First Progress Report – November 2012

Joint Management Response

Review Title: Joint Evaluation of Collaboration between UNV and DFS

Completion Date: November 2011

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| **“Shorthand” recommendation and link with Global MOU** | **Full recommendation** | **Management Response** | | | |
| **Joint UNV – DFS Responses** | **Key actions** | **Timeframe** | **Progress Reporting** |
| **1. Use GFSS as guidance** | **Recommendation 1:**  UNV and DFS should review the new DFS Global Field Support Strategy in terms of its impact on their cooperation and on UNV’s roles, particularly at the Regional Service Centres (RSCs). | Both parties support reviewing the impact of the DFS Global Field Support Strategy on potential UNV’s roles, particularly at the Regional Service Centres (RSCs), within the overall need to enhance national staff capacity development.  Both parties commit to consider the feasibility of centralizing UNV support functions in RSCs, which would include administrative, induction, training, and programme support operations. | DFS and UNV will jointly review GFSS to identify appropriate roles for UN Volunteers, particularly in Regional Service Centres (RSCs).  UNV will draft a SOP to serve as the basis for UNV integration in Entebbe and other RSCs, both operationally and programmatically. | Jan-Jun 2013 | Progress so far:  Centralizing UNV support functions in pilot RSCE has been initiated;  Draft SOP/Concept Note for RSCE has been developed by UNV.  Pending action:  Broader GFSS impact to be reviewed jointly by DFS and UNV;  Specifically for RSCE: draft SOP/Concept Note to be reviewed and finalized jointly;  Clarifications to be made on other RSCs (beyond Entebbe). |
| **2. Need for UNV liaison within DFS/DPKO**  Art. 3.1 MOU | **Recommendation 2:**  UNV should consider ways in which it can better develop and maintain strategic and policy dialogue with DFS and related departments. One option is to deploy a dedicated focal point within DFS. | Both parties support this recommendation, and commit to develop more strategic programme and policy dialogue at the headquarters level within existing resources.  DFS and UNV commit to developing mechanisms to establish a more systematic focal point mechanism within existing staffing resources. | UNV and DFS will identify and negotiate options to facilitate strengthened liaison and dialogue.  Agreed option to be formalized in updated Global MOU | Jan-Jun 2013 | Progress so far:  Informal Focal Point arrangement has continued for both parties;  Regular meetings between senior officials of both parties continue to take place.  Pending action:  Formalize Focal Point arrangement and include in revised Global MOU;  Discuss and define other strategic programme and policy dialogue mechanisms to be established, e.g. UNV ONY engagement. |
| **3. UNV’s “niches”**  Art. 3.3, 3.5 MOU | **Recommendation 3:**  UNV and DFS should further capitalize on the roles in which UN Volunteers are most valued. | Both parties support this recommendation.  DFS and UNV commit to explore strategies to promote the use of UN Volunteers in the four main “niche” areas identified as UNV’s added value, specifically the areas of capacity development of national staff, surge capacities/rapid deployment, transitioning out of peacekeeping, and community-based quick impact projects.  The parties agree on the value of a more strategic and formalized presence of UN Volunteers throughout the transition from peacekeeping to peace building and longer-term recovery. Aspects of integration between the missions and UNCT, as well as drawing on local civilian capacities, are key in this regard.  DFS and UNV also commit to reviewing the roles in which UN Volunteers traditionally serve within both mission support and substantive programme areas. | UNV and DFS will revise the Note on Guiding Principles between UNV and DFS to better define the role of UN Volunteers within the recommended programme niche areas as well as the roles in which UN Volunteers traditionally serve in mission support and substantive programme areas.  DFS and UNV will strengthen coordination in planning of transitions within the entire spectrum from peacekeeping and peacebuilding to recovery and development.  Whenever possible DFS will explore with DPKO opportunities where UN Volunteers can contribute to QUIPS programmes. | Jul-Dec 2013 | Progress so far:  Overall formalization has not taken place, but field operations (e.g. design of UNMISS’s CSB and UNISFA’s Community Liaison approach) have been inspired by these principles;  Several examples of Integrated Mission - UNCT coordination with involvement of UNV (closure of UNMIS, joint UNDP-MONUSCO Civil Affairs project in DR Congo, joint electoral assistance in UNEST/Timor-Leste, UNIRED/Sudan).  Pending action:  Review Global MOU / Note on Guiding Principles;  Formal discussion on UNV programme niches;  Formal discussion on UNV involvement in Mission transition;  Formal discussion on QUIPS. |
