Chinese experts compiled the State of Volunteerism Report in China 2011, which will contribute to a global report on the state of volunteerism to be launched by UNV on IVD 2011, as part of the IYV+10 celebrations. The Report presents data from interviews with government departments, NGOs, volunteer managers and volunteers in Beijing, Shanghai, Guangzhou and Western China, and features recommendations for further developing the volunteer sector in China.

► The Beijing 2008 Olympics and Paralympics Volunteer Expert Roster was established. With 60 key practitioners, managers and researchers of the Beijing Olympics and Paralympics Volunteer Programme receiving official recognition at an IVD 2009 event dedicated to the Olympic Legacy, the roster, featuring a team of 14 core experts, is a tool to retain, promote and build new volunteer management experience through training and advice to large-scale event volunteer programmes in other cities. The roster, now part of the newly founded "Beijing Volunteer Research Association", has contributed experts for a number of legacy transfer activities.





► The Guangzhou Asian Games Volunteer Department invited Beijing Olympics experts to provide advice and assess the volunteer management aspect of the Games (November, 2010). Prof. Zhang Xiaohong from China Agricultural University, prof. Sun Baoli, from Beijing Sports University and Mr. Ren Wei, from BYL, visited different Games venues offering coaching and summarized their views in a final report shared with the involved organizations.

► Experiences from the project and the Olympic volunteer work were shared with Kazakhstan on a mission to the host country of the 7th Winter Asian Games (November 2010). Interested in learning about the Chinese experience, UNDP and UNV Kazakhstan, together with the Kazakhstan Civic Alliance, invited Prof. Zhang Xiaohong, Associate Professor at China Agricultural University and researcher at Beijing Volunteer Federation, and Fiammetta Mancini, international UNV volunteer Partnerships Coordinator for the project to speak at a Volunteer Training Camp, a dialogue with university student volunteers and a feature interview by Astana TV. This activity represented a good example of South-South Cooperation on volunteerism.

► Information will be exchanged with the UK on

meetings with the London 2012 Olympic Games Organizing Committee (LOGOC) Volunteer Department and other volunteer-involving and development organizations in the UK. A mission will be undertaken by prof. Wei Na, from Renmin University of China, a BVF officer in charge of the Olympic volunteer legacy work and other project representatives (September 2011).

► The "Volunteer China, Harmonious Asia – 2010 International Forum on Voluntary Service Development through the Olympic and Asian Games" was organized in cooperation with the Guangzhou Asian Games Volunteer Department (July 2010). With guests from China Central Youth League, Guangzhou Youth League, UNV Bonn, the event brought together over 300 researchers, scholars, practitioners, volunteers from China and abroad as well as youth from several Beijing universities to exchange ideas and discuss how volunteers can contribute to social and development goals. The forum reviewed the contribution volunteers make in disaster risk reduction, humanitarian and emergency relief, large-scale events like the Shanghai Expo and the Guangzhou Asian Games, as well as in effecting environmental and community development. ■

## Conclusions

The project has proved effective in seizing the favorable momentum for volunteerism created by the Beijing 2008 Beijing Olympics to build national capacity and promote volunteerism for development in China.

Although Beijing has been the direct focus of the project, other cities in China and abroad have been reached thanks to the model function played by the capital and through Legacy Transfer activities.

Leveraging on the expertise and resources of its partners, the project has met the objectives of building capacity and volunteer infrastructure, demonstrating the effectiveness of volunteerism for development and sharing the experiences of the Olympic Volunteer work as well as of volunteerism for development initiatives.

As highlighted in the project final Evaluation Report, "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." (Evaluation Report)

Building on the results achieved and lessons learned, the Beijing Youth League and Beijing Volunteer Federation will carry on the good work, and new cooperation interventions on the model of this project will be started in other cities in China, including Shanghai and Guangzhou.