| **4. Mission planning**  Art. 3.2 MOU | **Recommendation 4:**  DFS should invite a senior UNV representative to participate in DPKO/DFS Technical Assessment Missions (TAMs) at the earliest stages of the preparation of a peacekeeping mission in order to support staffing table design and surge deployments. | Both parties fully support this recommendation.  DFS commits to involve UNV at the earliest stage to ensure UNV participation in all relevant TAMs and other planning activities. | Consultation mechanism to be set up between DPKO/DFS and UNV when planning/design of a new Mission starts at HQ level; relevant Global MOU article to be updated. | Jun-Dec 2013 | Progress so far:  Formal consultation mechanism still to be established, but UNV was included in South Sudan TAM and Inter-Agency planning mechanism;  Informal discussions ongoing on early planning for other potential Missions (e.g. Mali, Syria, Somalia).  Pending action:  Formalize consultation mechanism and include in Global MOU. |
| **5. UNV to rationalize field presence**  Art. 3.4 MOU | **Recommendation 5:**  UNV should use the new Global Field Support Strategy as an opportunity to reconsider its operational model. | Both parties fully support this recommendation.  DFS and UNV agree to review overall structure and reporting lines of UNV’s field support within the context of the GFSS, by reviewing the current structure of existing UNV Field Units, to see where efficiencies and economies of scale could be optimized, both in the context of regional centres (see Recommendation 1) and headquarter support (see Recommendation 2). | Conduct a review of the structures and propose restructuring in the context of mission budgets. | Jul-Dec 2013 | Pending action:  Review to be conducted. |
| **6. Capacity Development**  Art. 3.9 MOU | **Recommendation 6:**  UNV and DFS should develop a strategic plan for the UN Volunteer role in national capacity building within UN peacekeeping missions and communities. | Both parties support this recommendation.  DFS and UNV commit to developing guidance notes and mechanisms to more strategically deploy UN Volunteers in capacity development roles within the mandate of peacekeeping missions in the two areas of a) national staff capacity building, and b) capacity building at the local community and government levels within the parameters of mission mandates. | UNV and DFS to jointly explore opportunities for the role of UNV in contributing to capacity development within the context of mission mandates.  UNV and DFS to jointly formulate a strategy for involvement of UNV in (a) capacity development of national staff in mission support roles, and (b) in conflict management capacity-building of grassroots beneficiaries in substantive roles. | Jul-Dec 2013 | Progress so far:  Ad hoc discussions on UNV capacity development roles (UNAMID, ONUCI, BNUB, …);  “Demo” capacity development-related exercises conducted in Haiti, Burundi (V workshop).  Pending action:  Ad hoc initiatives on national staff capacity development need to be systematized and policy and guidelines developed;  Counterpart/beneficiaries capacity development needs to be documented, analyzed, and tools and policy developed. |
| **7. Integration of UNV mandate**  Note on Guiding Principles, Preamble to MOU, art. 3.9, 8.1-2 MOU | **Recommendation 7:**  DFS and UNV should recognize the UNV volunteerism mandate as a strategic goal/element of their partnership and take steps to incorporate this into future management. | Both parties support this recommendation.  DFS and UNV are committed to ensuring that the role and activities of UN Volunteers are aligned with the principles of volunteerism, within the overall mandated activities and programmes of peacekeeping/political missions. | DFS and UNV to include relevant provisions in updated Global MOU and Note on Guiding Principles. | Jul-Dec 2013 | Pending action:  GMOU / NGP to be reviewed. |
| **8. Monitoring and measuring results** | **Recommendation 8:**  UNV programme monitoring can be enhanced by a more robust database of specific contributions to peacekeeping, peacebuilding and post-conflict reconstruction. | Both parties support this recommendation.  During the course of 2011, UNV has launched a corporate Programme Strategy and is developing a Results Framework for launch in early 2012. The RF will capture the contributions and results of overall UNV programme activities, as well as the individual UN Volunteers.  DFS will incorporate agreed UNV/DFS partnership monitoring indicators in its monitoring and evaluation process. | UNV will share its new Programme Strategy and Results Framework with DFS and mission level managers, and seek input to how best to capture and report on its results.  UNV will share its Handbook on Assessing the Contribution of Volunteers to Development (“The V-Methodology”) with DFS to promote M&E culture and practice in the field.  DFS, in consultation with UNV, will include agreed indicators in its monitoring and evaluation systems. | Jun-Dec 2013 | Progress so far:  UNV PS/RF shared with UNV field offices;  “V” methodology handbook shared with DFS/DPKO HQ and some field offices;  Some demonstration workshops conducted (Haiti, Burundi).  Pending action:  UNV to re-design its global M&E framework for capturing UNV results/impact in UN Missions (corporate priority for UNV in 2013);  Discussion with DFS/DPKO on UNV indicators in their M&E systems. |
| **9. UNV to respond to need for specialized expertise**  Art. 3.2, 3.5, 3.6 MOU | **Recommendation 9:**  In light of the increasing need for specialized expertise, UNV and DFS should develop rosters of UN Volunteers with skills in technical and substantive areas. | Both parties support the spirit and need of this recommendation.  Both parties, however, do not see the development of new rosters as the best approach to addressing the needs, and therefore wish to recommend other options. | UNV is developing a new taxonomy that is taking into consideration more holistic and more specific specialized functions and skills / qualifications of candidates required in peacekeeping and peace building operations, e.g.: including DDR, SSR, Justice and Corrections, community outreach, capacity building, etc.  Where appropriate, DFS will invite UNV to take part in working groups emerging from GFSS (Modularization Working Group and sub-working group on UN-Provided Enabling Capacities) with view to ensure UNV is fully involved in identifying targeted functions / candidate profiles emanating from CivCap, GFSS, DFS/FPD, etc. needs. | Jun-Dec 2013 | Progress so far:  UNV’s new taxonomy is currently being tested;  UNV discussing involvement in DFS CapMatch platform.  Pending action:  Formal discussions on specialized expertise needs;  Field mission managers to be sensitized on the issue of diversity: need to be encouraged to select and invest in global citizens with specific technical expertise/potential and an interest in the UN, but without UN experience. |
| **10. Gender balance**  Art. 3.5, 3.6, 4.5 MOU | **Recommendation 10:**  UNV and DFS should increase efforts to seek and engage women as UN Volunteers in peacekeeping. | Both parties fully support this recommendation. | UNV and DFS to review other successful gender equity models (e.g. UN Police).  Each candidate submission by UNV will have at least 1 female candidate (out of 3).  For assignments that have a traditional gender perception (e.g. mechanics are male, nurses are female), UNV will ensure, whenever possible, that submissions are gender-balanced. UNV Programme Managers will encourage the selection of non-traditional candidates by supervisors.  DFS to advise field mission managers of UNV efforts, and to reciprocate in prioritizing candidate reviews and selections. | Jun-Dec 2013 | Progress so far:  Each UNV submission now systematically contains at least 1 female candidate;  UNV gender ratio in peacekeeping 2011-12 increased by 3%;  Gender balance systematically monitored and encouraged at field level by UNV offices.  Pending action:  Discussions on gender equity models;  DFS to advise field mission managers on gender/prioritization. |
| **11. Training**  Art. 3.7 MOU | **Recommendation 11:**  To promote collaboration between all civilian peacekeeping personnel, UNV and DFS should ensure that UN Volunteers and civilian staff receive joint induction training on elements they have in common. | Both parties support this recommendation, within available resources.  DFS and UNV commit to ensuring all new UN Volunteers receive local mission or RSC level induction training, in lieu of the induction training provided at UNLB for international civilian staff (which is not possible for UN Volunteers due to budget limitations).  DFS and UNV commit to ensuring online UN courses in all critical areas, e.g.: security and safety, ethics, conduct and discipline, etc., are accessible and mandatorily completed by all UN Volunteers. | UN Missions to develop induction modules that are relevant for all personnel (different types of staff and UN Volunteers alike).  Inductions at Mission level and at RSCs must include a UNV Programme briefing component in order that all staff (non-UNV) are sensitized to the UNV Programme and UN Volunteers. UNV will develop and DFS will arrange for a standard UNV briefing component to be part of the CPT in UNLB Brindisi and other induction trainings at RSC or mission levels.  All UN Volunteers to mandatorily attend Mission inductions and refresher trainings, including conduct and security briefings online certificate courses in Security, Conduct, Ethics, etc. DFS will ensure missions provide resources and access, and UNV will ensure monitoring.  IMTCs to issue clear instructions that trainings and training budgets can be accessed by staff and UN Volunteers on an equal basis.  Global MOU to be updated on training arrangements. | Jan-Jun 2013 | Progress so far:  UNV briefing for staff induction courses implemented in some Missions;  Standard UNV presentation for CPT/UNLB drafted and introduced, but not formally implemented;  All UN Volunteers included in staff inductions at Mission and/or RSCE level;  All UN Volunteers mandatorily complete online UNDSS “security in the field” trainings prior to deployment;  All UN Volunteers have regular access to online certificate courses in Conduct, Ethics, etc.  Pending action:  Status to be provided on IMTC action with regards to UNV access to trainings;  Standard UNV presentation n to be included in CPT/UNLB;  Policy to be developed on use of UNV annual training budget line;  Global MOU to be updated. |
| **12. Operational issues**  Art. 2.1, 2.2, 3.3, 3.5, 3.8, 3.10-13, 4.3, 4.4, 4.6, 5.1-4 MOU; faxes DFS Nov 2008, Jun 2009 | **Recommendation 12:**  UNV and DFS should resolve several management issues that have led to confusion and/or negative implications for the partnership. | Both parties in principle support the recommendation with respect to the six key areas recommended for review in the report.  As most issues relate to policy formulation on grey areas of management and conditions of service for UN Volunteers, UNV commits to taking the lead ground work for further joint deliberations and agreement by the two parties. | Limitation of duration of UNV assignments will be reviewed by UNV and outcome included in revised Global MOU.  UNV performance appraisal process (including volunteerism criteria) will be reviewed and outcome included in Global MOU revision.  DFS and UNV responsibilities and liabilities within the context of conduct and discipline investigations will be reviewed with the aim to provide clarity with regards to mutual roles and responsibilities in the revised Global MOU.  Harmonization of UNV entitlements between Missions and UNCT will be reviewed and included in UNV COS to the extent possible.  More efficient information-sharing mechanisms to be explored, both during selection/recruitment and in-situ volunteer management, and included in revised Global MOU. | Jul-Dec 2013 | Progress so far:  CDU and UNV have agreed to review mutual roles and responsibilities in consultation with UNDP/LSO (Dec 2012).  Pending action:  UNV assignment duration, harmonization of UNV entitlements, etc. dependent on review of UNV COS (corporate priority 2013);  UNV performance appraisal: dependent on Volunteer Management Cycle (VMC) review by UNV (corporate priority 2013);  More systematic sharing of policies, rules, regulations of mutual interest. |